Contact Information	To Date, What Percentage has your state budget been cut?	Do you anticipate budget cuts (if no cuts have been made) or additional cuts to the state budget in FY 09	States' implementations in response to recent fiscal contraints	States' considerations in response to recent fiscal constraints
Alabama Jackie Graham jackie.graham@personnel.alabama.gov	Zero %	Yes, cuts or more cuts are somewhat likely		Layoffs Hiring Freeze
Arizona Kathy Peckardt kathy.peckardt@azdoa.gov	Varies by agency	Comment: Cuts were made to FY09 budget on January 31, 2009.	Layoffs Hiring Freeze Furloughs Pay cuts Comment: Pay cuts: some agencies have suspended stipends	Layoffs Hiring Freeze Furloughs Pay Cuts Comment: Continuation of strategies already implemented.
California Elaine Smith elainesmith@dpa.ca.gov	9.23% of personnel services in General Fund Departments	Yes, cuts or more cuts are very likely	Layoffs Hiring Freeze Furloughs Executive Order	Layoffs Elimination of vacant positions Hiring Freeze Furloughs
Colorado David Kaye david.kaye@state.co.us	2.50%	No, it's highly unlikely we'll have cuts or more cuts.	Layoffs Elimination of vacant positions Hiring Freeze Comment: Only a few layoffs to date in small programs. Major staff impacts from prison facility closure and delayed new facility construction/opening are being absorbed through pre-existing 20% vacancy rate in Dept. of Corrections.	Layoffs Elimination of vacant positions Hiring Freeze Furloughs Retraction of previously planned pay raises Comment: Everything is on the table for FY2010. As of April 2009, only soft hiring freeze and elimination of vacant positions have been mandated system-wide.
Delaware Dana Jefferson Dana.Jefferson@state.de.us	Varies	Yes, cuts or more cuts are very likely	Elimination of vacant positions Hiring Freeze Comment: Freeze career ladder promotions	Elimination of vacant positions Hiring Freeze
Florida Sharon D. Larson Sharon.Larson@ dms.myflorida.com	Varies by agencies, but each has a minimum 4% holdback	Yes, cuts or more cuts are very likely	Layoffs Elimination of vacant positions Hiring Freeze Comment: Not all hiring is frozen. Critical positions are still being filled.	Furlough Pay cuts

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Indiana Daniel L. Hackler dhackler@spd.in.gov	10.00%		Elimination of vacant positions Hiring Freeze Retraction of previously planned pay raises	
lowa Nancy Berggren nancy.berggren@iowa.gov	1.50%	Yes, cuts or more cuts are very likely	Hiring Freeze	Furloughs Comment: Layoffs will be a last resort. We are anticipating no new pay increases, but we have not discussed pay cuts.
Kansas George Vega george.vega@da.ks.us	4.25%	No, it's somewhat unlikely we'll have cuts or more cuts Comment: In April, when new revenue forecasts are scheduled, if revenues are worse than expected it is possible we will take additional cuts.	Layoffs Elimination of vacant positions Hiring Freeze Comment: Some employees have agreed to reduce their hours of work - they were full-time and are now part-time.	Layoffs Elimination of vacant positions Hiring Freeze
Kentucky Carla Wright Carla.Wright@ky.gov	Zero %	Yes, cuts or more cuts are very likely	Layoffs Elimination of vacant positions Hiring Freeze	Elimination of vacant positions Hiring Freeze Furloughs
Louisiana Anne Soileau Anne.Soileau@la.gov	Zero %	Comment: Hiring Freeze Executive Order November 21, 2008	Hiring Freeze	
Maine Alicia Kellogg alicia.kellogg@maine.gov	FY 10/11: 10% Proposed	Yes, cuts or more cuts are very likely	Layoffs Elimination of vacant positions Hiring Freeze	Layoffs Elimination of vacant positions Hiring Freeze Early retirement incentives Retraction of previously planned pay raises Comment: Retraction of pay raises for confidentail employees only. Also considering increasing the employee share of health insurance.
Massachusetts Larry Albert larry.albert@massmail.state.ma.us	9.00%	Yes, cuts or more cuts are very likely	Elimination of vacant positions Hiring Freeze Furloughs Retraction of previously planned pay raises	Layoffs Elimination of vacant positions Hiring Freeze Furloughs

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Michigan Michelle Mann mannm@michigan.gov	1.75%	Yes, cuts or more cuts are very likely	Comment: Freeze Performance Pay Awards	Layoffs Elimination of vacant positions Hiring Freeze
Missouri Chester White chester.white@oa.mo.gov	None to date	Yes, cuts or more cuts are somewhat likely	Comment: Nothing yet but fiscal shortfall discussions have started	Comment: Again, nothing to date but I do expect actions in the future.
Montana Randy Morris ramorris@mt.gov	Zero %	Don't Know		
New Mexico Sandra Perez sandra.perez@state.nm.us	n/a working on a 5% savings plan	Don't Know Comment: Agencies were asked to compose a 5% savings plan in addition to a hiring freeze and unnecessary reclassifications and/or out of cycle pay increases.	Hiring Freeze Comment: 5% savings plan, unnecessary upward reclassifications freeze and out of cycle pay increases freeze.	
North Carolina Linda Coleman Linda.Coleman@osp.nc.gov	New Governor, budget has not been released yet	Yes, cuts or more cuts are very likely	Will know in a few days what the plans are in response to the deficit.	Don't know yet
Oklahoma Oscar B. Jackson, Jr. oscar.jackson@opm.ok.gov	Key budget negotiators indicated April 5th that federal stimulus money could take care of half of the state's \$900 million budget hole. Of the \$2.6 billion in federal money earmarked for Oklahoma over the next two years, indications are about \$500 million can be used for budget stabilization and programs for the 2010 fiscal year.		Hiring Freeze by Governor's Executive Order Comment: A state hiring freeze has been in effect since 1992.	Layoffs Buyouts Elimination of vacant positions Hiring Freeze Furloughs
Oregon Diana Foster Diana.L.Foster@ das.state.or.us		Yes, cuts or more cuts are somewhat likely	Retraction of previously planned pay raises	Furloughs Retraction of previous planned pay raises

Contact Information	• •	Do you anticipate budget cuts (if no cuts have been made) or additional cuts to the state budget in FY 09	States' implementations in response to recent fiscal contraints	States' considerations in response to recent fiscal constraints
Pennsylvania James A. Honchar, SPHR jhonchar@state.pa.us	'	Don't Know Commnet: Additional cuts will be necessary for FY09-10	Elimination of vacant positions Hiring Freeze Retraction of previously planned pay raises Comment: Out-of-state travel freeze, reduction or elimination of discreditionary spending, reduction or freeze of purchasing and reduction of vehicles from the state's fleet.	Layoffs Elimination of vacant positions Hiring Freeze Furloughs Retraction of previously planned pay raises Suspension or elimination of state programs
South Carolina Sam Wilkins swilkins@ohr.sc.gov	Cuts have ranged from 10% - 18%	Yes, Cuts or more cuts are somewhat likely	Layoffs Buyouts Elimination of vacant positions Hiring freeze Furloughs Early retirement incentives Pay cuts Comment: By legislation, SC has voluntary and mandatory furloughs available to address budget cuts.	Layoffs Buyouts Elimination of vacant positions Hiring Freeze Furloughs Early retirement incentives
Tennessee Deborah Story deborah.story@state.tn.us	Zero %	Yes, cuts or more cuts are very likely	Buyouts Elimination of vacant positions Hiring Freeze Retraction of previously planned pay raises	Elimination of vacant positions Hiring Freeze
Utah Jeff Herring jherring@utah.gov	FY09: Average of 9.1% FY10: Average of 7.5%	Yes, cuts or more cuts are somewhat likely	Layoffs Elimination of vacant positions Hiring Freeze Furloughs Early Retirement Incentives Comment: Agencies will use the above in a variety of combinations to absorb the budget cuts.	Layoffs Elimination of vacant positions Hiring Freeze Furloughs Early Retirement Incentives Comment: The 2009 legislative session just ended. As the budget numbers are analyzed, we expect to see more of the above.
Washington Eva Santos evas @ dop.wa.gov		Yes, cuts or more cuts are very likely	Layoffs Elimination of vacant positions Hiring Freeze Retraction of previously planned pay raises Comment: Freeze on personal service contracts, freeze on travel and training out of state, freeze on purchases over \$5,000, and a freeze on all management pay raises until February 2010.	Layoffs Elimination of vacant positions Hiring Freeze Furloughs Retraction of previously planned pay raises Pay cuts Comment: There is a legislative bill that bifurcates premiums for benefits (medical, life) depending on salary level.

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West Virginia Otis G. Cox otis.g.cox@wv.gov	2% per agency	Yes, cuts or more cuts are very likely	Unknown Comment: Continplating elimination of contracted out of services.	Hiring Freeze
Wisconsin Jennifer Donnelly jennifer.donnelly@wisconsin.gov	~4%	Yes, cuts or more cuts are very likely Comment: 12.5% cut plans have been requested.	Hiring Freeze Comment: Implemented a 'centralized position review' with a requirement to create 3,500 vacancies by June 30, 2009.	
Wyoming Dean Fausset dfauss@state.wy.us	Zero %	Yes, cuts or more cuts are somewhat likely Comment: Governor has request agency submit proposed 5% and 10% budgets no later than May 5, 2009.	Hiring Freeze Comment: Effective 4/7/09, Wyoming has implemented "Hiring Reductions," and deferring reclassfications & promotions. He asks for limited non-essential expenses such as travel, purchases of supplies, equipment and contractual services. Agencies are to conserve more on energy.	Layoffs Elimination of vacant positions Furloughs

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Contact Information	Have you used any cost saving options besides the traditional reduction in force, furlough, voluntary separation program, retirement incentive program or hiring freeze?	If Yes, please describe in detail these alternative cost savings option that are available	Further informatin/clarification regarding how your state is dealing with the financial crisis
Alabama Jackie Graham jackie.graham@personnel.alabama.gov	No		
Arizona Kathy Peckardt kathy.peckardt@azdoa.gov			State agencies have began looking at impacts of further budget cuts at various levels (e.g. 5%, 10%, 15%, 20%) for FY10
California Elaine Smith elainesmith@dpa.ca.gov	No		
Colorado David Kaye david.kaye@state.co.us	Yes	<u> </u>	\$208 million General Fund (GF) shortfall FY2009 is covered by 2.5% department reductions, use of statutory reserve and transfers from cash funds to GF. FY2010 budget with \$923 million GF shortfall (approx. 15% of total GF) is still under legislative debate. Departments submitted 10% base budget reductions for FY2010. Proposed \$300 million cut to higher education may cause closure of some community colleges. Furloughs previously dropped from consideration are back on the tabel for FY2010. Further layoffs are possible.
Delaware Dana Jefferson Dana.Jefferson@state.de.us	Yes		The Governor has proposed for FY 2010 an 8 percent across the board pay cut. He has also proposed changing to floating holidays (for 3 of the holidays) and to make changes in our short-term disability program. Also, there is to be a reduction of ten percent in expenditures for contractors, consultants and employment services. Step increases would be suspended for employees like teachers who still get step increases. There will be a reduction in the use of casual/seasonal employees as well. It also appears that we will have significant changes to our health insurance program. All of these items still need to be approved by the legislature.
Florida Sharon D. Larson Sharon.Larson@ dms.myflorida.com	Yes	Travel has been restricted to mission critical only.	

Contact Information		If Yes, please describe in detail these alternative cost savings option that are available	Further informatin/clarification regarding how your state is dealing with the financial crisis
Indiana Daniel L. Hackler dhackler@spd.in.gov	No		The State of Indiana is planning to hold the line on all spending for 2009/2010 to actual revenues. No new spending is planned.
lowa Nancy Berggren nancy.berggren@iowa.gov	No		
Kansas George Vega george.vega@da.ks.us	No		One juvenile correction facility and two adult correctional camps closed. At least one other correctional facility will close. More layoffs are being planned. A commission is being appointed to look at closing a DD facility, MH facility and another juvenile correctional facility.
Kentucky Carla Wright Carla.Wright@ky.gov	Yes	The state made a change in the timing of health insurance premium payments. We switched from pre-paying the premium the month before to paying it during the current month. This resulted ina one time savings which was spread out over both fiscal years of the biennium.	An official revised revenue estimate is expected. Budget cut planning for the current fiscal year is currently underway in anticipation of a revenue shortfall.
Louisiana Anne Soileau Anne.Soileau@la.gov	No		
Maine Alicia Kellogg alicia.kellogg@maine.gov	No		
Massachusetts Larry Albert larry.albert@massmail.state.ma.us	No		

Contact Information Michigan	Have you used any cost saving options besides the traditional reduction in force, furlough, voluntary separation program, retirement incentive program or hiring freeze? Yes	cost savings option that are available Positions are filled provided legislative criteria	Further informatin/clarification regarding how your state is dealing with the financial crisis
Michelle Mann mannm@michigan.gov		has been met delivery of basic services or loss of revenue.	
Missouri Chester White chester.white@oa.mo.gov	No		
Montana Randy Morris ramorris@mt.gov	Yes	Energy Conservation Initiative Efficiency in government initiatives	Fiscal conservation and maintaining 'rainy day' funds with previous and projected budget surplus.
New Mexico Sandra Perez sandra.perez@state.nm.us	Yes	State agencies are to identify how they will save 5% in their current budget and FY10 budget plans.	The plans were due Nov. 7, after review of those plans we will know more.
North Carolina Linda Coleman Linda.Coleman@osp.nc.gov	No		
Oklahoma Oscar B. Jackson, Jr. oscar.jackson@opm.ok.gov	No		
Oregon Diana Foster Diana.L.Foster@ das.state.or.us	No		The State of Oregon has a revenue forecast due to be out in the next month.

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Pennsylvania James A. Honchar, SPHR jhonchar@state.pa.us	Yes	See other comments withing the answers. Also, pursuit of consolidation/sharing of services across agency lines (HR, IT, Administration)	Continue to evaluate and research all options/alternatives
South Carolina Sam Wilkins swilkins@ohr.sc.gov		SC is eliminating positions that are not covered by the Employee Grievance Procedure Act because those employees have no grievance rights and, therefore, no administrative remedy for review of the termination. SC also has suspended use of tuition assistance programs and leave transfer programs to create cost savings. Agencies are also looking at an increase in the use of teleworking.	
Tennessee Deborah Story deborah.story@state.tn.us	Yes	Travel Freeze Mandated use of state park facilities for employee group meeting versus using non-state facilities (hotels, conference centers, etc.)	
Utah Jeff Herring jherring@utah.gov		Health insurance premiums and co-pays have been increased for employees. Travel and other current expense has been reduced. Agencies have cut back on overtime allowed. Facilities maintenance contracts have been re-negotiated. Educational assistance policies have been revised requiring employees to pay more of the cost. We are piloting a 4 day 10 hour work week.	Because of uncertain revenue estimates, the Governor and legislastors are holding open the possibility for a special session later in the year to deal with possible shortfalls.
Washington Eva Santos evas@dop.wa.gov	I .	Piloting 4/10 schedule in state owned facilities. Pilot to end in March 2009. Measuring energy consumption, customer serviced issues, availability to public.	Governor announced "Government Reform" on 2/9/09. It includes a 1/3 reduction of boards and commissions, elimination of programs, reduction of 26 liscensed offices, and the merger of some agencies. The Governor has a directive to all agencies to work with central support agencies in a shared services model for IT, HR, facilities management, and motor pools to improve efficiencies and customor service. The directive requires that service level agrrements be created. The "State Stimulus" package was approved by the Leg and signed into law, including such things as initiating transportattion projects to increase or maintain jobs, increase unemployment insurance by \$45/week. Currently assessing the "federal stimulus" package and establishing reporting mechanisms from the state to the federal government. A new website for economic recovery was established. Next revenue forecast due 3/19/09 expected to increase the gap.

Contact Information	Have you used any cost saving options besides the traditional reduction in force, furlough, voluntary separation program, retirement incentive program or hiring freeze?	If Yes, please describe in detail these alternative cost savings option that are available	Further informatin/clarification regarding how your state is dealing with the financial crisis
West Virginia Otis G. Cox otis.g.cox@wv.gov	No		We are taking every step possible not to have layoffs.
Wisconsin Jennifer Donnelly jennifer.donnelly@wisconsin.gov	Yes	In addition to the cut plans, agencies are requested to lapse approximately 4% to the general fund for each year of the biennium.	
Wyoming Dean Fausset dfauss@state.wy.us	No		Due to declining revenue forecasts, this week the Governor announced Wyoming may be facing \$300 to \$320 million in cuts to its budget for the next year. That amount would exceed the 10% cuts he has already asked agencies to identify. He may now be considering a hiring and reclassification freeze and preparing for deeper cuts.