Senate Committee on Government Organization

Interim Report to the 82nd Legislature



December 2010

SENATOR RODNEY ELLIS Chair



Senator Glenn Hegar Vice Chair Senator Brian Birdwell Senator Eddie Lucio Senator Jane Nelson Senator Steve Ogden Senator John Whitmire

The Texas Senate **Sovernment Organization Committee**

December 1, 2010

The Honorable David Dewhurst Lieutenant Governor of the State of Texas Members of the Texas Senate P.O. Box 12068 Austin, Texas 78711

Dear Governor Dewhurst and Members of the Texas Senate:

The Senate Committee on Government Organization is pleased to submit its interim report for consideration by the 82nd Texas Legislature.

Respectfully submitted,

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Acknowledgements

The Senate Committee on Government Organization and the Committee Chairman would like to recognize everyone who assisted with this report for their hard work and cooperation.

The Committee Chairman also would like to acknowledge the valuable assistance and expertise of everyone who took the time to testify, submit written reports, or otherwise assist in the interim study.

The Committee Chairman extends a special thanks to the Government Organization staff for their hard work in developing this report.

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Interim Charges

- Review all committees, councils and task forces with overlapping charges in an effort to streamline and eliminate overlapping workgroups across state government agencies and programs.
- Study the online services provided by the state and compare those services to the services provided by other states. In coordination with the Department of Information Resources, determine how online services provided by the state can be improved.
- Review opportunities for increasing the transparency of government operations and make recommendations for enhancing public access to government.

Executive Summary of Recommendations

Interim Charge 1: Review of Councils, Committees and Task Forces

- 1. The Committee recommends that the Council on Children and Families, which is supposed to improve the coordination and efficiency in state agencies' Councils, Committees and Task Forces' (CCTF's) affecting children and local levels of service, work to consolidate meetings in order to minimize duplicative work and maximize the use of state employee time.
- 2. The Committee recommends that there be increased cooperation between the Texas Council for Developmental Disabilities, Texas Council of Autism and Pervasive Developmental Disorders, the Promoting Independence Advisory Committee and Governor's Committee on People with Disabilities.
- 3. The Committee recommends that the Early Childhood Health and Nutrition Interagency Council, Farm to School Task Force, and Healthy Food Advisory Committee be merged into one CCTF focusing on promoting the health and nutrition of children and those in underserved areas.
- 4. The Committee recommends that agencies establish and implement a process to review proposed CCTF's during the 82nd Legislature, analyze them, and share information with legislators regarding the need for the proposed CCTF's and any that can be consolidated.

Interim Charge 2: Online Services

- 1. The Committee recommends that the Department of Information Resources (DIR) begin building a business case to expand and improve the Open Data center on Texas.gov as an online service to the citizens of Texas. The Committee also urges all state agencies to cooperate with DIR's efforts to publish public information wherever it can be done with negligible costs.
- 2. The Committee encourages state agencies to utilize online content management services available through DIR when upgrading or redesigning their online presence, when cost effective models are available.
- 3. The Committee encourages the development of a GIS data catalog or index of resources available across agencies. The collection of this data will encourage collaboration and provide a standard resource for locating GIS data sets collected across the state.

Interim Charge 3: Government Transparency

- 1. The Committee recommends that the Legislative Budget Board (LBB) post the markup document and blank decision document online as soon as reasonably possible after it is delivered to committee members.
- 2. The Committee recommends that appropriations riders be fully published online as soon as fiscal conditions allow sufficient staff in the Senate Finance Committee to do so.
- 3. The Committee recommends that both chambers attempt to post the appropriations bill online for a full 48 hours before it receives a floor vote, either coming out of committee or conference committee.
- 4. The Committee recommends that the LBB consider making the following changes when it upgrades or replaces its current budget information system: examine the feasibility of providing public access to the internal database to track appropriations bills via a website; break spending down by specific programs (rather than just agency-wide strategies) in its publications on the appropriations bill; provide non-governmental software and website developers direct, read-only access to the budget database; include contextual budget "roadmap"-type explanations alongside information on the budget's development; and link figures on agency appropriations with outcome and/or output measures used by agencies and the LBB to gauge the success of programs.
- 5. The Committee recommends that committee clerks attempt to include within hearing minutes time-stamps of the beginning of proceedings on each bill and each witness's testimony, when fiscally possible.
- 6. The Committee recommends that committees attempt to post written materials submitted by invited witnesses in advance of hearings (if received in advance of hearings) and all written materials submitted by witnesses within 24 hours of a hearing, when fiscally possible.
- 7. The Committee recommends that committee clerks attempt to include the votes of individual committee members within the hearing minutes posted on Texas Legislature Online, when fiscally possible.

Senate Government Organization Committee Interim Charge #1

Charge

Review all committees, councils and task forces with overlapping charges in an effort to streamline and eliminate overlapping workgroups across state government agencies and programs.

Background

Texas has hundreds of committees, councils and task forces (CCTF's) that have been formed in order to address an array of issues. Some of these groups were created by state law and others by federal laws; others were created by Executive Order, and still others were created by the individual agencies themselves.

The CCTF's also vary widely in the issues they address. Some of them were formed to advise agencies on specific aspects of their missions, some of them oversee the disbursal of grants, and others were formed to address broader issues of either regional or statewide significance.

It must also be noted that while many CCTF's exist, they are not all necessarily functional--some of them have not met in years. This is particularly true for those CCTF's that were created in statute without an automatic abolition date, meaning that they would continue to "exist" even if they had outlived their purpose.

Government Organization Committee (GOC) staff used the following methodology to determine which CCTF's to review:

- 1. GOC staff first determined that the CCTF's that would most likely have overlapping charges or duties would be inter-agency groups that focus on broader issues that are not fund or project-specific. For example, it is unlikely that another task force would have a charge that would overlap with the Tobacco Settlement Permanent Trust Account Administration Advisory Committee, which advises the Department of State Health Services of its duties under the Tobacco Settlement Proceeds Act. In addition, the Sunset Advisory Commission looks at internal agency CCTF's in their agency reviews and occasionally recommends that some be abolished.
- 2. Second, GOC staff contacted all of the members of the Mid-Sized Agency Council and State Agency Coordinating Council, a total of 42 agencies, to determine the CCTF's for which member agencies held the primary administrative ability. Because these groups comprise the largest agencies in Texas, GOC staff believed that they would be the agencies most likely to lead inter-agency CCTF's and thus would be the most reliable sources for a comprehensive list of functional CCTF's. In addition to requesting the names of the CCTF's, staff also requested citations for the statutes that created them, their

stated purposes/missions, and their membership. In collecting this information, the Office of the Governor asked their CCTF's to identify the following additional information: 1) the last time they met; 2) their work product (e.g., reports produced, etc.); and 3) the cost to maintain them (i.e. the cost of meetings). As a result, GOC staff made the same request of the other agencies.

3. After reviewing several hundred CCTF's submitted by the various agencies, GOC culled down the list by eliminating those that were internal to an agency, regional in nature, specific to disbursing a grant, or were no longer functional. This yielded just under 90 CCTF's for the Committee to review to determine overlapping duties (See Appendix).

The Committee did *not* make determinations regarding whether or not a CCTF is efficient or providing a significant benefit to the state--that was outside the purview of the charge. Furthermore, Chapter 2110.006 of the Government Code already requires agencies to annually evaluate their respective CCTFs' work, usefulness, and costs. The information collected by these agencies must be submitted biennially to the Legislative Budget Board in conjunction with the agency's legislative appropriations request.

Thus, the Committee focused its attention on determining which CCTF's may be duplicating work and making recommendations regarding how best to address those situations in an effort to streamline government operations.

Discussion

In the initial GOC staff review of CCTF's, the greatest potential for overlap was found within the health and human services agencies. As a result, the Committee invited the Health and Human Services Commission (HHSC) to discuss its agencies' CCTF's and how it ensures that their work is not duplicative.

At the hearing, Dr. Charles Bell, Deputy Executive Commissioner for Health Services at HHSC, testified that based upon Government Code Chapter 2110, the Health and Human Services (HHS) agencies--including HHSC, the Department of Aging and Disability Services (DADS), the Department of Assisted and Rehabilitative Services (DARS), the Department of Family and Protective Services (DFPS) and the Department of State Health Services (DSHS)--conduct annual evaluations of their CCTF's. According to Dr. Bell, the evaluations include questions regarding the CCTFs' "regular meetings, progress toward one-time and ongoing statutory duties, use of recommendations by [an] agency or [the] legislature, and opportunities for consolidation".

In spite of this process, however, it appears that overlapping charges continue to be an issue among some of the HHS agencies. Although each of the agencies is fully independent, the very fact that they all focus on some aspect of health requires their frequent interaction and cooperation, and each of them serve on several of the others' CCTF's.

GOC staff found this to be true particularly among the CCTF's that focus on children, including those with special needs, and their families. These include:

- 1. The **Interagency Coordinating Council for Building Healthy Families**, which works to develop a strategic plan for child abuse/neglect prevention services and evaluates programs for prevention and early intervention of abuse/neglect;
- 2. The Early Childhood Intervention Advisory Committee, which advises the state regarding early childhood intervention programs;
- 3. The **Council on Children and Families**, which coordinates the state's health, education, and human services systems to ensure that children and families have access to needed services and is charged with improving coordination and efficiency in state agencies' advisory councils on issues affecting children and local levels of service;
- 4. The **Interagency Taskforce for Children with Special Needs**, which works to improve the coordination, quality, and efficiency of services for children with special needs;
- 5. The **Children's Policy Council**, which assists in developing, implementing, and administering family support policies and related long-term care and health programs for children;
- 6. The **Texas Integrated Funding Initiative** (TIFI) **Consortium**, which works to expand the TIFI pilot project and to develop local mental health care systems in communities for minors who are receiving residential mental health services or who are at risk of residential placement to receive mental health services; and
- 7. The **Children's Mental Health Forum**, which identifies concerns related to children's mental health and shares information and ideas with speakers and each other.

Many of these CCTF's include membership from the same state agencies. HHSC participates on all seven of the CCTF's; six of them include representation from at least four of the five HHS agencies; three of them include representation from all five HHS agencies; six of them include a representative from the Texas Education Agency; and five of them include representatives from both the Texas Juvenile Probation Commission and Texas Youth Commission.

In informal conversations with some of the participating agencies, GOC staff learned that often times the same staff representative from a given agency attends all of the different meetings, making them feel as though the meetings are duplicative. It appears that while each of these CCTF's has an individual focus, their overall concern for the provision of health, educational or other human services to children and their families, as well as their involvement of the same agencies, inevitably results in some level of overlap in their duties.

In order to address this issue, the Committee recommends that the Council on Children and Families, which is charged with improving the coordination and efficiency in state agencies' CCTF's affecting children and local levels of service, work to consolidate some of these meetings in order to minimize duplicative work and maximize the use of state employee time.

Disability services were another area of overlap among HHS and other agencies. Four CCTF's that deal with different aspects of ensuring that people with disabilities have access to needed services include:

- 1. The **Texas Council of Autism and Pervasive Developmental Disorders**, which works to develop a state plan to provide services to persons with autism or other pervasive developmental disorders to ensure that the needs of those persons and their families are addressed statewide;
- 2. The **Promoting Independence Advisory Committee**, which reviews long-term services and supports from a comprehensive integrated model and reviews and makes recommendations regarding the state's compliance with the Olmstead Act;
- 3. The **Texas Council for Developmental Disabilities**, which is a federally mandated committee that works to ensure that people with disabilities are fully included in their communities and exercise control over their own lives; and
- 4. The **Governor's Committee on People With Disabilities**, which advises the Governor on matters related to full participation of Texans with disabilities in all aspects of Texas life.

Once again, the overlap among the various HHS and other agencies was apparent. HHSC serves on all four of the CCTF's, and all four of them include representation from at least four of the five HHS agencies--two of them include all five of the HHS agencies. The Texas Council of Autism and Pervasive Developmental Disorders (TCAPDD) and the Texas Council for Developmental Disabilities both deal with developmental disorders, though TCAPDD is more specific. Many of the issues that the Promoting Independence Advisory Committee covers include issues that those CCTF's address, and the Governor's Committee on People with Disabilities broadly covers most of those issues.

In response to a request for input regarding these committees, DADS--which provides administrative support for three of the above-mentioned CCTF's--raised concerns about possible conflicts that could occur from merging these CCTF's as a result of their different focuses (single-disability vs. cross-disability) and different composition (agency-based vs. stakeholder-based), as well as the potential to interfere with the duties of a federally- mandated committee.

Recognizing these as valid concerns, the Committee recommends that there be increased cooperation between the Texas Council for Developmental Disabilities, Texas Council of Autism and Pervasive Developmental Disorders, the Promoting Independence Advisory Committee, and Governor's Committee on People with Disabilities.

The last major area of overlap within the CCTF's reviewed by the Committee is nutrition/obesity. There are four different CCTF's within the Texas Department of Agriculture that deal with these issues:

- 1. The Early Childhood Health and Nutrition Interagency Council, which reports on best practices related to health and nutrition of children under age six;
- 2. The **Farm to School Task Force**, which works to promote a healthy diet for school children and facilitates the availability of locally grown food products in public schools;
- 3. The **Healthy Food Advisory Committee**, which provides recommendations about areas of the state that are underserved in terms of fresh produce and healthy foods and the impact it has on nutrition, obesity and other chronic illnesses; and
- 4. The **Interagency Obesity Council**, which discusses the member agencies' programs on obesity and works to establish a public health awareness plan and obesity prevention pilot program.

While the Interagency Obesity Council is more specifically focused on obesity prevention and should rightfully remain a stand-alone council, the charges of the Early Childhood Health and Nutrition Interagency Council, Farm to School Task Force, and Healthy Food Advisory Committee are similar enough to warrant consideration of their consolidation. The Committee believes that one CCTF would be able to handle the key responsibilities of those three CCTF's.

The Committee recommends that the Early Childhood Health and Nutrition Interagency Council, Farm to School Task Force, and Healthy Food Advisory Committee be merged into one CCTF focusing on promoting the health and nutrition of children and those in underserved areas.

The Committee recognizes that duplicative CCTF's are sometimes established through legislative mandate because legislators may not be aware that current CCTF's are carrying out similar duties. For example, two of the seven CCTF's dealing with children and families and one of the CCTF's dealing with nutrition/obesity that the Committee reviewed were created during the 81st Legislative Session. The final recommendation of the Committee is aimed at ensuring that the Legislature minimizes the number of CCTF's it creates that duplicate the work of existing CCTF's.

At the hearing, Dr. Bell testified that the HHS agencies will be collecting information regarding all of the proposed CCTF's that relate to their agencies through common bill analysis questions. They will then analyze the information and look for opportunities to consolidate current CCTF's and present that information to legislators. The Committee believes that this process could significantly reduce and even eliminate the creation of duplicative CCTF's and recommends that all agencies utilize this or a similar process.

Conclusion

The Committee found that most of the CCTF's are focusing on specific issues and do not have charges or duties that overlap with others. Throughout its review, however, the Committee did question the utility of some CCTF's, especially those that had not met recently and/or could demonstrate no significant work product. Perhaps a more extensive review of those issues can be undertaken during the interim of the 82nd Legislature.

Summary of Recommendations

- 1. The Committee recommends that the Council on Children and Families, which is supposed to improve the coordination and efficiency in state agencies' CCTF's affecting children and local levels of service, work to consolidate meetings in order to minimize duplicative work and maximize the use of state employee time.
- 2. The Committee recommends that there be increased cooperation between the Texas Council for Developmental Disabilities, Texas Council of Autism and Pervasive Developmental Disorders, the Promoting Independence Advisory Committee, and Governor's Committee on People with Disabilities.
- 3. The Committee recommends that the Early Childhood Health and Nutrition Interagency Council, Farm to School Task Force, and Healthy Food Advisory Committee be merged into one CCTF focusing on promoting the health and nutrition of children and those in underserved areas.
- 4. The Committee recommends that agencies establish and implement a process to review proposed CCTF's during the 82nd Legislature, analyze them, and share information with legislators regarding the need for the proposed CCTF's and any that can be consolidated.

Senate Government Organization Committee Interim Charge #2

Charge

Study the online services provided by the state and compare those services to the services provided by other states. In coordination with the Department of Information Resources (DIR), determine how online services provided by the state can be improved.

Background

Senate Bill 187, authored by Senator Eliot Shapleigh and sponsored by Representative Burt Solomons during the 77th legislative session, created the TexasOnline Authority to identify opportunities for state agencies to coordinate with each other in the development and implementation of information and resource technology projects. The TexasOnline Authority created an electronic infrastructure through which state agencies and local governments could send and receive documents, as well as process and receive payments. The electronic infrastructure was developed through a public-private partnership consisting of DIR and BearingPoint, the company initially selected to create and manage TexasOnline.

During the 79th legislative session, Representative Carlos Uresti and Senator Rodney Ellis passed legislation abolishing the TexasOnline Authority and transferring authority to DIR. This continued the public and private partnership to develop and implement web-based services for

TexasOnline. In 2009, at the end of the initial contract period, the partnership was awarded through a competitive procurement process to TXNICUSA, LLC, the current portal operator.

The desire by the public for information and accessible resources online continues to grow. Online services provide convenience in addition to saving time and money. Across the country, the movement of data usage online has shifted from posting information online and performing transactions, to the ability to fully interact online. The Senate Committee on Government Organization met on Wednesday, May 12, 2010 at 9 a.m. to hear testimony regarding online services.

Discussion

Current Online Services

DIR testified at the time of the hearing that Texas offers a wide variety of resources for state agencies, local and county governments, professionals, and citizens. Texas' online programs build a secure, efficient portal to deploy government services such as payment processing, training, marketing, and a 24-hour help desk. More than a thousand application services are available online and 1.5 million transactions are processed per month. Online and over-the-counter multi-channel payment processing methods are also available, which include credit card and automatic check handling.

DIR testified that citizens are able to renew and update driver license and vehicle registration, update voter registration, access vital statistics, and make donations. Professionals can register for certifying examinations, obtain and renew licenses, and apply for payments for provided work. Texas businesses can review applicant driving records, research expansion opportunities, and comply with state licensing and permitting requirements. County and local governments can use TexasOnline to streamline and simplify tasks such as citation payments, electronic filing for courts, and utility bill payments, in addition to filing and paying taxes.

TexasOnline also provides services in higher education, including an online student loan payment processing application for the Texas Higher Education Coordinating Board and tuition payment donations. Tuition donations are currently available through Texas.gov's "Match the Promise" application. This application allows citizens and companies to donate to the Texas Match the Promise Foundation, which supplements the college savings of families with prepaid tuition accounts in the Texas Tuition Promise Fund. Links are also available to state agency websites and public assistance applications.

On June 8, 2010, DIR re-launched the state's website with a new design under the URL of Texas.gov. This enhanced online resource provides navigation tools plus Google search functionality to help users quickly identify what they need. Mobile application and social media opportunities are the latest addition to the online resources provided by Texas.gov. Human Spanish translations are now available compared to the previous machine translation. Plus, specialized web portals provide one location for essential information on emergency preparedness resources, veteran resources, and starting a business in Texas.

DIR has been innovative in its use of social networking to improve services through Texas.gov, including its use of GetSatisfaction to communicate with Texans about specific problems and how to improve services. Texas.gov provides citizens the ability to get help and share ideas through numerous social media channels. Texas.gov provides customer support through live chat and facilitates continuous improvement of its applications and services through online customer satisfaction surveys.

Texas.gov also plans to offer hosted web solutions for state agencies' and local governments' intranet and internet websites. A business case to develop the hosted intranet solution was approved by the Texas.gov Project Review Board on March 31, 2010. This project is in the planning phase for launching with two pilot agencies--DIR and the Texas Alcohol Beverage Commission. Targeted deployment of the intranet web sites for the pilot agencies is April 2011. This infrastructure brings with it the ability to securely share data between participating agencies.

Intranet and internet web hosting will also include a content management system which will be available through Texas.gov for state agencies and local governments. These resources provide a simple interface to create and manage web content effectively. Intranet and internet web templates provide the opportunity for uniformity in the website look and navigation ability for state resource pages. DIR is currently developing a business model for free and reduced cost opportunities.

Areas of Improvement

The Committee commends DIR for its innovative work in online services thus far. There are, however, some areas in which other states have excelled that DIR should consider as it continues to expand online services.

The federal government and many states, including California, Utah, Michigan, Massachusetts, and Washington D.C., provide public access to high-value open data sets. These datasets should be provided in standard formats that are easy to use and access. Ideally, datasets will be offered in both machine-readable and human-readable formats. Citizens may use these datasets to build applications, conduct analyses, and perform research. Open data encourages transparency and citizen participation in the legislative and governmental process.

Access to data generated and collected by state agencies is an important and new area of online services. The Texas Open Data site currently only links to data sets spread across dozens of state agency sites, and the availability of information is scattershot at best. The Texas.gov site provides links to open data sets when available, which is critical to making the information usable to third-party developers and individual citizens and is considered an essential part of online transparency. DIR representatives have told the Committee that they are ready to move forward with plans to centralize data and integrate it with more powerful and user-friendly features, including providing more direct database access, integrating in Geographic Information Services (GIS), and standardizing data. Such improvements would drastically enhance the use of Texas information.

Furthermore, early results show that some states are seeing cost savings by proactively putting data online rather than reactively responding to individual public information requests. The Comptroller has been doing this with spending, or "checkbook," transparency through the TexasTransparency.org website. House Bill 3430, passed during the 80th legislative session, provided the guidance for the establishment of the database.

Many states, including Arkansas, Utah, New York, and Hawaii, also are providing GIS data, stored remotely and in various locations, that can be migrated together and searched for information in real-time. GIS provides the ability to communicate complex information easily to a wide audience. Currently, Texas.gov has a mashup service for state office location mapping. The Texas.gov partnership is actively pursuing creation of a GIS catalog or index for approximately 200 datasets (layers that provide additional detail, and therefore business-value, to the base map). Envisioned uses of GIS within the Texas.gov framework include:

- G2G (Government to Government) sharing of GIS data layers and services to accomplish inter-agency objectives, e.g., emergency response and management;
- G2B (Government to Business) and G2G (both state and local) collaboration to improve reliability and responsiveness of GIS related services, e.g., wide-load and hazardous cargo permitting, routing and re-routing;
- G2C (Government to Citizen) communications, e.g., providing disaster response instructions and recovery information (for example: power has been restored in these areas); and
- C2G (Citizen to Government) collaboration to improve delivery of services to specific citizen locations, e.g. crowd sourcing.

DIR has explained that an expansion of the Texas.gov Open Data web site could be undertaken through the current contract with NIC for Texas.gov at no additional cost to the state. At low or no cost to the state, the Texas.gov Open Data web site could be enhanced with additional tools to facilitate agencies' ability to deploy their data sets. The Committee recommends that DIR begin building the business case and prioritize the improvements to the Open Data center on Texas.gov. The Committee urges agencies across state government to provide data to DIR according to its requested specifications, as the Open Data sets available will depend on further cooperation with state agencies in obtaining and publishing public information online.

In this challenging fiscal climate, DIR, through Texas.gov, could provide critical cost savings to state agencies by offering web tools and templates, a hosted intranet and internet solution and a content management system, thereby allowing agencies to redesign and manage the content of their websites. DIR expended considerable effort in determining how to best present online services and public information through its contract with NIC and has said it can offer these solutions at low or no cost to the state. By availing themselves of DIR's content management services, agencies could not only avoid redesign costs, but also provide a better online experience to Texas citizens by standardizing the layout, navigation and feel of state websites.

Conclusion

Overall, DIR provides a well rounded array of online services for Texas. With the re-launch of the state website under Texas.gov, more resources and interactive applications are available. Social media and content management services provide improvements to the online resources available to state agencies. Online services provided by the state can be improved by more coordination of state agencies, uniformity in presentation of data, and utilization of Texas.gov as a central location for all information to be obtained either through links or direct access. An increase in open data available throughout the state would improve online resources. DIR should develop a business plan to assess the implementation of a statewide open database hosted by Texas.gov. Improvements to geographical information systems will also benefit the state and make integration of data easier for agencies and consumers throughout the state.

Summary Recommendations

- 1. The Committee recommends that DIR begin building a business case to expand and improve the Open Data center on Texas.gov as an online service to the citizens of Texas. The Committee also urges all state agencies to cooperate with DIR's efforts to publish public information wherever it can be done with negligible costs.
- 2. The Committee encourages state agencies to utilize online content management services available through DIR when upgrading or redesigning their online presence, when cost effective models are available.
- 3. The Committee encourages the development of a GIS data catalog or index of resources available across agencies. The collection of this data will encourage collaboration and provide a standard resource for locating GIS data sets collected across the state.

Senate Government Organization Committee Interim Charge #3

Charge

Review opportunities for increasing the transparency of government operations and make recommendations for enhancing public access to government.

Background

A convergence of factors have contributed to greater legislative interest in pursuing action on transparency, including state budget shortfalls and the transparency requirements in the American Reinvestment and Recovery Act. The rapid development of internet and computing technologies now make it possible to get relevant information to the public in an effective and efficient manner. Related advances in transparency in other states and at the federal level have demonstrated that information once rarely available to the public can now be published online for direct public access.

According to the study *Following The Money* by U.S. Public Interest Research Group (PIRG), a nationwide wave of legislation and executive orders in 32 states have given residents access to databases of detailed government expenditures. The federal government has also launched similar initiatives. The vast majority of these states have acted over just the last three years.

In 2007, the passage of bipartisan legislation sponsored by U.S. Senator John McCain (R-Ariz.) and then-U.S. Senator Barack Obama (D-III.) made the recipients of all federal funding public online. Additionally, congressional conference reports now must be made available to members and the general public via the internet for at least 48 hours before their consideration. The federal government also began publishing federal regulations and congressional votes in an electronic format easily re-syndicated by non-government websites, which greatly increased their effective accessibility.

When asked about the role of transparency in the economic recovery package of early 2009, three-quarters of voters responding said that "creating a national website where citizens can see what companies and government agencies are getting the funds, for what purposes, and the number and quality of jobs being created or saved" would have an important impact on the package, with 39 percent believing its impact would be extremely important. Transparency budget portals allow states to track how well subsidies and tax incentives deliver results. Funds from underperforming projects and programs can be reinvested in more successful programs. By tracking the performance of state subsidies, Minnesota and Illinois have both been able to recapture money from numerous projects that failed to deliver promised results.

Other States Moving Towards Transparency

- Massachusetts' State Purchasing Agent identifies four sources of savings for state procurement officers: sharing information with other public purchasers on good deals; avoiding wasteful duplication of bidding and contracting procedures through centralized processes; better enforcement of favorable pricing and contract terms; and focusing cost-cutting in areas where greater resources are spent.
- According to the 2009 LBJ School Study *Texas Financial Transparency: Open and Online, last* year Utah began posting online many of the budget documents from the office of the Legislative Fiscal Analyst and prepares annual appropriations summaries as well as reports on fiscal and programmatic issues.
- Starting in January 2010, the Maryland House of Delegates voted to start streaming committee meetings and placing committee votes online.
- In August 2010, California lawmakers approved AB 2666, a bill that requires the state's Franchise Tax Board to compile information on corporate tax expenditures and publish the information on California's Reporting Transparency in Government.

Discussion

Texas state government has made large strides toward transparency in spending, contracts and taxation in the last few years. However, the Committee has identified several areas where the legislative process could be made more transparent. The appropriations process is a particular priority, as it will mostly likely be an area of high public interest in the 82nd and subsequent legislative sessions.

Appropriations Transparency: Posting LBB Analyses Online

Especially in light of the challenging fiscal climate, witnesses testifying in front of the GOC in favor of greater transparency urged that the appropriations process be opened up. Specific recommendations included requiring the LBB to post online analyses that it prepares for legislators on the Senate Finance Committee and the House Appropriations Committee. The LBB prepares two types of analyses for the committees that provide great insight into the appropriations process.

The first is the summary or "markup" document given to committees, subcommittees or working groups prior to a markup session. This document generally contains agency financial information, demographics, strategies and other information to assist lawmakers in their decisions regarding the agency's budget items. If members of the public possessed this document prior to markups, they would be able to determine their interest in specific hearings, make more informed testimony, and better follow proceedings during the legislative session.

The second is the "decision document," in which the LBB estimates the fiscal impact of any markup session's decisions. There are two versions of the document: a blank version given to members of the committee before a hearing to track decisions as they are made, and a finished version prepared after the hearing that summarizes the decisions. If members of the public possessed this document, they would be able to concretely determine the decisions of the appropriations committees and their impacts, which are not currently determinable through meeting minutes.

The Committee commends the LBB for already making plans to release the markup document and the earlier, blank version of the decision document. The Committee recommends that the LBB post these documents online as soon as reasonably possible after they are delivered to committee members in order to give the public the maximum amount of time to digest the information.

However, the Committee recommends against formal requirements for posting internal analyses, working documents, or informal communications between members of the committees, subcommittees or working groups. The unavoidable ambiguity of such informal documents would create an undue burden on the committees.

Appropriations Transparency: Riders

Trends in other states and in the U.S. Congress, which has a searchable database of earmarks, suggest that appropriations riders should be subject to the same transparency as amendments to bills--mainly that they are posted online with the sponsor, or submitting legislator. However, because the LBB rather than the Senate Finance Committee is responsible for printing and publishing the appropriations bill, the Senate Finance Committee is not required to produce a committee report that includes copies of all amendments passed on the bill.

Increasing transparency as it relates to riders is certainly a worthwhile goal. This could include the online posting of rider information--including the requestor's name, the amount of the rider, the recipient of the rider, and any legislative language describing the project--as part of the committees', subcommittees' or working groups' minutes.

However, numerous interviews with those involved in the appropriations process indicate that at current staffing levels, the already-strained Finance Committee would be unable to undertake this additional responsibility. Because of the importance of the budget and the public's ability to access information on riders and other parts of the appropriations bill, the Committee recommends that the Finance Committee work toward this goal as soon as it is fiscally reasonable to do so.

Appropriations Transparency: Posting Appropriations Bills Online

During the GOC hearing, Talmadge Heflin, representing the Texas Public Policy Foundation, recommended imposing a requirement for both chambers to post the budget bill online for a full 48 hours before it receives a floor vote, either coming out of committee or conference committee. This recommendation would give legislators, advocates and the public the opportunity to understand the contents of the bills well in advance of the vote. While this may be difficult toward the end of session, the Committee recommends that, to the extent possible, both chambers attempt to do this.

Appropriations Transparency: Longer-Term Reforms

The Committee recognizes that the current fiscal environment is not an ideal one for information infrastructure upgrades, but, based on witness testimony and stakeholder input, urges the LBB to consider the following recommendations when it does look to upgrade or replace its current budget information system.

1. The LBB currently maintains an internal database to track the appropriations bills and as the basis for its markup analyses. When LBB updates or upgrades its system, it should examine the feasibility of providing public access to the database via a website. This would allow the public to track the budget as it moves through the legislative process and do searches and analyses themselves.

- 2. In its publications on the appropriations bill, the LBB should break spending down by specific programs (rather than just agency-wide strategies) to enable the public to see where money is actually spent.
- 3. The LBB should provide non-governmental software and website developers direct, readonly access to the budget database, which will allow them to produce their own budget websites based on LBB data. This could foster innovation in providing budget information to the public in the most useful and easy-to-understand forms.
- 4. The LBB should include contextual budget "roadmap"-type explanations alongside information on the budget's development in order to better inform the public about the significance of budgetary decisions and their place within the appropriations process.
- 5. The LBB should link figures on agency appropriations with outcome and/or output measures used by agencies and the LBB to gauge the success of programs.

Committee Hearing Transparency

Committee hearings are a vital part of the legislative process and the Legislature does a good job of broadcasting them online. However, a few improvements could be made to make committee actions and hearings easier to track for the millions of Texans who cannot attend hearings in person because of geographical or time constraints. The Committee recommends that Legislative Council and staff of committees consider the following changes if and when fiscal conditions permit enough staff to be able to do so:

The Committee recommends that committee clerks attempt to include within hearing minutes time-stamps of the beginning of proceedings on each bill and each witness's testimony. The Committee also recommends that the Legislative Council determine whether there is a negligible-cost method of electronically marking those time-stamps within the audio and video files of hearings posted online.

Access to documents being considered in hearings also would greatly increase the public's ability to follow hearings and submit more informed testimony. The Committee recommends that committees attempt to post written materials submitted by invited witnesses in advance of hearings (if received in advance of hearings) and all written materials submitted by witnesses within 24 hours of a hearing. The GOC currently posts written witness testimony online within 24 hours of the hearing.

The Committee also recommends that committee clerks attempt to include the votes of individual committee members within the hearing minutes posted on Texas Legislature Online.

Conclusion

Citizens' access to information will help to facilitate their understanding of the decision-making processes in our State Government. While the Committee believes that increased transparency in the appropriations process is a vital part of an accountable legislature, it also recognizes that

current fiscal conditions may not allow for enough staff to accomplish all transparency goals. The Committee hopes that all recommendations will be implemented to the extent that they are possible.

Summary of Recommendations

- 1. The Committee recommends that the LBB post the markup document and blank decision document online as soon as reasonably possible after it is delivered to committee members.
- 2. The Committee recommends that appropriations riders be fully published online as soon as fiscal conditions allow sufficient staff in the Senate Finance Committee to do so.
- 3. The Committee recommends that both chambers attempt to post the appropriations bill online for a full 48 hours before it receives a floor vote, either coming out of committee or conference committee.
- 4. The Committee recommends that the LBB consider making the following changes when it upgrades or replaces its current budget information system: examine the feasibility of providing public access to the internal database to track appropriations bills via a website; break spending down by specific programs (rather than just agency-wide strategies) in its publications on the appropriations bill; provide non-governmental software and website developers direct, read-only access to the budget database; include contextual budget "roadmap"-type explanations alongside information on the budget's development; and link figures on agency appropriations with outcome and/or output measures used by agencies and the LBB to gauge the success of programs.
- 5. The Committee recommends that committee clerks attempt to include within hearing minutes time-stamps of the beginning of proceedings on each bill and each witness's testimony, when fiscally possible.
- 6. The Committee recommends that committees attempt to post written materials submitted by invited witnesses in advance of hearings (if received in advance of hearings) and all written materials submitted by witnesses within 24 hours of a hearing, when fiscally possible.
- 7. The Committee recommends that committee clerks attempt to include the votes of individual committee members within the hearing minutes posted on Texas Legislature Online, when fiscally possible.

Appendix

| Autism and Pervasive Human Resources Developmental Disorders, Code 114.003 Texas Council on t | | | RP-42 | and Aviation 481.0066 Government Code Is Well Advisory Executive Order | Citation |
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| environmentally beneficial alternative fuels. The council shall develop a state plan to provide services to persons with autism or other pervasive developmental disorders to ensure that the needs of those persons and their families are addressed statewide and that all available resources are coordinated to meet those needs. | environmentally beneficial alternative fuels. | To coordinate a comprehensive program to be carried out by state agencies in support of the use of | Committee, the Department of Aging and Disability Services shall create and disseminate a comprehensive and effective working plan to identify and discuss aging policy issues, guide state government readiness and promote increased community preparedness for an aging Texas. | To advise the governor on the recruitment and retention of aviation jobs and investment in Texas. With the advice of the Aging Texas Well Advisory | Purpose |
| Texas Department of Aging and Disability Services; Texas Education Agency; Texas Department of Family and Protective Services; Texas Health and Human Services Commission; Texas Department of State Health Services; Texas Department of Assistive and | | d Comptroller's Office; General Land Office; Railroad Commission; Texas Commission on Environmental Quality | Services; Texas Workforce Commission; Texas AgriLife Extension Service; Texas Higher Education Coordinating Board; Texas Department of Family and Protective Services; Texas Department of Housing and Community Affairs; Texas Health and Human Services Commission; Texas Department of State Health Services; Texas Department of Assistive and Rehabilitative Services; other community stakeholders | Office of the Governor - Economic Development Texas Department of Aging and Disability | Participating Agencies |
| Department of Aging and Disability Services | | | and Disability Services | Covernor's Office | Lead Agency |

Committees, Councils, and Task Forces Reviewed by the Senate Committee on Government Organization

| Health and Human Services Commission | Health and Human Services Commission; Department of State Health Services; Department of Family and Protective Services; Department of Assisted and Rehabilitative Services; Texas Education Agency; Texas Youth Commission; Texas Juvenile Probation Offenders with Medical and Mental Impairments; Texas Workforce Commission; | To coordinate the state's health, education, and human services systems to ensure that children and families have access to needed services; improve coordination and efficiency in state agencies' advisory councils on issues affecting children and local levels of service; prioritize and mobilize resources for children; and facilitate an integrated approach to providing services for children and youth. | Government Code 531.801 | Children and Families, Council on |
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| | Comptroller's Office; Attorney General's Office; three members appointed by the Governor; three members appointed by the Lieutenant Governor; three members appointed by the Speaker of the House | To oversee the Cancer Prevention and Research Institute of Texas. | Tex. Health & Safety Code § 102.101(b)(4) | Cancer Research Institute of Texas Oversight Committee |
| Department of Family and Protective Services | Department of Family and Protective Services, Department of Rehabilitative Services; Health and Human Services Commission; Department of State Health Services; Department of Aging and Disability Services; Texas Youth Commission; Texas Juvenile Probation Commission; Texas Education Agency; Texas Workforce Commission; Attorney General's Office; Texas Department of Housing and Community Affairs | To consult with the Department of Family and Protective Services on the development of a strategic plan for child abuse/neglect prevention services and issue recommendations for implementation of the plan evaluate programs for the prevention of and early intervention in child abuse/neglect to address effectiveness in achieving outcomes and cost effectiveness. | Family Code 267.001 | Building Healthy Families, Interagency Coordinating Council for |

| Comptroller's Office | Comptroller's Office, appointed by the comptroller; Texas Department of Housing and Community Affairs; Texas Department of Economic Development; Texas Department of Banking; Texas Department of Insurance | To develop statewide community reinvestment strategies using existing investment pools and other investment vehicles to leverage private capital from banks, insurance companies, and other entities for community development in the state. | : Tex. Fin. Code Ann. §§ 395.001(1), 395.002 (Vernon 2006) | Community Reinvestment Work Group |
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| Department of Public Safety | Department of Public Safety; the Texas military forces; Federal Emergency Management Agency; Texas Forest Service, Texas Department of Transportations; General Land Office; Public Utility Commission; Railroad Commission; Department of State Health Services; other agencies and stakeholders | To facilitate interagency coordination and collaboration to provide efficient and effective planning and execution of communications support to joint, interagency, and intergovernmental task forces. | 418.051, Government Code | Communications Coordination Group |
| Health and Human Services Commission | Health and Human Services Commission; Department of Assisted and Rehabilitative Services, other stakeholders | To assist in developing, implementing, and administering family support policies and related long-term care and health programs for children. | Human Resources Code 22.035 | Children's Policy Council |
| | Texas Juvenile Probation Commission, Texas Youth Commission, Texas Education Agency, Department of State Health Services; Health and Human Services Commission; Department of Family and Protective Services; Department of Rehabilitative Services | To identify concerns and become educated on issues related to children's mental health and to share information and ideas with speakers and each other. | | Children's Mental Health Forum |
| Health and Human Services Commission | Health and Human Services Commission; Department of Aging and Disability Services; Department of State Health Services; Department of Family and Protective Services; Department of Assisted and Rehabilitative Services; Texas Education Agency; Texas Youth Commission; Texas Juvenile Probation Commission; Texas Correctional Office on Offenders with Medical and Mental Impairments; Local MHMR; State Representative; Senator; Parent or Consumer Advocate | To improve the coordination, quality, and efficiency of services for children with special needs. | Health and Safety Code 115.001 | Children with Special Needs, Interagency Taskforce for |

| Crash Reporting and Analysis for Safer Highways User's Group | Contract Advisory Team | Continuing Advisory Committee for Special Education | Consumer Direction Work Group |
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| | Tex. Gov't Code Ann. §§ 2262.102(a) (Vernon Supp. 2006) and 2262.0011 | | Government Code 531.052 |
| To ensure that the CR-3 crash reporting form and the CRASH application meet the needs of the law enforcement community. | To review the solicitation of major contracts by state agencies; review any findings or recommendations made by the state auditor, regarding a state agency's compliance with the contract management guide; and provide recommendations regarding the development of the contract management guide and the training. | To advise the Texas Education Agency on the unmet needs of students with disabilities. | To advise the Health and Human Services Commission concerning the delivery of services through consumer direction in all programs offering long-term services and supports to ensure that consumers have access to a service delivery model that enhances a consumer's ability to have freedom and exercise control and authority over the consumer's choices, regardless of age or disability; and assist HHSC in developing and implementing consumer direction models and expanding the delivery of services through consumer direction under Section 531.051. |
| Texas Department of Transportation, peace officers from the Texas Department of Public Safety, the Austin Police Department, the Schertz Police Department, and the Travis County Sheriff's office | Attorney General's Office; Comptroller's Office; Department of Information Resources; Texas Facilities Commission; Governor's Office. | Texas Education Agency; Department of Family and Protective Services; Health and Human Services Commission; Department of Aging and Disability Services; Windham School District; other community stakeholders | Health and Human Services Commission; Department of Aging and Disability Services; Department of State Health Services; Department of Assisted and Rehabilitative Services, Consumer, Advocate - Elderly, Advocate - Disabled, Provider, Texas Workforce Commission, Public |
| Texas Department of Transportation | | Texas Education Agency | Health and Human Services Commission |

| Governor's Office | Governor's Office, Department of Aging and Disability Services, Department of Assistive and Rehabilitation Services, Texas Department of Family and Protective Services, the Texas Health and Human Services, Department of State Health Services, Texas Department of Licensing and Regulation, Texas Workforce Commission | To advise the Governor and the Governor's staff on matters related to full participation of Texans with disabilities in all aspects of Texas life. The Committee may also work with legislative committees and with state agencies on the development of laws and policies that affect Texans with disabilities. | 115.002 Human Resources Code | Disabilities, Governor's Committee on People with |
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| Governor's Office | Office of the Governor; Texas Senate; Texas House of Representatives; Members of the Judiciary | To advise the Governor on: Procedures that are needed to meet the advances in technology including matters of investigation, forensic testing, and the related appellate and postconviction legal process; methods of ensuring law enforcement investigation procedures are accurate and available; processes which provide access to the legal system which provide for public safety and confidence in convictions; changes in the law and any other matters the Governor may designate. | Exec. Order RP41 | Criminal Justice Advisory Council |
| Governor's Office | Governor's Office; Criminal Justice Division; Texas Department of Public Safety - Special Crimes Service; Texas Department of Criminal Justice - Parole Division | Organized within the criminal justice division, the council shall encourage, advise and assist in the creation of crime stoppers organizations; to foster the detection of crime and encourage persons to report information about criminal acts; encourage media to broadcast reenactments and to inform the public of the functions of crime stoppers organizations; to help law enforcement agencies detect and combat crime by increasing the flow of information between law enforcement agencies; create specialized programs aimed at deterring specific types of crime with at least one program that encourages individuals to report non-registered sex offenders and provide for a financial reward is such report leads to the arrest or apprehension of the sex offender. | 414.002 Government Code | Crime Stoppers Council |

| | | program for working families. | (Vernon 2005) | |
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| Comptroller's Office | Governor's Office and other state agencies recruited by the comptroller's office | To participate in a coordinated campaign to increase awareness of the federal earned income tax credit | (Tex. Gov't Code Ann. § 403.025(b) | Earned Income Tax Credit Work Tex. Gov't Code Group Ann. § 403.025(|
| Department of Assisted and Rehabilitative Services | Department of Assisted and Rehabilitative Services, eight lay members who are the family members of children with developmental delay, and a representative of the Texas Education Agency, Health and Human Services Commission, Department of Insurance, Department of Family and Protective Services, Department of State Health Services, Texas Workforce Commission, Department of Aging and Disability Services | To advise the state regarding the implementation of early childhood intervention services. | | Early Childhood Intervention Advisory Committee |
| Department of Agriculture | | To review current research, identify barriers, identify promotional funding, and report on best practices related to health and nutrition of Texas children under the age of six and provide a six-year nutrition and physical activity plan to the Texas Legislature. | Ch. 115 Health and Safety Code | Early Childhood Health and Nutrition Interagency Council |
| Department of State Health Services | Department of State Health Services; Governor's Department of StateDepartment of StateDepartment of Family and Protective Services;Health ServicesDepartment of Public Safety; Health and HumanServices Commission; Texas AlcoholicBeverage Commission; Texas AlcoholicBeverage Commission; Texas CorrectionalOffice on Offenders with Medical and MentalImpairments; Texas Department of CriminalJustice; Health and Human ServicesCommission; Department of Aging andDisability Services; Texas Education Agency;Texas Juvenile Probation Commission; TexasYouth Commission; Department of Assistiveand Rehabilitative Services; Texas WorkforceCommission; Texas Department of MotorVehicles; Comptroller's Office; AdjutantGeneral's DepartmentServices; Texas Motor | To provide information for the Governor, Legislature and public about issues relating to reducing drug demand and create and coordinate implementation of a drug demand reduction strategy. a drug demand reduction strategy. | 461.017, Health and Safety Code | Drug Demand Reduction Advisory Committee |

| | Department of Assisted and Rehabilitative Services; other stakeholders | | | |
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| nission; ty Services es; ive Service | Health and Human Services Commission; Department of Aging and Disability Services; Department of State Health Services; Department of Family and Protective Services; | To assist the Health and Human Services Commission in the performance of the commission's duties under this subchapter [Health Information Exchange Systems. | Government Code 531.904 | Electronic Health Information Exchange System Advisory Committee |
| 0 | Office of the Governor - Economic Development and Tourism | To assist the Governor by collecting and disseminating information on federal, state, local, and private community economic development programs, including loans, grants, and other funding sources. | 481.169 Government Code | Economic Development Stakeholders, Advisory Board of |
| ate's Offici on Technol(force | Governor's Office; Secretary of State's Office; Senate Committee on Economic Development; House Committee on Technology Economic Development and Workforce | To advise the Governor on opportunities that market and promote the state as a premier business location, expansion , and retention of domestic and international business investment to the state; promote and administer business and community economic development programs and services in the state, including business incentive programs; provide to businesses and communities in the state assistance with exporting products and services to international markets; serve as a central source of economic research and information; establish a statewide strategy to address economic growth and quality of life issues; etc. | 481.024 Government Code | Economic Development Corporation |

| Governor's Office | Office of the Governor - Economic Development; Office of the Lieutenant Governor; Speaker of the House | Io advise the Governor, Lieutenant Governor, and Speaker of the House of Representatives and recommend contribution or investments for the development and diversification of the economy of the State. This includes expediting innovation and commercialization of research; attracting, creating, or expanding private sector entities; and increasing higher education applied technology research capabilities. | 490.051 Government Code | Emerging Technology Advisory Committee |
|-------------------|---|--|-------------------------------|---|
| Governor's Office | Governor's Office; Adjutant General's Department; Department of Information Resources; General Land Office; Office of Rural Community Affairs; Public Utility Commission; Railroad Commission; State Auditor's Office; Comptroller's Office; Texas Animal Health Commission; Attorney General's Office; Texas Facilities Commission; Texas Commission on Fire Protection; Texas Department of Aging and Disability Services; Texas Department of Agriculture; Texas Department of Assisted and Rehabilitative Services; Texas Department of Insurance; Texas Department of State Health Services; Texas Department of Housing and Community Affairs; Texas Department of Housing Extension Service; Texas Department of Protective and Family Service; Texas Department of Public Safety; Texas Department of Protective and Family Service; Texas Department of Public Safety; Texas Department of Transportation; Texas Education Agency; Texas Engineering Extension Service; Texas Forest Service; Texas Rehabilitation Commission; Texas Workforce Commission | To advise and assist the Governor in all matters relating to disaster mitigation, preparedness, response, and recovery; make recommendations to the Department of Public Safety as to which private emergency organizations, should be authorized to operate certain vehicles as designated emergency vehicles in the case of a disaster; assist the division (defined as TDEM) in identifying, mobilizing, and deploying state resources to respond to major emergencies and disasters throughout the state. | 418.013, Government Code | Emergency Management Council |

| Governor's Office | Law enforcement; firefighters; private first responders; emergency medical services; other stakeholders appointed by the Governor. | To advise the governor or the governor's designee on homeland security issues relevant to first responders, radio interoperability, the integration of statewide exercises for hazards, and the related use of available funding. | 421.041, Government Code | First Responder Advisory Council |
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| Department of Agriculture | Eight statutory appointments made by the Commissioner of Agriculture; two statutory appointments made by the Commissioners of Education and the Department of State Health Services | To promote a healthy diet for schoolchildren and the businesses of small to mid-sized local farms and ranches and develop and implement a plan to facilitate the availability of locally grown food products in public schools. | Ch. 12 Agriculture Code | Farm to School Task Force |
| Health and Human Services Commission | Health and Human Services Commission; Department of Aging and Disability Services; Department of State Health Services; Department of Family and Protective Services; Department of Assisted and Rehabilitative Services; Texas Education Agency; Texas Youth Commission; Texas Juvenile Probation Commission; Office of Rural Community Affairs; Texas Commission on Environmental Quality; Texas Department of Criminal Justice; Texas Department of Housing and Community Affairs; Texas Veterans Commission, Texas Workforce Commission; State Commission on National and Community Service | To facilitate the removal of unnecessary interagency barriers to partnerships between state agencies and faith- and community-based organizations; and operate in a manner that promotes effective partnerships between those agencies and organizations to serve residents of this state who need assistance. | Government Code 535.053 | Faith- and Community-based Initiatives, Interagency Coordinating Group for |
| Comptroller's Office | Comptroller's Office; Department of Information Resources; Health and Human Services Commission; Information Technology Council for Higher Education; representatives of two state agencies selected by the comptroller that have fewer than 100 employees | To develop a plan that contains key requirements, constraints, and alternative approaches for the comptroller's implementation of enterprise resource planning standards, including related core functionality and business process reengineering requirements. | Tex. Gov't Code Ann. § 2101.040 | Enterprise Resource Planning Advisory Council |

| Health Care Policy Council | Foreign Animal Diseases Working Group |
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| and Safety Code | |
| To monitor the health care workforce needs of the state, including monitoring the number and type of health care workers in the state by region and the health care workforce needs of the state, identifying any changes in the number of health care workers or health care workforce needs, and monitoring the quality of care provided by the health care workforce. Undertake and implement appropriate health care workforce planning activities and research and identify ways to increase funding for health care, including obtaining money from federal, state, private, or public sources. | To develop the local response to an animal disease outbreak. |
| Health and Human Services Commission, Department of State Health Services; Department of Aging and Disability Services, Texas Workforce Commission; Texas Higher Education; Texas Department of Insurance; Employees Retirement System of Texas; each health care related licensing agency identified by the Governor; any other state agency or system of higher education identified by the governor that purchases or provides health care services | Texas Commission on Environmental Quality, State Operating Center, Governor's Office of Homeland Security, Department of Public Safety, State Emergency Management Coordinator, Farm Service Agency, Attorney General's Office, Governor's Office, Texas Department of Agriculture, Department of Public Information, Secretary of State's Office, Texas Animal Health Commission, Texas Emergency Response Team, Texas Building & Procurement Commission, Texas Building & Department of Criminal Justice, Texas Department of Health, Department of State Health Services, Texas Department of Transportation, Texas Forest Service, Texas Parks & Wildlife Department, Texas Veterinary Medical Association, Texas Veterinary Medical Diagnostic Laboratory, Texas Racing Commission, Texas Water Development Board, and Texas Parks and Wildlife Department |
| Governor's Office | |

| Department of Agriculture | Commissioner of Agriculture; Commissioner of Education; and the Commissioner of the Department of State Health Services. | To discuss the status of each agency's programs related to obesity and create evidence-based public health awareness plan. Establish obesity prevention pilot program. | Ch. 114 Health and Safety Code | Interagency Obesity Council |
|---|--|--|-----------------------------------|---|
| Texas Workforce Commission | Texas Workforce Commission; Texas Higher Education Coordinating Board; Texas Education Agency; 6 public leaders from business or nonprofit | To study current research to assess the adult literacy needs in this state, including literacy needs relating to business and finance, workforce and technology, civics, and health and wellness and develop a comprehensive statewide action plan for the improvement of literacy in this state. | Section 312.011, Labor Code | Interagency Literacy Council |
| | Office of the Attorney General; Department of State Health Services; Texas Department of Housing and Community Affairs; Texas Commission on Environmental Quality; Texas Water Development Board; Texas Department of Rural Affairs; Office of State-Federal Relations; Texas Department of Insurance; and Texas Department of Transportation | To coordinate efforts to address colonia issues. | Gov Code, 775.002 | Interagency Coordination of Colonia Initiatives |
| Texas Juvenile Probation Commission | Texas Juvenile Probation Commission, Texas Youth Commission, Texas Education Agency, Department of State Health Services | To discuss mutual problems; resolve conflicts in providing services to juveniles; and make recommendations to the governor and legislature. | Human Resources Code §141.047 | Interagency Cooperation Committee |
| Health and Human Services Commission | Health and Human Services Commission; Department of Aging and Disability Services; Department of State Health Services; Department of Family and Protective Services; Department of Insurance; other community stakeholders | To recommend best practices in policy, training, and service delivery to promote the integration of health and behavioral health services in this state. | HB 2196 (81R) | Integration of Health and Behavioral Health Services, Work Group on |
| Health and Human Services Commission | Health and Human Services Commission; Department of Aging and Disability Services; Department of State Health Services; Department of Family and Protective Services; Department of Assisted and Rehabilitative Services | To advise the Health and Human Services Commission about overall goals and objectives for information resources management for all health and human services agencies. | Government Code 531.0273(d) | Information Resources Advisory Committee |

| Comptroller's Office | Attorney General's office; Comptroller's Office; Health and Human Services Commission; Texas Department of State Health Services; Texas Workforce Commission; Texas Department of Assisted and Rehabilitative Services; two representatives of each of the following groups, appointed by the Comptroller: A) retailers who maintain electronic benefits transfer point-of- sale equipment; B) banks or owners of automatic teller machines; C) consumer or client advocacy organizations | Tex. Gov't Code To identify benefit programs that merit addition to this state's electronic benefits transfer system; \$ 531.045(b)(1)(B) identify and address problems that may occur; relation to this state's electronic benefits transfer system. | Tex. Gov't Code Ann. § 531.045(b)(1)(B) , (d) (Vernon 2005) | Interagency Task Force on Electronic Benefits Transfers |
|----------------------|---|--|--|--|
| Comptroller's Office | Comptroller; Department of Agriculture; Parks and Wildlife Department; Texas Department of Transportation; Soil and Water Conservation Board | To assess the economic impact on the state of federal, state, or local regulations relating to endangered species; assist landowners and other persons in this state to identify, evaluate, and implement cost- efficient strategies for mitigation of impacts to and recovery of endangered species that will promote economic growth and development in this state; and facilitate state and local governmental efforts to effectively implement endangered species regulations in a cost-efficient manner. | Tex. Gov't Code Ann. § 490E.003 | Interagency Task Force on Economic Growth and Endangered Species |
| | Texas Commission on Environmental Quality, Texas Department of State Health Services and the Railroad Commission of Texas | To improve communication, coordination and cooperation among state agencies with regulatory jurisdiction. | | Interagency Radiation Working Group |

| Local Authority Network Health & Safety, § 1 Advisory Committee 533.0351 a c c | Juvenile Justice Advisory Board Exec. Order RP9 1 d c r s a a s | |
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| To review rules related to local mental health authority operations, advise executive commissioner and Department of State Health Services commissioner regarding evaluation and coordination of initiatives related to local mental health operations. | To advise the Governor's Criminal Justice Division on matters pertaining to juvenile justice and delinquency prevention; annually submit to the Governor and to the Legislature recommendations regarding state compliance with the requirements of sec. 223(a)(12-14) of the Act; and consult and seek advice and suggestions frequently from juveniles currently under the jurisdiction of the juvenile justice system. | |
| Representatives of local mental health authorities, community mental health service providers, private mental health service for individuals with mental health services, for consumers of mental health needs, consumers of individuals with services, family members of individuals with mental health needs, and other individuals with expertise in the field of mental health appointed by the executive commissioner. | Office of the Governor Criminal Justice Division; Texas Juvenile Probation Commission; Texas Youth Commission | Department of Transportation; Texas Commission on Environmental Quality; Texas Workforce Commission; Department of State Health Services; Health and Human Services Commission; General Land Office; Texas Education Agency; Texas Economic Development and Tourism Office; Office of State-Federal Relations; Texas Higher Education Coordinating Board; Attorney General's Office; Secretary of State's office; Department of Public Safety; and Railroad Commission of Texas |
| Department of State Health Services | Governor's Office | |

| Office of Attorney General | Texas Attorney General's Office; Comptroller's Office; Department of Public Safety; Department of Information Resources; Texas State Library and Archives Commission; other stakeholders | To advise the Attorney General regarding various duties under the Open Records Act, including electronic availability of public information. | Gov Code, 552.009 | Open Records Steering Committee |
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| Office of Attorney General | The Attorney General's Office; the Consumer Credit Commission; Department of Banking; Credit Union Commission; Department of Insurance; Savings and Mortgage Lending Commission; Texas Real Estate Commission; Texas Appraiser Licensing and Certification Board; Texas Department of Housing and Community Affairs | To form a strategic partnership between state, federal, and local law enforcement agencies to better enable law enforcement and state agencies to take a proactive stance towards tracking and prosecuting mortgage fraud. | Gov Code, 402.032 | Mortgage Fraud, Task Force |
| Governor's Office | Governor's Office; Legislature; Texas Commission on Environmental Quality; Texas Department of Licensing and Regulation; Texas Public Finance Authority; Texas Higher Education Coordinating Board | To advise the governor and the legislature on military issues and economic and industrial development related to military issues; make recommendations regarding; provide information to communities, the legislature, the state's congressional delegation, and state agencies regarding federal actions affecting military installations and missions; etc. | 436.041 Government Code | Military Preparedness Commission |
| Department of State Health Services | Department of State Health Services; Health and Department of State Human Services Commission; Department of Assisted and Rehabilitative Services; Texas Correctional Office on Offenders with Mental and Medical Impairments; Texas Department of Housing and Community Affairs; Texas Education Agency; other community stakeholders | Required by federal legislation to advise Department of State Health Services on the use of Block Grant funds. Provides advice on issues and initiatives related to planning, operation, and use of community mental health facilities. | 42 USC§ 300X- 3(C)(2) & (d) &42 USC 300x- 4 | Mental Health Planning and Advisory Council |
| Comptroller's Office | Attorney General's Office; Comptroller's Office; Comptroller's Office Department of Public Safety; State Auditor's Office; Health and Human Services Commission; Texas Department of State Health Services; Texas Department of Insurance | To advise and assist the Health and Human Services Commission and the commission's office of investigations and enforcement in improving the efficiency of fraud investigations and collections. | Tex. Gov't Code Ann. § 531.107(b)(2) | Medicaid and Public Assistance Fraud Oversight Task Force |

| Promoting Independence Advisory Committee 331.024 an U.3 rec con | Private Sector Advisory Council 421.042, To Government Code ho sec | co ph rec an go cit em nui |
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| PIAC helps review long-term services and supports from a comprehensive integrated model and produces an annual report that provides a comprehensive snapshot in time of the state's compliance with the U.S. Supreme Court's <i>Olmstead</i> decision and recommendations for ongoing improvement and compliance. | To advise the governor or the governor's designee on homeland security issues relevant to the private sector. | physical fitness; complement and encourage local community efforts to increase opportunities for physical activity; develop an annual work plan to recommend strategies encouraging better nutrition and physical fitness; promote physical activity and good nutrition including outreach to children, senior citizens, and persons with special needs and emphasize the need for physical activity and good nutrition. |
| Texas Department of Aging and Disability Services; Texas Workforce Commission; Texas Department of Housing and Community Affairs; Texas Health and Human Services Commission; Texas Department of State Health Services; Texas Department of Assistive and Rehabilitative Services; other community stakeholders | One representative of a private organization or entity for each of the following sectors of the state, each appointed by the governor or the governor's designee: agriculture and food; banking and finance; chemicals and hazardous materials; defense industry; energy; emergency services; information technology; telecommunications; postal and shipping; public health; transportation; ports and waterways; and national monuments and icons; other stakeholders, as determined by the Governor | |
| Department of Aging and Disability Services | Governor's Office | |

| Texas Education Agency | Texas Education Agency; Texas Higher Education Coordinating Boards; Texas Workforce Commission; Department of Assistive and Rehabilitative Services | To ensure that long-range plans and educational programs for the state complement the functioning of the entire system of public education, extending from early childhood education through postgraduate study. | Texas Education Code § 61.076. | State P-16 Council |
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| Comptroller's Office | Governor; Lieutenant governor; Comptroller; Speaker of the House; Texas Facilities Commission; Texas Workforce Commission (labor); Land Commissioner | To encourage competition, innovation, and creativity among service providers to improve the quality of the state's services. | Tex. Gov't Code §§ 2162.051, 2162.053 | State Council on Competitive Government |
| Texas Commission on Environmental Quality | Texas Commission on Environmental Quality, Texas Water Development Board and Texas Parks and Wildlife Department | To make recommendations on issues relating to the science of environmental flows. | | Science Advisory Committee |
| Texas Department of Criminal Justice | Texas Criminal Justice Calition; Texas Juvenile Probation Commission; Department of Family Protective Services; Texas Department of Public Safety; Office of Court Administration; Health & Human Services Commission; Texas Youth Community Affairs; Texas Department of Housing & Community Affairs; Texas Commission on Jail Standards; Department of State Health Services; Texas Workforce Commission; Texas Board of Pardons & Paroles; other community stakeholders | To identify gaps in services and make recommendations regarding the provision of comprehensive services to offenders following their release or | Section 501.098, Government Code | Reentry Task Force |
| Rotates among permanent members | Secretary of state; State Auditor's Office, Comptroller's Office, Attorney General's Office; Library and Archives Commission; Department of Information Resources; other stakeholders | To review the activities of each member agency that affect the state's management of records and adopt policies that coordinate the activities of each permanent member agency and that make other improvements in the state's management of records. | Gov Code, 441.203 | Records Management Interagency Coordinating Council |
| | Comptroller appoints the members of the task force. | To develop design recommendations that are to be used for state facilities and that encourage rain harvesting and water recycling by state agencies using appropriated money to finance a capital expenditure for a state facility purpose. | Tex. Gov't Code Ann. 2113.301(h) | Rain Harvesting and Water Recycling Task Force |

| Health and Human Services Commission | Health and Human Services Commission; Department of State Health Services; Office of Rural Community Affairs; Department of Insurance; Texas Medical Board; Texas Board of Nursing; Texas State Board of Pharmacy; other stakeholders stakeholders | To assist the Health and Human Services Commission in evaluating policies for telemedical consultations; evaluating policies for telemedicine medical services or telehealth services pilot programs; ensuring the efficient and consistent development and use of telecommunication technology for telemedical consultations and telemedicine medical services or telehealth services reimbursed under government-funded health programs; coordinating the activities of state agencies concerned with the use of telemedical consultations and telemedicine medical services or telehealth services; etc. | Government Code 531.02172 | Telemedicine Advisory Committee |
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| Texas Department of Transportation | Texas Commission on Environmental Quality, the Texas Department of Transportation, Environmental Protection Agency, Federal Highway Administration, Federal Transit Administration, Metropolitan Planning Organizations, and local transit service organizations. | To provide a collaborative effort for discussing and evaluating technical tools and methodologies used in the transportation conformity process, as well as to discuss policy issues pertaining to transportation and air quality. The Working Group satisfies a portion of the consultation process requirements in 40 CFR Part 93.105 and 30 TAC 114.260. | | Technical Working Group for Mobile Source Emissions |
| Health and Human Services Commission | Heath and Human Services Commission, State Agency, Nonprofit, Academic Community, Foundation | To make recommendations for strengthening the capacity of faith- and community-based organizations for managing human resources and funds and providing services. | Government Code 535.107 | Strengthening Nonprofit Capacity, Task Force on |
| Comptroller's Office | Governor's Office; Texas Facilities Commission; Comptroller's Office Department of Information Resources; Legislative Budget Board | To make recommendations to and advise the chief clerk in regard to awarding contracts. | Tex. Gov't Code Ann. § 2155.087 | Statewide Procurement Advisory Council |

| | Representatives appointed by the Governor; Texas Department of Criminal Justice; Department of Assistive and Rehabilitative Services; Texas Youth Commission; Department of State Health Services, Texas Commission on Jail Standards; Department of Aging and Disability Services; Texas Education Agency, Texas Juvenile Probation Commission; Health and Human Services Commission; other community stakeholders | To oversee the development of a comprehensive continuity of care system for juveniles and adult offenders with special needs | Chapter 614, Health & Safety Code | Texas Correctional Office on Offenders with Medical or Mental Impairments Advisory Committee |
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| l Quality, ilroad ssion on , iversity m, nember nember r, House the House, the | Texas Commission on Environmental Quality, Texas Department of Agriculture, Railroad Commission of Texas, Texas Commission on Environmental Quality, Public Utility Commission of Texas, Texas Water Development Board, Texas A&M University System, Texas Tech University System, University of Texas System, Senate member appointed by the Lieutenant Governor, House member appointed by the Speaker of the House, eight industry members appointed by the | To develop a successful bioenergy industry in the State of Texas. | | Texas Bioenergy Policy Council and Texas Bioenergy Research Committee |
| exas ine and Extension lture; Texas troller's ervices; 1 Quality; 1 Quality; e; Texas Division of s and lers | r Texas Animal Health Commission; Texas A&M's College of Veterinary Medicine and Biomedical Sciences; Texas AgriLife Extension Service; Texas Department of Agriculture; Texas State Animal Response Team; Comptroller's Office; Department of State Health Services; Texas Commission on Environmental Quality; Texas Department of Criminal Justice; Texas Department of Transportation; Texas Division of Emergency Management; Texas Parks and Wildlife Department; other stakeholders | To prepare for and respond to emergency and disaster situations where animals (livestock and household pets) are affected and local jurisdictions request state assistance. | | Texas Animal Response Team |

| Texas Commission on Environmental Quality | Texas Commission on Environmental Quality, Department of State Health Services, Texas Parks and Wildlife Department, Texas Attorney General's Office, General Land Office, Railroad Commission, and the Governor's Office | To increase state cooperation with federal agencies in investigating and prosecuting criminal violations of state and federal environmental laws. | | Texas Environmental Enforcement Task Force |
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| Department of State Health Services | Department of State Health Services; Health and Department of State Human Services Commission; Department of Assisted and Rehabilitative Services; Texas Education Agency | To address issues affecting people with diabetes in Texas and advise the Texas Legislature on legislation that is needed to develop and maintain a statewide system of quality education services for all people with diabetes and health care professionals who offer diabetes treatment and education. | Health & Safety Code, Chapter 103 | Texas Diabetes Council |
| Department of State Health Services | Department of State Health Services; Department of Rehabilitative and Assistive Services; Department of Aging and Disability Services; Texas Education Agency; other stakeholders | To develop an effective and resource-efficient plan; conduct health education, public awareness, and community outreach; improve access to treatment; develop a database of recommendations for treatment and care, and collect and analyze information related to cardiovascular disease. | Health & Safety Code, Chapter 93 | Texas Council on Cardiovascular Disease & Stroke |
| Department of State Health Services | Department of State Health Services; Department of Aging and Disability Services; other stakeholders | To recommend needed action for the benefit of persons with Alzheimer's disease and related disorders and their care givers; disseminate information on services and related activities for persons with Alzheimer's disease and related disorders to the community; facilitate coordination of services and activities of state agencies, and other groups. | Health & Safety Code, Chapter 101 | Texas Council on Alzheimer's Disease & Related Disorders |
| Texas Education Agency | Texas Education Agency; Health and Human Texas E Services Commission; Department of Aging and Agency Disability Services; Department of Assistive and Agency Rehabilitative Services; Department of State Health Services; other community stakeholders | To create change so that all people with disabilities are fully included in their communities and exercise control over their own lives. This entity is funded by a federal grant and TEA provides administrative support for them. | | Texas Council for Developmental Disabilities |

| | Texas Geographic Information Council |
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| | Section 16.021, Texas Water Code |
| | To provide strategic planning and coordination in the acquisition and use of geo-spatial data and related technologies in the State of Texas. |
| Commission, Railroad Commission; Texas Animal Health Commission; Texas Commission on Environmental Quality; Commission on State Emergency Communications; Texas Department of Agriculture, Department of Assistive and Rehabilitative Services; Department of Family and Protective Services; Department of Insurance; Department of State Health Services; Department of Transportation; Texas Education Agency; Texas Facilities Commission; Texas Forest Services; General Land Office; Health and Human Services Commission; Texas Historical Commission; Texas Legislative Council; Texas Parks and Wildlife Department; Texas Water Development Board; other stakeholders | Department of Information Resources; County Information Resources Agency; Governor's Office; Attorney General's Office; Public Utility |
| | Department of Information Resources |

| Department of State Health Services | Department of State Health Services; Texas Education Agency; Department of Agriculture | To provide assistance to the Department of State Health Services Council in supporting and delivering coordinated school health programs. | Health & Safety Code, §1001.0711 | Texas School Health Advisory Committee |
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| Health and Human Services Commission | Health and Human Services Commission, Texas Youth Commission, Youth - Texas Youth Commission, Family - Texas Youth Commission Client, Texas Education Agency, Family - TEA, Department of State Health Services; Family - Department of State Health Services, Juvenile Probation Commission, Department of Family and Protective Services, Family - DFPS Client | To develop criteria for and implement the expansion of the Texas Integrated Funding Initiative pilot project and to develop local mental health care systems in communities for minors who are receiving residential mental health services or who are at risk of residential placement to receive mental health services. | Government Code 531.251 | Texas Integrated Funding Initiative Consortium |
| Governor's Office | Governor's Office; Secretary of State's Office; Senate Committee on Transportation & Homeland Security; House Committee on Defense Affairs & State-Federal Relations; Adjutant General's Department; Commission on State Emergency Communications; General Land Office; Public Utility Commission; Railroad Commission; Office of State-Federal Relations; Texas Strategic Military Planning Commission; Office; Texas Animal Health Commission; Texas Commission on Environmental Quality; Texas Commission on Environmental Quality; Texas Commission on Fire Protection; Texas Commission on Law Enforcement Officer Standards & Education; Texas Department of Information Resources; Texas Department of Information Resources; Texas Department of Public Safety; Texas Department of State Health Services; Texas Department of Transportation; Texas Education Agency; Texas Forest Service; Texas Parks and Wildlife Department; Texas Water Development Board | To advise the governor on developing and coordinating a statewide critical infrastructure protection strategy; implementing the governor's homeland security strategy by state and local agencies and providing specific suggestions for helping those agencies implement the strategy; and other matters related to planning, development, coordination, and implementation of initiatives to promote the governor's homeland security strategy. | Government Code 421.021 | Texas Homeland Security Council |

| Health and Human Services Commission | Health and Human Services Commission; Department of State Health Services; Department of Family and Protective Services; Department of Assisted and Rehabilitative Services; Department of Insurance; Texas Education Agency; other stakeholders | To inform state leaders of issues and policies as they relate to meeting the needs of persons with a traumatic brain injury and their primary family caregivers. | Health and Safety Code 92.051 | Traumatic Brain Injury Advisory Council, Texas |
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| Texas Department of Transportation | Texas Department of Transportation, Texas Department of Public Safety, Department of State Health Services, and Texas Center for the Judiciary | To support the state's Crash Reporting and Analysis for Safer Highways (CRASH) Records Information System | | Traffic Records Coordinating Committee |
| Department of State Health Services | Department of State Health Services; Department of Agriculture; Texas Commission on Environmental Quality; Texas Parks and Wildlife Department; Department of Public Safety; Railroad Commission | To protect and promote the health and environment of Texas through the prevention and control of adverse health and environmental effects related to toxic substances and harmful agents. | Health & Safety Code, Chapter 503 | Toxic Substances Coordinating Committee |
| Department of Public Safety | Department of Public Safety; Texas Department of Criminal Justice; Texas Youth Commission; Texas Juvenile Probation Commission; Attorney General's Office; Criminal Justice Policy Council; three local law enforcement or adult or juvenile community supervision personnel and a prosecuting attorney designated by the Governor | To form a strategic partnership between state, federal, and local law enforcement agencies to better enable law enforcement and correctional agencies to take a proactive stance towards tracking gang activity and the growth and spread of gangs statewide. | 61.10, Code of Criminal Procedure | Texas Violent Gang Task Force |

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| To assist the Governor and the Legislature with strategic planning for and evaluation of the Tex workforce development system; promote the development of a well-educated, highly skilled development of an integrated workforce develo system that provides quality services. | To review the uniform general conditions of : building construction contracts whenever the Commission considers worthwhile, but no le: once every five years. |
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| To assist the Governor and the Legislature with strategic planning for and evaluation of the Texas workforce development system; promote the development of a well-educated, highly skilled development of an integrated workforce development system that provides quality services. | To review the uniform general conditions of state building construction contracts whenever the Commission considers worthwhile, but no less than once every five years. |
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| Economic Development and Tourism Office of the Governor; State Board of Education; the Texas Higher Education Coordinating Board; the Health and Human Services Commission. Texas Workforce Development System includes the following state agencies: Economic Development and Tourism, Office of the Governor, Texas Department of Criminal Justice, Texas Education Agency, Texas Health and Human Services Commission, Department of Assistive and Rehabilitative Services, Texas Higher Education Coordinating Board , Texas Veterans Commission, Texas Workforce Commission | Texas Society of Architects; Texas Society of Professional Engineers; Executive Council of the Texas Associated General Contractors Chapters; Mechanical Contractors Associations of Texas, Incorporated; Texas Building and Construction Trades Council; Associated Builders and Contractors of Texas; individual representing an institution of higher education; individual representing a state agency that has a substantial ongoing construction program; individual representing the Office of the Attorney General; individual representing the interests of historically underutilized businesses; and two individuals each representing a different minority contractors association. |
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| Worksite Wellness Advisory | Government Code, | Worksite Wellness Advisory Government Code, To advise the Department of State Health Services on | Department of State Health Services, | Department of State |
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| Board | §664.054 | worksite wellness issues, including funding and | Department of Agriculture, Texas Education | Health Services |
| | | resource development, identifying food service | Agency, Texas Department of Transportation, | |
| | | vendors, best practices for worksite wellness used by | Texas Department of Criminal Justice, other | |
| | | the private sector, etc. | stakeholders | |
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