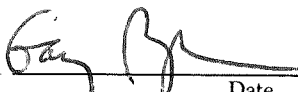


Approved  Date 4-25-91

MINUTES OF THE House COMMITTEE ON Governmental Organization

The meeting was called to order by Rep. Gary Blumenthal at
Chairperson

12:00 ~~a.m.~~/p.m. on Friday, April 12, 1991 in room 522-S of the Capitol.

All members were present except: Rep. Brown
Rep. Bowden,
Rep. Hamilton,
Rep. Lahti

Committee staff present:

Carolyn Rampey, Research Dept.
Julian Efird, Research Dept.
Nita Shively, Committee Secretary

Conferees appearing before the committee:

Chairman Blumenthal called meeting to order at 12:00 p.m., asking for subcommittee reports on the KCC and Childrens' Services.

Chair recognized Rep. McClure who spoke and presented his subcommittee's report on the 1991 Sunset Review of the State Corporation Commission, (Attachment 1.) Rep McClure pointed out that due to the inordinate amount of time that elapsed before receiving bills from the Senate, the subcommittee was unable to work on any particular legislation. They did, however, review the KCC and their report lists a number of their concerns.

In addition, Rep. McClure brought the committee up-to-date on the Conference Committee that took place at 8:00 a.m. today. Since only one Senator was present, they were unable to resolve the impasse over the length of time to extend the sunset. Since there are so many agencies coming up for review next year, the House committee would like to make the extension for 4 years rather than the 1 year called for in SB 114. Another meeting will probably be necessary.

Rep. Hackler reported to the committee on Childrens' Services and also furnished a written report, (Attachment 2). Due to the magnitude of their assignment, she stated they were unable to cover every area. However, they experienced a great deal of cooperation among the groups representing children and a desire to correct duplication of services.

In addition, there were several positive results from contacts made by subcommittee members; notably, SRS is investigating Boeing's Total Quality Management Training (TQM), an extremely successful and money-saving program. This follows a conversation between Dr. Harder and Rep. Lahti. The Department of Education is also interested in this program. A similar contact between Rep. Hackler and a pharmaceutical lobbyist may be helpful in assisting the state in providing vaccines.

Rep. Blumenthal thanked subcommittee chairs for their outstanding efforts in chairing their respective subcommittees this session.

Motion to accept both reports was made by Rep. Bishop, seconded by Rep. Lawrence, motion carried.

It was the consensus of the committee that Boeing should be recognized for their assistance to the state on the TQM project. Staff will be requested to draft a Resolution that hopefully can be introduced on the House floor today and acted upon tomorrow.

Minutes were approved and meeting adjourned at 12:20 p.m.

1991 SUNSET REVIEW:
SUBCOMMITTEE ON THE STATE CORPORATION COMMISSION

The State Corporation Commission is scheduled for abolition on July 1, 1991, unless the 1991 Legislature enacts legislation to continue or to reestablish the agency. If no bill passes this 1991 Session, then the Sunset Law provides for a one-year period in which the agency must conclude its business before it ceases to exist on July 1, 1992.

Background

The State Corporation Commission originally was scheduled for abolition under provisions of the Kansas Sunset Law on July 1, 1982. Two sunset audit reports prepared by the Legislative Division of Post Audit were presented prior to the 1982 Legislature to assist in reviewing the State Corporation Commission: one addressing the Office of the Securities Commissioner and one on the motor carrier regulatory program. Another audit, on the mined-land regulatory program, was released in March 1982 during the session. A final audit on the public utility regulatory program was released in September 1982 after the session.

The 1982 Legislature continued the Commission in existence through July 1, 1983, in order for the 1983 Legislature to complete the sunset review of the Commission and the last two audit reports. The 1982 Legislature also passed HB 3075, as amended by HB 3168, to detach the Securities Commissioner from the State Corporation Commission and to establish an independent Office of the Securities Commissioner.

The 1983 Legislature passed SB 42 which reestablished the State Corporation Commission until July 1, 1991, at which time it will be subject to abolition under provisions of the Kansas Sunset Law. In addition, the 1983 Legislature passed Substitute for HB 2434 which abolished the Kansas Energy Office and transferred certain responsibilities to the State Corporation Commission.

Current Sunset Review

The House Committee on Governmental Organization, Subcommittee on the State Corporation Commission, began meeting February 6, 1991, to review the Commission, its organizational structure, and the functions of its different units. These Subcommittee meetings followed two days of Committee hearings January 22 and 23 plus a tour of the Commission's Topeka headquarters on February 5.

The Subcommittee followed an organizational centered schedule in which the Commission staff presented information about the functions and duties of each of the agency's organizational units:

1. The Commission
2. Administrative Services
3. Energy Programs Section
4. Legal Services
5. Conservation Division
6. Transportation Division
7. Utilities Division

The Subcommittee discussed many areas of the agency and its operations, but did not reach any conclusions during its three weeks of review.

The areas of concern included:

1. The Commission itself was discussed in terms of electing rather than appointing members, of increasing the number in order for subcommittees to function, and of providing a small staff for Commissioners which would be separate from the regular staff.
2. The energy conservation unit (Energy Programs Section) has been reduced in staffing due to decreasing oil overcharge funds.
3. There is overlap between the Conservation Division and the following agencies: Kansas Department of Health and Environment, Kansas Water Office, Kansas Geological Survey, Division of Water Resources of the Board of Agriculture, and the Division of Emergency Preparedness of the Adjutant General.
4. There is overlap between the Transportation Division and the following agencies: Kansas Department of Revenue (motor carriers), Kansas Highway Patrol (motor carriers), Kansas Department of Transportation (railroads and pipelines), and Kansas Department of Health and Environment (pipelines).
5. The question of why most employees in the Utilities Division are unclassified was discussed.

The attached summary was presented by the Commission staff and should serve as an outline of the areas on which the Subcommittee focused during the 1991 sunset review.

Sunset Extension Bill

S.B. 114 as amended by the Senate Committee on Governmental Organization would continue the State Corporation Commission in existence for one year, at which time it would be scheduled for abolition under provisions of the Kansas Sunset Law.

The bill as introduced would have continued the Commission in existence for eight years, with abolition scheduled for July 1, 1999, pursuant to the Kansas Sunset Law provisions.

S.B. 114 was rereferred to the Senate Ways and Means Committee in order to exempt it from deadlines which apply to nonexempt bills. The Senate Committee plans to request an interim study prior to the 1992 Legislature in order to review the agency and trailer legislation (S.B. 426) in more detail.

House Committee Recommendation

The Committee recommends that the Commission be extended until July 1, 1995, and that the four-year extension be amended into S.B. 114.

April 10, 1991



Joan Finney
Governor

Keith R. Henley
Chairman

Rich Kowalewski
Commissioner

Jack Shriver
Commissioner

Judith McConnell
Executive Director



Kansas Corporation Commission

MEMORANDUM

TO: Members, House Committee on Governmental Organization

FROM: Staff, Kansas Corporation Commission

RE: Briefing associated with the Committee's sunset review of the Kansas Corporation Commission

DATE: January 22, 1991

This briefing paper is not intended to serve as an in-depth analysis or comprehensive treatment of an immensely complicated subject; rather, it is intended to provide the Committee with a very broad overview--an introduction to the responsibilities and functions of the Kansas Corporation Commission and the current structure and organization designed to carry out its mission. The Commission's responsibilities are very broad, diverse, and complex. Additionally, regulatory authority over utilities has evolved into an overlapping and often confusing maze of authority and jurisdiction.

Responsibilities

The KCC is, like most regulatory agencies, something of a hybrid in state government. The Commission fulfills a combination of legislative, executive, and judicial functions. In the broadest sense, the KCC is vested with authority to regulate the economic discretion of individuals and businesses where it has been determined that the enterprise affects the public interest. The Commission has the power to prescribe or prohibit activity in a given situation, to determine whether the law has been violated in discrete cases, to institute proceedings against violators and even impose sanctions in certain circumstances. The services regulated by the KCC include electric, gas, telephone, water and transportation companies and the issuance of certain securities by public utilities. Additionally, the KCC regulates oil and gas prorationing and has co-responsibility for the protection of ground water.

The State's objective with respect to regulation of public utilities and common carriers is the same as all the other state and federal regulatory bodies--to see that the public interest is served by the rendering of sufficient, non-discriminatory service at such prices as will be fair, equitable and reasonable to the customer, yet allow the enterprise such a return on investment as will be adequate. This same standard applies to the regulation of common carriers and

motor carriers. In regard to the regulation of the production of oil and gas and the protection of fresh and usable water, the state objective is to conserve these precious natural resources and to protect correlative rights.

Structure and Organization

The Kansas Corporation Commission is composed of three members. The Commissioners are appointed by the Governor with the advice and consent of the state senate. Kansas law provides for staggered terms of four years. No more than two of the three commissioners may belong to the same political party. The activities of the commissioners during their term of office are subject to statutory restriction. Kansas law provides that the commissioners shall choose one of their colleagues as Chairperson; however, by custom, the Governor indicates his/her choice, which is usually ratified by the majority.

Like most state regulatory bodies, the KCC is financed through fees and assessments--no state general fund revenues are involved. The Commission is financed through two types of assessment: a general assessment and a special assessment. Under the special assessment scheme, the costs of regulation are assessed against those companies whose rates, practices or policies the commission investigates at a particular time. Those expenses that are not covered by special assessment are apportioned quarterly under the general assessment principle. The Commission's approved Fiscal Year 1991 budget totals approximately \$13.5 million.

The Commissioners are assisted in their responsibilities by a staff of 235 employees. The Commission's functions are carried out under four separate divisions: Administrative Services/Legal, Utilities, Transportation, and Conservation. The first three divisions are located in Topeka, while the Conservation Division is located in Wichita and is supported by four district offices. Organizational charts are attached.

Administrative Services/Legal Division

The Chairman and Commissioners determine regulatory policy. The Executive Director is responsible for accurately reflecting this policy in carrying out the duties and responsibilities of the Administrative Services Division. The Executive Director supervises the preparation of the agency budget and directs the administrative services units, including accounting, personnel, docketing, computer services, public affairs, and support services. The Legal staff acts as legal advisor to the Commission and to each of the regulatory divisions of the Commission on legal matters pertaining to regulatory duties and mandates prescribed by statute. In addition, the legal staff is mandated by statute to represent the public generally on all complaints and applications before the Commission and various federal and sister state commissions and administrative agencies. The legal staff represents the Commission in federal and state courts, and the various federal regulatory bodies, such as the Federal Energy Regulatory Commission, the Interstate Commerce Commission, and the Federal Communications Commission. Finally, the legal section prepares and assists the Commission in drafting orders and memorandum opinions in regard to matters decided by and pending before the Commission.

*g.O. 4-12-91
attachment 1-5*

Utilities Division

The Utilities Division has staff responsibility for administration of the public utility law, rules, regulations, and policies of the KCC governing utility companies rendering electric, gas, telephone, and water service. In general, utility companies are subject to Commission jurisdiction with respect to:

- (1) the territory in which they are certificated to operate,
- (2) the rates they charge for service,
- (3) the type and quality of service rendered,
- (4) the issuance of indebtedness and other securities for the obtaining of capital,
- (5) accounting procedures and reports which must be filed with the Commission, and
- (6) safety regulations and standards of construction.

Because public utilities are generally given the exclusive right to operate in their service territory and are not usually subject to the pricing constraints of competition, the law provides that their rates shall be regulated. Kansas statutes requires that the Commission not be arbitrary in fixing utility rates. The Commission is required to grant to the utility company rates which will enable it to recover its legitimate expenses and an opportunity to earn a reasonable return on the investment it has made to provide service to the public. The purpose of Commission rate hearings is to place before the Commission evidence relating to reasonable operating revenues and expenses of the company, the appropriate rate of return on the investment of the company, and rate schedules that will permit the utility an opportunity to recover its revenue requirements in a nondiscriminatory manner.

The utility companies are given the opportunity to earn an appropriate level of return through the schedule of rates charged to the consumer. That appropriate level of return has been construed by the courts to be what is earned by other businesses having comparable risks, and which is sufficient to permit the utility to be financially viable.

The Utilities Division is organized by major work programs: accounting, economic policy, engineering, and natural gas pipeline safety regulation. These sections provide the Commission with timely, accurate and appropriate information and recommendations, either in response to rate requests or other filings or as a result of investigations or reviews of utility operations. Utilities Division staff analyze these applications to determine whether the utility's reported rate base, expenses, and revenue projections are accurate and reasonable or whether, in their judgment, adjustments should be made. If the staff takes issue with the information provided in the application, the request must be suspended pending a formal hearing. Failure to suspend an application within thirty days is deemed approval of the entire amount requested. If the application is suspended, the Commission must render a final decision within 240 days of the filing date. Failure to do so is likewise deemed approval and the entire amount of the request becomes effective. Should the matter go to hearing, the applicant must be prepared to establish, by appropriate schedules and competent testimony, all relevant facts and data pertaining to its business and operations which will assist the Commission in arriving at a determination of rates that are fair, just, and reasonable both to the utility and the public. KCC staff members prepare written testimony in which the staff position and recommendations to the Commission are presented and explained in detail. Procedures exist for the appeal of Commission decisions.

*g.o. 4-12-91
attachment 1-6*

The pipeline safety section enforces the Kansas Natural Gas Pipeline Safety Regulations as enacted by the Commission. The Commission, in enforcement of the Federal Pipeline Safety Regulations is acting as an agent of the U.S. Department of Transportation's Office of Pipeline Safety, under Section 5(a) of the Natural Gas Pipeline Safety Act of 1968. The State has been divided into three areas for inspection purposes: inspectors work out of offices in Topeka, Wichita, and Johnson County. Pipeline safety operations include: (1) annual inspections which consist of a records check and field verification, (2) the inspection of major construction projects, (3) response to incidents which require investigation, (4) training of operators, (5) review of changes in federal rules and regulations, development of new state regulations, and/or modification to existing state rules and regulations, (6) liaison responsibilities with Federal Department of Transportation, Office of Pipeline Safety, and (8) public awareness programs.

Energy Programs Section

While technically a section of the Administrative Services Division, this section is set out separately because of its unique responsibilities and its relationship with the Utilities Division. The Energy Programs Section administers federally and state funded energy conservation programs that promote the efficient use of energy throughout Kansas. This section is funded through federal grant monies, oil-overcharge restitution monies, and public service regulation assessments.

Some of its earliest responsibilities were carried out by staff of the Utilities Division. In 1983, additional responsibilities were added when the former Kansas Energy Office was abolished and all duties of that office transferred to the KCC. With federal funds declining and oil overcharge restitution monies nearly exhausted, the responsibilities of this section are changing and are aligning again more closely with the Utilities Division.

The section is authorized eight positions, five of which are currently filled. The Commission has "downsized" this unit through attrition in recognition of the changes in its scope of operations. This staff of five professionals administers a variety of energy conservation programs and monitor the performance of others which are financed with funds that come to this unit for distribution. For example, as part of the State Energy Conservation Program, rideshare programs and transportation coordination services are financed (in part) in Wichita, the Kansas City metropolitan area, and the Liberal-Garden City-Dodge City area. Additionally, the Kansas Rural Water Association is conducting energy use audits and leak detection audits for municipal water supply systems and rural water districts. The Soil Conservation Office in Chanute is demonstrating the use and advantages of no-till and ridge-till seed bed preparation and planting practices in the nine counties in southeast Kansas; these demonstrations are held on participating farmers' fields. The Kansas Geological Society and the Tertiary Oil Recovery Project is doing field analysis of the Zenith oil field near Hutchinson.

This unit also supervises a program that requires electric and natural gas utilities to inform their residential customers of the benefits of certain energy conservation and renewable resource measures and to offer their customers energy audits of their homes. The Institutional Conservation Program is administered by this unit and is designed to assist public or non-profit schools and hospitals in obtaining technical energy audits, in identifying and implementing energy conserving maintenance and operating procedures, and in evaluating, acquiring and

*g.o. 4-12-91
attachment 1-7*

installing energy conservation measures to reduce energy usage and anticipated energy costs.

Kansas is one of five states in which the federal and other energy conservation functions are provided by the public service commission. From a number of sources, it is apparent that other states will be moving to increase coordination of energy conservation policies with the regulation of public utility companies and to reduce expenditures by eliminating possible duplication of overlapping of functions. To this end, the Commission seeks to coordinate the efforts of the Energy Programs Section with those of the Utilities Division. A prime example is the incorporation of conservation and load management options into utility supply planning. In addition, utilities are increasing their investment in end-use energy efficiency, incorporating many of the programs that have been developed in federal energy conservation programs.

Conservation Division

The Conservation Division, headquartered in Wichita, is charged with the responsibility of regulating the oil and gas industry. The oil and gas activities of the Conservation Division were first enacted by the Kansas Legislature in 1931. These responsibilities included prevention of waste and protection of all fresh and usable water. Current responsibilities are broader; specifically, K.S.A. 74-623 provides that the Commission's jurisdiction includes "all practices involved in the exploration for and gathering of oil and gas and the drilling, production, lease storage, treatment, abandonment and post-abandonment of oil and gas wells..." In addition, the Commission exercises cooperative jurisdiction with the Kansas Department of Health and Environment (KDHE) with respect to the prevention and cleanup of pollution from oil and gas activities.

The Conservation Division has responsibility for enforcing rules and regulations pertaining to the conservation of crude oil and natural gas, protection of fresh and usable water, protection of correlative rights, and prevention of unreasonable discrimination in favor of one common source of supply or one operator as against another. It is also responsible for well classification under the Federal Natural Gas Policy Act of 1978 (NGPA). The Conservation Division has an active role in the 10-member oil and gas advisory committee established pursuant to K.S.A. 55-153. In addition to making recommendations on rules and regulations, this committee studies issues relative to the protection of fresh and usable water. The advisory committee has subcommittees updating surface pipe setting requirements, reviewing injection depth requirements, evaluating current cementing and plugging requirements, and assessing specific environmental problems related to construction of surface ponds and past pollution from oil field activities.

The Conservation Division consists of three operating departments and administrative support. The operating departments are: legal services, technical services, and field services. The Technical Services Department is further divided into an environment section and a production section. The environment section was organized in order to better address the increased emphasis on environmental coordination and surface pond standards and regulations. The production section consists of three units: oil and gas proration, well evaluation, and library services. The production section is responsible for issues relating to the producing life of a well from its drilling through abandonment and plugging. Finally, it is the responsibility of the Field Services Department staff to provide first line enforcement of the Commission's regulations. This enforcement and supervision is conducted by Petroleum Industry Regulatory Technicians

*J. O. 4-12-91
attachment 1-8*

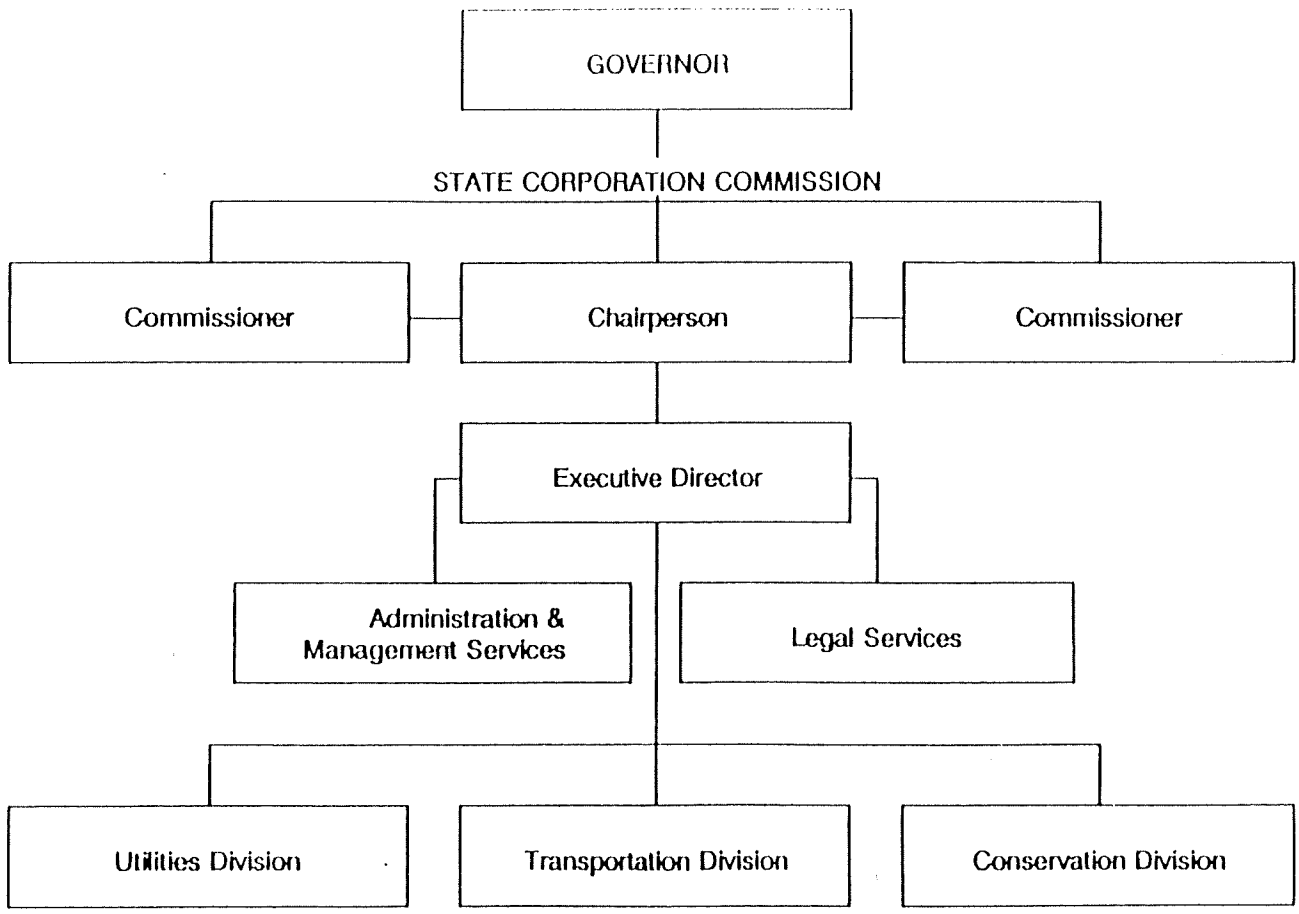
(PIRTS) located in four district offices: Chanute, Hays, Wichita, and Dodge City. The field staff also serves to educate the oil and gas industry with respect to the Commission's rules and regulations and to provide technical assistance to the industry.

Transportation Division

The KCC has regulatory jurisdiction over transportation systems operating in Kansas. These systems include motor carriers of property and persons (common, contract, and private) railroads, and liquid pipelines. The Transportation Division is responsible for implementing and administering related regulations and policies adopted by the Commission for the above modes of regulated transportation in the state. The Transportation Division assists the Commission in carrying out its responsibilities by: (1) processing motor carrier applications for new operating authority, transfer, extensions, consolidation and discontinuances of service, (2) registering motor carrier equipment, (3) processing formal and informal rate requests, (4) reviewing required annual accounting reports filed by railroads and motor carriers, and (5) conducting investigations and administering the safety programs related to the railroads and motor carriers engaged in the transportation of persons and property in the State.

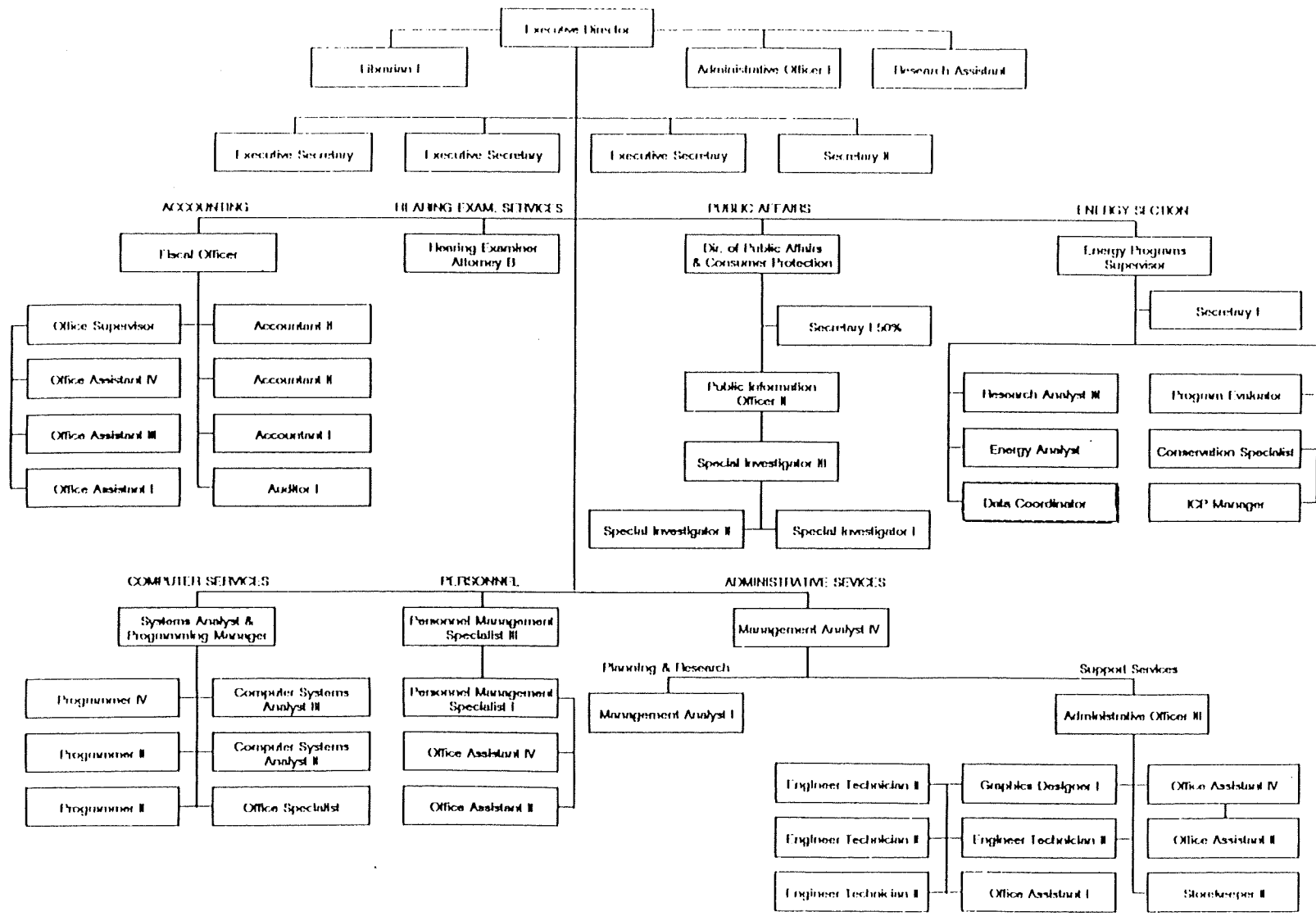
The Division consists of two operating programs and a support staff. The operating programs are: the motor carrier section and the rate, safety and service section. The motor carrier section is responsible for processing motor carrier applications for authority, registering cargo/liability insurance and issuing tags and decals for carrier equipment. The rate, safety and service section is responsible for investigation of rate requests, annual reports, tariffs and rate and service complaints of motor carriers, railroads, and pipelines. The safety and service section inspects railroad track and equipment and investigates rail abandonments, accidents, and dangerous grade crossings. Additionally, the safety section conducts inspections of equipment, investigates service complaints and bus abandonment petitions and performs carrier audits.

*J.O. 4-12-91
Attachment 1-9*



9.0. 4-12-91
attached 1-10

Administrative Services Division



9.0.4-12-91
 O'Connell 1-11

UTILITIES DIVISION

Director of Utilities

ENGINEERING SECTION

ACCOUNTING SECTION

SUPPORT SERVICES

OFFICE OF
ECONOMIC POLICY

OFFICE OF
PIPELINE SAFETY

Chief Utilities Engineer

Chief of Acct. &
Financial Analysis

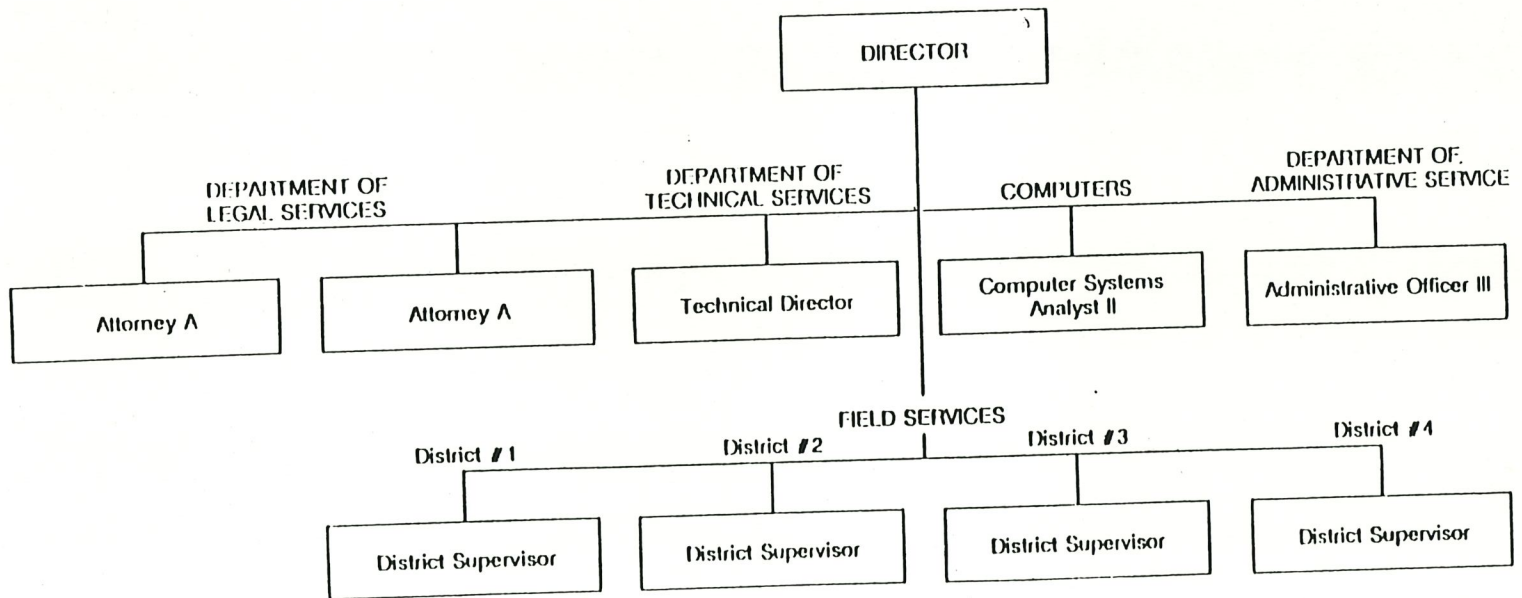
Administrative Officer II

Chief, Office of
Economic Policy

Chief,
Pipeline Safety

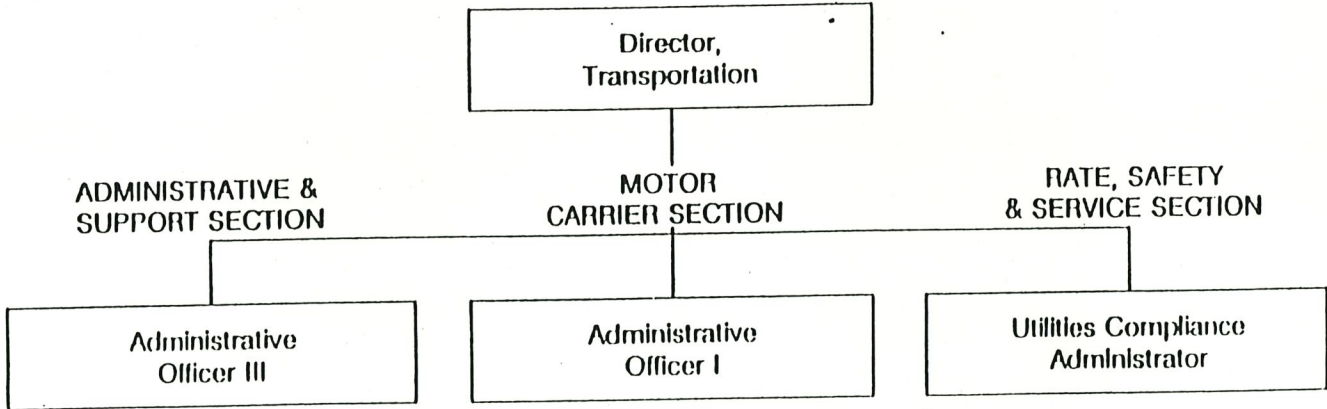
9.0. 4-12-91
attachment 1-12

CONSERVATION DIVISION



9.0: 4-12-91
attachment 1-13

TRANSPORTATION DIVISION



9. O. 4-12-91
Attachment 1-14

MEMORANDUM

To: House Committee on Governmental Organization

From: Representative Ruth Ann Hackler, Subcommittee Chair
Representative Lisa Benlon
Representative Richard Lahti
Representative Ellen Samuelson

Re: Subcommittee Report on Children's Services

The charge to the Subcommittee was to address the question: "Does the Structure of Government Inhibit or Enhance Services to Children?"

The scope of the charge was so broad that the Subcommittee could not do more than to touch the tip of the iceberg as there are so many governmental agencies which deal with children. (See attached list from the Department of Social and Rehabilitation Services (SRS).)

We met numerous times with both agency people as well as representatives of children's advocacy groups. It was evident from the beginning that all those representing children were willing to address the possible overlap and duplication of services. There was also evident strong indication of willingness to improve services to avoid duplication and to save money.

As a part of the process, the Subcommittee addressed the criticism from the 1991 Task Force on Social and Rehabilitation Services report concerning SRS's involvement with programs rather than the outcome for the individual client. From input by Richard Lahti, an employee of Boeing, the following took place:

1. Dr. Robert Harder and key staff of SRS spent a day with Boeing trainers to determine the viability of implementing Boeing's Total Quality Management (TQM) training. A representative of the State Board of Education also attended the day-long session as did Representatives Lahti and Hackler. This training works with all employees to make them aware of their important participation in the end product. (Boeing has saved over \$35 million in a year's time from the implementation of this program, plus improving its end product and employee work ethic.) A letter is attached from Dr. Glen Yancy, Acting Commissioner, Rehabilitation Services, outlining how his division will implement the training.
2. Dr. Harder indicated that other divisions of SRS will soon follow suit. Key people from Wichita will be trained first and then Topeka employees will follow that training, which eventually will fan out to SRS employees over the state.
3. The participation of Boeing by training these employees and helping SRS to set its own program is an unexpected plus for the Subcommittee and certainly for the state as an actual business-state partnership. The Subcommittee endorses this

*J.O. 4-12-91
attachment 2*

partnership and commends both Boeing and SRS for their initiative in bringing this partnership about.

The second part of the Subcommittee's endeavor came about through the combined efforts of three House committees to not reinvent the wheel. A meeting was arranged involving members of the House Governmental Organization, Appropriations, and Federal and State Affairs Committees, as well as conferees who were children's advocates and agency people to discuss what the state was facing with regard to lack of services for children and lack of funding.

As a result of that session, the Subcommittee felt one of the problems mentioned was a vehicle to see how much agency cooperation could be garnered to address the necessity of vaccinating the thousands of preschool children and infants who are in need of this service.

Again, representatives of various children's advocacy groups were asked to meet informally with the Subcommittee members and agency people from SRS, Health and Environment, the State Board of Education, etc. The member from the State Board of Education who attended the TQM training session mentioned that there should be a place in each community where services could be given that would be easy for people to access. The neighborhood school was mentioned and this could be the starting place to work from for administering vaccinations.

Attached is a letter from the Department of Health and Environment which details what that department plans to do in cooperation with another agency, WIC, to begin to accomplish the goal of making immunizations available to the target group, prekindergarten children.

From the detailed letter, you will see that representatives of physicians, county health departments, the Bureau of Disease Control, the Bureau of Family Health, and a county health department met and agreed to implement five recommendations which include:

1. utilizing a medical newsletter to inform private health providers of the low vaccination levels of the two-year olds in their counties (see the map attached) and sending a letter to all pediatricians and family practice physicians;
2. developing county health department systems which include using computer printouts of children's vaccination records within that county;
3. developing incentives to parents to bring children in for vaccination;
4. providing clinic evening or weekend hours to facilitate parents bringing in their children; and
5. providing information regarding immunizations to be included with new baby packets at Kansas hospitals.

The pledge of the Department of Health and Environment to continue to develop strategies to address the problem of low vaccination levels in preschool children in Kansas is most heartening to the Subcommittee.

*g-o. 4-12-91
Attachment 2-2*

In addition, the chair of the Subcommittee was promised some help from the pharmaceutical companies if that help were needed to provide vaccines.

In essence, the structure of government is there already to resolve many of the issues surrounding services to children. In some cases, it is possible the structure of government does inhibit services to children. A main concern to the Subcommittee is unnecessary duplication of services. This overlapping of services needs to be studied and coordinated. Agency people need to work together and to level turf differences. The savings in costs should enhance programs needing more funding.

People to serve as think tanks need to be recruited. Hopefully, more study and thought can be given to help resolve obvious areas where improvement is needed.

Because of the lack of time, the Subcommittee did not delve into those services which deal with the court system and foster care. However, it is quite apparent to the Subcommittee members that these issues should be studied. It is equally apparent that the structure (agencies) exists to do much for our youth. Duplication of effort exists. However, the Subcommittee feels that, although legislation is not indicated at this time, ingenuity is.