

STATE OF DELAWARE



**EXECUTIVE DEPARTMENT
DOVER**

**EXECUTIVE ORDER
NUMBER ONE**

TO: HEADS OF ALL STATE DEPARTMENTS AND AGENCIES

**RE: ESTABLISHMENT OF A COMMISSION ON GOVERNMENT
REORGANIZATION AND EFFECTIVENESS**

WHEREAS, our State government exists as a servant of the people of Delaware and the people of Delaware are entitled to a state government that puts their tax dollars to their most productive use, delivers government services in a fair and efficient manner, and carries out the law courteously, and with a minimum of delay; and

WHEREAS, the people of Delaware want a government that helps educate children, strengthen families, promote economic growth, and protect our environment and the public safety; and

WHEREAS, these functions of government must be performed at a time of slow State revenue growth and fiscal restraint, and in a State committed to fair and reasonable taxation that does not impede our State's capacity for economic prosperity or the capacity of citizens to enjoy the fruits of their labor; and

WHEREAS, a major challenge of State government is therefore to perform its functions more effectively within the confines of its existing revenue base to the extent practicable; and

WHEREAS, State government can make major strides in meeting this challenge by launching a two-stage effort involving related and sequential undertakings:

first, to rationalize the structure of State government by removing organizational barriers to effectiveness ("Structural Change") and, second, to develop a comprehensive strategy for implementing long-term efforts to make each unit of State government more productive ("Operational Change"); and

WHEREAS, if such an effort is markedly to improve the functioning of State government it must begin at the outset of this Administration, be sustained by the long-term support and involvement of employees at all levels of the Executive Branch and gain the confidence and respect of the people of Delaware and their General Assembly and Judiciary; and

WHEREAS, the structure and organizational arrangement of State government has a profound effect upon the functioning of State government, and has not been comprehensively reexamined since the cabinet form of government was first adopted in 1970; and

WHEREAS, such a reexamination is likely to result in a more productive State government and be of great benefit to the citizens of Delaware since the needs of Delawareans, the duties and responsibilities of our State government, and the conditions of our State, nation and world have changed considerably since 1970, and our current government structure must be best suited to meet the demands of the 21st century; and

WHEREAS, any comprehensive effort to rationalize the structure of the Executive Branch of State government in its entirety will involve considerable study and careful implementation, the participation of the leaders and front-line employees of each agency of State government and broad consultation with citizens who interact with State government; and

WHEREAS, rationalizing the structure and organizational arrangement of State government is a prerequisite to realizing fully the potential benefits of Operational Changes such as efforts to stimulate greater employee involvement, encourage innovation, stress quality and treat citizens who use government services as valued customers; and

WHEREAS, if it is to succeed, any broad-based endeavor to improve the quality and efficiency of government through Operational Change must result in the durable institutionalization of good management and service delivery techniques, a result that will only occur if the endeavor is well-conceived and proceeds in carefully planned stages that do not overwhelm the capacity of State government to perform the public's business while reforming itself.

NOW, THEREFORE, I, THOMAS R. CARPER, by the authority vested in me as Governor of the State of Delaware, do hereby declare and order that:

1. The Executive Branch of Government begin immediately a two-stage effort to make Structural and Operational Changes which will enhance the effectiveness of State government.

2. The first stage of the effort will focus on Structural Change. While the Structural Study is ongoing, some changes in the way that State government operates will be implemented and new initiatives will be tested on a pilot project basis. However, it is anticipated that the major elements of Operational Change will be developed in the second stage of the process herein initiated.

3. The Commission on Government Reorganization and Effectiveness is hereby established.

4. The Commission shall:

(a) Conduct a comprehensive review of the structure of State government (the "Structural Change Study" or "Study"). The Study should consider all agencies and instrumentalities of State government outside of the Legislative and Judicial Branches. In conducting the Study, the Commission shall consult with employees, constituencies and customers of State agencies and instrumentalities, and with units of local government that interact with those agencies and instrumentalities;

(b) Issue a preliminary report on the progress of the Study to the Governor no later than July 15, 1993, and issue a final report no later than September 15, 1993. The Commission's reports should:

- (i) identify areas where government services overlap or are duplicated;
- (ii) identify instances where units of government which must work together are configured in a way that impedes, rather than promotes, their effective interaction and the capacity of State government to address cross-cutting issues;
- (iii) set forth a rational configuration of State government that will promote inter-agency cooperation and coordination, give each State agency and instrumentality a clearly defined mission and create a framework within which State government can most efficiently and productively perform its mission; and
- (iv) justify these recommendations in light of possible alternatives;

(v) include implementing legislation and administrative orders and identify the costs or potential savings resulting from the implementation of the Commission's recommendations; and

(c) Act as an advisory body to the Governor with regard to the appropriate method to pursue the Operational Change stage of this effort which will commence in a comprehensive fashion after the initial Structural Change Study is completed. The Operational Change stage of this initiative will explore methods to improve the quality and delivery of government services, increase government efficiency, stimulate employee involvement and encourage creative problem solving by government policymakers.

5. The Commission shall consist of 12 members appointed by the Governor to serve at his pleasure.

6. The Governor shall designate one member of the Commission to serve as Chairperson.

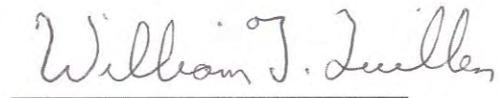
7. The Commission shall select an Executive Director who shall have primary responsibility for drafting the Commission's various reports and for coordinating the staff work provided to the Commission by the Governor's Office, the Budget Office, the Office of State Personnel and other State agencies.

8. The Commission shall be terminated on February 1, 1994 if not reconstituted by further Executive Order.

APPROVED this 24th day of February, 1993.


Governor

ATTEST:


Secretary of State

