

Efficiencies Undertaken in NH State Government

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This represents a high level list of Efficiencies Undertaken in NH State Government and is a small sample of the efficiency projects undertaken in recent time as well as some that are ongoing.

Of the 113 LEAN projects undertaken, 72 have been implemented since 2009 in 14 state agencies. This is remarkable given the loss of 1,200 state positions and the constrained funding during the economic downturn. Since 2010, 70 individuals have earned their Continuous Improvement Practitioner Certification which is based on Lean Process Improvement techniques and those individuals work with others to spread the word and share the techniques. It is now becoming an integral practice in state government.

A sample of some of these projects include:

- 1) **Administrative Services (DAS)** streamlined the accounts payable process to move to scanning of documents. This eliminates steps, reduces the administrative burden, eliminates bottlenecks, reduces the cost/need for paper and archival storage. Scanning of the images at the agency saves the state annually 9 tons of paper and 23,000 gallons of gas. Significant storage costs were also saved and 15 steps were removed from the process.
- 2) **The Department of Information Technology** undertook a Server Virtualization effort that saved the state to date \$2.7 million. 206 servers have been virtualized thus far with efforts continuing.
- 3) The **Department of Safety** was an early adopter of LEAN. Some early successes with the LEAN process have included reducing the time from arrest to prosecution for misdemeanors handled by State Police Prosecutors from 153 days to 51, by decentralizing Prosecutors and Paralegals; Reducing the amount of returned mail to the DMV from 18% to 2%, resulting in a \$225,000 savings in postage costs; Reducing the number of Governor and Council submissions returned for deficiencies from a nearly 100% first time failure rate to a 92% pass rate and shortening the time cycle by 52 days; Standardizing the Emergency Medical Services licensing process for a savings of 490 staff hours in each 2 months cycle; Reducing the Circuit Court processing time for State Police cases from a 14 month backlog to current after 8 months of effort.
- 4) **Environmental Services** decreased the average time to issue administrative orders from 106 days to 50 days.

- 5) The **Department of Transportation** automated the Bridge Overweight Permit Review program for obtaining overweight permits by reducing response time, improving customer service, and enhancing bridge safety, while minimizing costs for the Department and permit applicants. 85% of permits are now approved within minutes compared to previous waits of 5-7 business days with the remaining 15% approved within 24 hours.

Agencies continue to work every day to find efficiencies, separate from the formal LEAN process. Examples include:

- 1) **DAS led an effort to consolidate accounts payable** functions. The state by June 30th will have consolidated 265,000 AP processing functions into one unit. Administrative Services continues to drive down cost per transaction and improve efficiencies in this area. 17 out of 44 positions were eliminated in this 14/15 budget.
- 2) **ASOPS (Administrative Services Online Pay Statements)** – ASOPS was developed in 90 days and implemented in May 2011 in response to a need to reduce the printing of paper pay statements for State employees who subscribe to pay by direct deposit. ASOPS met all the latest standards in web security and was available to all employees from the Internet as well as at work. Additionally, ASOPS has advanced self help features typically employed with many commercial applications (banking, etc). ASOPS has saved the State of New Hampshire a minimum of \$35,000 annually for the 2 years to date (since May 2011). Only 300 of the state's workforce get an actual check.
- 3) **BASS (Benefits Administration Support System)** – BASS was developed in less than 90 days and implemented in May 2012 in response to a critical need for the Department of Administrative Services ability to administer Health Benefits for State employees. In the fall of 2011 the contractor the State of New Hampshire had hired to administer State employee Health Benefits was behind in implementing their on line system and the Open Enrollment held a month late in December was fraught with errors. The State limped along trying to provide enrollment and update information to the State's contracted Health Carriers through an unsupportable manual process. BASS replaced this manual process and saved the State of New Hampshire effectively up to \$673,303.95 for FYs 2012 – 2014 contracted services and additional unidentified costs for data conversion into NH FIRST.
- 4) **The NH Lottery**, based upon changing operations, scheduling, scale and product mix, increased the sale of instant scratch tickets by 18% from FY11- FY13, and reduced the expenses of printing instant scratch tickets by 1.44%. In other words, the NH Lottery sold almost 18% more of something it paid 1.44% less to purchase. That is actual gross dollar savings of about \$30,000 while we

increased our profitability by millions. They also spent 16.5% less in UPS shipping costs doing it with a dollar savings of about \$56,000.

- 5) **The NH Lottery**, through a broad marketing approach have increased the number of Facebook fans during FY 2013. Through numerous methods, all remarkably cost effective, in one year's time the NH Lottery Facebook Page has gone from 600 fans to nearly 19,000. To put that into context, the Massachusetts Lottery FB page has only 11,900 fans with approximately five times the population base.
- 6) **The Department of Transportation** reduced utility costs by shutting off non-critical street lighting, installing wood furnaces in the many patrol sheds, expanded the use of LED lighting in traffic signals and flashing yellow warning lights, and virtualized 15 computer servers into a single unit.
- 7) **Transportation** has a number of other projects such as open road tolling on I-93 in Hooksett, changes in staffing patterns at toll plazas and cross utilization of staff across bureaus, winter maintenance initiatives, etc.
- 8) **Safety's** Traffic Ticket Arbitration System, while faced with State Police overtime costs that seemed to be skyrocketing each biennium, the Division partnered with the Administrative Office of the Courts to develop a pre-trial arbitration system, whereby persons who plead not guilty to traffic offenses meet with the Prosecutor at the courthouse and are given an opportunity to tell the Prosecutor their reasons for pleading not guilty and an opportunity to argue for a more favorable outcome. In many cases it appears that the motorist either did not understand the system or simply wanted more time to pay the fine. The total number of cases going to trial has dropped dramatically, and the necessity for Troopers to come to court, for which they collect a minimum 4 hours of overtime if the trial comes at some other time than their regular work hours.
- 9) New Hampshire **Business One Stop** – This began in 2011 as an interactive web-based application to allow business owners and entrepreneurs information about starting or running a business in New Hampshire as well as a database of all applicable forms required to be submitted to various state agencies. The Go Live is scheduled for June 2013.
- 10) The **Department of Corrections** completed the construction of a new Residential Treatment Unit (RTU) bringing the Department closer to full compliance with the Holliday court order.
- 11) **Corrections** also achieved four straight years of lowering the recidivism rate and had a two year downward trend of parole revocations.
- 12) **The Disability Determination Service Bureau** electronically interfaced with NH First and submitted daily uploads of payments starting in February 2010. It was a significantly streamlined process, cutting the workload in half and eliminated the filing and bundling of paper.
- 13) **DHHS Administratively Attached Boards and Advisory Committees** will co-locate (all 23 of them) at the Philbrook Center in November of 2013 providing opportunities to share conference rooms, telephone coverage, ease of access for the public, etc.

- 14) **The Judicial Council** worked with the Courts and the Public Defender to transfer the responsibility of assigning appointed counsel in criminal and delinquency cases from the individual court assistants in each courthouse to one centralized office located within the Public Defender. In addition the creation of this “Conflict Case Administrator” office has led to speedier appointment of assigned counsel in conflict cases, reduced expenditures for contract counsel, reduced workload for every Circuit and Superior Court in the state and increased the efficiency of the Public Defender Program.
- 15) **Agriculture’s pesticide product registration program** has moved to electronic business wherever possible. They also have a new system of scheduled out of office scale clinics in the weights and measures division.
- 16) **The Department of Health and Human Services (DHHS)** is following a three-phased approach to transitioning Medicaid services from a fee for service system to a managed care system under which services will be provided by a Managed Care Organization for a capitated rate.
- 17) **DHHS** is integrating data about services delivered to clients from across internal silos as well as incorporating externally managed data stores in order to better understand client’s needs. This is all part of the Service Delivery System Transformation Project which started January 2013 and is expected to be complete this summer. See the full DHHS summary for many more examples.