



**EXECUTIVE ORDER #288**

**Relating to the Implementation of the Recommendations of the Governor's  
Commission on Government Reform, Efficiency, and Performance**

**WHEREAS**, Executive Order #179, signed on November 3, 2015, created the Commission on Government Reform, Efficiency, and Performance; and

**WHEREAS**, the Commission held 13 meetings throughout the State and issued a final report on December 20, 2016; and

**WHEREAS**, in 2017, my administration began implementing best practices recommended by the Commission, including reorganizing the Department of Administration to consolidate two divisions, modifying vehicle replacement thresholds, implementing human resources shared services, launching a new fleet management system, completing an administrative benchmarking study, and implementing an enterprise procurement strategy to create contractual and administrative savings; and

**WHEREAS**, 2017 Wisconsin Act 59 incorporated a number of other recommendations from the Commission, including the creation of four positions to review information technology purchases and other procurements, realizing postage and mail route savings, the sale of State assets, converting consultant staff to less expensive State staff, consolidation of certain State agency information technology functions and positions to save costs, improving State debt collections, and preparing local government spending dashboards; and

**WHEREAS**, these changes have and will continue to save Wisconsin taxpayers tens of millions of dollars while making government more efficient; and

**WHEREAS**, all levels of government should engage in a continual improvement process in order to deliver services more efficiently, increase accountability, and operate at a lower cost to taxpayers; and

**WHEREAS**, while State revenues have risen in recent years, federal mandates, cost pressures, and increasing demand for services will continue to consume these revenues, putting stress on the State budget and our funding priorities; and

**WHEREAS**, government programs and local government services should be periodically reviewed and adjusted to maximize their effectiveness and determine their continued necessity;

**NOW, THEREFORE, I, SCOTT WALKER**, Governor of the State of Wisconsin, by the authority vested in me by the Constitution and the laws of this State, do hereby:

1. Direct, for the purposes of improving the performance and efficiency of State government, the Department of Administration to reorganize by combining the Office of Lean Government with the Division of Executive Budget and Finance

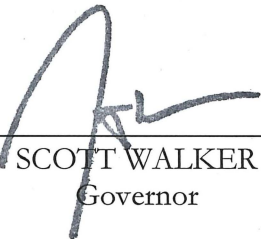
and any other administrative units as determined by the Secretary of Administration.

2. The reorganized Division shall be responsible for implementing the vision of the Governor and shall:
  - a. Study, implement, and track innovative, enterprise-wide approaches to make government more efficient and effective.
  - b. Identify the capacity throughout government for improving services and reducing the cost of government for taxpayers.
  - c. Enhance the synchronization of actual and projected revenue collections with economic forecasting and budgeting.
  - d. Designate a Chief Economist for the State, by the Secretary of the Department of Administration, to coordinate with other State agencies to conduct regular revenue estimates, economic outlooks, and inform the Governor and other policy makers on the impacts of State law changes and administrative actions.
  - e. Create a performance management unit that will coordinate and analyze data throughout State government in order to drive savings and efficiencies.
  - f. Utilize functions of the State enterprise resource planning system that are deemed appropriate by the Secretary of the Department of Administration to complete its duties.
3. Direct State agencies, under the coordination of the Department of Administration, Division of Executive Budget and Finance, to conduct a core work analysis in preparation for the 2019-21 biennial agency budget submissions.
4. Require the Department of Administration to review all assessments and rates it charges to State agencies with the goal of stabilizing and reducing assessments to State agencies.
5. Require State agency assessments to be passively reviewed by the impacted agencies for feedback and consideration of adjustments by the Secretary of the Department of Administration on an annual basis.
6. Require State agencies to work with the Department of Administration, State Budget Office, to implement strategic spending reduction plans with the goal of achieving general fund savings.
7. Direct State agencies to consolidate print and mail operations at the Department of Administration, Bureau of Printing and Distribution, unless an exemption is granted by the Secretary of Administration.
8. Direct the Department of Administration, Division of Enterprise Operations, to identify procurement savings opportunities and enhance collaboration across State agencies by administratively reforming State procurement delegation and shared services policies.
9. Direct State agencies to work with the Department of Administration, Division of Enterprise Operations, to reduce purchased services and contracts spent across all State government.
10. Direct the Department of Administration, Division of Enterprise Operations, to reduce costs and improve efficiency by changing State vehicle purchasing, maintenance, and operating policies to, at a minimum:
  - a. Increase vehicle mileage and age replacement criteria to provide for longer use of State vehicles.

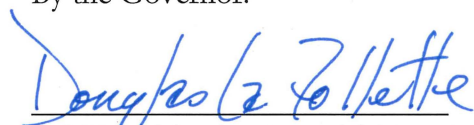
- b. Create a calculator tool for State employees to determine the lowest cost travel option available.
  - c. Require State agency secretaries or supervising designees to approve any exemptions to using the lowest cost travel option.
  - d. Use data analytics to reduce travel and maintenance costs through GPS tracking, reduced idling and stopping strategies, and other approaches.
  - e. Work with the Department of Administration, Division of Personnel Management, to update policies to provide that employees prohibited from operating State vehicles may only be reimbursed for personal vehicle usage at the lowest applicable rate.
  - f. Review and determine whether any or all vehicle fleet operations and assets could be performed or provided at a reduced cost by the private sector.
  - g. Update any policies and systems necessary to implement these fleet efficiency strategies.
11. Direct State agencies to examine their paper-based finance operations and submit a plan to the Department of Administration, State Controller's Office, describing how they will minimize, with the goal of eliminating, paper-based payments and maximize the use of electronic information exchanges.
  12. Direct State agencies to submit a plan to the Secretary of the Department of Administration on how they will transition and achieve electronic storage and creation of documents to the greatest extent possible.
  13. Direct State agencies to work with the Department of Administration, State Transforming Agency Resources (STAR) Program Office, to identify, save, and realize the benefits of a State enterprise resource planning system in the areas of procurement, finance, human capital management, and information technology.
  14. Direct State agencies to utilize the Department of Administration, Division of Enterprise Technology-hosted information technology services, including locating servers within the Division of Enterprise Technology-managed data centers, unless a waiver is granted by the Secretary of the Department of Administration.
  15. Direct State agencies to submit any information technology purchase or private consultant services purchase, including consultants over \$150,000, to the Secretary of the Department of Administration for approval.
  16. Direct State agencies to review section 71.93(8) of the Wisconsin Statutes and, in accordance with the section, enter into a debt collection agreement with the Department of Revenue to perform collections on agency debts outstanding longer than 90 days unless an exemption is granted by the Secretary of the Department of Revenue.
  17. Require the Department of Revenue to work with the Department of Administration to create a local government performance dashboard using currently available taxing and spending information reported to the Department of Revenue.
  18. Direct the Department of Administration to conduct a study on the consolidation of State facilities' duties in a shared services model for all executive branch agencies.
  19. Direct the Secretary of the Department of Administration to oversee this Order to ensure implementation in the quickest and most efficient manner practicable.
  20. Define "State agencies" for purposes of this Order under section 230.03(3) of the Wisconsin Statutes.



IN TESTIMONY WHEREOF, I have hereunto set my hand and caused the Great seal of the State of Wisconsin to be affixed. Done at the Capitol in the City of Madison this first day of May in the year two thousand eighteen.

  
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SCOTT WALKER  
Governor

By the Governor:

  
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DOUGLAS LA FOLLETTE  
Secretary of State