



REFORMING STATE GOVERNMENT TO BE MORE EFFICIENT, MORE COST EFFECTIVE, MORE RESPONSIVE

Governor Chris Gregoire knows Washington state government must work better and smarter. With the lingering recession, she has worked with vigor on her commitment to making government more efficient, more cost effective and more responsive to citizens.

In partnership with the Legislature, the Governor has achieved success on a number of measures that will improve programs and services that Washingtonians depend on. These range from the delivery of medical assistance to obtaining permits for environmental purposes, and include:

- » **Tasking the newly named Department of Commerce to focus on attracting, growing and keeping good jobs.** Employment is the way out of the recession, and the Governor is giving the department the tools it needs to work with companies to establish operations — or keep them competitive — in the state. (House Bill 2658)
- » **Slashing the number of state boards and commissions.** While at one point many of these groups served useful purposes, over time their importance has eroded. Through joint efforts, we have eliminated 46 boards and commissions through legislation (HB 2617). Another 17 were disbanded administratively. In total, the number of such groups has been cut by one-third. In addition, the Governor and Legislature eliminated subsistence, lodging and travel allowances for members of boards, commission, councils and committees funded through the State General Fund.
- » **Closing state facilities.** We will close state institutions whose services are no longer needed or can more effectively be provided elsewhere. The budget calls for the downsizing of prisons at McNeil Island and Larch, and the closing of Pine Lodge and Ahtanum View. It also calls for the closure of Maple Lane School. We have undertaken such bold steps just twice in the past several decades. These actions will save \$47.3 million and will not entail the early release of a single offender.
- » **Cutting the number of environmental hearings boards.** We have reduced the number of environmental hearings boards from five to two without reducing any rights or increasing timelines. We expect long-term savings and efficiencies by co-location of offices, and less confusion by simplifying the permitting and appeals process. (HB 2935)
- » **Consolidating growth management boards.** We have moved from three regional to a single central growth management board, which will have all the powers, duties and functions of its predecessors. (Senate Bill 6214)
- » **Sharing services to achieve economies of scale.** Agencies with fewer than 176 full-time equivalent employees are now required to use the Small Agency Client Services division of the Office of Financial Management for their accounting, payroll and budget needs. (Governor's Directive 09-25)

- » **Tightening the program that helps vulnerable adults.** The General Assistance – Unemployable program has been transformed. It will be called the Disability Lifeline program and will provide services — for no more than 24 months in a five-year period — to homeless, childless adults who are incapacitated and unable to work due to a physical ailment, mental condition and/or chemical dependency. This assistance includes short-term medical and cash assistance. Those who are homeless will receive assistance in the form of a stipend capped at \$50 per month and a housing voucher. Refusal to comply with requirements will result in the individual's termination from the program. (HB 2782)
- » **Holding down ferry system and employee costs.** We passed legislation that eliminates baseball-style arbitration as the default arbitration process, and allows the arbitrator or arbitration panel the ability to consider whether the state can afford to pay the award. The law also requires that the Office of Financial Management certify both negotiated and arbitrated settlements as financially feasible before inclusion in the Governor's budget. (HB 3209)
- » **Reevaluating WorkFirst.** To continue thoughtful dialogue with the Legislature, the Governor directed the WorkFirst Subcabinet agency members to reevaluate the program's framework. The WorkFirst Subcabinet will provide a report and implementation plan to the Governor of the best practices for WorkFirst families and children in the context of Washington's 21st century economy and the financial integrity of the program. (HB 3141)

- » **Stretching health care dollars.** To maximize health care funding and receive the best results, the Governor issued an executive order that consolidates Medicaid purchasing and the Health Care Authority, and directs the newly formed Health Care Cabinet to recommend how to consolidate all health care purchasing by state agencies. In doing this work, the cabinet must consult with stakeholders and others as it prepares its recommendations in time for the Governor's 2011–13 budget. (Executive Order 10-01)
- » **Improving child welfare outcomes.** The Department of Social and Health Services will convert its child welfare contracts to performance-based contracts by July 1, 2011. Contractors will have greater flexibility in how they may use state funds to serve children and families, but will be held accountable for achieving measurable outcomes. (SB 6832)