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Committee  
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House Services Committee

**COLORADO**  
**HOUSE OF REPRESENTATIVES**

STATE CAPITOL  
DENVER  
80203

July 29, 2009

Members of the Long-Term Fiscal Stability Commission:

Thank you for allowing me to provide input on state expenditures for fiscal balancing, mandated by our State Constitution.

I sincerely believe that additional reductions in state expenditures are possible without bringing unacceptable reductions in the level of services expected by our citizens from their state government. I further believe that Zero Based Budgeting (ZBB), required of state agencies since 1977 and addressed by Representative Marostica in a previous meeting, can provide an effective approach to these reductions.

I am also convinced the benefits of ZBB cannot be attained without systematic and thoughtful consideration of the state's current and future organizational development processes. Peter Drucker, George Odiorne, Bob Waterman, and Tom Peters, all respected experts in business and management consulting, have published adequate works to substantiate this assertion.

I recommend this commission receive a briefing on one or more of the tools of organizational development, with emphasis on applications in public service. I repeat, these remarks deal only with the expenditure side of the equation. It is unlikely that tax payers will consent to paying more in taxes until they believe their public servants are using current resources wisely. I would be pleased to accommodate this commission with further discussion at your request.

My recommendations are derived in large part from my experience and readings in the field of organizational development. As many of you know, I worked for the Colorado Department of Highways and its successor, the Colorado Department of Transportation, for 31 years. I was also responsible for the department's organizational development program for 10 years, and immediately after this assignment I was a performance auditor in the Internal Audit Division, which reports to the Colorado Transportation Commission. Previous to serving in the House of Representatives, my civic service also includes 10 years on the Saint Vrain Valley School District Board of Education, and two four-year terms as County Commissioner in Weld County.

Sincerely,

Glenn Vaad  
State Representative  
House District 48

GV/bam