

# Top 100 Facts About the Daniels Administration

## **Restoring Fiscal Integrity**

1. Paid back over \$750 million to local government and schools that were payment delays enacted by previous administrations.
2. Tax Amnesty Program -- \$244 million in revenue was collected through this successful program. This amount was 4 times larger than projections.
3. Biggest tax cut in state history -- Property taxes cut and capped permanently. Beginning in 2010, homeowner property taxes were capped at 1 percent of a home's assessed value, apartments and agriculture land were capped at 2 percent of assessed value, and business property was capped at 3 percent of assessed value.
4. First AAA rating in state history in 2008. Indiana is one of only nine states to currently be rated AAA.
5. 53% of outstanding state debt was paid off resulting in Indiana having the third lowest debt per capita for state governments, the third lowest debt as a percentage of gross domestic product and the second lowest debt per private sector worker.
6. In 2010 the Automatic Taxpayer Refund (ATR) was established recognizing that after some prudent level of reserves is achieved the state should return excess dollars collected to the taxpayers. In 2012, state reserves exceeded that prudent level and triggered the ATR. In 2013, taxpayers will receive a credit on their taxes. The median taxpayer will receive a 13% discount on their tax liability. Additionally, various state pension funds including the state police and the teachers retirement fund were strengthened because of the strong fiscal condition of the state.
7. In 2005, Indiana state government was bankrupt with a \$700 million deficit. Since then we have had budgets in the black for seven years running and have achieved these balanced budgets without raising taxes. Today we have \$2 billion in reserves (after the Automatic Taxpayer Refund).
8. 3<sup>rd</sup> lowest per capita state spending in America.
9. In 2004, less than 15 of Indiana's 92 counties billed property taxes on time. Today 90 out of 92 are doing so.

## **Improved Customer Service and Streamlined State Government**

10. Created Office of Management and Budget which established a new financial oversight and management mechanism to restore the soundness of the state's budget process, ensure that effective financial management policies are implemented throughout state government and to coordinate all functions related to budgeting, spending control and performance measurement.
11. Most conservative rate of return assumption (6.75%) of any major pension plan.
12. Repaid a \$63 million loan to the State General Fund the Bureau of Motor Vehicles Commission had since the 1990s.
13. Indiana now has the fewest state employees per capita in the country and fewer state employees than in 1976. In January of 2005 there were over 35,000 executive branch employees. Today there are approximately 28,000.
14. Changed the culture of state employment through pay for performance. Before 2005 state employees received across the board raises regardless of their performance. Now employees receive annual performance evaluations and pay raises are tied to performance. Employees not meeting expectations are assisted through work improvement plans.
15. Consolidated all (100+) agencies into one Information Technology (IT) shared services organization and centralized 6 data centers achieving better service and over \$62 million in direct IT service costs savings.
16. Centralized human resources into one shared services organization. Only one other state (Utah) has accomplished this task which resulted in big savings by way of a significant reduction in headcount (527 in 2004 to 185 today). SPD centralization saves over \$8.5 million annually.
17. Merged Indiana Tobacco Prevention and Cessation program into the Indiana State Department of Health allowing for a more coordinated message and use of resources around smoking cessation.

18. Merged the Commission of Proprietary Education and the State Student Assistance Commission into the Commission of Higher Education.
19. Merged PERF and TRF into Indiana Public Retirement System (INPRS) and achieved significant cost savings through reduced fees.
20. More than 93% of state employees are now enrolled in a consumer driven high deductible (CDHP) health care plan. Annual savings are \$17million to 23 million.
21. Significantly reduced the size of the state's aviation and vehicle fleets, from 22 planes and helicopters in 2005 to 6 today. The number of fleet vehicles has been reduced by 21% since 2005.
22. Minority and Women's Business Enterprises (MWBE) has had unprecedented growth since 2005.
22. Overall MWBE spend commitments for FY 2012 were 11.01% compared to spend commitments of 4.35% in FY 2005.
23. Buy Indiana – In 2005 approximately 63 cents of every dollar was spent with an Indiana company. Today that number is over 85 cents of every dollar with a goal of 90 cents.
24. Operating with New Efficiencies (ONE) meant improving the state's sourcing and negotiating power to benefit the state's overall budget. Since August 2005, the Indiana Department of Administration has worked on behalf of all state agencies to find solutions that directly improve the way the state purchases, ultimately saving taxpayer dollars. Specifically, the IDOA has tracked and validated over **\$88 million** in savings for state agencies from April 2006 to June 2012.
25. Expanded the ONEIndiana, strategic sourcing initiative to K-12 schools. Since 2006 participating schools have saved more than \$20 million on computer purchases.
26. In 2009, IDOA aggregated the purchasing needs for road salt, a *supplier-driven marketplace*, for nearly 200 cities, towns, and counties across the state, taking the ONEIndiana concept beyond savings for just state agencies. The partnership between local governmental entities and the state for road salt yielded over \$10 million in savings to participating locals from 2009-2012.
27. Civil Service Modernization was the culmination of all of personnel centralization efforts since 2005. The Civil Service Modernization Act replaced the Indiana State Personnel Act of 1941. As a result the number of laws, rules and policies involved in state personnel and human resources matters is about one-third of what it was prior to these reforms. In the new, modern personnel world only about 13% of employees termed classified/merit (67% of employees in 2005 were classified/ merit) with federal job protections and 87% are now employees-at-will, with everyone entitled to an annual performance review and assessment. State of Indiana managers are now able to ensure that performance will be rewarded in a fair and objective manner. This may be the most significant change as it relates to sustainable management of the state's business.
28. Faster permitting at the Department of Environmental Management -- In 2005, there were over 552 air and water permits. The average time to issue a permit was 250% of that allowed by law. This backlog was eliminated by 2008 and the average time to issue a permit has been reduced to less than one-third of the 2005 benchmark and is now less than 75% of that allowed by law.
29. The time to process a tax refund has been cut in half since 2005 from 30 days to 15 days.
30. BMV that works – 97% customer satisfaction. In 2005, it was not uncommon for Hoosiers to experience wait times of over an hour or even two at the Bureau of Motor Vehicles. Today, the average visit time is less than 12 minutes.
31. Annual office space lease obligations have decreased \$7 million since 2007.
32. Eliminated township assessors resulting in faster and more consistent assessment of property.
33. Optimization of the Hoosier Lottery performance with integrated service provider.

### **Economic Development**

34. Indiana enacted the Right to Work law in 2012. Since its enactment 94 companies have stated that Right to Work will factor into their decision on where to located and expand their business. Of these 94, 64 are in the pipeline stage and account for the potential of more than 8,390 new jobs and more than \$2.7 billion in new investment. Of these 64, 39 companies have already accepted IEDC's offer; accounting for more than 4,550 projected new jobs and \$1.6 billion in new investment.

35. The Indiana Economic Development Corporation was created in 2005 , commencing the building of the “Best Sandbox in America”. Today, Indiana is a leader in both the region and the nation for our achievements in this area.
  - 8<sup>th</sup> overall best state for business
  - 1<sup>st</sup> best state for rail and highway accessibility
  - 3<sup>rd</sup> best state leading in the economic recovery
  - Top 5 pro-business state and best in Midwest (up 23 states since 2010 earning us “most improved”)
  - 5<sup>th</sup> in the nation in business friendliness
  - 7<sup>th</sup> (lowest) in the nation in cost of living
36. Indiana has experienced unprecedented, record-breaking job growth over the last eight years. Since 2005, the IEDC has closed on 1,467 projects accounting for nearly 169,000 projected new jobs and more than \$34 billion of new investment in the state. All of this success has occurred with offering only a fraction of the incentive cost per job that previous administrations offered. In 2005, the average incentive cost per job was \$37,000; today that number has decreased to \$9,000.
37. The average wage of Hoosiers has increased more than \$2.50 per hour since 2005, from \$17.03 in 2005 to \$19.66 today.
38. Reduced Indiana's corporate income tax rate from 8.5 percent to 6.5 percent, a decrease of nearly 25 percent. Indiana's corporate tax rate is being reduced by 0.5 percent per year in and will continue to do so over four years to a final rate of 6.5 percent.
39. Legislation to observe Daylight Savings Time (DST) passed in 2005 as part of Indiana's economic development agenda. Indiana began observing DST in 2006, ending decades of constant confusion by businesses across the nation and around the world about what time Indiana was observing during what part of the year.
40. Indiana's Telecom Reform Act of 2006 quickly became the national standard for reforming access to broadband communications. According to a Ball State study, in the first year following its passage, Indiana had a 75% increase in broadband access with more than 1.5 million broadband connections in the state. In the first 18 months the same study stated that Indiana had \$500 million in new information technology investment by telephone companies which led directly to 2,200 new telecommunications jobs in Indiana.
41. The Northwest Indiana Regional Development Authority (NWIRDA) was created in 2005 to help jumpstart the economic revitalization in Northwest Indiana. In 2006, \$200 million of the proceeds from the lease of the Indiana Toll Road were dedicated to the NWIRDA.
42. In 2005, the 7,000-acre Newport Chemical Depot stored over 1,000 tons of the chemical weapon VX nerve agent. The security associated with this storage and other site contamination made the facility off limits for development. Indiana's Department of Environmental Management worked with the U.S. Army to oversee the complete destruction of all VX agent at the facility and the decontamination of the facilities used for the destruction. The facility is now safe for development.
43. In 2006, the Indiana Toll Road was leased to a private operator for \$3.8 billion dollars. Those monies have been reinvested in Indiana's infrastructure through the building and preservation of more than 200 projects. Indiana has achieved record breaking road and bridge building with no new debt and no new taxes. Some notable projects include: I-69 from Evansville to Crane, the Hoosier Heartland Corridor, US 31, Fort to Port and the Ohio River Bridges and the replacement or rehabilitation of 615 bridges.
44. In 2005, Indiana saved jobs by successfully presenting Indiana's defense industry during the 2005 Base Realignment and Closing hearing. The Department of Defense issued the Base Realignment and Closing (BRAC) recommendations that had the potential to adversely impact the Indiana economy and the lives of thousands of Hoosier households. BRAC recommendations would impact eight of Indiana's military installations and had the potential to cost 1,800 jobs. Indiana's military assets were saved from these cuts and no jobs were lost in Indiana.
45. Solved the Unemployment Insurance Trust Fund problem that had been developing since 2001.

46. Financing of the construction of Lucas Oil Stadium and the Indiana Convention Center which has resulting in hundreds of millions of dollars for the Indiana economy by hosting more and larger conventions and special events such as 2012 Super Bowl.

### **Environment and Natural Resources**

47. Healthy Rivers Initiative – seeks permanent protection of nearly 70,000 acres along Sugar Creek, the Wabash River and the Muscatatuck River.
48. Record setting nature conservation – over 51,000 acres protected since 2005. Some larger projects include: Goose Pond, an 8,000-acre wetland restoration in Greene County, and the Deer Creek Fish and Wildlife Area, created from nearly 2,000 acres of surplus state land in Putnam County that the DNR received in a land exchange with the Indiana National Guard.
49. The Bicentennial Nature Trust was created to celebrate Indiana's 200<sup>th</sup> birthday in 2016 with the goal of continuing commitment to the preservation and conservation of our public lands.
50. In 2005, a comprehensive statewide trails plan (Hoosiers on the Move) was developed with the goal of having every Hoosier within 15 minutes (or 7.5 miles) of a trail. Today, with more than 3,000 miles of trails in Indiana, and 97% of Hoosiers are within 15 minutes of a trail.
51. Record setting attendance at state parks and other DNR properties produced \$20 million in revenue each of the last 5 years.
52. In 2005 only one of the 108 Combined Sewer Overflow communities in Indiana had an approved long term control plan and none had completed implementation of their plan. At the end of 2012, all but 4 communities have approved long term control plans and 39 communities have completed implementation of their plans.
53. Development of the Hoosier Homegrown Energy Plan has led Indiana to the forefront in development of alternative energy sources including wind, clean coal, ethanol and synthetic natural gas.
54. Renovation of Victory (statue on top of Monument Circle).
55. Renovation of the Pepsi Coliseum at the Indiana State Fair Grounds.
56. Air quality standards met in all 92 counties.

### **Health and Welfare**

57. In 2006 the goal of having every Hoosier child fully immunized by age 2 was announced, and through an increase in the cigarette tax \$11 million was dedicated toward this initiative. At the time, lack of vaccine supply was one of the primary factors impacting child immunization. The additional dollars dedicated toward childhood immunization in 2006 completely solved that problem and since then Indiana has never been short of supply. In 2005, 69.9 percent of Indiana's children were fully immunized. Today that percentage has increased to 73.4, and progress is still being made.
58. InShape Indiana – Developed a health and fitness initiative aimed and helping Hoosiers become more active and combat the obesity problem facing our state.
59. Historically, the Developmental Disability (DD), Support Services (SS), Traumatic Brain Injury (TBI), Autism, and Aged and Disabled (A&D) waivers had long waitlists. In 2004, Indiana provided services to about 12,000 individuals. Today the number of individuals being served has more than doubled to nearly 25,000.
60. The Healthy Indiana Program was developed and provides over 40,000 previously uninsured Hoosiers with health insurance coverage.
61. More than 300,000 Hoosiers have received free or reduced priced prescription drugs through the Rx for Indiana program which was launched in 2005.
62. In 2004, Indiana was one of the worst performing states in the nation in welfare benefits management. Today it is one of the best, even earning a national award. This transformation occurred with the implementation of the "hybrid" system which began in January of 2010 and was completed in February of 2012. Hybrid employs greater flexibility and more accessibility for clients via in-office, telephone, and internet service options. Case files are electronic and any caseworker in the State can access information regarding a person's benefits. Though application volume increased over 90% since 2005, clients are being served in a more timely and efficient manner. Food

Stamp (SNAP) and TANF timeliness was 94% at the end of September 2012. This compares to 75% timeliness in 2005 and 58% timeliness in 2009. Staff has decreased the backlog of overdue applications by 87% since December 2009 and FSSA's case processing accuracy now consistently outperforms the national averages. In 2012, it is estimate that implementation of the Hybrid system has resulted in approximately \$61,300,000 in savings compared to the antiquated, paper-driven process in place in 2004.

63. A statewide smoking ban was passed and implemented in 2012.
64. In 2005, over 100 Indiana communities regularly discharged untreated sewage when it rained. Now, all but two of those communities are implementing programs to stop the discharge of untreated sewage, and at least thirty-four communities have completed the work to accomplish that task
65. The Home Energy Conservation Program was expanded with one-time federal stimulus dollars. Indiana uniquely implemented centralized purchasing as part of its program saving roughly \$1.8 million on materials and allowing for the weatherization of more homes. It should also be noted that the federal Inspector General feared fraud in this program more than any other stimulus program and Indiana was the only state to get a clean audit by the federal government for this program.
66. The percent of Hoosier veterans receiving benefits has increased from only 8% in 2005 to nearly 14% in 2012.
67. More than 800 additional family case managers (FCMs) have been trained and added to the Department of Child Services team. In 2004 there were only 764 FCMs serving our most vulnerable children today there are 1632.
68. In 2012 Indiana had the fewest child deaths from abuse and neglect in its history. The number of child deaths as a result of abuse and neglect has been decreasing dramatically as a result of more and better trained caseworkers having smaller caseloads and allowing for regular personal visits with families.
69. In federal fiscal year 2005 only 52 percent of child support payments were being made in a timely fashion. In 2012, the percent of timely payments has increased to 60%. That translates into nearly \$120 million more dollars going to custodial parents during 2012 than in 2005. Back child support withheld from gaming winnings = \$1.3 million since 2010.

### **Public Safety**

70. IDOC's juvenile population cut nearly in half and average stay in state incarceration has been reduced by nearly 40%.
71. IDOC avoided \$350 million in costs through efficient partnerships with third-party contractors for providing offender food services, expanded medical services, management and oversight of certain prisons, and retrofitting prisons with energy saving technologies; adding capacity within current prison facilities rather than relying on new construction, and standardizing a staffing plan to bring the most out of all IDOC employees.
72. Every prison, every juvenile detention facility, every parole district office, as well as the prison Industries and Farms program, the Department's Correctional Training Academy and IDOC's central headquarters achieved national ACA accreditation. Indiana received the ACA's coveted Golden Eagle Award for the first time in Indiana's history.
73. In 2005, the Department of Correction established Indiana's first faith and character-building prison housing units dubbed PLUS (Purposeful Living Units Serve) as a pilot in three facilities. Today the program has expanded and is operational in 15 of the Department's facilities.
74. CLIFF (Clean Living is Freedom Forever) won the American Correctional Associations Program of the Year Award in 2009. More than 2,300 offenders have graduated from this program. CLIFF is a specialized, intensive substance abuse treatment unit.
75. 250 more state troopers were added to the road. As a result, the number of fatalities on Indiana's roads was substantially reduced.
76. The Indiana State Police Laboratory once had a DNA testing backlog high of over 1000 cases. Today that backlog has been eliminated.
77. The rate of injury per 100 full time workers in Indiana was reduced from 5.1 in 2005 to 4.3 in 2011.

78. In 2007, The Hoosier Your Challenge Academy was established in Knightstown. The Hoosier Youth Challenge Academy is a residential program for the at risk youth of Indiana between the ages of 16-19 who are struggling academically. In 2011, 78 cadets graduated from this program.
79. Creation of Muscatatuck Urban Training Center (MUTC)
80. Expansion of Camp Atterbury
81. Completed build out of the 800 MgHz Integrated Public Safety Communication system (Hoosier SAFE-T)
82. Created and operated the Office of Disaster Recovery in response to the historical floods of 2008 and the devastating tornados of 2012. This included the development of "one-stop shops" where citizens affected by the disasters could receive assistance from all government agencies and other entities like the Red Cross in one place.

### **Education**

83. In 2005, created. Mitch's Kids, a partnership between state government and Boys and Girls Clubs in Indiana. It is designed to give Indiana's students help with homework, tutoring and assistance with career related study. So far over 16,000 students have participated in the program. On average a student enters the Mitch's Kids program 8 months behind in reading and 7 months behind in math. Upon completion kids have improved an average 5.5 months in reading and 7 months in math.
84. In 2008 the Mr. and Miss Science and Math awards were created to recognize the Indiana's top high school talent in math and science and as part of a comprehensive focus on STEM subjects.
85. In its first year of implementation (2011), the choice scholarship program had 3,919 students, making Indiana's voucher program the largest in the nation. Now, one year later, the program has had 138% growth with 9,324 students choosing a school that best meets their educational needs.
86. In 2006, 10,247 Hoosier children were in a full-day kindergarten (FDK) program. In 2012, 66,401 are participating and the program is fully funded throughout the entire state.
87. As part of the comprehensive education reform package of 2011, charter schools were greatly expanded in Indiana by increasing the number of authorizers, allowing for greater use of part-time and non-traditional teachers and all while being held to strict accountability measures.
88. The Mitchell E. Daniels Early Graduation scholarship was created in 2011. In the first year, 17 students participated. This year, that number grew to 218.
89. Indiana leads the nation in its dedication to K-12 education with 55.4% of its general fund budget being spent on this most critical area.
90. Percent of high school students graduating is up nearly 10% since 2006 (85.6% in 2011).
91. With the implementation of the I-Read 3 program, which requires a child to demonstrate reading proficiency to advance beyond the third grade, Indiana has put an end to social promotion of students and has focused on making certain that our students obtain the skills they need to succeed.
92. With the passage of school discipline legislation teachers can feel confident that they can control their classrooms without the fear of frivolous lawsuits.
93. Performance funding formula for higher education has been implemented and improved. Now a percentage of state tax dollars going to public universities is tied to such factors as on-time graduation of students.
94. From 2005-2013, K-12 spending has increased nearly 10% (including FDK) and the per pupil increase has been roughly 5.5% over this same period.
95. In 2009, Indiana was the first state with Woodrow Wilson Teaching Fellows, an ambitious program that prepares accomplished professionals in the STEM (Science, Technology, Engineering and Math) fields for teaching careers. Today with more than 225 Woodrow Wilson Teaching Fellows it is estimated that these teachers will reach more than 23,000 Hoosier students each year.

### **Sweeping Ethics Reform and Increased Transparency in State Government**

96. Implemented the state's first consolidated statewide financial system and consolidated statewide Human Resources system, allowing for more accurate reporting and resulting in closing the state's financial books quicker than ever before.
97. Implemented the State's first common look and feel web portal for 108 agencies on IN.gov helping to further emphasize that we operate as one enterprise not hundreds of separate agencies.
98. In 2010, Indiana state government launched its first website ([www.Transaprecy.IN.gov](http://www.Transaprecy.IN.gov)) dedicated to providing the public more transparency into the budgeting and financial details of state government, including all state contracts and detailed expenditure data. In 2011, two national organizations recognized Indiana's efforts to bring more transparency to state government. The United States Public Interest Research Group (US PIRG) and the Sunshine Review both awarded Indiana "A-" grades for the accessibility of state websites.
99. Created in 2005, the Office of Inspector General's mission is to deter, detect and eradicate fraud, waste and abuse, mismanagement and misconduct in state government. Prior to its creation, the state simply had an ethics commission which looked in to state ethics complaints. From 1998-2004 only 18 formal advisory opinions and nearly 1500 informal advisory opinions were issued. With the creation of the Inspector General and the broad mission to fight fraud and abuse in state government 112 formal opinions and more than 2200 informal advisory opinions have been issued since 2005.
100. Most improved state government (Governing Magazine, 2008).