

**REPORT OF THE  
GOVERNOR'S MANAGEMENT STUDY  
IMPLEMENTATION COMMISSION  
To  
THE GOVERNOR  
And  
THE GENERAL ASSEMBLY OF VIRGINIA**



**House Document No. 26**

COMMONWEALTH OF VIRGINIA  
Department of Purchases and Supply  
Richmond  
1972



## MEMBERS OF COMMISSION

JOHN WARREN COOKE, *Chairman*

W. ROY SMITH, *Vice-Chairman*

HUNTER B. ANDREWS

M. CALDWELL BUTLER

H. DUNLOP DAWBARN

WILLIAM B. HOPKINS

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L. WILLIS ROBERTSON, JR.



Report of the  
Governor's Management Study Implementation Commission  
to

The Governor and The General Assembly of Virginia

Richmond, Virginia  
February 10, 1972

TO: HONORABLE LINWOOD HOLTON, *Governor of Virginia*

and

THE GENERAL ASSEMBLY OF VIRGINIA

On November 25, 1970, the Governor's Management Study Commission completed and released its report. Certain recommendations in this report can be effectuated only by legislative action. To resolve this problem the General Assembly in House Joint Resolution No. 20 of the 1971 Session created a Commission to evaluate the recommendations of the Governor's Management Study Commission and to study how those recommendations should be implemented. The text of House Joint Resolution No. 20 is as follows :

HOUSE JOINT RESOLUTION NO. 20

Creating a Commission to assist the implementation of the report of the Governor's Management Study ; appropriating funds.

Whereas, on November twenty-five, nineteen hundred seventy, the Governor's Management Study Commission completed and released its report; and

Whereas, certain of the recommendations contained in this report can be effected only by legislative action; now, therefore, be it

Resolved by the House of Delegates, the Senate concurring, That a Commission is hereby created to evaluate the recommendations of the Governor's Management Study Commission and to study whether and how those recommendations contained in its report of November twenty-five, nineteen hundred seventy, which require legislative action should be implemented.

The Commission is empowered to undertake such actions and make such recommendations as would effect the purpose of this resolution, and to this end shall consult and cooperate with the Governor's Management Study Commission.

The Commission shall consist of nine members, who shall include the President of the Senate, the Speaker of the House of Delegates, three members of the Senate to be appointed by the President thereof, and four members of the House of Delegates to be appointed by the Speaker thereof. The Speaker of the House shall be chairman of the Commission. The members of the Commission shall receive the sum of twenty-five dollars per day for each day of actual service, and shall be reimbursed for their actual and necessary expenses incurred in the performance of their duties. The Commission is authorized to

employ such secretarial and other personnel to assist it in its work as may be necessary, for which, and for the expenses of the members, there is hereby appropriated from the contingent fund of the General Assembly the sum of five thousand dollars.

The Commission shall report its findings to the General Assembly by January 1, 1972.

## II ORGANIZATION AND WORK OF THE COMMISSION

A. Pursuant to House Joint Resolution No. 20, John Warren Cooke, Jr., Speaker of the House of Delegates, served as chairman of the Commission and appointed the following delegates as members of the Commission:

Honorable W. Roy Smith	Petersburg
Honorable M. Caldwell Butler	Roanoke
Honorable Edward E. Lane	Richmond
Honorable Lewis A. McMurrin, Jr.	Newport News

The late Lieutenant Governor J. Sargeant Reynolds, as President of the Senate appointed the following senators as members of the Commission:

Senator Hunter B. Andrews	Hampton
Senator H. Dunlop Dawbarn	Waynesboro
Senator William B. Hopkins	Roanoke

After his election as Lieutenant Governor, Henry E. Howell, Jr., as President of the Senate, became the ninth member of the Commission.

The Virginia Advisory Legislative Council and the Division of Statutory Research and Drafting made staff and facilities available to carry out this study, Robert B. Cousins, Jr., and Sally T. Warthen being assigned as counsel to assist the members and the study commission.

B. The Commission met and heard from the following representatives of the departments and agencies which are affected by the recommendations of the Governor's Management Study: John R. McCutcheon from the Division of the Budget; H. Douglas Hamner, Jr., from the Division of Engineering and Buildings; Benjamin P. Alsop from the Department of Purchases and Supply; Gordon W. Mills from the Division of Automated Data Processing; R. V. Davis from the Water Control Board; James B. Douglas, Jr., from the Division of Marine Resources; E. E. Holmes of the Virginia Port Authority; Otis L. Brown of the Department of Welfare and Institutions; Allen Wolfe from the Department of Mental Hygiene and Hospitals; William T. Coppage from the Schools for the Deaf and Blind; Vern L. Hill from the Division of Motor Vehicles; Douglas B. Fugate from the Department of Highways and L. M. Kuhn, Legislative Fiscal and Information Officer.

As a result of these meetings, the Commission agreed that in order to consider each recommendation of the Governor's Management Study, more time would be required and further careful investigation would have to be conducted. It was possible, however, for the Commission to give full consideration to several "priority items", and now, after due deliberation and research, the Commission makes its report to the Governor and the General Assembly of Virginia.

### III. BASIC FINDINGS AND RECOMMENDATIONS

As the one hundred recommendations in the Report of the Governor's Management Study which appeared to require legislative action were reviewed, the Commission found that there is a need for more careful analysis, study and discussion than has been possible in order to reach a conclusion on many of these recommendations. Accordingly, the Commission feels it should be continued through 1972 in order to look further into some of the suggestions which the Report has made.

The Commission feels that it can, however, act on some of the recommendations offered, and has classified the recommendations and its actions into the following categories:

- Category A. Recommendations approved in principle;
- Category B. Recommendations rejected;
- Category C. Recommendations on which further study is desired through formal General Assembly Resolution;
- Category D. Recommendations which were not acted upon by the Commission. Legislation may, however, be introduced into the General Assembly independently of the Commission;
- Category E. Recommendations for which no legislation is deemed necessary;
- Category F. Recommendations for which legislation has already been passed, or which have been effectuated without legislation;
- Category G. Recommendations for which the Commission wishes to have further discussion and study.

The basic findings of the Commission are focused on those recommendations in Categories A, B, and C and are as follows:

*Category A. Recommendations approved in principle.*

- \* #2 Establish a Management Engineering section within the Division of the Budget and adopt formal project-oriented cost improvement programs.

The Commission feels that there is a need for institutional capability to conduct interagency and intraagency organizational studies and operational audits as recommended by the Governor; to review, design and help implement management control and information systems; to conduct cost-effectiveness studies; and to supplement the budget examiner staff during the budget preparation period.

- #6 Introduce improvements into capital outlay procedures. The Commission found long and unusual delays in the use of capital outlay funds once appropriated, and recommends that quarterly construction progress reports be sent not only to the Governor, but also to the Chairmen of the Finance Committee of the Senate and the Appropriations Committee of the House of Delegates.

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\* The number identifies the recommendation in the master list. (Appendix A)

#24. Creation of a permanent investment staff in the Treasurer's Office to provide continuous investment management of the Supplemental Retirement System's funds. The Commission found this a desirable recommendation; professional help is now required as the Retirement System has approximately \$700,000,000 in trust.

#38. Merge the Division of Water Resources of the Department of Conservation and Economic Development with the Water Control Board.

The Division of Water Resources is responsible for studying the State's water resources and formulating comprehensive plans for their beneficial use and development. The Water Control Board is responsible for protecting and restoring Virginia's waters for reasonable public use. The two missions naturally complement each other and should be combined into a single agency.

#74. Change the design of operator's and chauffeur's licenses to a single-part, paperboard, computer-printed format. The Commission found that there is no practical way to use the present plastic embossed card. Only 3.6 percent of all abstracts of convictions received from the courts contain imprinted data. When abstracts are imprinted with the current plastic-embossed card, 80 percent require additional clerical processing to verify the driver's license number or the citizen's name. In view of these difficulties with the current system, and because a new computer-printed form will save approximately \$175,870 each year, the Commission feels this change should be made.

#81. Charge a fee of \$25 for reinstatement of driver's license after suspension or revocation.

The Commission finds that to monitor and control the reinstatement of driver's licenses after revocation or suspension costs approximately two million dollars per year. Approximately 87,000 drivers annually lose their license. A fee of twenty-five dollars per reinstatement would cover this cost.

#99. Establish a Division of General and Office Services. The Commission finds a great need for this agency and the functions it is to serve. For example, such a division could handle the centralized collection and distribution of mail; the standardization and control of forms used by the several State agencies, the maintenance of inventories of equipment and the operation of a central repair shop for repair of small items such as typewriters and adding machines, and the centralization of the printing function. This would, in the opinion of the Commission, offer an opportunity to save considerable sums of money for the State.

#100 Restructure the Executive Branch of State Government. The Commission finds that "restructuring" is too broad a term. What is intended by this recommendation, and what is contemplated in the Commission's approval, is to provide the Governor with five additional positions that would op-



erate in every way similar to that of the Commissioner of Administration. However, the titles should be Secretary of Finance, Secretary of Education, Secretary of Human Affairs, Secretary of Commerce and Natural Resources, and Secretary of Transportation and Public Safety. There is to be no change of function in any Department, Division, Agency, Institution, Board or Commission. There is not to be established any consolidated function such as a Department of Transportation, and no additional authority for the Governor is intended or implied.

The Governor has 75 individuals reporting directly to him, and at least an equal number reporting to him on matters relating to the budget and other personnel functions. Such proliferation of units in the Executive Branch is not conducive to efficiency and economy. The purpose of such recommendation, and endorsement by the Commission, is to provide the Governor with the executive assistance required to govern the Commonwealth efficiently.

*Category B. Recommendations rejected by the Commission*

- #49. Assume full responsibility for administration of all local welfare departments.

The Commission finds that this would be a burdensome expense to the State, and an activity more properly funded at the local level.

*Category C. Recommendations on which further study is desired through formal General Assembly Resolution.*

- #42. Recodify the laws affecting the Marine Resources Commission ;
- #63. Consolidate the blind schools at Hampton and the Deaf Schools at Staunton.

In both instances the Commission finds that the problems and policy issues are of such moment that a more thorough investigation is warranted than the Report of the Governor's Management Study offered. To remedy this deficiency, a legislative Commission, representing the Senate and the House of Delegates, should be created and charged with the responsibility of recommending appropriate action not later than January 1, 1973.

The remainder of the recommendations, represented by categories D, E, F, and G are detailed in Appendix B and are not repeated here, the title of the category being sufficient to indicate the disposition made of the recommendation.

## V. CONCLUSION

The Commission, besides making several specific recommendations to implement the Governor's Management Study, recommends that it be continued until January 1, 1973 in order to consider the balance of the recommendations of that Study.

The Commission also wishes to express its appreciation to Dr. Richard Powers and William L. Zimmer, III, both of whom assisted this Commission greatly in the course of its study.

Respectfully submitted,

JOHN WARREN COOKE, *Chairman*

W. ROY SMITH, *Vice-Chairman*

HUNTER B. ANDREWS

\* M. CALDWELL BUTLER

H. DUNLOP DAWBARN

WILLIAM B. HOPKINS

HENRY E. HOWELL, JR.

EDWARD E. LANE

LEWIS A. MCMURRAN, JR.

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\* Mr. Butler resigned from the Commission before the report was concluded.  
\*\* Dissent attached.

I commend the Governor's Management Study Commission in identifying the problem of too many individuals reporting to the Governor. I do not agree with the recommended solution. Adding another layer of executives between the Governor and the various department heads will not increase efficiency in my mind. It appears to me that all matters relating to finance should report to the State Treasurer. The Lieutenant Governor is a part of the executive branch of the government; yet practically speaking, has no executive functions. His talents should be utilized more extensively. There should be a restructuring of functions within the Governor's Office itself. Specifically, two assistant administrators should be added to the staff of the Commissioner of Administration, with broad supervisory powers. At least one Special Assistant to the Governor might be eliminated. Further study should be given to the consolidation of functions of Education, Human Affairs, Commerce and Natural Resources, and Transportation.

APPENDIX A  
GOVERNOR'S MANAGEMENT STUDY  
STATUS REPORT  
LEGISLATIVE RECOMMENDATIONS  
OCTOBER 26, 1971  
ASTERISK INDICATES SUGGESTED PRIORITY ITEMS

<i>Agency &amp; Recommendation</i>	<i>Comment</i>	<i>Implementor's Suggestion</i>	<i>Est. Rev. Involved</i>
<b><i>DIVISION OF THE BUDGET</i></b>			
1. Provide for reversion to the general fund of special fund revenues in excess of stated appropriations.	None	None	
2. * Establish a Management Engineering section within the division and adopt formal project-oriented cost improvement programs.	Need for cost analysis, cost-benefit analysis and special studies.	Implement	\$4.7-mil. AS (Annual Savings)
3. Change the agency's name to Division of Budget and Management Controls.	Name not important as long as function described above provided.	Implement	
4. Continue biennial budgeting until longer-term annual forecasts are systematically made.	Agree	Implement	
<b><i>DIVISION OF ENGINEERING &amp; BLDG.</i></b>			
5. Provide additional services to state agencies in real estate management.	Department will start off on small scale this year by employing a man to assist.	Implement gradually	
6. Introduce improvements into capital outlay procedures.	This has been done in some measure with institutions of higher learning.	Continue improvement	
<b><i>DIVISION OF PERSONNEL</i></b>			
7. Conduct an in-depth study of the classification system, salary structure, and fringe benefit programs.	Division feels study would be helpful.	Implement	\$75,000 OC (Onetime Cost)
<b><i>DIV. STATE PLANNING AND COMMUNITY AFFAIRS</i></b>			
8. Transfer the functions formerly performed by the Commission on the Aging from the Division of State Planning and Community Affairs to the proposed Department of Individual Assistance and Development.	Division wishes to retain these functions, argues these are performed on a planning district basis.	If Department of Individual Assistance is established, transfer functions.	

**HIGHWAY SAFETY DIVISION**

9. Transfer responsibility for processing and compilation of highway accident statistics to the Highway Safety Division. (Dept. of State Police Non-concurs)

Cooperative committee now doing this.

Let the Committee continue the task.

**DEPT. PURCHASES AND SUPPLY**

10. \* Reorganize the department and centralize purchasing functions for material, equipment, and supplies common to all agencies.
11. Establish economical order quantity buying procedures and implement up-to-date negotiation techniques, value analysis, price and cost analysis, and related procedures.
12. Improve procedures and methods for purchasing of printing requirements.
13. Expand the central warehouse operation to include meats.
14. Expand the central warehouse to include medical supplies.
15. Consolidate the federal surplus property operation into a single distribution center facility.
16. Set up a purchasing training program for all buying personnel.

Not only centralize purchases, but also centralize certain leases for equipment.

Implement \$1.62-mil AS  
\$172,900 AC  
(Annual Cost)

This will not be easy to do because of inadequate warehouse facilities.

Implement, but make some provision for warehouse. \$2.5-mil AS

Investigate feasibility of using computer-based photo type setting to prepare camera-ready copy for off-set printing.

Implement \$187,400 AS

Entire warehouse needs and resources should be investigated to determine feasibility of having a centralized warehouse for Richmond-based agencies.

Make study \$ 66,000 AS  
\$ 60,000 OC

Not feasible with current facility.

Include in above study. \$ 4,000 AC

Not feasible with current facility.

Include in above study. \$ 11,400 AC

A. much needed program.

Implement \$ 9,000 AC

**DIVISION OF AUTOMATED DATA PROCESSING**

17. \* Reorganize and restructure the division, directing the thrust toward centralization and control of the state's total automated data processing resources.
18. \* Restructure the division along the proposed lines of authority to facilitate its centralizing and coordinating function.

Greatly needed, but must have expanded manpower resources to be successful.

Implement \$ 8-mil AS

The Division needs clear lines of authority and Director needs help.

Implement \$110,000 AC

<i>Agency &amp; Recommendation</i>	<i>Comment</i>	<i>Implementor's Suggestion</i>	<i>Est. Rev. Involved</i>	
<b>DEPARTMENT OF PROPERTY RECORDS AND INSURANCE</b>				
19. Reorganize the staff and consolidate insurance functions and coverages for all state agencies in this Department.	Department is not in agreement that this is desirable.	Do not implement.	\$ 32,400	AC
20. Discontinue the State Insurance Reserve Trust Fund and return the balance to the general fund.	Department is not in agreement that this is desirable.	Do not implement.		
21. Underwrite \$150,000 (or larger amount if experience warrants) of property losses and purchase excess insurance for losses over this amount.	Department is not in agreement that this is desirable.	Do not implement.	\$276,700	AS
22. Acquire extended-coverage insurance.	Department is not in agreement that this is desirable.	Do not implement.	\$ 64,000	AC
23. Consolidate fidelity bond, automobile liability, workmen's compensation, general liability, marine, and aircraft coverages.	Department is not in agreement that this is desirable.	Do not implement.	\$331,000	AS
<b>SUPPLEMENTAL RETIREMENT SYSTEM</b>				
24. * Create a permanent investment staff in the Treasurer's Office to provide continuous investment management of the system's funds.	Requires continuous review and study to maximize returns.	Implement	\$ 44,000	AC
25. Raise the percentage of total trust investments based on cost which can be invested in common stocks.	Present limit is 20%. There is a trend in pension fund management which places a larger percentage of the portfolio in common stocks. Recommend 35%.	Implement		
<b>DEPARTMENT OF THE TREASURY</b>				
26. Increase the levy annually charged insurance companies to 0.1% of the par value or face value of securities deposited to its account.	The present levy was established in 1890. Approximately \$37-million of securities are deposited by insurance companies. Cost of handling has increased. (Present levy is .05%)	Implement	\$ 19,000 (Annual Income)	AI
27. Give the Treasurer broader investment authority to permit investments in commercial paper rated prime by the National Credit Office.	Will provide much greater flexibility and greater opportunity for diversification.	Implement	\$250,000	AI

*DEPARTMENT OF TAXATION*

- |     |  |                     |      |              |    |
|-----|--|---------------------|------|--------------|----|
| 28. | Eliminate the participation of local Commissioners of the Revenue and Treasurers in the assessment and collection of state revenues. | None                | None | \$ 5-million | AS |
| 29. | Conform the Virginia income tax laws with the federal law.   | This has been done. | None |              |    |

*DEPARTMENT OF ACCOUNTS*

- |     |  |  |           |           |    |
|-----|--|--|-----------|-----------|----|
| 30. | Adopt preaudit tests based on statistical sampling techniques. | This should be done. Will save much time. Probability of loss minimal. | Implement | \$ 43,200 | AS |
|-----|--|--|-----------|-----------|----|

*AUDITOR OF PUBLIC ACCOUNTS*

- |     |  |  |      |  |  |
|-----|--|--|------|--|--|
| 31. | Consider adoption of statistical sampling techniques in performance of audits. | This has been considered by the State Auditor. | None |  |  |
|-----|--|--|------|--|--|

*DEPT. OF AGRICULTURE & COMMERCE*

- |     |  |                      |                   |  |  |
|-----|--|----------------------|-------------------|--|--|
| 32. | Increase the membership of the Board of Agriculture and Commerce to 16 to permit representation of a broader cross-section of the industry, and replace the President of Virginia Polytechnic Institute with the school's Dean of Agriculture. | Department disagrees | Do not implement. |  |  |
|-----|--|----------------------|-------------------|--|--|

*SEED POTATO COMMISSION*

- |     |  |   |                        |          |    |
|-----|--|---|------------------------|----------|----|
| 33. | Eliminate this commission and combine its work with that of the State Certified Seed Commission. | Department of Agriculture disagrees. Keep Commission, but have it appointed by Commissioner of Agriculture, not the Governor. Will require appropriation. | Implement per comment. | \$ 4,000 | AS |
|-----|--|---|------------------------|----------|----|

*COMMISSION OF THE INDUSTRY OF AGRICULTURE*

- |     |  |   |                        |           |    |
|-----|--|---|------------------------|-----------|----|
| 34. | Dissolve the commission and transfer applicable functions to the Department of Agriculture and Commerce. | Keep Commission but transfer its appointment and its function to Commissioner of Agriculture. Will require appropriation. | Implement per comment. | \$ 25,100 | AS |
|-----|--|---|------------------------|-----------|----|

<i>Agency &amp; Recommendation</i>	<i>Comment</i>	<i>Implementor's Suggestion</i>	<i>Est. Rev. Involved</i>	
<i>DEPT. OF CONSERVATION AND ECONOMIC DEVELOPMENT</i>				
35. Eliminate the multiagency responsibility in the area of mined-land reclamation.	Agency head has asked Attorney General to prepare legislation.	Implement		
36. Revise the revenue structure of the Division of Mined-Land Reclamation to make it self-supporting.	Some industries will support, some will not. Raises question who will pay for conservation.	Implement	\$110,000	AS
37. Increase the annual fee for forest protection from \$0.01 to \$0.03 per acre.	The one cent fee is 30-years old. Increased costs appear to justify the increase.	Implement	\$280,000	AI
<i>WATER CONTROL BOARD</i>				
38. * Merge the Division of Water Resources of the Department of Conservation and Economic Development with the Board.	Director of Conservation and Economic Development agrees this is a good idea.	Implement	\$ 67,500	AS
<i>HISTORIC LANDMARKS COMMISSION</i>				
39. Establish a procedure for the commission to review and modify all proposed appropriations for historic landmarks.	Have not discussed this with Commission.	None		
<i>COMMISSION OF OUTDOOR RECREATION</i>				
40. Improve the advisory capability of the Commission of Outdoor Recreation by adding the administrative heads of the Air Pollution Control Board, the Board of Agriculture and Commerce, the Virginia Institute of Marine Science, and the Water Control Board.	Have not discussed this with Commission.	None		



**MARINE RESOURCES COMMISSION**

- 41. Revise the duties of the district inspectors and reduce their number. Inspectors have varied duties: law enforcement plus collection of fees for permits, licenses, and rentals. Should be law enforcement only, with accounting function given to others. Implement \$64,800 AS
- 42. \* Recodify the laws affecting the commission. Many administrative actions are in the form of laws which create inflexibility in management. Over 200 sections of the code involve the commission. Implement
- 43. Reduce the size of the public oyster ground. An analysis should be made to determine what portions, if any, should be turned over to private production. The general fund subsidizes oyster beds for about \$260,000 annually. Implement \$155,000 AS

**COMM. GAME & INLAND FISHERIES**

- 44. Increase the number of game warden supervisors to 18. This is desired to provide a career ladder through which wardens might advance. Implement \$10,200 AC
- 45. Inaugurate, under the sponsorship of the Commission, legislation to delineate duties of the executive director. Distinctions need to be made between policy, which the Commission makes, and day-by-day administration, which the Executive Director undertakes. Implement

**VIRGINIA PORT AUTHORITY**

- 46. \* Operate the Port Authority as a successful business enterprise. To plan ahead, a period longer than two years is required. Once the authority is a viable business entity, savings in the general fund appropriation should be about \$800,000 in operating expense and \$3-million in capital outlay. Implement \$3.8-mil (over ten years) AS

**COMM. ON ARTS & HUMANITIES**

- 47. Abolish this commission and assign its mission to the Board of Trustees of the Virginia Museum of Fine Arts. This cannot be done: the Virginia Museum cannot broker its own grants; an independent agency has to do this. Do not implement. \$ 35,000 AS

<i>Agency &amp; Recommendation</i>	<i>Comment</i>	<i>Implementor's Suggestion</i>	<i>Est. Rev. Involved</i>		
<b>DEPT. OF WELFARE &amp; INSTITUTIONS</b>					
48. * Improve the efficiency and effectiveness of rendering medical, financial, and social assistance to the needy at the community level by consolidating responsibility in a new department to be called the Department of Individual Assistance and Development. (DIAD)	Separate Welfare and Correction.; rename Welfare DIAD. Attempt, through pilot project on a planning district basis, the integration of the delivery of local services by Dept. of Health, DIAD, Mental Hygiene & Hosp., Vocational Rehabilitation and Commission on the Visually Handicapped. Do not include local Mental Hygiene Clinics under this Department.	Implement			
49. * Assume full responsibility for administration of all local welfare departments.	To assume responsibility for welfare payments suggests responsibility for local administration too for effective co-ordination between program operation and administration.	Implement			
14	50. Assign the Virginia Commission for Children and Youth to the Department of Individual Assistance and Development.	Commission for Children and Youth disagree. Department of Welfare and Institutions objects to transfer.	Do not implement.		
51. Change the name of the department to the Department of Correctional Institutions.	Agree. This should be done after the separation of Welfare into DIAD.	Implement			
52. Discontinue the lime-producing activities at Bland Correctional Farm and sell the production equipment.	Currently losing money. Mechanization could make it profitable. Improve the efficiency, but do not sell or close down at this time.	Do not implement.	\$ 10,000	AS	
			\$ 12,000	OI	
			(Onetime Income)		
53. Establish a Division of Production to maximize prisoner productivity of industrial and farm goods that is consistent with inmate rehabilitation.	Department is trying to do most of the items the Management Study suggested (p.69) but wishes to retain 56 acres of land. Implementor agrees.	Implement	\$143,400	AS	
			\$ 66,800	OI	
			\$395,000	OC	

**MENTAL HYGIENE & HOSPITALS**

- |     |  |   |                   |           |    |
|-----|--|---|-------------------|-----------|----|
| 54. | Consolidate the present Hospital Board and recently established Mental Health and Mental Retardation Professional Advisory Board and designate the commissioner to be accountable to the Governor.                   | The two Boards should be combined in a way that will provide in one board the resources supplied by both but Board should perhaps remain an operating board as it is now. | Implement in part |           |    |
| 55. | * Adopt the medical center concept at the Central State Hospital in Petersburg for specialization of services and allow it to serve as a model for other hospitals to qualify for additional Medicaid reimbursement. | The department wants to do this and is moving in this direction with its current funds but may need further help to achieve its goal.                                     | Implement         | \$2.6-mil | AI |
| 56. | Implement changes in reimbursement policy and reimbursement administration of the state hospitals as recommended in the report by the Virginia Commission for Economy in Governmental Expenditures.                  | Board is willing to do this but this raises the whole question of reimbursement of services rendered by hospitals to patients.  | Implement         | \$655,000 | AI |

15

**DEPARTMENT OF HEALTH**

- |     |  |   |  |           |    |
|-----|--|---|--|-----------|----|
| 57. | Require a septic tank permit be obtained by a builder or developer before start of construction or development work. | This would prevent some problems. Since a permit is to be required anyway, before construction seems reasonable. Department does not agree with savings estimated.  | Implement  | \$271,600 | AS |
| 58. | Clarify the scope of activity of the Water Control Board, Air Pollution Control Board, and the Department of Health. | Efforts are being made to do this by improving the administrative interaction between the two agencies. Health's position is they must be involved in engineering work to discharge their responsibility for public health in water supplies. | Let the agencies work this out among themselves. |           |    |
| 59. | Transfer responsibility of enforcing the Virginia Bedding Law to the Department of Agriculture and Commerce.         | Both agencies have agreed to do this.   | Implement  | \$ 36,600 | AS |

<i>Agency &amp; Recommendation</i>	<i>Comment</i>	<i>Implementor's Suggestion</i>	<i>Est. Rev. Involved</i>
<b>DEPT. VOCATIONAL REHABILITATION</b>			
60. Modify the department's organization to accommodate the Commission for the Visually Handicapped.	The Commission does not wish to be transferred to Vocational Rehabilitation; blind constituency is very strongly opposed, & professional opinion does not support the move.	Do not implement.	
<b>COMM. FOR THE VISUALLY HANDICAPPED</b>			
61. Combine the commission with the Department of Vocational Rehabilitation.	See comment above.	Do not implement.	
62. Change the powers of the commission from executive to advisory.	Commission does not wish this change to be made, nor does blind constituency.	Do not implement.	
<b>SCHOOLS FOR THE DEAF &amp; BLIND</b>			
63. * Consolidate the blind schools at Hampton and the deaf schools at Staunton.			\$ 23,000 AS
<p><i>Comment:</i> Staunton board feels consolidation is "premature". Hampton board has not expressed itself publicly. There is a feeling that the Hampton school does not have the "standards" in their Blind department that the Staunton school has, and the Implementor feels this is a major concern of the Staunton blind department. A visit to the Hampton school confirms their need for instructional equipment and space. One may wonder if rather than consolidate these two schools now, if it would be best to study the entire range of education of the exceptional child (handicapped), some of whom have multiple handicaps for which there is no adequate facility in the State. Ideally, the goal should be to eliminate special schools and integrate all of those who are handicapped, either singly or in multiple fashion, into the public school system. The Implementor feels that the entire spectrum of special education needs to be looked at, and a policy adopted that will reflect the long term goal of integrating these individuals into the mainstream of public education except where unusual handicaps prevent. It is important to point out that the cost per student of the blind at Staunton is high and rising; that declining enrollments of blind students in both schools raises serious questions of accreditation of the programs. It is hard enough to go through life blind; there is not need to impose upon this handicap the experience of graduating from an unaccredited school. As for the deaf, it is likely that there will always be a need for some residential facility for their use.</p>			
64. Assign the newly consolidated School for the Deaf at Staunton to the Department of Vocational Rehabilitation and change responsibilities and duties of their school board from executive to advisory.	The school is an educational institution; Vocational Rehabilitation is a short-term crisis intervention activity. The schools strongly oppose this.	Do not implement.	
65. Assign the newly consolidated School for the Blind at Hampton to the Commission for the Visually Handicapped and change the school's board from an executive function to advisory.	School is educational institution; Commission on Visually Handicapped is not an education leadership agency.	Do not implement.	

**DEPARTMENT OF LABOR & INDUSTRY**

66. Increase fees for issuing mine licenses.

Present fee is \$5. Costs for issuing approximately \$24,100 for 1360 licenses in 1969. \$6800 revenue received does not pay costs. \$25 fee seems required for pay-out.

Implement

\$ 27,200

AI

**INDUSTRIAL COMMISSION OF VIRGINIA**

67. Eliminate claim files until it is indicated there is compensable disability in excess of the minimum allowed.

Have not discussed this with Commission.

None

\$ 45,000

AS

**ALCOHOLIC BEVERAGE CONTROL BOARD**

68. Discontinue the annual reissuance of license certificates.

Licenses expire on June 30. Each license is inspected every six weeks. Licenses could be issued and remain valid until inspections reveal they should not be.

Implement

\$ 8,100

AS

**DEPT. PROFESSIONAL AND OCCUPATIONAL REGISTRATION**

69. Transfer administrative responsibility for servicing all examining and licensing boards now functioning independently to the Department of Professional and Occupational Registration.

There are eight boards: Dental, Funeral Directors, Nurses, Optometrists, Medical, Pharmacy, Athletic Commission, and Contractors. Dental and Medical Bds. seem to have a persuasive argument for staying as they are; Pharmacists have operating responsibility in drug analysis and should stay independent. All others should be incorporated, it would appear.

Implement

\$ 60,400

AS

70. Eliminate the requirement of having the president of the Board of Dental Examiners sign all vouchers generated by the board.

The Board will move to implement this recommendation, I think.

Implement

71. Change the Board of Examiners of Nurses' present method of issuing licenses.

(Have not discussed this with the board.) Licensed and practical nurses licenses expire at the same time; if we change the expiration date of licensed nurses to be different than practical nurses, the peak work load is avoided.

Implement

\$ 1,200

AS

<i>Agency &amp; Recommendation</i>	<i>Comment</i>	<i>Implementor's Suggestion</i>	<i>Est. Rev. Involved</i>	
<b>DEPT. PROFESSIONAL AND OCCUPATIONAL REGISTRATION</b>				
72. Increase the licensing fees charged by the Board of Pharmacy to cover costs.	(Have not discussed this with the board.) The board issues 14 types of licenses. The new fee schedule for 1970 is insufficient to cover costs.	Implement	\$ 58,600	AI
73. Discontinue the State Athletic Commission's practice of proportionately rebating 50% of the net revenue collected to localities in which wrestling and boxing matches are held.	Commission seems willing to do this as well as merge with the Department of Professional and Occupational Registration.	Implement	\$ 7,700	AS
<b>DIVISION OF MOTOR VEHICLES</b>				
74. * Change the design of operator and chauffeur licenses to a single-part, paperboard, computer-printed format.	The Division wishes to do this. There is high interest in keeping the picture. Hopefully, we can do both.	Implement	\$971,000	AS
75. Stagger the annual renewal dates for motor vehicle license plates on a monthly basis.	The Division agrees. Will reduce peak load and eliminate the need for part time employees.	Implement	\$301,700 \$ 10,000	AS OC
76. Create an advisory board to advise and consult with the Commissioner.	The Division disagrees. Improvement has been so great in the Division recently that perhaps the board is not required.	Do not implement.		
77. Evaluate possible elimination of the printing department.	There are many printing plants in and around the square that could be consolidated. See comments on Office Services #99.	None at this time.		
78. Eliminate the revalidation of licenses for drivers under 18 years of age.	No special purpose appears served by this procedure.	Implement	\$ 18,600	AS
79. Issue license plates for all motor vehicles, except trucks, for a five-year period.	Tests are now being run on type of plates that might stand 5-year wear and still be credible; if successful should be implemented.	Implement	\$ 63,000	AS
80. Transfer the Bureau of Gasoline Tax to the Department of Taxation.	The Division disagrees; no savings are involved. It makes sense to collect all taxes through one agency.	Implement		

*DIVISION OF MOTOR VEHICLES*

- |   |   |             |           |    |
|---|---|-------------|-----------|----|
| 81. * Charge a fee for reinstatement of driver's license after suspension and revocation.                                       | No fee is charged for reinstating driver's license after revocation; the cost for monitoring this is almost \$2-million annually for 87,000 who lose their license each year. | Implement   | \$870,000 | AI |
| 82. Revise the statutes to ensure court acceptance of computer printouts, microfilm copies, and photostatic copies as evidence. | Some courts refuse to accept "may accept" as law now written. A change of "may" to "shall" would help in use of this type of evidence when needed.                            | Implemented |           |    |

*DEPARTMENT OF STATE POLICE*

- |  |  |           |                        |          |
|--|--|-----------|------------------------|----------|
| 83. Microfilm violators' records file. | There are 3.5-million records requiring 12 clerical employees to handle, and 900 square feet of floor space. Microfilm could help. | Implement | \$ 23,800<br>\$ 41,000 | AS<br>OC |
|--|--|-----------|------------------------|----------|

*DEPARTMENT OF HIGHWAYS*

19

- |  |   |                    |           |    |
|--|---|--------------------|-----------|----|
| 84. Adopt a mandatory retirement age of 65.  | None  | None               |           |    |
| 85. <i>Administration</i><br>Discontinue the use of Department of Highways' vendors' invoice form.   | Seventy percent of invoices received are typed again by the Highway Department because certification required by statute is not on the vendors' forms. Rubber stamp could do. | Implement          |           |    |
| 86. <i>Operations</i><br>Provide, within the general specifications, authority to arbitrate settlement of a contractor's claim beyond the decision of the Commissioner of Highways.  | If the contractor disagrees with the Commissioner's decision he must take civil action; authority to use American Arbitration Association might be helpful                    | Implement          |           |    |
| 87. Establish a fee for trucks hauling coal in excess of standard weight limitations, raise permit weight limits to 45,000 pounds and 68,000 pounds for two-axle and three-axle vehicles, respectively, and enforce the law. | Agency disagrees; feels it violates fair play and equal treatment.  | Agree with agency. | \$215,000 | AI |

<i>Agency &amp; Recommendation</i>	<i>Comment</i>	<i>Implementor's Suggestion</i>	<i>Est. Rev. Involved</i>	
<i>STATE DEPARTMENT OF EDUCATION</i>				
88. Establish a committee under the State Board of Education, including lay members and members of the General Assembly, to review the aims, objectives, and programs of elementary and secondary education, as well as special programs and educational methods.	There is substantial activity now going on in the public school system, and because of this a study of this nature might be more productive if deferred until a later time.	Do not implement.	\$ 60,000	OC
<i>EDUCATION ASSISTANCE AUTHORITY</i>				
89. Centralize in this agency all student loans and grants available from the state and provide information, advice, and assistance on federally-sponsored loans and grants.	I have not visited with this agency.	None	\$ 6,500	AC
90. Increase student loan program from \$40-million to \$60-million.	I have not visited with this agency.	None		
<i>STATE COUNCIL OF HIGHER EDUCATION</i>				
91. Increase student grant-in-aid program by \$1-million annually.	The State Council report "Student Financial Aid in Virginia, 1969" suggested \$4.5-million annually.	Implement	\$ 1-million	AC
<i>VIRGINIA STATE COLLEGE</i>				
92. Sell the Randolph Farm in conjunction with elimination of the School of Agriculture	The school disagrees. This is valuable property.	Do not implement.	\$250,000	OI
93. Phase out the Virginia State School of Agriculture.	This is being done gradually. Question whether action is wise to do this at this time.	Do not implement.	\$152,200	AS
94. Eliminate expenditures for farming operation in conjunction with closing of the School of Agriculture.	This is being done gradually.	Do not implement.	\$125,700	AS
<i>VIRGINIA COMMONWEALTH UNIVERSITY</i>				
95. Establish a chronic care facility for indigent patients presently being treated at the Medical College of Virginia Hospital who are not sufficiently sick to require complete attention.	The University disagrees. I have not discussed this with them.	None	\$1.05-mil \$ 50,000	AS OC



**ADVISORY COUNCIL ON EDUCATIONAL T.V.**

- 96. Transfer the advisory council from the Governor's Office to the State Department of Education.
- 97. Eliminate duplication of educational television program production and supply programs for all the state from a central facility.

I have not discussed this with agency.

I have not discussed this with agency.

None

None

\$723,000  
\$300,000

AS  
OC

**AUTOMOBILE FLEET MANAGEMENT**

- 98. Establish a central control for administration of state-owned automobiles within the proposed Division of General and Office Services.

The need for centralization was felt to be urgent, so Fleet Management was continued in the Highway Department because the General Services Division was non-existent. An Executive Order will be out on January 1, 1972, which centralizes the management of all non-specially-equipped vehicles.

Implement

21

**OFFICE SERVICES**

- 99. \* Establish the Division of General and Office Services.

This should be done to centralize printing, mail delivery, inventory control of certain equipment—such as typewriters and adding machines—and to furnish consumable office supplies.

Implement

\$2.2-mil  
\$ 75,000  
\$ 50,000

AS  
AC  
OC

**EXECUTIVE REORGANIZATION**

- 100. \* Restructure the Executive Branch of state government.

The Governor simply does not have time enough to take care of all those reporting directly to him. Employment of State and Local personnel is expected to increase nationwide by 33 percent by 1975. More co-ordination will be required as problems emerge in society that cut across the administrative areas of concern of one department or division.

Implement

\$250,000

AC

## APPENDIX B

### A

*RECOMMENDATIONS  
AGREED TO BY LEG.  
IMP. COMM.*

*AGENCY  
CONCERNED*

- |  |   |
|--|---|
| 2. * Establish a Management Engineering section within the division and adopt formal project-oriented cost improvement programs.       | Division of the Budget  |
| 6. Introduce improvements into capital outlay procedures.  | Division of Engineering and Buildings   |
| 24. * Create a permanent investment staff in the Treasurer's Office to provide continuous investment management of the system's funds. | Supplemental Retirement System  |
| 38. * Merge the Division of Water Resources of the Department of Conservation and Economic Development with the Board.                 | Water Control Board & Water Resources<br>Division of Conservation and Economic<br>Development |
| 74. * Change the design of operator and chauffeur licenses to a single-part, paperboard, computer-printed format.                      | Division of Motor Vehicles  |
| 81. * Charge a fee for reinstatement of driver's license after suspension and revocation.  | Division of Motor Vehicles  |
| 99. * Establish the Division of General and Office Services.   | Department of Purchases and Supply  |
| 100. * Restructure the Executive Branch of state government.   | Governor's Office   |

### B

*RECOMMENDATIONS  
REJECTED BY LEG.  
IMP. COMM.*

*AGENCY  
CONCERNED*

- |   |  |
|---|--|
| 49. * Assume full responsibility for administration of all local welfare departments. | Department of Welfare and Institutions |
|---|--|

### C

*RECOMMENDATIONS ON  
WHICH FURTHER STUDY  
IS DESIRED THROUGH  
FORMAL GENERAL  
ASSEMBLY RESOLUTION*

*AGENCY  
CONCERNED*

- |  |   |
|--|---|
| 63. * Consolidate the blind schools at Hampton and the deaf schools at Staunton. | Virginia School for the Deaf and the<br>Blind |
| 42. * Recodify the laws affecting the Commission.                                | Marine Resources Division                     |

### D

*RECOMMENDATIONS NOT  
ACTED ON BY LEG. IMP.  
COMM. BUT INTRODUCED  
INDEPENDENTLY*

*AGENCY  
CONCERNED*

- |   |                                       |
|---|---------------------------------------|
| 5. Provide additional services to state agencies in real estate management. | Division of Engineering and Buildings |
| 30. Adopt preaudit tests based on statistical sampling techniques.          | Department of Accounts                |

**RECOMMENDATIONS NOT  
ACTED ON BY LEG. IMP.  
COMM. BUT INTRODUCED  
INDEPENDENTLY**

**AGENCY  
CONCERNED**

- |   |   |
|---|---|
| 33. Eliminate this commission and combine its work with that of the State Certified Seed Commission.  | Seed Potato Commission                                    |
| 34. Dissolve the commission and transfer applicable functions to the Department of Agriculture and Commerce.  | Commission of the Industry of Agriculture                 |
| 35. Eliminate the multiagency responsibility in the area of mined-land reclamation.   | Department of Conservation and Economic Development       |
| 36. Revise the revenue structure of the Division of Mined-Land Reclamation to make it self-supporting.  | Department of Conservation and Economic Development       |
| 37. Increase the annual fee for forest protection from \$0.01 to \$0.03 per acre.   | Department of Conservation and Economic Development       |
| 59. Transfer responsibility of enforcing the Virginia Bedding Law to the Department of Agriculture and Commerce.  | Department of Health                                      |
| 68. Discontinue the annual reissuance of license certificates.  | Alcoholic Beverage Control Board                          |
| 69. Transfer administrative responsibility for servicing all examining and licensing boards now functioning independently to the Department of Professional and Occupational Registration.<br>a. Board of Funeral Directors and Embalmers<br>b. State Board of Nurses<br>c. State Board of Optometry<br>d. Athletic Commission<br>e. Registration Board for Contractors | Department of Professional and Occupational Registration. |
| 70. Eliminate the requirement of having the president of the Board of Dental Examiners sign vouchers generated by the board.  | Department of Professional and Occupational Registration  |
| 72. Increase the licensing fees charged by the Board of Pharmacy to cover costs.  | Department of Professional and Occupational Registration  |
| 73. Discontinue the State Athletic Commission's practice of proportionately rebating 50% of the net revenue collected to localities in which wrestling and boxing matches are held.   | Department of Professional and Occupational Registration  |
| 75. Stagger the annual renewal dates for motor vehicle license plates on a monthly basis.   | Division of Motor Vehicles                                |
| 78. Eliminate the revalidation of licenses for drivers under 18 years of age.   | Division of Motor Vehicles                                |
| 79. Issue license plates for all motor vehicles, except trucks, for a   | Division of Motor Vehicles                                |

E

*RECOMMENDATIONS FOR  
WHICH NO LEGISLATION IS  
DEEMED NECESSARY*

17. \* Reorganize and restructure the division, directing the thrust toward centralization and control of the state's total automated data processing resources.
18. \* Restructure the division along the proposed lines of authority to facilitate its centralizing and coordinating function.
55. \* Adopt the medical center concept at the Central State Hospital in Petersburg for specialization of services and allow it to serve as a model for other hospitals to qualify for additional Medicaid reimbursement.
98. Establish a central control for administration of state-owned automobiles within the proposed Division of General and Office Services.

*AGENCY  
CONCERNED*

Division of Automated Data Processing

Division of Automated Data Processing

Department of Mental Hygiene and Hospitals

Automobile Fleet Management

F

*RECOMMENDATIONS FOR  
WHICH LEGISLATION HAS  
ALREADY BEEN PASSED  
OR NOT REQUIRED.*

90. Increase student loan program from \$40-million to \$60-million.
91. Increase student grant-in-aid program by \$1-million annually.
29. Conform the Virginia income tax laws with the federal law.

*AGENCY  
CONCERNED*

Education Assistance Authority

Education Assistance Authority

Department of Taxation

G

*RECOMMENDATIONS FOR  
WHICH COMM. WISHES  
FURTHER DISCUSSION  
AND/OR STUDY*

1. Provide for reversion to the general fund of special fund revenues in excess of stated appropriations.
3. Change the agency's name to Division of Budget and Management Controls.
4. Continue biennial budgeting until longer-term annual forecasts are systematically made.
7. Conduct an in-depth study of the classification system, salary structure, and fringe benefit programs.
8. Transfer the functions formerly performed by the Commission on the Aging from the Division of State Planning and Community Affairs to the proposed Department of Individual Assistance and Development.
9. Transfer responsibility for processing and compilation of highway accident statistics to the Highway Safety Division. (Dept. of State Police Non-concurs)

*AGENCY  
CONCERNED*

Division of the Budget

Division of the Budget

Division of the Budget

Division of Personnel

Division of State Planning and Community Affairs

Highway Safety Division

**RECOMMENDATIONS FOR  
WHICH COMM. WISHES  
FURTHER DISCUSSION  
AND/OR STUDY**

**AGENCY  
CONCERNED**

- |   |  |
|---|--|
| 10. * Reorganize the department and centralize purchasing functions for material, equipment, and supplies common to all agencies.   | Department of Purchases and Supply           |
| 11. Establish economical order quantity buying procedures and implement up-to-date negotiation techniques, value analysis, price and cost analysis, and related procedures. | Department of Purchases and Supply           |
| 12. Improve procedures and methods for purchasing of printing requirements.   | Department of Purchases and Supply           |
| 13. Expand the central warehouse operation to include meats.  | Department of Purchases and Supply           |
| 14. Expand the central warehouse to include medical supplies.   | Department of Purchases and Supply           |
| 15. Consolidate the federal surplus property operation into a single distribution center facility.  | Department of Purchases and Supply           |
| 16. Set up a purchasing training program for all buying personnel.  | Department of Purchases and Supply           |
| 19. Reorganize the staff and consolidate insurance functions and coverages for all state agencies in this Department.   | Department of Property Records and Insurance |
| 20. Discontinue the State Insurance Reserve Trust Fund and return the balance to the general fund.  | Department of Property Records and Insurance |
| 21. Underwrite \$150,000 (or larger amount if experience warrants) of property losses and purchase excess insurance for losses over this amount.                            | Department of Property Records and Insurance |
| 22. Acquire extended-coverage insurance.  | Department of Property Records and Insurance |
| 23. Consolidate fidelity bond, automobile liability, workmen's compensation, general liability, marine, and aircraft coverages.   | Department of Property Records and Insurance |
| 25. Raise the percentage of total trust investments based on cost which can be invested in common stocks.   | Supplemental Retirement System               |
| 26. Increase the levy annually charged insurance companies to 0.1% of the par value or face value of securities deposited to its account.                                   | Department of the Treasury                   |
| 27. Give the Treasurer broader investment authority to permit investments in commercial paper rated prime by the National Credit Office.                                    | Department of the Treasury                   |
| 28. Eliminate the participation of local Commissioners of the Revenue and Treasurers in the assessment and collection of state revenues.                                    | Department of Taxation                       |
| 31. Consider adoption of statistical sampling techniques in performance of audits.  | Auditor of Public Accounts                   |

**RECOMMENDATIONS FOR  
WHICH COMM. WISHES  
FURTHER DISCUSSION  
AND/OR STUDY**

**AGENCY  
CONCERNED**

- |       |  |   |
|-------|--|---|
| 32.   | Increase the membership of the Board of Agriculture and Commerce to 16 to permit representation of a broader cross-section of the industry, and replace the President of Virginia Polytechnic Institute with the school's Dean of Agriculture.                       | Department of Agriculture and Commerce  |
| 39.   | Establish a procedure for the commission to review and modify all proposed appropriations for historic landmarks.  | Historic Landmarks Commission           |
| 40.   | Improve the advisory capability of the Commission of Outdoor Recreation by adding the administrative heads of the Air Pollution Control Board, the Board of Agriculture and Commerce, the Virginia Institute of Marine Science, and the Water Control Board.         | Commission of Outdoor Recreation        |
| 41.   | Revise the duties of the district inspectors and reduce their number.  | Marine Resources Commission             |
| 43.   | Reduce the size of the public oyster ground.   | Marine Resources Commission             |
| 44.   | Increase the number of game warden supervisors to 18.  | Commission of Game and Inland Fisheries |
| 45.   | Inaugurate, under the sponsorship of the Commission, legislation to delineate duties of the executive director.  | Commission of Game and Inland Fisheries |
| 46. * | Operate the Port Authority as a successful business enterprise.  | Virginia Port Authority                 |
| 47.   | Abolish this commission and assign its mission to the Board of Trustees of the Virginia Museum of Fine Arts.   | Commission on Arts and Humanities       |
| 48. * | Improve the efficiency and effectiveness of rendering medical, financial, and social assistance to the needy at the community level by consolidating responsibility in a new department to be called the Department of Individual Assistance and Development. (DIAD) | Department of Welfare and Institutions  |
| 50.   | Assign the Virginia Commission for Children and Youth to the Department of Individual Assistance and Development.  | Department of Welfare and Institutions  |
| 51.   | Change the name of the department to the Department of Correctional Institutions.  | Department of Welfare and Institutions  |
| 52.   | Discontinue the lime-producing activities at Bland Correctional Farm and sell the production equipment.  | Department of Welfare and Institutions  |
| 53.   | Establish a Division of Production to maximize prisoner productivity of industrial and farm goods that is consistent with inmate rehabilitation.   | Department of Welfare and Institutions  |

*RECOMMENDATIONS FOR  
WHICH COMM. WISHES  
FURTHER DISCUSSION  
AND/OR STUDY*

*AGENCY  
CONCERNED*

- |     |   |  |
|-----|---|--|
| 54. | Consolidate the present Hospital Board and recently established Mental Health and Mental Retardation Professional Advisory Board and designate the commissioner to be accountable to the Governor.    | Department of Mental Hygiene and Hospitals               |
| 56. | Implement changes in reimbursement policy and reimbursement administration of the state hospitals as recommended in the report by the Virginia Commission for Economy in Governmental Expenditures.   | Department of Mental Hygiene and Hospitals               |
| 57. | Require a septic tank permit be obtained by a builder or developer before start of construction or development work.  | Department of Health                                     |
| 58. | Clarify the scope of activity of the Water Control Board, Air Pollution Control Board, and the Department of Health.  | Department of Health                                     |
| 60. | Modify the department's organization to accommodate the Commission for the Visually Handicapped.  | Department of Vocational Rehabilitation                  |
| 61. | Combine the commission with the Department of Vocational Rehabilitation.  | Commission for the Visually Handicapped                  |
| 62. | Change the powers of the commission from executive to advisory.   | Commission for the Visually Handicapped                  |
| 64. | Assign the newly consolidated School for the Deaf at Staunton to the Department of Vocational Rehabilitation and change responsibilities and duties of their school board from executive to advisory. | Virginia School for the Deaf and Blind                   |
| 65. | Assign the newly consolidated School for the Blind at Hampton to the Commission for the Visually Handicapped and change the school's board from an executive function to advisory.                    | Virginia School for the Deaf and Blind                   |
| 66. | Increase fees for issuing mine licenses.  | Department of Labor and Industry                         |
| 67. | Eliminate claim files until it is indicated there is compensable disability in excess of the minimum allowed.   | Industrial Commission of Virginia                        |
| 71. | Change the Board of Examiners of Nurses' present method of issuing licenses.  | Department of Professional and Occupational Registration |
| 76. | Create an advisory board to advise and consult with the Commissioner.   | Division of Motor Vehicles                               |
| 77. | Evaluate possible elimination of the printing department.   | Division of Motor Vehicles                               |
| 80. | Transfer the Bureau of Gasoline Tax to the Department of Taxation.  | Division of Motor Vehicles                               |
| 82. | Revise the statutes to ensure court acceptance of computer printouts, microfilm copies, and photostatic copies as evidence.   | Division of Motor Vehicles                               |

**RECOMMENDATIONS FOR  
WHICH COMM. WISHES  
FURTHER DISCUSSION  
AND/OR STUDY**

**AGENCY  
CONCERNED**

- |     |   |                                      |
|-----|---|--------------------------------------|
| 83. | Microfilm violators' records file   | Department of State Police           |
| 84. | Adopt a mandatory retirement age of 65.   | Department of Highways               |
| 85. | <i>Administration</i><br>Discontinue the use of Department of Highways' vendors' invoice form.  | Department of Highways               |
| 86. | <i>Operations</i><br>Provide, within the general specifications, authority to arbitrate settlement of a contractor's claim beyond the decision of the Commissioner of Highways.   | Department of Highways               |
| 87. | Establish a fee for trucks hauling coal in excess of standard weight limitations, raise permit weight limits to 45,000 pounds and 68,000 pounds for two-axle and three-axle vehicles, respectively, and enforce the law.                                      | Department of Highways               |
| 88. | Establish a committee under the State Board of Education, including lay members and members of the General Assembly, to review the aims, objectives, and programs of elementary and secondary education, as well as special programs and educational methods. | Department of Education              |
| 89. | Centralize in this agency all student loans and grants available from the state and provide information, advice, and assistance on federally-sponsored loans and grants.  | Education Assistance Authority       |
| 92. | Sell the Randolph Farm in conjunction with elimination of the School of Agriculture   | Virginia State College               |
| 93. | Phase out the Virginia State School of Agriculture.   | Virginia State College               |
| 94. | Eliminate expenditures for farming operation in conjunction with closing of the School of Agriculture.  | Virginia State College               |
| 95. | Establish a chronic care facility for indigent patients presently being treated at the Medical College of Virginia Hospital who are not sufficiently sick to require complete attention.  | Virginia Commonwealth University     |
| 96. | Transfer the advisory council from the Governor's Office to the State Department of Education.  | Advisory Council on Educational T.V. |
| 97. | Eliminate duplication of educational television program production and supply programs for all the state from a central facility.   | Advisory Council on Educational T.V. |