

**MAKING GOVERNMENT SMALLER:
CONSOLIDATION AND DOWNSIZING
PROPOSALS**

GOVERNOR JIM FLORIO

JANUARY 30, 1991

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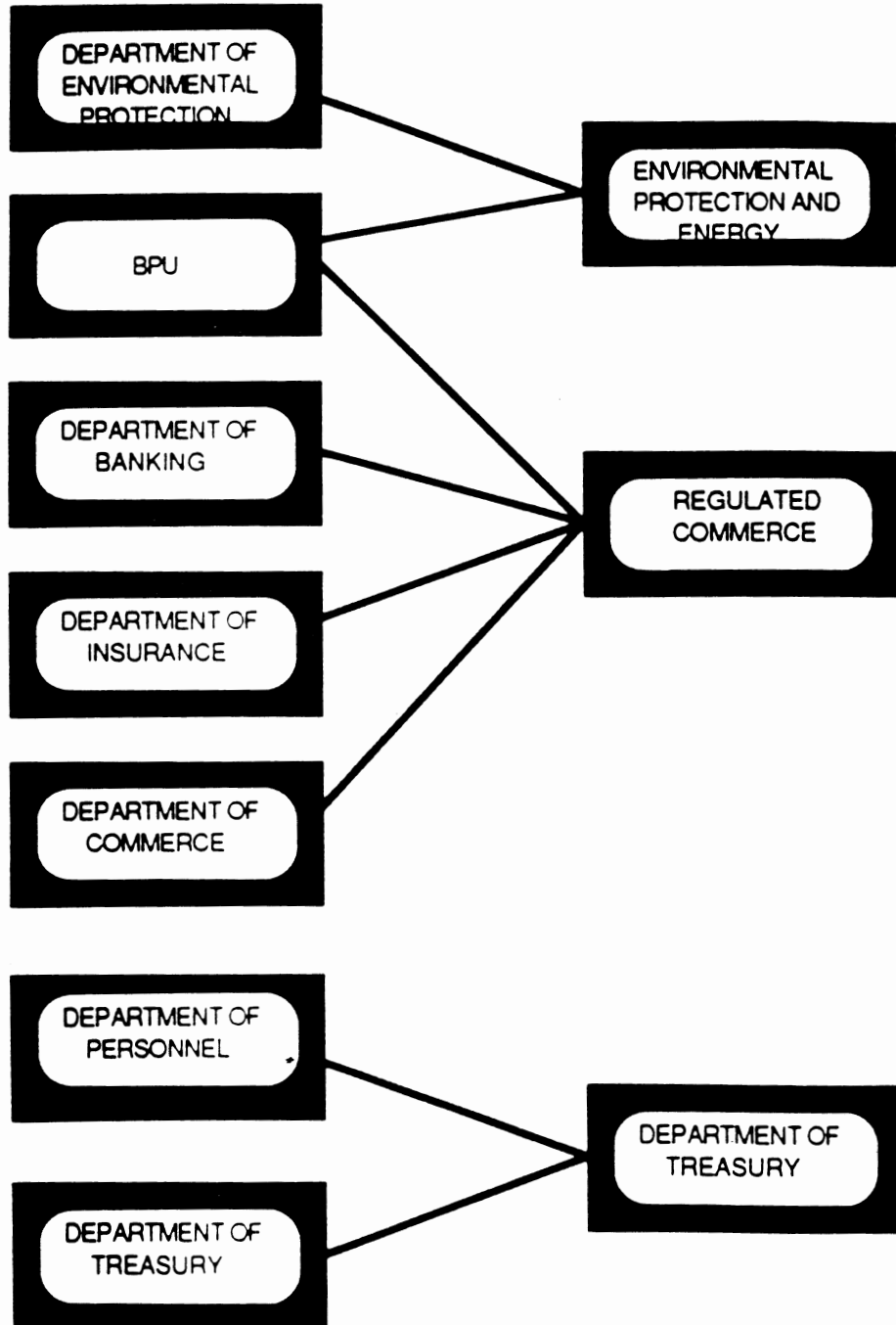
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REDUCTION OF DEPARTMENTS

BEFORE

AFTER



**MAKING GOVERNMENT SMALLER:
GOVERNOR FLORIO'S CONSOLIDATION
AND DOWNSIZING PROPOSALS**

Governor Florio's goals in proposing these actions are to make government smaller, and in the short and long run, to save the taxpayers' money. These are commitments that require a hard look at how state government operates. The Governor directed his administration to take that look - to question how and why things are done, and to come up with alternatives. Each recommended action seeks to achieve the dual objectives of more effective delivery of service and cost savings.

The Governor's Management Review Commission and the Administration will develop the operational plans necessary to accomplish this downsizing over the next 90 days.

The Governor's FY92 Budget Proposal includes the costs savings associated with a reduction of over 8,000 employees through early retirement, attrition, reduction in unclassifieds, and across the board cuts.

The consolidation and downsizing proposals below represent an important vehicle by which to achieve the employee reductions outlined in the budget while protecting vital core services. The recommendations are presented for discussion with the Legislature and with the public. Several may require legislative action in order to implement.

These recommendations represent the effort to date to identify viable downsizing initiatives. But, this is an ongoing process which will result in further initiatives during the coming months.

(1) Consolidate the Departments of Personnel and Treasury into a new Department of Treasury.

These two departments are the major administrative agencies of state government. They employ over 6,500 state employees. An analysis has shown these departments, along with personnel and budget staff at every department and sub-department level throughout state government, often perform duplicative and/or disjointed administrative functions regarding workforce activities including employee hiring and terminations, benefits administration, data processing and record keeping. Moreover, there are numerous upper and middle management positions that could be eliminated through a consolidation of these departments. Paperwork reduction and more effective administration of the government workforce, including fiscal management and position control, would result from this consolidation.

(2) Consolidate the Board of Public Utilities (BPU) and the Department of Environmental Protection (DEP) into a new Department of Environmental Protection and Energy.

This consolidation will improve the ability to achieve consistent regulatory policy in the areas of environmental protection and energy. Responsibility for energy policy and the economic regulation of solid waste will be reassigned from the BPU to the newly restructured Department of Environmental Protection and Energy.

The merger of the BPU's Solid Waste Division with the DEP's solid waste activities within a single department will provide the opportunity for coherent regulation and economies of scale. The merger of responsibility and accountability for environmental and energy policy will reflect the interdependence between the consumption, production, and management of energy resources with the quality and protection of our environment.

This consolidation also provides the opportunity for enhanced coordination between the BPU's traditional function of economic regulation of utilities and the DEP's overall mission of environmental protection, conservation of natural resources, and management of energy sources and supply. For example, the consolidation will achieve greater coordination between the BPU's Water Division responsibilities with the DEP's water protection responsibilities. These separate staffs have sought to work together more closely over the past year. Effective implementation of the Clean Water Act requires an integration of these activities. The implementation of the Federal Clean Air Act, involving the establishment of environmental standards and the recovery of costs associated with such activities, will be greatly enhanced by the policy coordination that will be achieved through the proposed consolidation.

This consolidation will eliminate many duplicative administrative and staff functions within the two agencies while providing for more effective regulatory planning and enforcement.

The three-member BPU will continue, as a part of DEP, to perform its rate-making functions for electric, gas, and water under this consolidation plan. The BPU's responsibilities for economic regulation of the telecommunications industry and the Office of Cable Television, will be merged into the new Department of Regulated Commerce.

Under further discussion is the goal to provide greater coordination of conservation efforts currently housed in the DEP. There are similar functions with regard to conservation in both the DEP's Conservation and Natural Resources Divisions, and the Department of Agriculture. For example, in Green Acres and Parks/Forestry (DEP) and Farm Land Preservation (Agriculture), similar objectives and program activities exist. Possible consolidations to achieve a more focused statewide conservation effort need to be pursued.

- (3) **Consolidate the Departments of Commerce, Banking, Insurance, the Division of Telecommunications (BPU), and the Office of Cable Television (BPU) into a new Department of Regulated Commerce.**

This consolidation will merge three small economic policy and regulatory departments into one new regulatory agency. Many economic development activities will be consolidated with similar functions within the Economic Development Authority. This initiative would eliminate many duplicative administrative positions inherent in operating three separate departments, and provide for more effective regulatory policy development and delivery within related industries.

- (4) Relocate the Division of Medical Assistance and Health Services (Medicaid) to the Department of Health to achieve better coordination of health care cost containment objectives, as well as rate setting activities, program administration, and inspection activities.**

The relocation would consolidate many similar functions and would allow health policy and funding to be developed in a more consistent manner. This is consistent with a recent Institute of Medicine report and would assist in the development of a statewide health agenda which merges good public health outcomes with cost containment strategies. There are several areas of duplicative functions that could be eliminated by this consolidation.

- (a) The Division of Medical Assistance and Health Services (DMAHS) contracts with the Department of Health (DOH) to set prospective reimbursement rates for acute care, long term care, specialized and rehabilitation facilities. DOH staff include rate setting analysts who establish Medicaid reimbursement rates and manage appeals. The DMAHS also maintains a staff of analysts who re-calculate the rates and review the appeals conducted by DOH in the case of specialized, long term, and rehabilitation facilities, and review reimbursement policy issues in the case of all facilities. This is a duplicative function that can be eliminated.
- (b) The DOH has a contract with Blue Cross to perform audits of the expenses and revenues submitted by acute care hospitals for the Chapter 83 rate setting system. DMAHS also has a contract with Blue Cross to perform a similar audit function. By modifying the DOH contract to include the auditing protocols which are required to satisfy Medicaid requirements, the separate audit programs can be consolidated into one thereby saving those costs.
- (c) The DOH is responsible for the inspection and licensing of all long term care facilities and in accordance with recent changes in the licensure standards, DOH staff are now responsible for monitoring patient outcome measures as well. DOH has 13 teams of professional staff which are involved in performing this function. DMAHS also monitors the care of patients in these same facilities for patient outcome as well as the cost effectiveness of the level of care being delivered. The Medical Care Administration Program within the DMAHS employs 415 staff, utilizing a system of 17 district offices, that carry out this monitoring function along with other program services. A consolidation of these staffs with extremely similar responsibilities would allow for better and more focused evaluation of patient care, and for cost savings resulting from the elimination of these large duplicative staffs.
- (d) The Office of Agency Operations within DMAHS contains staff responsible for personnel, payroll, purchasing, training, space allocation, etc. These same functions are performed by DOH staff. Consolidation will allow for the elimination of duplicate staffs and for the reduction in middle level administrative staffs.

- (e) **Other areas within DMAHS which are similar to those in DOH and represent opportunities for cost savings and more effective administration and delivery of services include: the Program Development Unit; the Planning and Special Initiatives Unit; the various physician and/or clinical consultants; as well as the previously mentioned expansive Medicaid District Office structure.**
 - (f) **Both DOH and DMAHS use a number of computer systems which result in a wide variety of data bases. Many of these data bases are used by both agencies to determine eligibility for various services and to track client utilization. The consolidation would allow for a link or merge of the data bases for more efficient use of existing data, better analysis of cost and utilization trends, and elimination of duplicated efforts.**
- (5) **Establish a Division of Disability Services within the Department of Human Services consolidating various disability services now located in separate divisions throughout the Departments of Human Services and Labor.**

The consolidation of services to disabled persons would allow for better coordination of program planning, service delivery, and benefit policy. It would also allow for a reduction in the number of divisions and middle managers, providing for cost reductions and the availability of the resources needed to pursue service enhancements to these populations. It would include the consolidation of:

- (a) **services for persons who are developmentally disabled (presently the Division of Developmental Disabilities);**
- (b) **services for persons with mental illness (presently the Division of Mental Health and Hospitals);**
- (c) **services for persons who are deaf or hearing impaired (presently the Division for the Deaf);**
- (d) **vocational rehabilitation services and supported employment programs (The Division of Rehabilitation Services and supported employment programs presently in the Department of Labor would be transferred to the newly created Division of Disability Services in DHS, as would rehabilitation services currently offered by the Commission for the Blind and Visually Impaired (CBVI);**
- (e) **independent living services (would be transferred from DVRS and Department of Labor);**
- (f) **personal attendant care services (the PASP which is currently in DYFS would be transferred and consolidated with personal attendant services now offered by DDD);**
- (g) **Disability Determinations (would be transferred from the Department of Labor because it is concerned solely with eligibility for social security disability benefits); and**
- (h) **Education services, including educational programs for persons in institutions (This would allow for the elimination of separate DHS Office of Education).**

(6) Consolidate advocacy functions within the Department of the Public Advocate.

Several ombudsman and advocacy functions exist in several departments of State government to investigate the care or treatment of individuals in certain facilities. The ombudsman responsibilities should be consolidated within the Public Advocate in existing units which already provide advocacy services in these areas.

The Office of the Ombudsman for the Institutionalized Elderly, which is located in, but not of, the Department of Community Affairs, would be consolidated within the Public Advocate. This office is responsible for abuse investigations in any public or private health facility offering services to the institutionalized elderly.

Within the Public Advocate exists the Division of Mental Health Advocacy whose clients are elderly psychiatric patients in nursing home facilities and residential health care facilities as well as institutions. Consolidating the Ombudsman with this Division would enhance the ability to make sure that abuse and neglect investigations are pursued in a timely and non-duplicative fashion. There are also several internal advocacy groups in the Division of Mental Health and Hospitals in the Department of Human Services that should be consolidated with the Division on Mental Health within the Public Advocate.

(7) Consolidate guardianship functions into one unit and locate that unit within the Department of the Public Advocate.

The Bureau of Guardianship Services (BGS), in the Department of Human Services, would be consolidated with the Public Guardian (PA), in the Department of Community Affairs, and located within the Department of the Public Advocate. This will allow for the consolidation of all state guardianship functions in one unit located in a Department which does not have the responsibility for actual service delivery.

(8) Consolidate all housing inspection activities with the Department of Community Affairs into one Building Safety Regulatory Unit, and investigate possibility of evolving this into a quasi-independent regulatory agency that is 100% fee-supported.

The Department of Community Affairs has separate divisions responsible for housing code enforcement, fire safety, boarding home safety, and code compliance. These separate planning units, administrative staffs, and inspection teams, should be combined into one coordinated unit in order to achieve better delivery of regulatory mandate and to achieve cost savings.

(9) Consolidate or eliminate professional boards within the Division of Consumer Affairs, Department of Law and Public Safety, and move streamlined unit to the new Department of Regulated Commerce.

Elimination, reduction or consolidation of professional boards will reduce unnecessary regulation and provide cost savings, including reducing administrative support staff, and establishing uniform intake and complaint procedures.

The Boards that should be considered for elimination include Ophthalmic Dispensers and Technicians, Athletic Trainers, Cosmetology and Hairstyling, Professional Planners, Audiology and Speech Language Pathology, Landscape Architects, and Public Movers and Warehousemen.

This would eliminate their staffs and the fees associated with constant relicensing and regulation. The staffs of several other boards, including Shorthand Reporters, and Hearing Aid Dispensers should be merged into a single unit for uniform licensing, intake and complaint procedures.

- (10) **Consolidate the consumer protection functions of kosher food compliance, Lemon Law, Auto Unit, Weights and Measures, Bureau of Personnel and Employment Services, Charities Registration, and Office of Consumer Protection into a single unit within the Division of Consumer Affairs.**

The staffs associated with these functions operate independently duplicating many record keeping and complaint investigation functions that can be better administered through one staff unit also achieving a cost savings.

- (11) **Downsize the Client Agency Legal Services staff within the Division of Law, Department of Law and Public Safety, and return responsibility to represent State agencies in administrative matters to non-attorney state employees.**

The Client Agency Legal Services staff are attorneys who provide legal advice and support to Departments of state government. By allowing departmental, non-legal staff to assume certain roles, such as representing their departments in some administrative hearings, the size of the legal staff can be reduced. Implementation of alternative dispute resolution techniques, concentrated emphasis on cost recovery and collections, and improved Risk Management procedures can yield additional position reductions. Remaining staff would continue to represent the State's interest before the Courts.

- (12) **Consolidate separate units responsible for Fish, Game, and Wildlife resources into one unit in the Department of Agriculture.**

The consolidation would merge the Fish, Game, and Wildlife Division in DEP, the Fisheries Development Commission in Department of Treasury, and the Fisheries Development unit in the Department of Agriculture, into one unit responsible for the development of a master plan for fisheries development and preservation.

- (13) **Consolidate the field offices of various programs in Department of Health, with the field offices of programs in the Department of Human Services, in order to reduce administrative overhead, lease costs, and provide for better service provision.**

Several divisions within DOH and DHS maintain regional or local offices throughout the State for the provision of client health and social services. Some rent space from county welfare boards or local boards of health, others use storefront locations. Often clients find themselves having to go to several sites to receive state services for prenatal programs, children's health services, medicaid, drug and alcohol abuse, etc. A consolidation of these program locations can benefit from a sharing of support office personnel and savings on leased space.

- (14) Eliminate or consolidate 70 Boards, Commissions, and Advisory bodies associated with the State's executive departments.**

There are over 400 boards and commissions associated with the States executive departments, each requiring independent staff support or the assignment of staff resources from the Department. The Governor's Management Review Commission has conducted an individual review of these bodies and has recommended eliminations or consolidations resulting in a savings in staff and other State resources. The list of the recommended eliminations and consolidations will be presented to the Legislature for discussion since many were created by legislative action.

- (15) Consolidate the Office of Drug Control with the Professional Board of the Division of Consumer Affairs.**

The Office of Drug Control, within the Department of Health, currently monitors and inspects manufacturers and wholesalers of drugs, conducts Controlled Dangerous Substances accountability audits of pharmacies, practitioners and others, and manages 32,000 Controlled Dangerous Substances registrations, manufacturer and wholesale registrations. This function could be more efficiently and effectively conducted by the Professional Board in the Division of Consumer Affairs, Department of Law and Public Safety.

The Division of Consumer Affairs has the automated capability to perform this regulatory task; automation will reduce the number of practitioner complaints, and result in a smoother system for processing annual certificates processed.

- (16) Eliminate State funded, part-time Aeromedical Initiative. Replace with full-time private air ambulance service supported by third party insurance reimbursement per mission and health services grant.**

The New Jersey Aeromedical Program is a joint, mandated initiative with responsibilities and resources shared by the New Jersey Department of Health and the New Jersey Division of State Police. The FY 91 total state appropriation is in excess of \$5 million, with the bulk of these funds being used to support the State Police responsibilities for helicopter purchase, maintenance, operation and storage. The program's appropriation has been reduced each year since its inception, and other funding sources have not been available to fill state funding shortfalls and ongoing programmatic needs. The program was originally intended for 24 hour, 7 day per week operation but has never reached that level. At present, it operates 16 hours per day. With funding ever decreasing, the program has reached a point of very questionable benefit versus very high cost.

Alternatives to total state support for this service include privatization through a health services grant, third party reimbursement, and/or reimbursement per mission to currently existing private services now serving the state.

The Department of Health and the New Jersey State Police are developing a plan to insure the 24-hour availability of these vital services through qualified, experienced private sector operators.

- (17) Consolidate the HealthStart Program in the Division of Medical Assistance, Department of Human Services, with the HealthStart Program in the Division of Family Health Services, Department of Health.**

Both Departments maintain planning and data staff to administer the HealthStart program, an early intervention prenatal service aimed at reducing infant mortality and morbidity. The consolidation of these staffs will provide for more timely decision making and policy direction and eliminate duplicative functions in planning, program development, technical assistance and quality assurance. Additionally, from the provider's prospective, it would streamline interactions with the state. The savings to the state would be in a decrease in supervisory middle management and planning staff.

- (18) Consolidate HMO (health maintenance organization) regulation currently in the Department of Health and the Department of Insurance into a new unit in the new Department of Regulated Commerce.**

Both the Department of Insurance and the Department of Health are currently responsible for regulating HMO's, which by their nature are part insurer and part health care provider. Better oversight of licensing, rate approval, complaint investigation and other regulatory activity can be achieved by combining these units into one in the new Department of Regulated Commerce.

- (19) Consolidate the licensing and regulation of homemaker/home health aides within the Division of Consumer Affairs and place within the new Department of Regulated Commerce.**

There are four separate agencies within State government with a piece of the regulatory responsibility for home health aides, including Medicaid which sets the reimbursement rates and evaluates the care provided by home health aides to Medicaid clients. Within the DOH, the Division of Health Facilities and Evaluation and Licensing regulates the care provided by home health agencies and certifies aides that work in nursing homes, the Department of Law and Public Safety's Division of Consumer Affairs regulates private agencies that serve as the employment base for aides, and the Division of Consumer Affairs' Board of Nursing is responsible for certification of individual home health aides.

This consolidation would result in the Board of Nursing having sole responsibility for certification of aides regardless of their worksite. The DOH would continue to regulate the care provided by home health aides, including functions currently performed separately by Medicaid.

- (20) Consolidate Department of Health Radiation and Indoor/Outdoor Air program with the DEP's Air Pollution Control Unit.**

The DOH program duplicates extensive activities in DEP which monitor and control air pollution. A consolidation of these staffs will provide for better regulatory implementation and reduce duplicative efforts.

(21) Consolidate the separate departmental laboratories into one State laboratory.

The Departments of Health (DOH), Environmental Protection (DEP), and Agriculture (DOA) are the primary providers of governmental laboratory services in New Jersey with the Department of Health far surpassing the others in both volume of work (85% of all analytical services) and number of employees (DOH - 220 staff, DEP - 45 staff, DOA - 25 staff). Although the organizational sizes differ greatly, each Department must maintain similar administrative and operational support functions to accomplish their mission. Some of these similar activities include purchasing, specimen receiving, glassware, media, inventory, records, clerical, personnel, billing, etc.

In addition, there are analytical areas which are duplicated within the Departments. They include several testing capabilities within the environmental, chemical, and biological testing sciences. Supporting these operations are sizable amounts of equipment which are not always used to maximum efficiency due to fluctuations in workload and staff expertise.

Also characteristic of current operations is DEP's principle reliance on the DOH laboratories to perform regulatory testing services which total approximately \$1 million annually. Supplementing this work is DEP's contractual agreements with private laboratories for testing services which its laboratory does not have the capacity to perform for an additional \$5 million per year. In order to manage these contracts, DEP maintains an Office of Quality Assurance consisting of 17 staff members whose responsibilities include contract laboratory management, environmental laboratory licensure, and laboratory auditing.

With the maintenance of three separate Departmental laboratory services, it is important to note that competition for funding and other resources has become an obstacle to the goals of each of the Departments. For example, funding requests for new analytical services, capital equipment purchases, and facility improvements are all regularly sought by the individual Departments. Because there has been no State laboratory service strategy or inter-Departmental planning and prioritization, the result has frequently been inadequate appropriations to support testing activities, duplication of laboratory testing initiatives, and a less than optimum utilization of State personnel and fiscal resources.

Similarly staff expertise and technical skills are in great demand and in recent years have encouraged a situation where one Department's recruitment success is another Department's staffing loss. This type of inter-Departmental competition for trained personnel further lowers the cost-effectiveness of laboratory operations.

It is recommended that the laboratory functions of the DOH, DEP, and DOA be consolidated into one State laboratory service with a single management structure which will enable significant cost savings through the more efficient utilization of personnel, equipment, and other laboratory resources.

This recommendation is one which has been strongly endorsed in past years by the Commission on Capital Budgeting and Planning which, through a detailed study by a contracted consultant (ICF Incorporated), documented the potential benefits and cost savings of a consolidated approach to laboratory services.

More recently, the Governor's Management Review Commission also recommended laboratory consolidation as a means of providing improved services at reduced costs.

Implementation of this proposal would for the first time allow New Jersey's laboratory services to be uniformly planned and managed. Some level of capital investment may be necessary in order to maximize the savings.

(22) Consolidate four separate older American programs in three Departments into a Division of Gerontology within the Department of Health.

The creation of a new Division of Gerontology within the Department of Health should be a consolidation of programs from the Department of Health, Department of Community Affairs and the Department of Human Services. The new division would include the following activities:

The Gerontology Program, located in the Department of Health, oversees operation of a statewide education and support program for family caregivers of the elderly, two geriatric dental programs, eight geriatric assessment centers, and a statewide Medicare information hotline. The Department also provides technical assistance to local health departments on health promotion and disease prevention efforts that are targeted to the elderly.

The Department also oversees two projects involving Huntington's disease: establishment of a special long term care unit and a pre-symptomatic testing and counseling clinic. A major responsibility is coordinating the expansion of community based services for persons affected by Alzheimer's disease. The program currently funds 32 adult day care centers, a state-wide dementia hotline, and a diagnostic center for Alzheimer's disease.

Division on Aging, located in the Department of Community Affairs, administers federal Older American Act funds that are allocated to New Jersey, awarding them to the county offices on aging where they are subcontracted to community agencies for health and social services for the elderly. In addition, they receive state and casino funds to implement specific legislative mandates.

The Elderly Abuse and Day Care Services (from DYFS) and the Respite Care Program in the Department of Human Services would also become consolidated within the new Division on Gerontology. These service programs award funds to community agencies to provide services to elderly persons and their caregivers.

This consolidation would better focus services to New Jersey's elderly, and eliminate duplicative planning, support, and management functions.

- (23) Consolidate the PEOSH (Public Employees Occupational Health and Safety Program) currently operated by three different Departments into one program operated by the Department of Labor.**

A single PEOSH Program should be created by a consolidation of programs from the Department of Health, the Department of Labor, and the Department of Community Affairs.

Currently, the Departments of Health (DOH) and the Department of Labor (DOL), respectively, conduct separate health and safety inspections. This is not only difficult to coordinate but also confusing to employers. Most industrial hygienists have had safety training as part of their formal industrial hygiene training and are already capable of conducting safety inspections. Safety inspectors, however, are not usually trained in the principles of industrial hygiene. By merging DOL safety inspectors with the DOH, DOH industrial hygienists could train the safety inspectors to recognize and recommend controls for workplace health hazards. This cross-training would not only provide greater efficiency in workplace inspections, by reducing the need for two separate state agencies conducting separate inspections at the same sites, but would also provide DOL with additional inspectors to meet the growing number of public workplaces that require health and safety inspections.

The Department of Community Affairs conducts inspections of building safety, structured safety and fire safety affecting the public employees. These inspections could be consolidated with those done for employee health and safety.

A single PEOSH located in Labor would eliminate duplicative functions and staff performing similar or identical activities. The effectiveness of the program would be enhanced by a single program.

- (24) Consolidate the Worker and Community Right to Know programs in the Department of Health, the Department of Labor, and the Department of Environmental Protection into one program in the Department of Environmental Protection.**

The Department of Health is currently the lead state agency in implementing the Worker and Community Right to Know Act. The law provides the DOH with 40% of the funds received by the Right to Know Trust Fund, while DEP receives only 20%. DOH is involved in Worker Right to Know for all public employees and Community Right to Know for emergency responders, the community, and the environment, while DEP is involved in Community Right to Know for emergency responders, the community, and the environment.

The Department of Health is responsible for enforcing the Right to Know Survey, education and training, labeling posters, and central files in 9,278 public workplaces, and for enforcing Right to Know labeling in 37,000 private workplaces, while DEP is also responsible for enforcing the Community Right to Know Survey in 37,000 private workplaces. The Department of Health is responsible for preparing 2,500 Hazardous Substance Fact Sheets. The Department of Health must maintain a 2,500 substance hazardous substance list, while DEP needs to maintain a 161 environmental hazardous substance list.

The Department of Labor has responsibility for educational and enforcement activities for PEOSH.

Joining the programs together in the same department would improve the efficiency and effectiveness of the State's Community Right to Know Program. At present, the Department of Health has five inspectors and DEP only has two. By combining inspection teams, the Right to Know Program would have seven inspectors which could inspect for both labeling and Community Right to Know Surveys. The trade secret regulations are joint regulations of DOH and DEP, but have not yet been accomplished. By combining the programs, regulations would not require the input of two departments' input and, thus, would be amended and promulgated much faster.

All three departments have created separate databases to hold the hazardous substance information obtained from the Right to Know Surveys and Community Right to Know Surveys, and the Hazardous Substance Fact Sheets in the case of DOH.

A consolidation of these programs would provide for better effectiveness of this program and would eliminate duplicative planning, management, and data functions.

(25) Consolidate Marine surveillance and enforcement staffs in Department of Law and Public Safety and Department of Environmental Protection.

Both departments use boats, helicopters, and other vehicles and equipment to monitor shore pollution and enforce marine regulations. The extensive equipment and staffs of these units should be consolidated to provide for a cost savings, more efficient use of staff and equipment, and to strengthen the overall enforcement effort.

(26) Combine administrative support services in personnel and fiscal staff of the Parole Board with same staff in Department of Corrections.

The relatively small staff of the Parole Board does not require a separate administrative support apparatus.

(27) Consolidate AIDS Planning and Services in several departments under the Division of AIDS in the Department of Health.

Specific recommendations will be reviewed in light of AIDS Plan currently under development.

(28) Consolidate county jail inspections under one unit in the Department of Corrections.

There are three different departments responsible for different aspects of inspections of county jail facilities. The DOH for food service issues, the Department of Community Affairs for life safety issues, and the Department of Corrections for security issues and Administrative code and departmental standards. One unit under the Department of Corrections would provide for a more effective program and eliminate duplicative administrative functions.