

Government Efficiency Task Force
401 Senate Office Building
October 5, 2011
6:15 p.m. – 8:15 p.m.

- 1) Call to Order
- 2) Roll Call
- 3) Approval of Minutes
- 4) Presentation on Florida's Turnpike Enterprise
Secretary Ananth Prasad, Florida Department of Transportation
- 5) Presentation on the Orlando-Orange County Expressway Authority
Mike Snyder, Executive Director, Orlando-Orange County Expressway Authority
- 6) Presentation on the Tampa-Hillsborough County Expressway Authority
Joseph Waggoner, Executive Director, Tampa-Hillsborough County Expressway Authority
- 7) Presentation on Expressway Authorities
Reynold Meyer, Staff Director, Senate Budget Subcommittee on Transportation, Tourism, and Economic Development Appropriations
- 8) Work Group Discussion and Assignments
- 9) Public Comment
- 10) Adjourn

Government Efficiency Taskforce
401 Senate Office Building
Tallahassee, Florida
Monday, September 19, 2011
9:00 a.m. – 11:00 a.m.

MEETING MINUTES

Members Present:

Chair Abraham Uccello
Vice Chair Lizbeth Benacquisto
Representative Frank Attkisson
Representative Gary Aubuchon
Speaker Larry Cretul
Ms. Ann Duncan
Mr. Matthew Falconer (by phone)
Mr. Michael Heekin (by phone)
Mrs. Belinda Keiser
Representative John Legg
Senator Patrick Neal
Lt. Col. Frances Rice (by phone)
Mr. Robert Stork (by phone)
Representative Rob Wallace

Members Absent:

Mr. Eric Silagy (excused)

Chair Uccello called the meeting to order at 9:04 a.m.

Staff called the roll and announced the presence of a quorum.

Chair Uccello introduced Jesse Panuccio, Deputy General Counsel with the Executive Office of the Governor. Mr. Panuccio presented an overview of open meetings and public records laws applicable to the Task Force and answered member questions.

Mrs. Keiser moved to approve the minutes. The motion was adopted without objection.

Chair Uccello introduced the Task Force Staff Director, Jeffrey Woodburn and Administrative Assistant, Elisa Weber. Ms. Duncan moved to confirm Task Force staff. The motion was adopted without objection. Chair Uccello introduced Heather Williamson, dedicated resource from the House of Representatives for the Task Force.

Chair Uccello proposed adding consideration of meeting schedule to agenda. The motion was adopted without objection. Senator Benacquisto moved to amend the Task Force meeting

schedule to October 5, 2011, October 19, 2011, November 2, 2011, November 16, 2011, and December 7, 2011 from 6:15 p.m. to 8:15 p.m. The motion was adopted without objection.

Chair Uccello asked each member to introduce themselves and present the ideas they submitted to the Task Force. After all members present spoke, Chair Uccello discussed the priorities, scope, and actionable items of the Task Force, as outlined in his September 15, 2011, memorandum to Jeffrey Woodburn.

Chair Uccello opened the floor for public comment. Joe Bourassa spoke on Florida's water management districts. Donna Sanford spoke on school board member compensation. Robert Weissert of Florida TaxWatch spoke on the Government Cost Savings Task Force Report and Recommendations for Fiscal Year 2012-13.

Mr. Heekin moved the Task Force rise. The meeting adjourned at 11:00 a.m.

Government Efficiency Task Force
Organizational Meeting
412 Knott Building
Tallahassee, Florida
Tuesday, August 30, 2011
10:00 a.m. – 12:00 noon

MEETING MINUTES

Members Present:

Representative Frank Attkisson (by phone)
Representative Gary Aubuchon (by phone)
Senator Lizbeth Benacquisto (by phone)
Speaker Larry Cretul (by phone)
Ms. Ann Duncan
Mr. Matthew Falconer (by phone)
Ms. Belinda Keiser
Representative John Legg (by phone)
Senator Patrick Neal (by phone)
Lt. Col. Frances Rice (by phone)
Mr. Eric Silagy
Mr. Abraham Uccello
Representative Rob Wallace (by phone)

Members Absent:

Mr. Michael Heekin
Mr. Robert Stork

Acting Chair Abraham Uccello called the meeting to order at 10:07 a.m.

Staff called the roll and announced the presence of a quorum.

Acting Chair Uccello welcomed the members and then asked staff to read the Task Force Rules. Senator Neal moved to suspend the reading of the rules and adopt the rules. Lt. Col. Rice and Ms. Keiser seconded. The motion was adopted without objection.

Acting Chair Uccello opened the floor for nominations of a permanent chair. Ms. Keiser moved that Acting Chair Uccello be nominated for Chair. Senator Benacquisto and Ms. Duncan seconded. Acting Chair Uccello asked if there was any discussion. Seeing none, Senator Neal moved to accept the nomination of Acting Chair Uccello by acclamation. Ms. Duncan and Mr. Falconer seconded. With no objections, the motion was adopted by acclamation.

Chair Uccello opened the floor for nominations of a Vice Chair. Mr. Silagy moved that Senator Benacquisto be nominated for Vice Chair. Senator Neal seconded. Ms. Keiser moved to close the floor for nominations. The motion was adopted without objection.

Chair Uccello proposed a calendar for Task Force meetings on September 22, October 6, October 20, November 3, November 17, and December 8, 2011. Representative Legg moved that the September 22 meeting be moved to Monday, September 19 from 9a.m. – 11a.m. Lt. Col. Rice seconded. The motion was adopted without objection.

Chair Uccello moved that the other meetings occur from 3p.m. – 5p.m. in Tallahassee on their respective dates. The motion was adopted without objection.

Lt. Col. Rice moved to adopt the meeting dates as amended. Senator Benacquisto and Ms. Duncan seconded. The motion was adopted without objection.

Chair Uccello announced that Jesse Panuccio, Deputy General Counsel to the Office of Governor Rick Scott, was scheduled to appear before the Task Force to discuss communications and transparency as they relate to the Task Force. Mr. Panuccio was not present, so Chair Uccello moved to postpone the presentation to the first business meeting of the Task Force on September 19, 2011. The motion was adopted without objection.

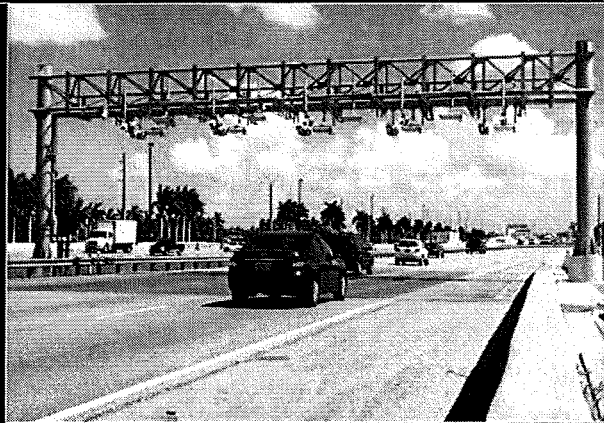
Chair Uccello requested that members copy all email correspondence related to the business of the Task Force to info@floridaefficiency.com.

Chair Uccello instructed staff to read Art. III, Section 19 (i), Constitution of the State of Florida, and s. 11.9005, F.S., which provide the constitutional and statutory authority for the Task Force. Chair Uccello outlined three objectives for the Task Force: a financial objective for a savings of \$3 billion, a time objective for providing recommendations for the 2012 regular legislative session and future sessions, and a culture change objective to achieve continuous and consistent results. Chair Uccello requested that each member submit three ideas for the Task Force toward those objectives by Monday, September 5, 2011. Items are to be submitted using the standard form to be distributed by staff.

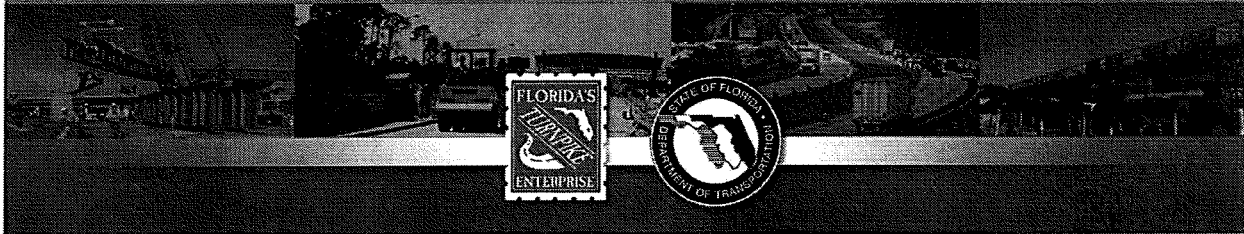
Chair Uccello opened the floor for additional questions. Seeing none, Senator Benacquisto moved the Task Force rise. The meeting adjourned at 10:23a.m.

Florida's Turnpike Enterprise

Diane Gutierrez-Scaccetti
Executive Director and
Chief Executive Officer



Presentation to the Florida Government Efficiency Task Force
October 5, 2011



Evolution of Florida's Turnpike

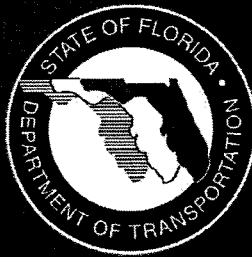
From Authority to Enterprise

1953



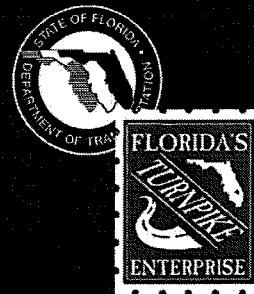
Florida
Turnpike
Authority

1989



Florida's
Turnpike
District

2002

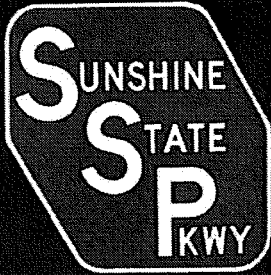


Florida's
Turnpike
Enterprise

Evolution of Florida's Turnpike

From Authority to Enterprise

1953



Florida
Turnpike
Authority

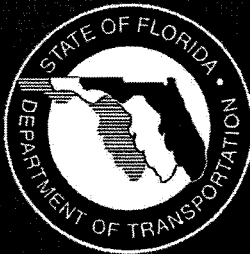
1953 - 1988

- Build original mainline
- Retire debt

Evolution of Florida's Turnpike

From Authority to Enterprise

1989



Florida's
Turnpike
District

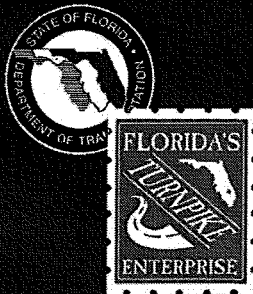
1989 - 2001

- Leverage existing system
- Build expansion projects
- Issue revenue bonds

Evolution of Florida's Turnpike

From Authority to Enterprise

2002

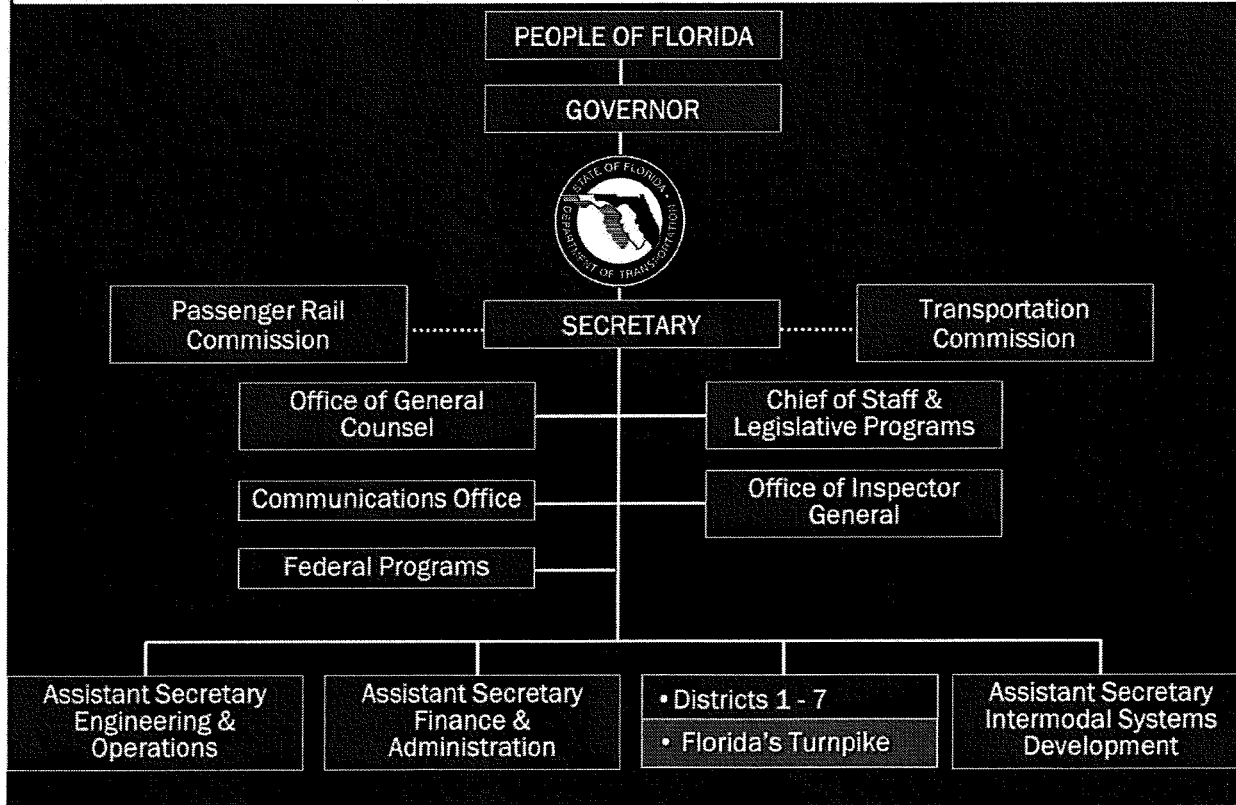


Florida's
Turnpike
Enterprise

2002 - Today

- Maximize system resources
- Increase bond cap (\$10B)
- Manage in a business-like manner
 - ✓ Autonomy and flexibility to pursue innovation
 - ✓ Public sector motives, private sector methods

Organization



MISSION

Help meet State's transportation needs

Ensure value for customers

Manage in a business-like manner

Protect Investors

CITIZENS

- ✓ 2,174 lane miles
- ✓ Since 1993, 91% of new corridors are tolled

CUSTOMERS

- ✓ Over 2 million daily
- ✓ 95% receive value for toll paid
- ✓ 78% SunPass participation

ORGANIZATION

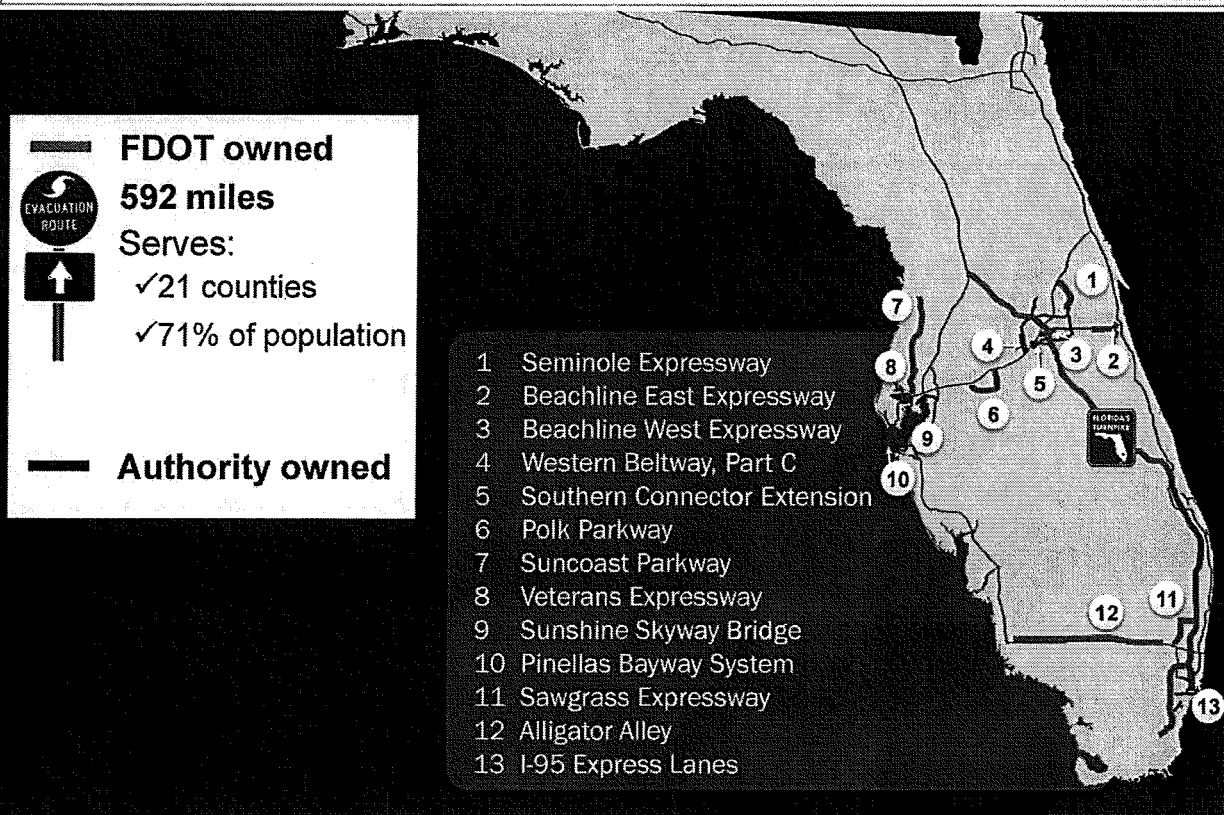
- ✓ 85% privatized staff
- ✓ 176 companies

BONDHOLDERS

- ✓ \$2.8B outstanding bonds
- ✓ AA rated
- ✓ Safeguards:
 - Financial
 - Statutory
 - Operational

PUBLIC ACCOUNTABILITY

Delivering Transportation



Delivering Transportation

FY 2011 Toll Transactions (in millions)

	Florida's Turnpike	Mid-Bay Bridge	Garcon Point Bridge	THEA	OOCEA	MDX	Total
Total Transactions	652.9	6.5	1.3	31.6	292.5	220.1	1,204.9
Transactions Processed by Turnpike	652.9	6.5	1.3	25.4	109.8	181.0	976.9

4 out of 5 transactions processed by Turnpike

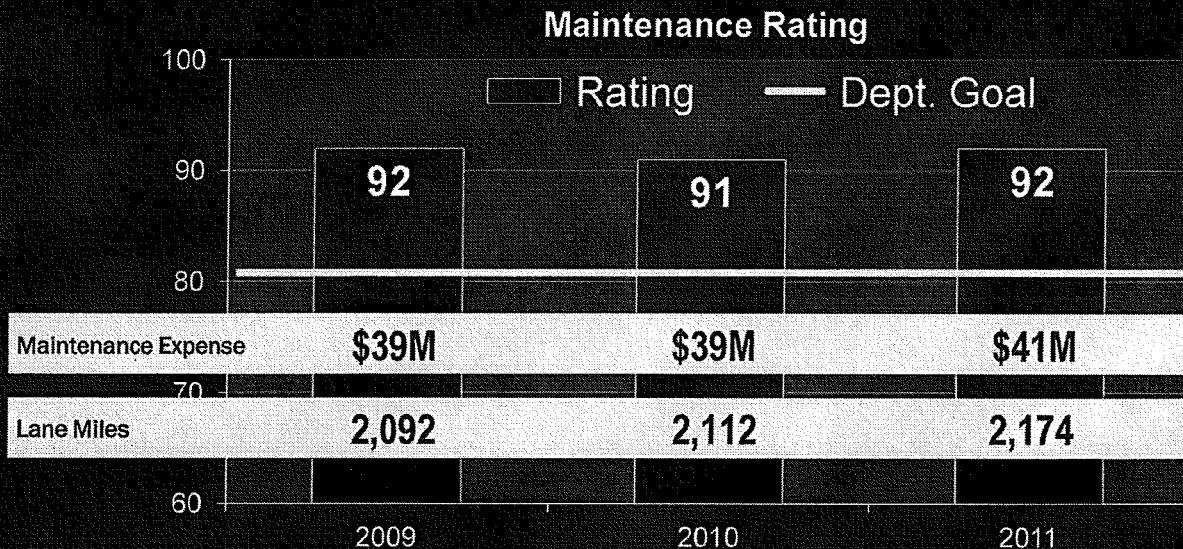
History of Fiscal Responsibility

- Low Toll Rates

Toll Facility	Length	Passenger Car Toll (ETC Rate)	Toll Per-Mile
Miami-Dade Expressway Authority	4 – 14	\$1.00 - \$2.50	11¢ - 22¢
Tampa-Hillsborough Expressway Authority	15	\$2.50	17¢
Orlando-Orange County Expressway Authority	6 – 33	\$1.00 - \$4.00	10¢ - 18¢
Pennsylvania Turnpike (Mainline Only)	360	\$28.18	7.8¢
New Jersey Turnpike	118	\$9.05	7.7¢
Florida's Turnpike Mainline	320	\$17.90	5.6¢
New York Thruway (Mainline Section 1)	390	\$17.43	4.5¢
Ohio Turnpike	241	\$10.25	4.3¢

History of Fiscal Responsibility

- Level Maintenance Costs

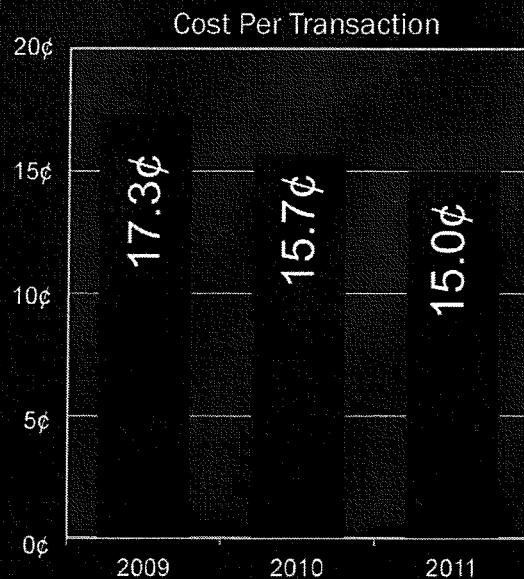


History of Fiscal Responsibility

- Reduced Toll Collection Costs

$$\frac{\text{Toll Collection Cost}}{\text{Number of Toll Transactions}}$$

$$\frac{\$116.6\text{M}}{776.7\text{M}} = 15.0\phi$$



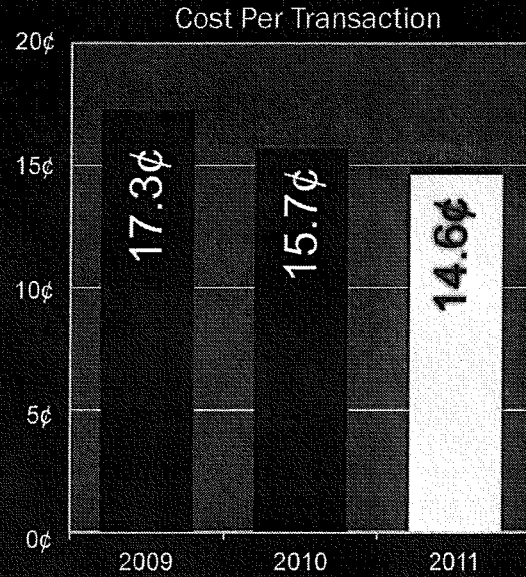
History of Fiscal Responsibility

- Reduced Toll Collection Costs

$$\frac{\text{Toll Collection Cost}}{\text{Number of Toll Transactions}}$$

$$\frac{\$113.8\text{M}}{\$115.6\text{M}} = 14.6\text{¢}$$

$$\frac{776.7\text{M}}{5115.6\text{M}} = 15.0\text{¢}$$



SunPass: 8.5¢

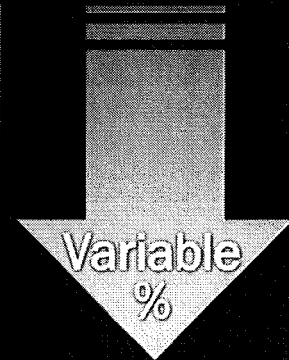
Cash: 32.0¢

History of Fiscal Responsibility

- Low Cost of Capital (4.5%)
- No Refinancing Risk

Variable Debt as a Percentage of Total Bonded Debt

	Pre-Recession	Post-Recession
IL Toll Highway	49%	32%
NJ Turnpike	35%	18%
PA Turnpike	43%	23%
OOCEA	46%	27%



Partnerships

- Authorities:
 - Toll Operations
 - Cash Operations
 - SunPass Operations
 - TOLL-BY-PLATE
 - AET in Miami
 - Maintenance
 - Western Beltway (SR 429)

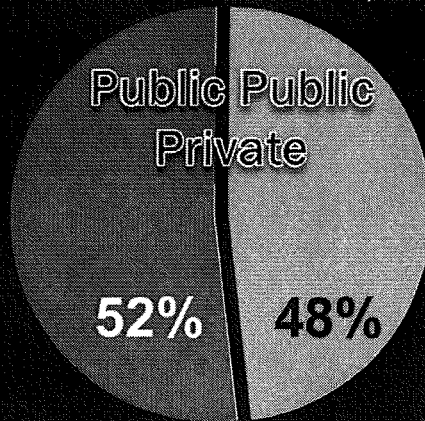
Partnerships

- Projects:
 - Service Plazas
 - ★ Sun Life Stadium (Miami Dolphins)
 - ★ BankAtlantic Center (Broward Arena)
 - ★ NW 12th St. (Beacon Tradeport)
 - ★ Southern Connector Extension
 - ★ SR 429 Interchange
 - ★ NW 106th St.
 - ★ Becker Rd.
 - ★ Pace Road

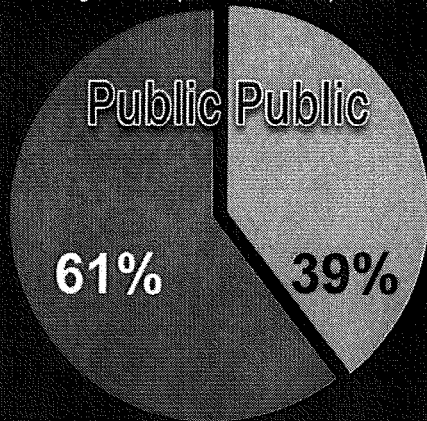
- ★ Public/Private
- ★ Public/Public
- ★ Public/Public/Private

Partnerships

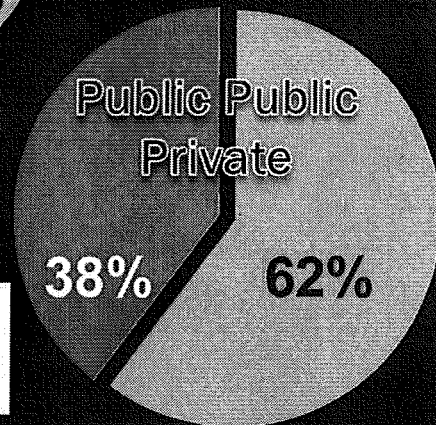
Southern Connector Extension (\$153.3 M)



Seminole Expressway, Project 2 (\$265.2 M)



Western Beltway, Part C (\$326.9 M)



○ Turnpike Investment
● Non-Turnpike Investment

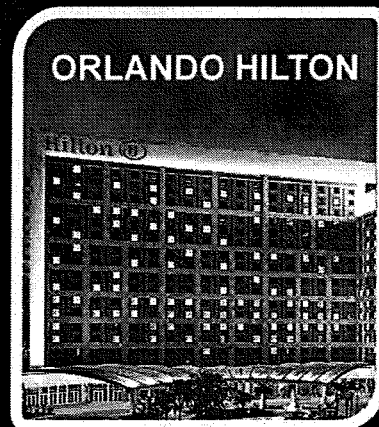
Future Partnership & Innovations

Public Sector Motives *with* Private Sector Methods

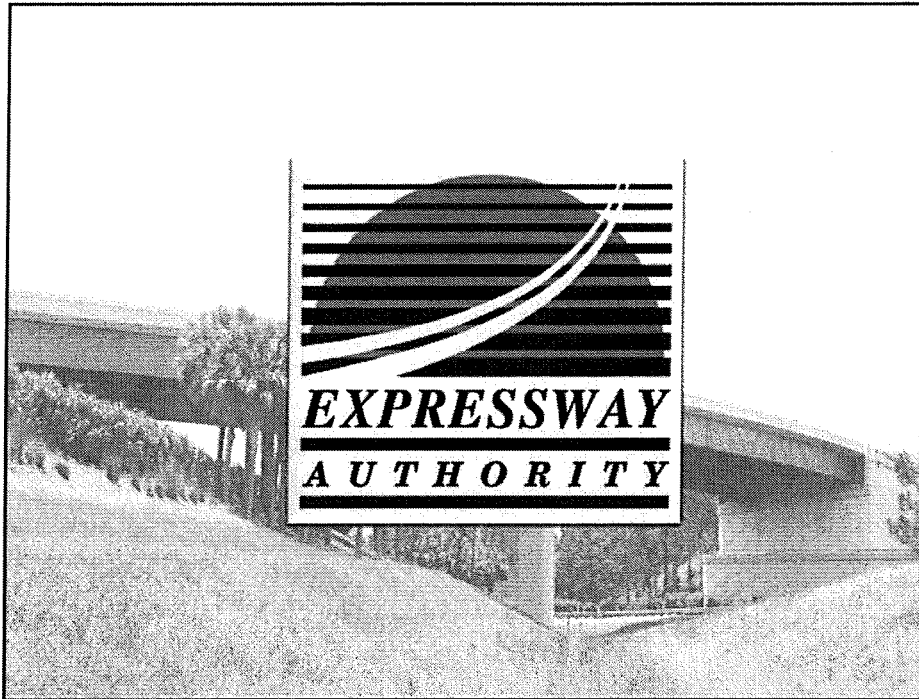
Turnpike Industry Forum

October 26-27, 2011

- General and Breakout Sessions
- One-on-One Meetings



www.floridasturnpike.com/industryforum



Orlando-Orange County Expressway Authority

- Government Entity Created In 1963
- Special District of the State operating like a business
- Oversight By 5 Member Authority Board
 - 3 Orange County Residents appointed by Governor
 - Ex-Officio voting members
 - Mayor of Orange County
 - FDOT District 5 Secretary



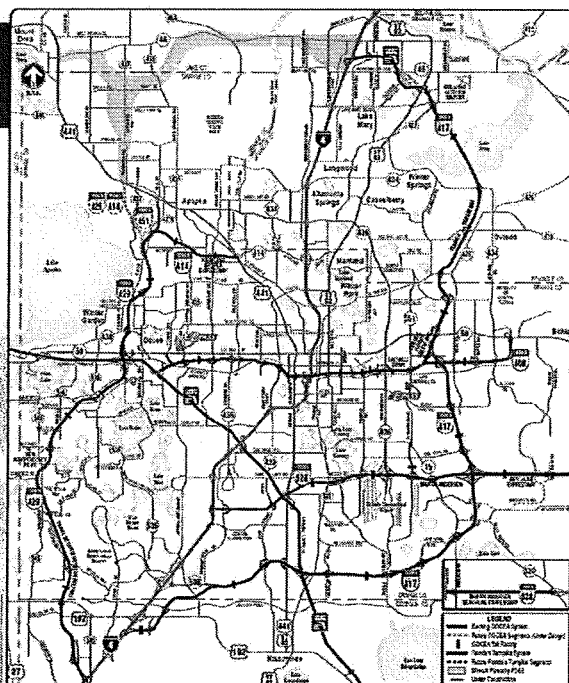
Mission

- Improve the mobility and quality of life in Central Florida
- Provide access to major economic centers
- Be consistent with growth management and environmental objectives
- Financially sound
- Cooperative with other modes of transportation and governmental jurisdictions



URBAN EXPRESSWAY SYSTEM

- 105 Centerline Miles
- 671 Lane Miles (including ramps)
- 59 Interchanges
- 274 Bridges
- 13 Mainline Toll Plazas
- 62 Ramp Toll Plazas



How We Do Business

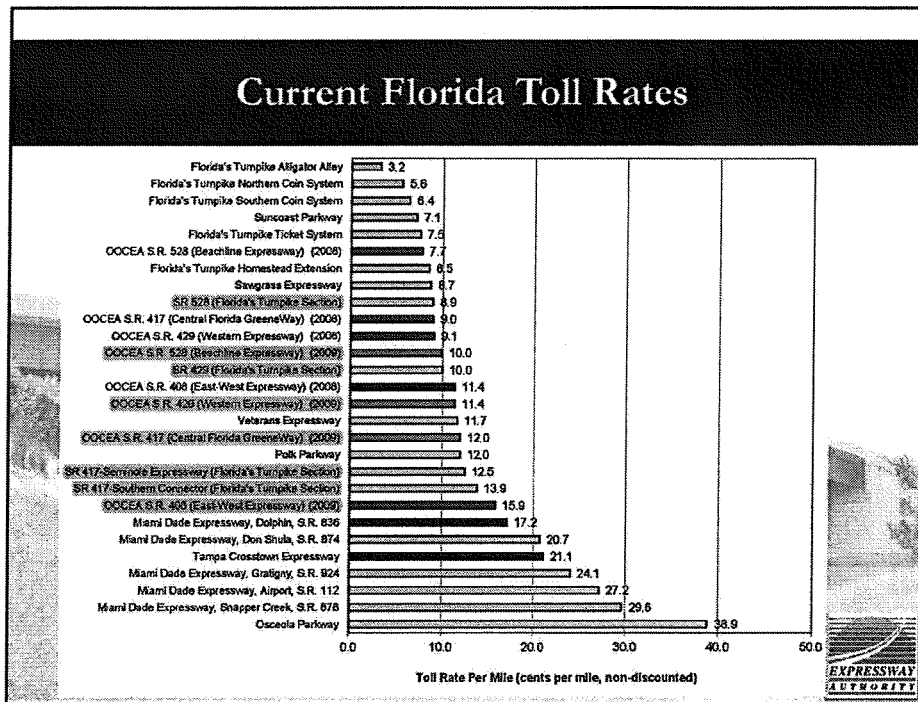
Partnerships (21 active Interlocal Agreements)

The collage features logos for the following entities: Orange County Government, Seminole County, Volusia County, Florida Expressway Authority, Winter Garden, Metropolitan Orlando, and OCOBE. The background of the collage is a grayscale image of a highway interchange.

History of Bond Ratings

YEAR	Moody's	S&P	Fitch
1998	A3	A-	A
2003	A2(upgrade)	A(upgrade)	A
2005	A1(upgrade)	A	A
2007	A1	A	A
2008	A1	A	A
2010	A1	A	A

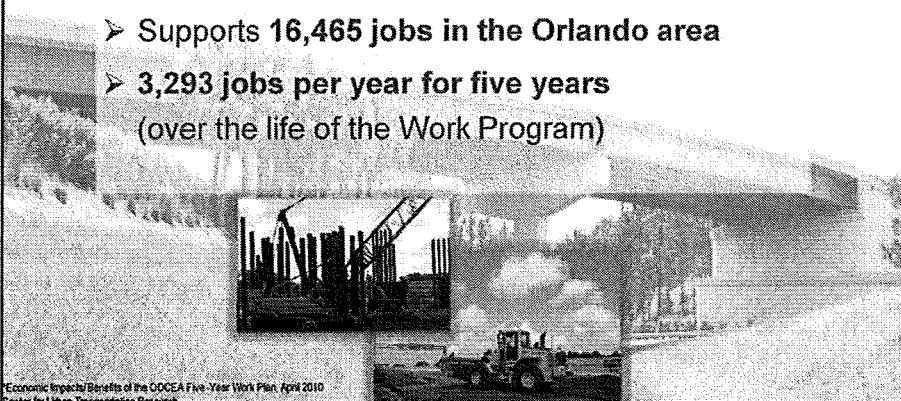
The Expressway Authority logo is located in the bottom right corner of the table area, featuring a stylized road graphic and the text 'EXPRESSWAY AUTHORITY'.



HOW OUR 5-YEAR WORK PLAN BENEFITS OUR COMMUNITY

The \$1.4 Billion Investment will generate*

- **\$800 million** in wages and income to the region
- Supports **16,465 jobs** in the Orlando area
- **3,293 jobs per year** for five years
(over the life of the Work Program)



*Economic Impacts/Benefits of the OOCEA Five-Year Work Plan, April 2010
Center for Urban Transportation Research
University of South Florida


Public Agency, Business Minded

98% Privatized

Bringing Private Sector Efficiencies Into A Public Agency

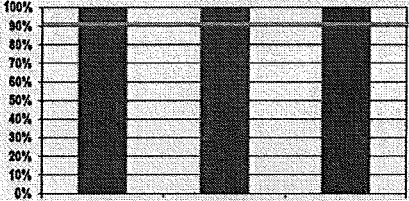
Supporting 526 Florida based companies

- 337 in Central Florida
- 74 Minority/Women Owned Businesses



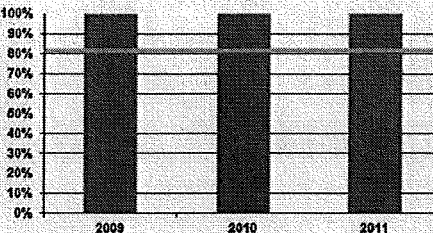
How We Do Business

Construction Contracts Completed within 10% above original contract amount



Year	Rating
2009	100%
2010	100%
2011	100%


Construction Contracts Completed within 20% above original contract time

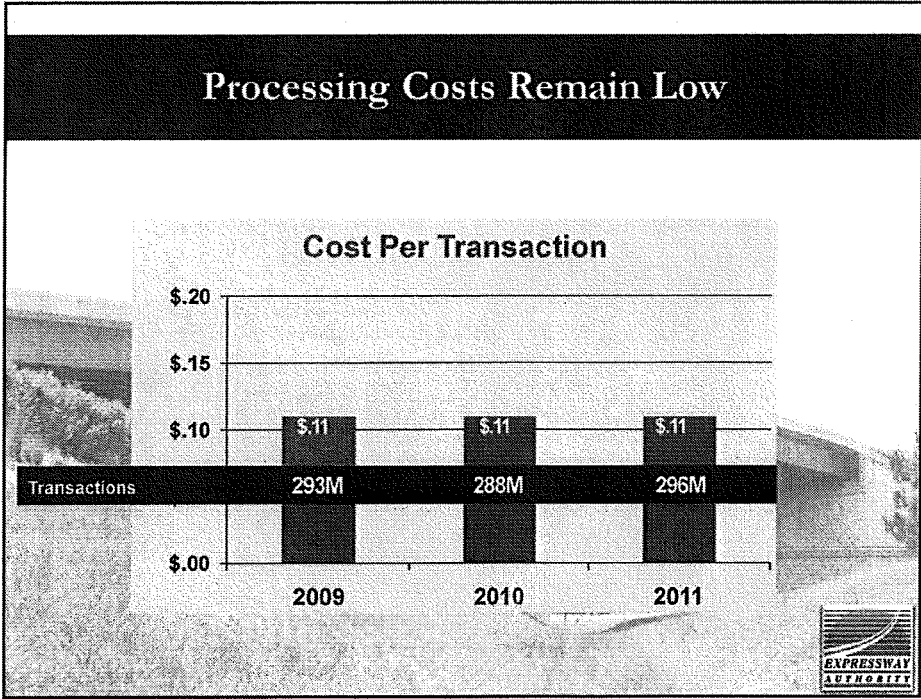
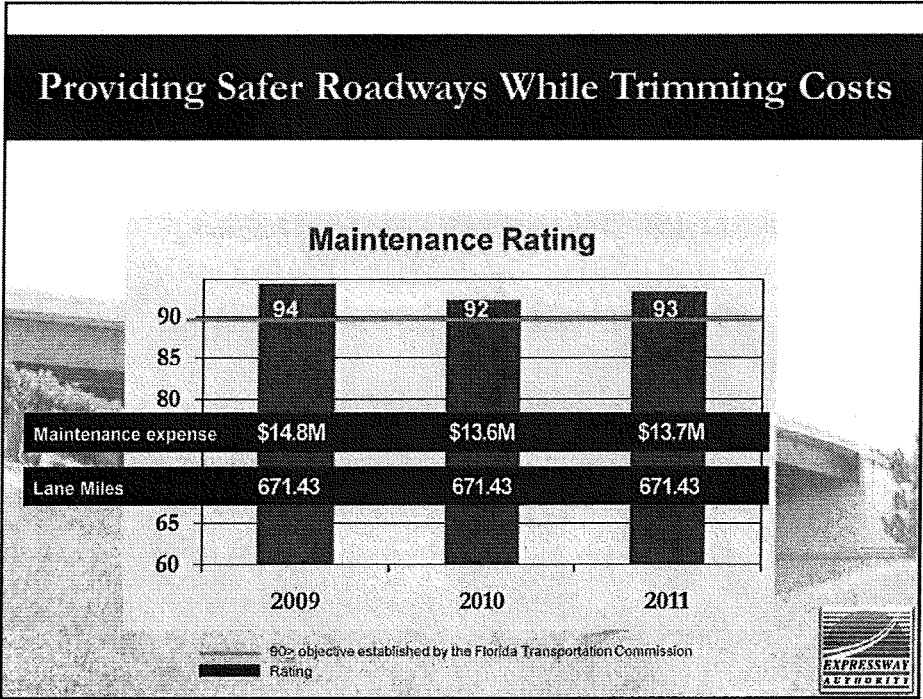


Year	Rating
2009	100%
2010	100%
2011	100%

Objective established by the Florida Transportation Commission

Rating





Synergies Create Efficiencies

Transactions Processed for:

Florida Turnpike Enterprise	40,846,797
FDOT (Beachline)	16,186,710
Osceola Parkway	3,684,081
Greater Orlando Airport Authority	262,935
TOTAL	60,980,523



Innovation Fostering Efficiencies

- First to Privatize Toll Collections - 1993
- First to Plan for Open Road Tolling - 1993
- First to Privatize Roadway Maintenance - 1993
- First with Electronic Toll Technology - 1994
- First to install Fiber Optic Network Throughout System - 1997
- First New Plaza Featuring Open Road Tolling - 2000
- First Plaza Conversion to Open Road Tolling - 2003
- First to Develop a System of Real Time Travel Information for Roadway Users - 2006



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Issue Brief 2012-208 Cost Effectiveness of Regional Expressway and Bridge Authorities

Review by Joe Waggoner
Executive Director
Tampa-Hillsborough Expressway Authority

Issue Brief 2012-208 Cost Effectiveness of Regional Expressway and Bridge Authorities

“Cost Effectiveness”

The brief on regional authorities does not provide:

- Why Regional Authorities were created
- How tolling is used to fund projects
- Full accounting of tax-based funds .vs. toll based funds of the toll options used in Florida
- Benefits achieved for the Region and Florida

Issue Brief 2012-208 Cost Effectiveness of Regional Expressway and Bridge Authorities

- *Regional authorities have financed highway projects for more than three-decades*
- *FDOT pays O&M only when toll revenues are insufficient*
- *THEA is obligated to pay O&M and has paid 100% of since 2001*
- *Regional Authorities have provided billions of dollars in highway infrastructure to support growth and serve Florida with minimal FDOT tax-based funding*
- *The primary purpose for toll facilities is to create a revenue source that can support bond financing to build new highway capacity sooner than would otherwise be possible (vs. reliance on tax-based pay-go financing)*
- *Generally, new toll facilities are not self-supporting, particularly in the initial years of operation*

Cost Effectiveness of Regional Authorities

- Regional Authorities create new funds to accelerate development of state/regional highways with minimal dependence on tax funds, and with no state debt.
- FDOT tax dollar subsidies provided because benefits of the regional projects align with state needs
- Regional Authorities maintain and operate State highways with a minimal FDOT subsidy, and the subsidy is re-paid

Why Regional Toll Authorities Exist

- Every regional authority was created by the region - a burden assumed to accelerate projects for Regional benefits
- Regional needs determine projects; one size does not fit all
- Regional Authority sets their toll rate and controls the use of their toll funds
- Regional authority debt is not state debt.
- Aligns source of funds with policy, role & function

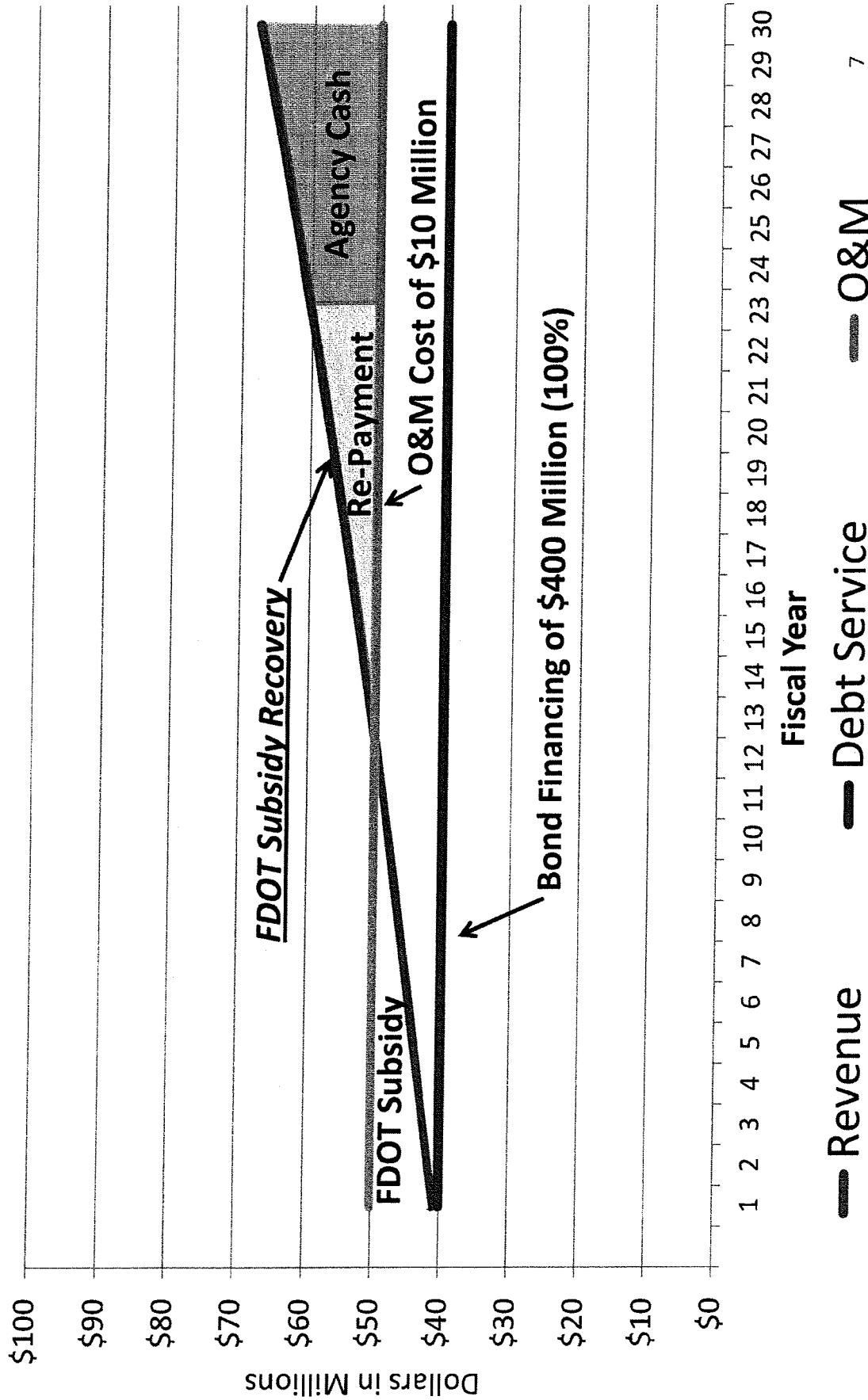
How Tolling is Used

- **Added fund source to finance development of large (high cost) projects**
- **Tolling is a finance model based on user/benefit/payment**
 - You only pay when you use it
 - Development cost (financing) is spread over time, so time-of-use matches time-of-benefit, and time-of-payment.
- **What about the added cost of financing vs. Pay-Go?**
 - Building earlier saves on construction and material cost (inflation)
 - Starts generating “new revenue” earlier
 - Frees demand on traditional funding sources (tax \$’s) for other needs
 - Earlier availability facilitates Growth & Development
- **The Benefits More Than Offset the Financing Cost**
- **Need to replace traditional funding sources is growing**

What are the Florida toll models?.....

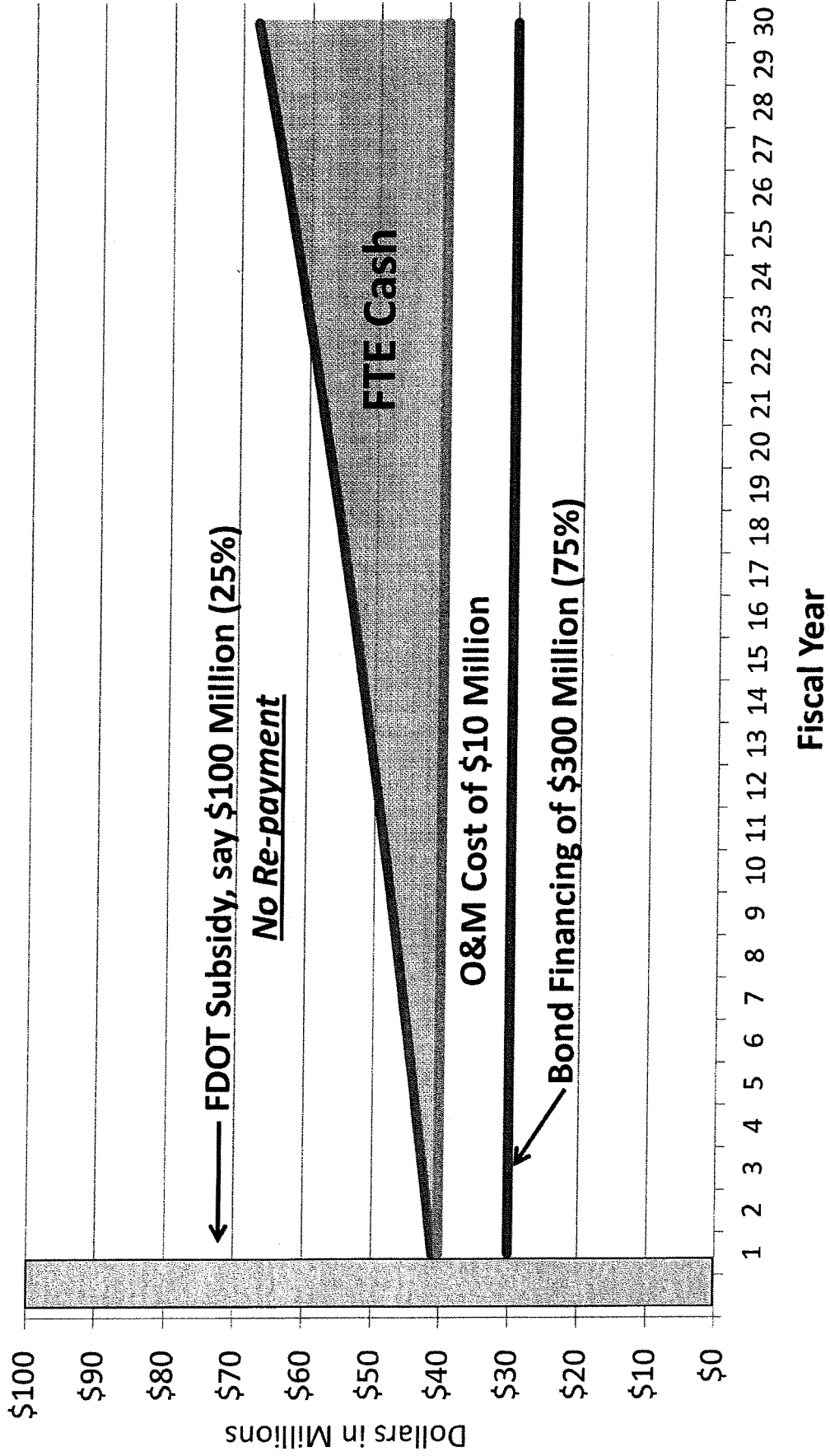
FDOT - Lease Purchase Agreement Model

New \$400 Million State Road Toll Project



FDOT - FTE Model

New \$400 Million State Road Toll Project



FDOT Capital Contributions

Turnpike projects have benefited from over \$1.2 billion of FDOT tax-based funds

- Subsidy is about 37% of the project costs
- Subsidy is not repaid

Regional Authorities Projects

- Develop state/regional highways 10% subsidy of state and federal tax funds
- Subsidy is repaid
- No state debt

	Santa Rosa Bay Bridge Authority	Mid-Bay Bridge Authority	Tampa-Hillsborough County Expressway Authority	Orlando-Orange County Expressway Authority	Florida Turnpike Enterprise
Lane Miles	7	20.6	112	671	2,112
Gross Toll Revenue FY 2010-11	\$4,275,765	\$15,476,000	\$40,476,072	\$263,787,000	\$600,897,000 ²
Toll Transactions FY 2010-11	1,250,863	6,519,391	31,634,997	292,477,739	652,900,000
Bond Debt Outstanding	\$116,800,000	\$287,115,000	\$324,520,000	\$2,696,415,000	\$2,811,831,000
FDOT Capital Contributions ³	?	?	9,000,000	?	\$1,260,028,731
Long-Term Debt Payable to Department of Transportation					
	\$24,660,290	\$17,361,327	\$200,536,032	\$270,088,808	\$153,403,079
State Transportation Trust Fund for Payment of Operations and Maintenance/Renewal and Replacement As Required by LPA	\$16,760,290	\$16,123,074	\$122,606,604	\$235,565,776	\$0
State Transportation Trust Fund – Principal and Interest on Loans	\$0	\$0	\$12,034,945	\$0	\$101,480,000
Debt Due Toll Facilities Revolving Trust Fund - Principal and Interest on Loans	\$7,900,000	\$997,373	\$10,477,546	\$0	\$0
State Infrastructure Bank Loans	\$0	\$0	\$55,536,000	\$34,523,032	\$51,923,079
Future Capital Project Expenditures	\$0	\$0	\$111,437,709	\$0	\$0
FY 2010-11 Unaudited Expenditures for Administration, Operations & Maintenance	N/A	\$3,222,801 ¹	\$9,794,610	\$52,524,284	\$179,900,000
Salary & Benefit (included in total expenditures) FTE		\$223,000 2	\$2,010,194 17	\$6,419,842 61	\$30,197,148 468

How Regional Expressway Authorities differ from FDOT and the Turnpike?

- All receive state support of the O&M expenses via transportation taxes, and that is repaid
- Upfront grants by FDOT of Turnpike projects – not repaid
- Financing
 - Regional authorities use financing which results in slightly higher interest rate, but substantially greater bonding capacity. More project funding = More jobs for Floridians
 - Turnpike uses the one size fits all, level 30 year debt financing that provides: Slightly lower interest rate, but substantially less bonding capacity = Less project funding
- Administrative and Managerial functions
 - Regional staff are directly accountable to community
 - Provide solutions tailored to community needs (Reversible Express Lanes, All–Electronic Tolling, Bus Toll Lanes)

Creating Efficiencies

- Each model is a useful tool for Florida
- Each model fits best for certain needs
- Removing any tool disadvantages Florida
- Solutions include
 - FDOT Constructs Roads (Assets) Which Are Not Viable For Tolling
 - Regional Authorities construct roads in their regions viable for tolling and supporting primarily commuter trips
 - FTE constructs roads viable for tolling of an Intra-Regional nature (the Turnpike Mainline) supporting primarily intra-Regional trips

Alternate Plan to Unlock Florida's Transportation Potential

- THEA's Plan of Finance
- Regional Mobility Plan, *moving toward the Texas model...*
 - Regionals purchase the regional commuter-based toll roads from Florida providing a significant cash infusion to Florida
 - Florida utilizes cash for FDOT, taxpayer funded projects and for Turnpike, toll viable Intra-Regional projects
 - Regionals use remaining toll capacity to fund needed projects

Regional Mobility Plan

moving toward the Texas model...

Benefits:

- Provides Needed Funding
- More Jobs for Floridians
- Reduces the State workforce
 - Net increase in jobs / private sector growth
- Reduce Current and Future State Debt
- Good Public Policy
 - Improve local transportation assets... not for profits of private owners
- Aligns policy, role, and function

Government Efficiency Task Force

October 5, 2011

Senate Issue Brief: Cost Effectiveness
of Regional Expressway and Bridge

Interim Activity

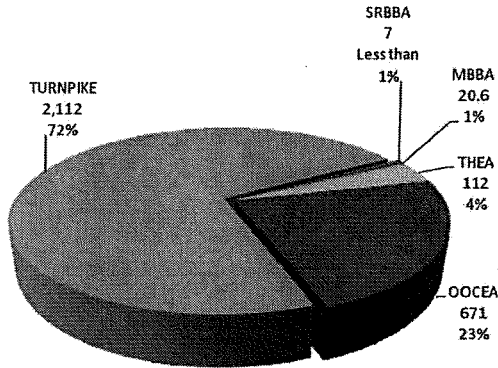
The purpose of the Issue Brief is to review the revenues and expenditures of authorities operating under lease purchase agreements with the Florida Department of Transportation and the revenues and expenditures of the department's Florida Turnpike Enterprise.

Florida Tolling Authorities

(\$ in millions)

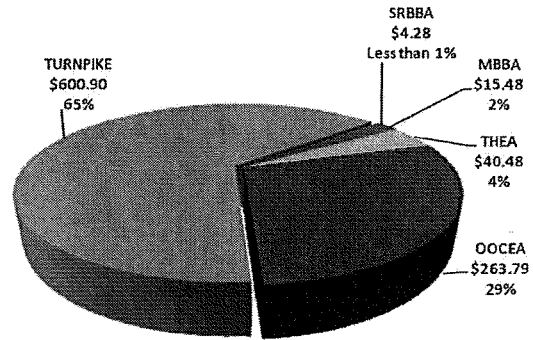
LANE MILES

2,922.6



TOLL REVENUE

\$924.93 Million



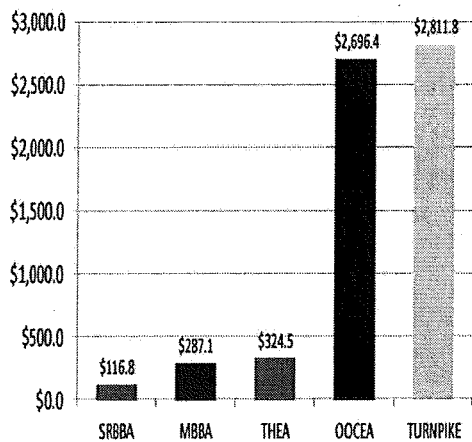
SRBBA MBBA THEA OOCEA TURNPIKE

3

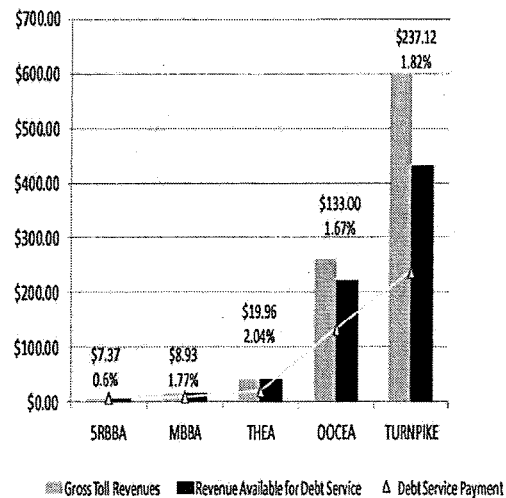
Bonded Debt

(\$ in millions)

Outstanding Bonded Debt



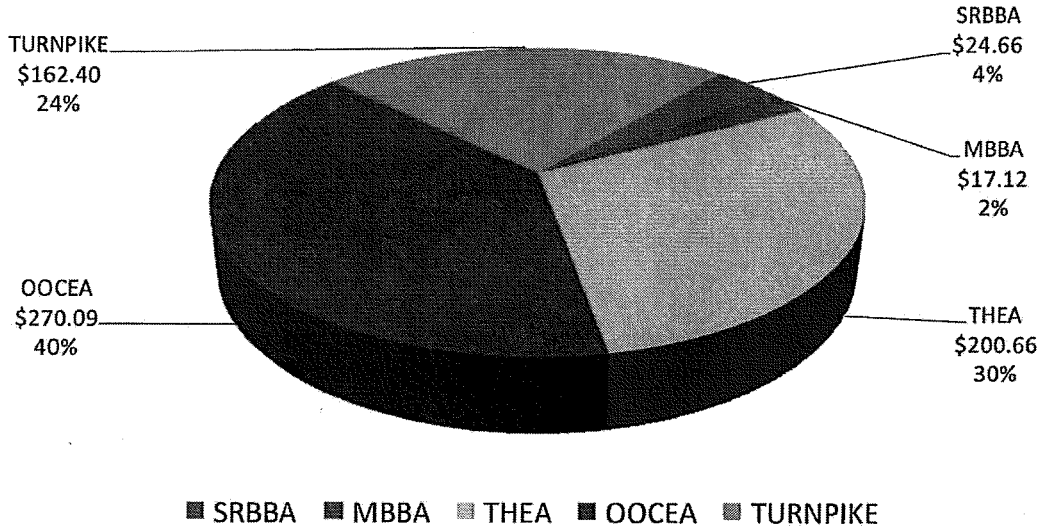
Revenues Available for Debt Service and Coverage Ratio



Gross Toll Revenues Revenue Available for Debt Service Debt Service Payment

4

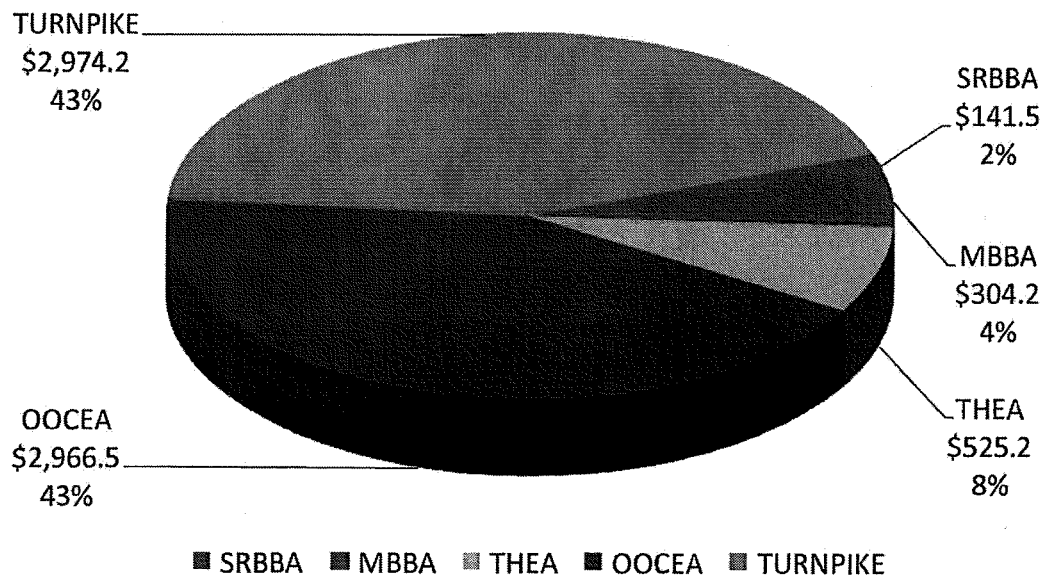
Long-Term Debt Owed to State \$674.93 Million



5

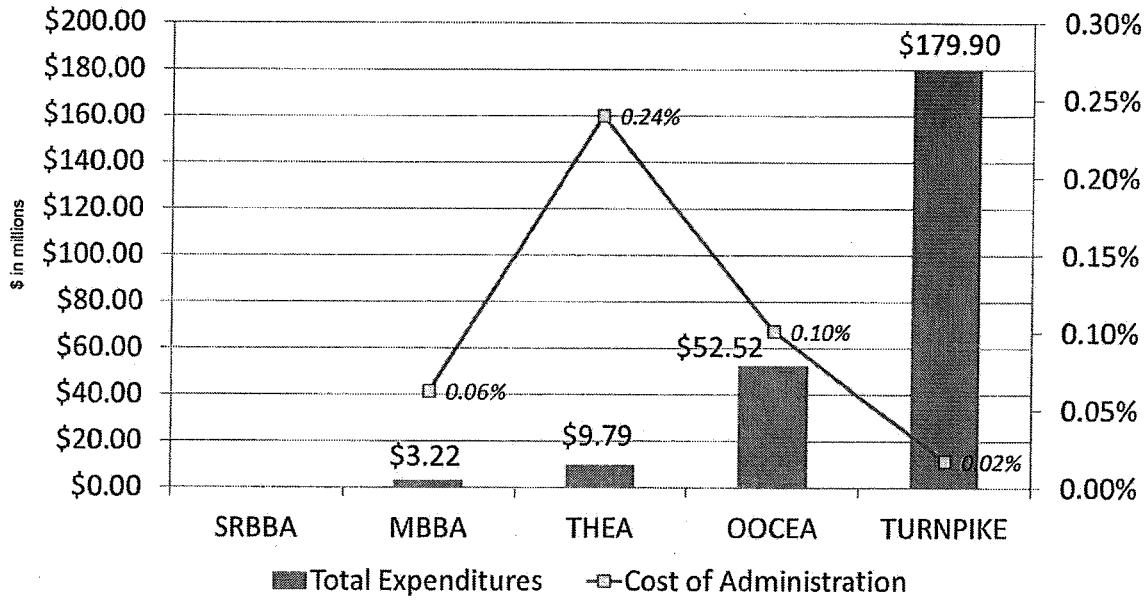
Combined Debt Bonded and State Long-Term

(\$ in millions)



6

Fiscal Year 2010-11 Unaudited Expenditures Operating, Maintenance & Administration



MEMORANDUM

To: Members of the Government Efficiency Task Force
From: Abraham Uccello, Chairman
Subject: Meeting and Efficiency Initiative Format
Date: September 29, 2011

The Government Efficiency Task Force meeting and efficiency initiative format shall contain the following four elements when considering items for recommendation on our Legislative agenda:

1. An introduction to the efficiency initiative presented to the full Task Force for consideration including:
 - a. Initiative title and description
 - b. Brief background
 - c. Solvency desired
 - d. Potential efficiency to be achieved
2. A workshop on the initiative containing the following:
 - a. Testimony and evidence from relevant stakeholders
 - b. Question and answer periods between guest speakers and Task Force members
3. A publicly-noticed work group teleconference considering:
 - a. Assessment of testimony
 - b. Analysis of the initiative within the context of the attached Efficiency Initiative Framework
 - c. Proposed position for the Task Force to take on recommending initiative
4. A final presentation following the structure of the Efficiency Initiative Framework, given by the leader of the work group before the full Task Force, to include:
 - a. A description of the business process(es) within which the status quo exists and stakeholders served
 - b. A definition of the rules that create the metric by which the initiative has been drawn
 - c. A description of the evidence or testimony that supports the audit of the process
 - d. A clear and defined decision to act: eliminate, create, consolidate, reorganize
 - e. A clear and defined change(s) that will affect infrastructure, process and/or people
 - f. Clearly defined effect(s) of above change(s) on outsourcing, procurement and/or contracts

September 29, 2011

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- g. A statement of efficiency that outlines the proposed position of the Task Force recommendation, demonstrating an increase in service and value to stakeholders, cost savings and/or cultural change

The general timeline will be as follows: Items 1 and 2 will be presented at a meeting of the full Task Force. During the interim between meetings, item 3 will take place at an agreed upon time by the work group members. Finally, item 4 will be presented at the next meeting of the full Task Force. This schedule will enable us to proceed efficiently, covering each initiative over the course of two Task Force meetings. Priority areas to be considered under the Task Force's Legislative agenda include:

- Expressway consolidation
- Business regulation and licensing
- Outsourcing and procurement
- Toll securitization
- Information technology

EDUCATION

HUMAN SERVICES

CRIMINAL JUSTICE & CORRECTIONS

NATURAL RESOURCES

TRANSPORTATION

GENERAL GOVERNMENT

JUDICIARY

