

Weathering the Financial Storm  
Responses as of September 28, 2009

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' <b>implementations</b> in response to recent fiscal constraints	States' <b>considerations</b> in response to recent fiscal constraints
<b>Alabama</b> <b>Jackie Graham</b> jackie.graham@personnel.alabama.gov	Zero %	Yes, cuts or more cuts are somewhat likely		Layoffs Hiring Freeze
<b>Arizona</b> <b>Kathy Peckardt</b> kathy.peckardt@azdoa.gov	Varies by agency	<i>Comment:</i> Cuts were made to FY09 budget on January 31, 2009.	Layoffs Hiring Freeze Furloughs Pay cuts <i>Comment:</i> Pay cuts: some agencies have suspended stipends	Layoffs Hiring Freeze Furloughs Pay Cuts <i>Comment:</i> Continuation of strategies already implemented.
<b>California</b> <b>Elaine Smith</b> elainesmith@dpa.ca.gov	Personnel Services were reduced by 13.85% as a result of 3 furlough days per month.	Yes, cuts or more cuts are very likely	Layoffs Elimination of vacant positions Hiring Freeze Furloughs Retraction of previously planned pay raises	Layoffs Elimination of vacant positions Hiring Freeze Furloughs Retraction of previously planned pay raises
<b>Colorado</b> <b>Tom Montoya</b> tom.montoya@state.co.us	2.50%	No, it's highly unlikely we'll have cuts or more cuts.	Layoffs Elimination of vacant positions Hiring Freeze <i>Comment:</i> 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 <i>Comment:</i> 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.
<b>Delaware</b> <b>Linda McCloskey</b> linda.mccloskey@state.de.us	Varies	Yes, cuts or more cuts are very likely	Elimination of vacant positions Hiring Freeze <i>Comment:</i> Freeze career ladder promotions	Elimination of vacant positions Hiring Freeze
<b>Florida</b> <b>Sharon D. Larson</b> Sharon.Larson@dms.myflorida.com	Varies by agency	Unknown at this time	Layoffs Elimination of vacant positions Hiring Freeze <i>Comment:</i> Not all hiring is frozen. Critical positions are still being filled.	<i>Comment:</i> The state will continue with the strategies already implemented.

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<b>Indiana</b> <b>Daniel L. Hackler</b> dhackler@spd.in.gov	10% in FY09, 5% in FY10			Elimination of vacant positions Hiring Freeze Retraction of previously planned pay raises
<b>Iowa</b> <b>Nancy Berggren</b> nancy.berggren@iowa.gov	1.50%	Yes, cuts or more cuts are very likely	Hiring Freeze	Furloughs <i>Comment:</i> Layoffs will be a last resort. We are anticipating no new pay increases, but we have not discussed pay cuts.
<b>Kansas</b> <b>George Vega</b> george.vega@da.ks.us	9.67%	Yes, cuts or more cuts are very likely <i>Comment:</i> The Governor ordered additional 2% cuts at the beginning of fiscal year which began July 1, and added that if revenues continue to fall short of projections, additional cuts will be ordered. Since the revenue forecast was made in April, revenues have fallen far short of projections each month.	Layoffs Elimination of vacant positions Hiring Freeze Retraction of previously planned pay raises <i>Comment:</i> Redeployment of employees to mission-critical areas. Voluntary change from full-time to part-time. Voluntary resignation or retirement (this is an individual decision, rather than be laid off or see others laid off).	Layoffs Elimination of vacant positions Hiring Freeze Retraction of previously planned pay raises <i>Comment:</i> Several agencies have raised the possibility of furloughs, none used this tool. We haven't heard it discussed recently.
<b>Kentucky</b> <b>Carla Wright</b> 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
<b>Louisiana</b> <b>Anne Soileau</b> Anne.Soileau@la.gov	Zero %	<i>Comment:</i> Hiring Freeze Executive Order November 21, 2008	Hiring Freeze	
<b>Maine</b> <b>Alicia Kellogg</b> alicia.kellogg@maine.gov	Across the board decrease of 10% for each department plus other significant program decreases.	Yes, cuts or more cuts are very likely <i>Comment:</i> There is still a \$30 million gap which Appropriations will address this summer.	Layoffs Elimination of vacant positions Hiring Freeze <i>Comment:</i> Retirement incentive for this summer (not an early retirement incentive) and Confidential employees did not receive a planned 4% increase in January 2009. Covered employees did receive it.	<i>Comment:</i> Effective July 1, 2009, Merit increases will be frozen for two years, there will be no Longevity payments for the next two years, there will be ten shutdown days per year, and employees will pay more for their insurance.
<b>Massachusetts</b> <b>Larry Albert</b> 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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<b>Michigan</b> <b>Michelle Mann</b> mannm@michigan.gov	4.00%	Yes, cuts or more cuts are very likely	Furloughs <i>Comment:</i> 6 scheduled furlough days (shutdown for non-essential services)	Layoffs Elimination of vacant positions Hiring Freeze
<b>Missouri</b> <b>Chester White</b> chester.white@oa.mo.gov	None to date	Yes, cuts or more cuts are somewhat likely	<i>Comment:</i> Nothing yet but fiscal shortfall discussions have started	<i>Comment:</i> Again, nothing to date but I do expect actions in the future.
<b>Montana</b> <b>Randy Morris</b> ramorris@mt.gov	Zero %	Don't Know		
<b>New Mexico</b> <b>Sandra Perez</b> sandra.perez@state.nm.us	Agency budgets were cut by 1.5% to 4.0% depending on the state initiative	No, it's somewhat unlikely we'll have cuts or more cuts <i>Comment:</i> No additional budget cuts have been made or are planned for the rest of this year after the legislature reduced the FY09 budget by 1.5% to 4.0%	Hiring Freeze Pay cuts <i>Comment:</i> Unclassified executive employees in the governor's exempt pay plan had their salaries reduced by 2%.	
<b>North Carolina</b> <b>Linda Coleman</b> Linda.Coleman@osp.nc.gov	9%	Yes, cuts or more cuts are very likely	Elimination of vacant positions Hiring Freeze Furloughs	Elimination of vacant positions Hiring Freeze Furloughs
<b>Oklahoma</b> <b>Oscar B. Jackson, Jr.</b> oscar.jackson@opm.ok.gov	7% for FY 2010	No, it's highly unlikely we'll have cuts or more cuts.	Hiring Freeze by Governor's Executive Order <i>Comment:</i> A state hiring freeze has been in effect since 1992.	Layoffs Buyouts Elimination of vacant positions Furloughs
<b>Oregon</b> <b>Diana Foster</b> Diana.L.Foster@ das.state.or.us	18%	Yes, cuts or more cuts are somewhat likely	Layoffs Elimination of vacant positions Furloughs Retraction of previously planned pay raises Pay Cuts	Layoffs Elimination of vacant positions Furloughs Retraction of previously planned pay raises Pay Cuts

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<b>Pennsylvania</b> <b>James A. Honchar, SPHR</b> jhonchar@state.pa.us	FY-2008-2009 by 4.25% excluding other state-wide measures in place to mitigate an estimated \$2.3 billion revenue shortfall	Don't Know <i>Comment:</i> Additional cuts will be necessary for FY09-10	Elimination of vacant positions Hiring Freeze Retraction of previously planned pay raises <i>Comment:</i> Out-of-state travel freeze, reduction or elimination of discretionary 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
<b>South Carolina</b> <b>Sam Wilkins</b> 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 <i>Comment:</i> 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
<b>Tennessee</b> <b>Deborah Story</b> 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
<b>Utah</b> <b>Jeff Herring</b> 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 <i>Comment:</i> 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 <i>Comment:</i> The 2009 legislative session just ended. As the budget numbers are analyzed, we expect to see more of the above.
<b>Washington</b> <b>Eva Santos</b> evas@dop.wa.gov	~2%	Yes, cuts or more cuts are very likely	Layoffs Elimination of vacant positions Hiring Freeze Furloughs Early retirement incentives Retraction of previously planned pay raises <i>Comment:</i> The 2009-2011 Budget included a freeze on management salaries until Feb 2010 as well as an additional 2% administrative cut on the state fund. Hiring freeze was lifted but agencies need to balance to their new budgets.	Layoffs Elimination of vacant positions Hiring Freeze Furloughs Retraction of previously planned pay raises <i>Comment:</i> Considering the no print of paychecks and centralizing HR system security administration. Undergoing a feasibility study to automate data entry of time and attendance and labor distribution.

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<b>West Virginia</b> <b>Otis G. Cox</b> otis.g.cox@wv.gov	2% per agency	Yes, cuts or more cuts are very likely	Unknown <i>Comment:</i> Contemplating elimination of contracted out of services.	Hiring Freeze
<b>Wisconsin</b> <b>Jennifer Donnelly</b> jennifer.donnelly@wisconsin.gov	6-11% dependent on the agency		Furloughs Retraction of previously planned pay raises <i>Comment:</i> Last year a centralized position review process was implemented and it continues.	Layoffs
<b>Wyoming</b> <b>Dean Fausset</b> dfauss@state.wy.us	10%	Yes, cuts or more cuts are very likely	Elimination of vacant positions Hiring Freeze <i>Comment:</i> On 6/4/09 Governor's announced \$231.6 million cuts in agency budgets for the fiscal year which begins next month. Agencies have been mandated a 10% reduction in budget. 22 Vacant positions have been cut from budgets. Hiring & Reclassification Restriction remains in place.	

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<b>Alabama</b> <b>Jackie Graham</b> jackie.graham@personnel.alabama.gov	No		
<b>Arizona</b> <b>Kathy Peckardt</b> 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
<b>California</b> <b>Elaine Smith</b> elain smith@dpa.ca.gov	Yes	Voluntary time reductions, limited personnel services, travel restrictions, program closures or reductions	
<b>Colorado</b> <b>David Kaye</b> david.kaye@state.co.us	Yes	Individual departments are using operating expense reductions or freezes to meet or exceed 2.5% current year reductions (e.g. travel, official functions, professional licenses, dues, memberships).	\$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.
<b>Delaware</b> <b>Linda McCloskey</b> linda.mccloskey@state.de.us	Yes	Reviewing Purchas Orders over \$2,500 including credit cards--Discontinuing critical reclassifications	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.
<b>Florida</b> <b>Sharon D. Larson</b> Sharon.Larson@dms.myflorida.com	Yes	Travel has been restricted to mission critical only.	

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<b>Indiana</b> <b>Daniel L. Hackler</b> dhackler@spd.in.gov	No		
<b>Iowa</b> <b>Nancy Berggren</b> nancy.berggren@iowa.gov	No		
<b>Kansas</b> <b>George Vega</b> george.vega@da.ks.us	Yes	Closed correctional and juvenile corrections facilities. Considering closing other facilities. Moved evening shift to day shift so utilities can be turned off. Redeployment of staff to mission-critical or seasonal work has been frequently used.	
<b>Kentucky</b> <b>Carla Wright</b> 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.
<b>Louisiana</b> <b>Anne Soileau</b> Anne.Soileau@la.gov	No		
<b>Maine</b> <b>Alicia Kellogg</b> alicia.kellogg@maine.gov	No		We continue with collective bargaining.
<b>Massachusetts</b> <b>Larry Albert</b> larry.albert@massmail.state.ma.us	No		

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<b>Michigan</b> <b>Michelle Mann</b> mannm@michigan.gov	Yes	Positions are filled provided legislative criteria has been met delivery of basic services or loss of revenue.	
<b>Missouri</b> <b>Chester White</b> chester.white@oa.mo.gov	No		
<b>Montana</b> <b>Randy Morris</b> ramorris@mt.gov	Yes	Energy Conservation Initiative Efficiency in government initiatives	Fiscal conservation and maintaining 'rainy day' funds with previous and projected budget surplus.
<b>New Mexico</b> <b>Sandra Perez</b> sandra.perez@state.nm.us	Yes	Increased emphasis on Energy Saving Initiatives.	
<b>North Carolina</b> <b>Linda Coleman</b> Linda.Coleman@osp.nc.gov	No		
<b>Oklahoma</b> <b>Oscar B. Jackson, Jr.</b> oscar.jackson@opm.ok.gov	No		From previous results: 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.
<b>Oregon</b> <b>Diana Foster</b> Diana.L.Foster@ das.state.or.us	No		



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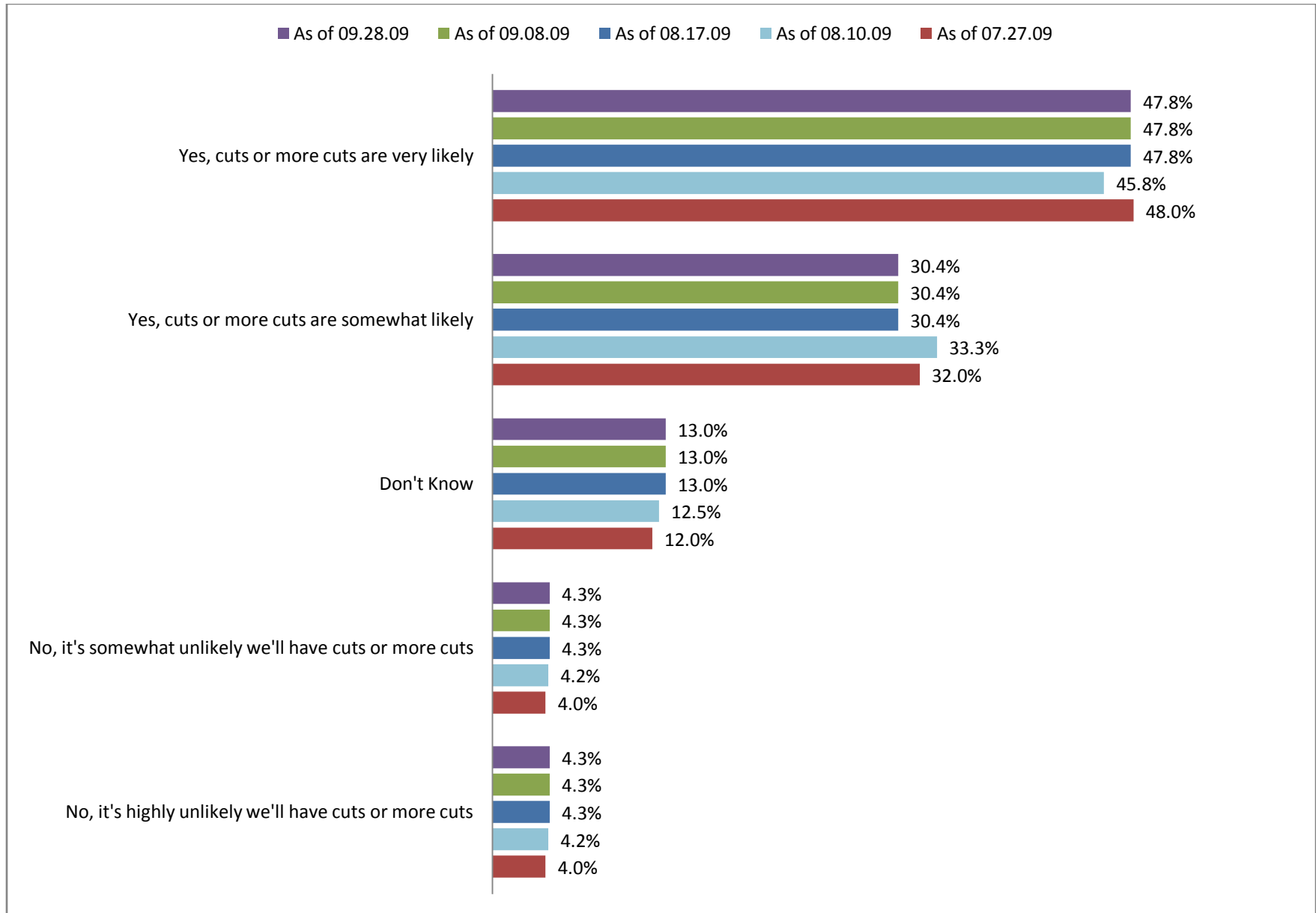
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<b>Pennsylvania</b> <b>James A. Honchar, SPHR</b> jhonchar@state.pa.us	Yes	See other comments withing the answers. Also, pursuit of consolidation/sharing of services across agency lines (HR, IT, Administration)	Continue to evaluate and research all options/alternatives
<b>South Carolina</b> <b>Sam Wilkins</b> swilkins@ohr.sc.gov	Yes	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.	
<b>Tennessee</b> <b>Deborah Story</b> 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.)	
<b>Utah</b> <b>Jeff Herring</b> jherring@utah.gov	Yes	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.
<b>Washington</b> <b>Eva Santos</b> evas@dop.wa.gov	Yes	Piloted the 4/10 scheduled in a few state owned facilities to end September 2009. Preliminary results were mixed, although the staff tend to like the shorter work week. Results are measuring energy consumption, customer service and availability.	Governor issued a Shared Services directive in December 2008 asking all central support agencies to develop a new service delivery model in human resources, information technology, property management, and fleet management. A group was formed to provide the Governor with commissions administrately and 16 boards and commissions from statures. Merged the administration of the two agencies that handled retirement systems and benefits. Consolidated 10 licensing offices.

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<b>West Virginia</b> <b>Otis G. Cox</b> otis.g.cox@wv.gov	No		We are taking every step possible not to have layoffs.
<b>Wisconsin</b> <b>Jennifer Donnelly</b> jennifer.donnelly@wisconsin.gov			
<b>Wyoming</b> <b>Dean Fausset</b> dfauss@state.wy.us	No		Recently the Wyoming Revenue Forecast group announced revenue forecasts are not as bleak as previously predicted. Governor is not as optimistic and will be discussing with Legislature in a few weeks next steps for state government.

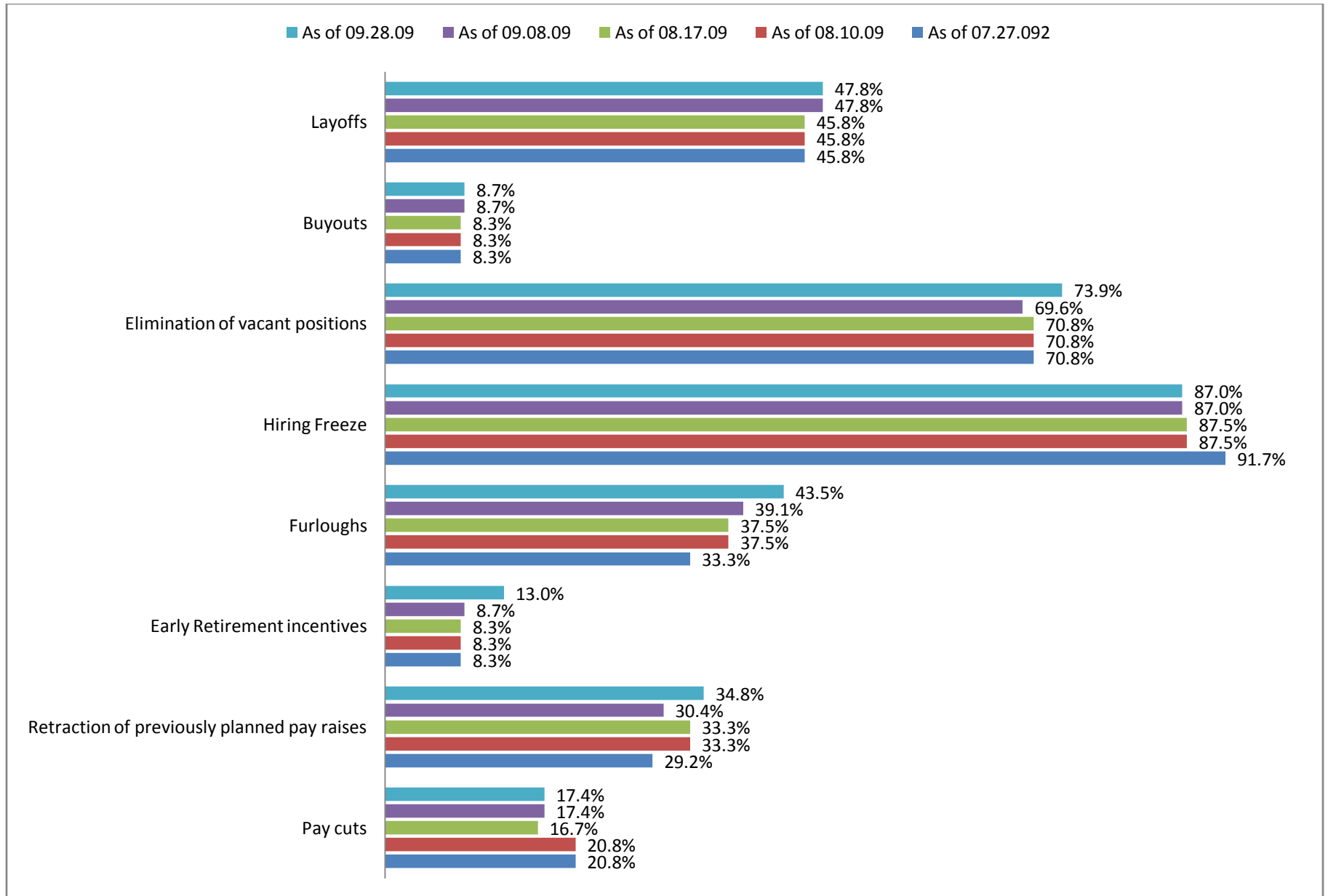
Question 3: Do you anticipate cuts (if no cuts have been made) or additional cuts to the state budget in FY 09?

**ANTICIPATED BUDGET CUTS FOR FY09**



Question 4: Has your state implemented any of the following in response to recent fiscal constraints?

**IMPLEMENTATIONS TO RECENT FISCAL CONSTRAINTS**



Question 5: Is your state considering any of the following in response to recent fiscal constraints?

### CONSIDERATIONS TO RECENT FISCAL RESTRAINTS

