

Appendix A: Commission Membership

NH Governor's Commission on Innovation, Efficiency, and Transparency in State Government

- Eric Herr, Chairperson, NH Charitable Foundation Board of Directors, former CEO of Autodesk
- Maureen Beauregard, President and Founder of Families in Transition
- Howard Brodsky, Co-Founder, Chairman and Co-Chief Executive Officer of CCA Global Partners
- Jon Freeman, President of Northern Community Investment Corporation
- Dianne Mercier, New Hampshire President for People's United Bank
- John Morrison, Chairman of Hitchiner Manufacturing
- Robert Oden, Chairman of the Dartmouth-Hitchcock Medical Center Board of Trustees and former President of Carleton College and Kenyon College
- Timothy Ranney, strategic finance executive and Volunteer Business Leader and Partner to the Vice President of Disaster Services at the American Red Cross
- Jim Bouley, Mayor of Concord
- Senator Sharon Carson, chair of the Senate Executive Departments and Administration Committee
- Representative Lucy Weber, chair of the House Executive Departments and Administration Committee
- Tom Burack, Commissioner of the New Hampshire Department of Environmental Services
- Christopher Clement, Commissioner of the New Hampshire Department of Transportation
- Ed Dupont, President and Founder of The Dupont Group and former President of the New Hampshire State Senate, who chaired a government reform commission in the early 1990s
- Linda Hodgdon, Commissioner of the New Hampshire Department of Administrative Services
- Mark Huddleston, President of the University of New Hampshire
- Diana Lacey, President of the State Employees' Association of New Hampshire
- Kristyn Van Ostern, Director of Strategy for the Community College System of New Hampshire
- Pamela Walsh, Chief of Staff for the Office of Governor Maggie Hassan

Established May 2013



Is Granite State Government as Efficient, Transparent, and Innovative as It Can Be?

The Governor's Commission on Innovation, Efficiency, and Transparency in State Government invites Granite Staters to weigh in on how we can do better in the state of New Hampshire.

Join one of six statewide conversations on June 3rd.

Where

Conway
Whitefield
Manchester
Peterborough
Portsmouth
Warner

When

Tuesday, June 3, 2014
5:30 p.m. Doors Open
6:00 p.m. Program Begins
9:00 p.m. Program Ends

Register at www.nhlistens.org

Supported by the New Hampshire Charitable Foundation



“Is Granite State Government as Efficient, Transparent, and Innovative as It Can Be?”

*A NH Listens Conversation
for the Governor’s Commission on Innovation,
Efficiency, and Transparency in State Government*

Conway
Peterborough
Portsmouth
Manchester
Warner
Whitefield

June 3, 2014



Welcome and thank you for joining today's conversation ~

We look forward to your questions, concerns, ideas, and recommendations for improving innovation, efficiency, and transparency in New Hampshire state government. We welcome all perspectives on this important topic. *What do you most value about state government? What do you least value? What key indicators of innovation, efficiency, and transparency are important to you? What parts of state government are most in need of improving?* These are the kinds of questions at the heart of our conversation today.

On May 29, 2013, Governor Hassan established by executive order the Commission on State Government Innovation, Efficiency and Transparency charged with examining and making recommendations regarding the organization of government, improving government processes, improving contracting relationships, increasing efficiency, and creating performance metrics to improve transparency in government. Additional information about the Commission may be found at <http://www.governor.nh.gov>.

This conversation is organized in service to the Commission and will inform the final recommendations in the Commission Final Report. The Commission is also hosting similar conversations with government partners and vendors and with state employees. Today we will focus on your experience in New Hampshire and consider the critical question: *What needs to be done to make the Granite State Government as innovative, efficient, and transparent as it can be?*

Here is the general outline of our evening:

5:30 – 6:00 PM	Registration and refreshments
6:00	Welcome and Purpose
6:20	Small group conversations
8:30	Large group summary reports
8:55	Next steps
9:00 PM	Closing

This guide is the same for all participants. The facilitators will help guide the conversation but we are all responsible for making sure the group is productive.

What is New Hampshire Listens?

New Hampshire Listens is a civic engagement initiative of the Carsey Institute at the University of New Hampshire. NH Listens works to strengthen New Hampshire communities by helping citizens participate directly in discussions about policies that affect their daily lives. Established in 2011, we engage state residents in local, regional, and statewide conversations on a broad range of topics to bring about informed, innovative solutions to complex issues. At the core of our work, we organize fair, nonpartisan discussions throughout the state, help communities establish their own, independent, local Listens organizations, and train facilitators for public engagement. Find us at: www.NHListens.org.



Please note: We are delighted to have this event covered by the press and local bloggers and want to balance that with our participants' ability to express themselves in a safe environment, share an incomplete thought, or convey a personal story as a part of this process. We respectfully request that all representatives of the media (formal and informal) please ask permission to tape, photograph, identify, or quote an individual participant directly. Video recording may be done from the designated observation area only. Your understanding and respect of this request is appreciated.

Detailed Outline

5:30 - 6:00 **Sign in and refreshments**

- Welcome and sign in at registration table
- Please join your small group for the introduction and to start the dialogue immediately thereafter. We encourage you to review the background information starting on page 7.

6:00 - 6:20 **Welcome**

- Welcome from regional Commission member and Executive Councilor
- Remarks from NH Listens Moderator
 - ***The goal of this conversation is to hear from you. Your input will influence the final recommendations developed by the Governor's Commission.***
- **The goal of this conversation will be to:**
 - Inform decision makers about public concerns and preferences for an innovative, efficient, and transparent New Hampshire state government. Our focus will be on the executive branch of government—those agencies charged with carrying out legislation and enforcing state laws and regulations.
- **About the process: This conversation is...**
 - Designed to focus on what is important to *you*.
 - Designed for participants to be here the whole time (please do what you need to do to be most present: Feel free to take a break or step outside for a phone call if needed).
 - About a constructive focus and looking forward to desired actions and solutions.
 - Organized to allow the greatest possible time for everyone to both speak and listen, which is why we use small, facilitated groups where ideas can be explored, differences understood, and preferences for action expressed.
 - Respectful of your time. We will keep time and respect yours by ending on time.
- **Group agreements for a productive conversation...**
 - Share “air time”
 - If you disagree, consider asking a question rather than arguing to prove your point
 - It's OK to disagree, but don't personalize it. Stick to the issue, not the person who is disagreeing with you



- Speak up if the process doesn't seem fair
- Speak for yourself, not for others and not for an entire group (use "I" statements)
- Personal stories stay in the group unless we all agree we can share them outside of the group
- We all share responsibility for making the group productive
- Be respectful and use respectful language
- Respect the facilitator's role
- Listen first...

6:20 – 6:40 **Introductions in small groups**

- Your small group has a neutral facilitator whose role is to:
 - Help with the process and keeping time
 - Serve as a reminder of our agreements to be fair and respectful
 - Make sure everyone gets a chance to participate, and
 - Record key information on flip chart notes
- Reminder: Your group will need someone to **report out** to the large group at the end.
- **Introductions:** One benefit of these conversations is to be in groups with people whose experiences and perspectives are different from your own. As a way to get to know each other a bit, please share your:
 - Name and Hometown
 - Why is the topic of state government important to you? *Or* briefly describe an experience that informs your thinking on New Hampshire state government.

6:40 – 7:00 **Information Review**

Take the time to look over the information section (starting on page 7) about current trends and information related to New Hampshire state government. This is a lot of information and is not meant to be all-inclusive. While we won't be able to cover each area in depth, we will focus on what you find important to discuss.

For our purposes, we will be asking you "*what do you notice?*" or "*what is most important to you about this information?*" No one is expected to absorb all of this information tonight. Take a few minutes to read and allow for clarifying questions.

7:00 – 7:20 **What do you notice? A brainstorm**

To simplify a complicated set of topics, we will **take each focus area in turn** and ask you about them: *What do you notice? What is most important to you about the information?*



We will do this briefly by area and then we will determine how best to spend our discussion time based on what you find important. (About 5 minutes for each)

Focus One: Key issues related to People

Focus Two: Key issues related to Money

Focus Three: Key issues related to Services and Infrastructure

Focus Four: Key issues related to Information

7:20 - 8:00

Key Questions and Priorities

Next, consider the framing question: *What needs to be done to make Granite State Government as innovative, efficient, and transparent as it can be?*

- Given your priorities when you came in and the information we have just reviewed, spend some time discussing the key issues and **their importance to you**. It might be useful for **each person to speak briefly about their perspective**. The following questions may be helpful to prompt your thinking (but you will likely not have time to address each one individually):

Focus One: People

- What are some ways that state employees or those who contract with the state could be more innovative, efficient, and transparent?
- What are some barriers that might keep people from being innovative and efficient?
- What incentives for people might increase innovation, efficiency, and transparency?

Focus Two: Money

- How can we be sure that state funds are used most effectively and efficiently?
- What would you like to know about how state funds are collected and spent?
- How should savings from innovation or efficiency be used (to reduce taxes, invest in new services and infrastructure, or some other way)?
- Is the current set of priorities for state funding the best one?

Focus Three: Services and Infrastructure

- Does the state of New Hampshire provide an appropriate array of public services? What might be changed, eliminated, or added?
- Are public agencies and offices responsive to residents' needs? How could they be improved, if not?
- What agencies or offices do you think are doing a really good job, and could serve as an example for other parts of state government?

Focus Four: Information

- Can you easily find useful information about government operations and services?
- If you were to design a "dashboard" of indicators of government performance, what 3 or 4 measures should be included?



- How would you like to be kept informed about government operations, expenditures, successes, and problems?

8:00 - 8:15

Solutions and Next Steps

- Spend time here exploring differences and commonalities in your group. What questions remain? Has anyone gained insights or new understandings? Any key areas of disagreement to note? Any new ideas to note?

8:15-8:30

Final Priorities

Based on your group's conversation, *"Are there any common-ground thoughts or ideas in this group? If so, what do we want to say at the end of the evening? If not, what diverse points of view do we want to convey?"*

A consensus is not required, but if one emerges, or perhaps if the group wants to put forward two or three primary points of view, that is fine. These will represent your **key recommendations or findings**.

Your group will need to prioritize their top insights to report out to the large group and *select someone to speak*. The reporting out should include no more than **two or three** specific statements. To arrive at this point, the group should take a step back and look for *both the unique ideas and those that seemed to recur*. Group ideas together that seem to be related, but don't lose track of the unique ones.

The **written** flip chart notes from your small group will convey a more complete view of your group's ideas. You will likely not have time to represent **all** of your ideas on the summary sheet or in the large group report out (two minutes!). All notes from the small groups will be used to provide a Summary Report to participants and decision makers.

Finally, please add any additional information that your group feels is important to pass along to those compiling information for next steps.

8:30 – 8:50

Reporting Out

Each group will be asked to provide a VERY BRIEF summary of their most important findings, concerns or recommendations. If you are asked to speak for your group, please be brief and share what has been compiled *by your group*, including common ground and divergent views. (You will have two minutes!)

8:50 – 8:55

Wrap up comments – NH Listens Moderator

- Please fill out the evaluation – it matters to us! Thank you!
- Forthcoming summary

9:00 PM

Thank you and adjourn - Thank you for participating!



Information Section

This information has been compiled to provide background on the scope and nature of work provided by the Executive Branch of NH state government. This section is not meant to be all inclusive, but will highlight key areas of government along with relevant facts and trends. Our interest is in sharing basic, current information *in order to learn from you* what is significant and noteworthy to you. Data in this section has been pulled from multiple sources. Local data was provided by the Commission. Additional resources may be found on the commission website at <http://www.governor.nh.gov>. General definitions are from Wikipedia.

Terms and Definitions

Innovation is about finding a new way of doing something. This could include performing current processes with more efficient use of resources, changing the processes, e.g., electronic driver's license renewal, or transforming the outcomes. Examples of criteria used to judge innovation include:

- **Novelty**, the degree to which the program or initiative demonstrates a leap in creativity.
- **Effectiveness**, the degree to which the program or initiative has achieved tangible results.
- **Significance**, the degree to which the program or initiative successfully addresses an important problem of public concern.
- **Transferability**, the degree to which the program or initiative, or aspects of it, shows promise of inspiring successful replication by other governmental entities.

Efficiency refers to the extent to which time, effort or cost is well used for the intended task or purpose. The term "efficient" is often confused and misused with the term "effective". In general, efficiency is a measurable concept, quantitatively determined. Effectiveness is a relatively vague, non-quantitative concept, mainly concerned with achieving objectives. A simple way of distinguishing between efficiency and effectiveness is the saying, "Efficiency is doing things right, while Effectiveness is doing the right things."

Transparency refers to the idea that information is made available, well-organized, readily accessible, and easy to understand. Information that is known only to internal stakeholders does not foster accountability, nor does it enhance evidence-based planning, budgeting, and decision-making (National Performance Management Advisory Commission, 2010). When government information is made available to a wide array of stakeholders, both internal and external, it facilitates communication that may lead to improve performance, increasing the potential for improved resource management and policy decisions. (*Mohammed-Spigner et al. 2011*)

Transparency implies openness, communication, and accountability. Transparency is operating in such a way that it is easy for others to see what actions are performed.



STATE OF NEW HAMPSHIRE

ORGANIZATION CHART



LEGISLATIVE

Senate
House of Representatives
Legislative Services
Legislative Budget Assistant

EXECUTIVE

Governor
and
Council

JUDICIAL

Supreme Court
Superior Court
District Court
Municipal Court
Probate Court

STATE AGENCIES AND COMPONENT UNITS (*)

GENERAL GOVERNMENT

Administrative Services
Cultural Resources
Executive Office
NH Retirement System*
Revenue Administration
Secretary of State
State Treasury

ADMINISTRATION OF JUSTICE AND PUBLIC PROTECTION

Adjutant General
Agriculture, Markets & Food
Banking
Corrections
Employment Security
Highway Safety
Insurance
Justice
Labor
Liquor Commission
Pari-Mutuel Commission
Public Deposit Investment Pool
Public Utilities Commission
Safety

RESOURCE PROTECTION AND DEVELOPMENT

Business Finance Authority*
Environmental Services
Fish and Game
Community Development Finance
Authority*
Pease Development Authority*
Resources and Economic Development

TRANSPORTATION

Transportation

HEALTH AND SOCIAL SERVICES

Health and Human Services
Veterans' Council
Veterans' Home

EDUCATION

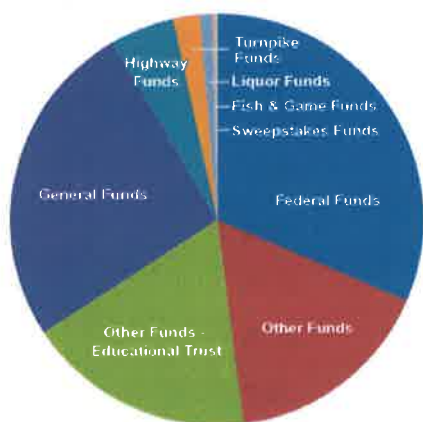
Education
Postsecondary Education Commission
NH Community Technical College
System
Lottery Commission
University System of
New Hampshire*



Where The Money Comes From

Where does New Hampshire get the money to fund the services we all use - from individual state agencies, public schools, state universities, law enforcement, highway projects and more?

Restricted and Unrestricted Revenue



Chapter 143, Laws of 2013 - Does not include reductions from Chapters 143 & 144, Laws of 2013

Fiscal Year 2014 Estimated Restricted and Unrestricted Revenue

Fund Type	Amount	Percent
Federal Funds	\$1,695,982,240	31.46%
General Funds	\$1,389,898,537	25.78%
Other Funds - Educational Trust	\$959,283,133	17.80%
Other Funds	\$890,407,333	16.52%
Highway Funds	\$270,644,051	5.02%
Turnpike Funds	\$112,906,495	2.09%
Liquor Funds	\$48,843,332	0.91%
Fish and Game Funds	\$13,548,283	0.25%
Sweepstakes Funds	\$9,234,454	0.17%
Total	\$5,390,747,858	100.00%

Chapter 143, Laws of 2013, HB 001, Section 1.07 summary. The pie chart does not include footnote reductions from Chapters 143 & 144, Laws of 2013.

Unrestricted Revenue - General Fund and Education Trust Fund

Certain sources of funds are to be used for specific purposes. Federal program revenues are used only for the purposes of those programs. Also, revenues from Highway, Fish & Game fees, Turnpike Tolls and other "restricted purpose funds" are used only for expenditures within those funds. **Unrestricted revenues** are those sources of funds for use by the General and Education Trust funds. The chart below shows the "types" of revenue that are collected for these purposes.

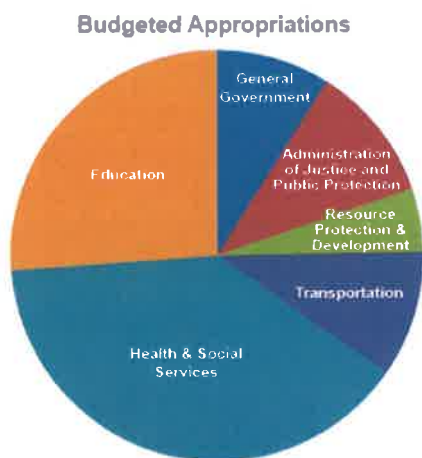


Where The Money Goes

Use the information in this section to learn more about where the money goes, how it is spent and how your New Hampshire tax dollars work for you.

As citizens and taxpayers of New Hampshire, you pay for your government, and you deserve to know how the State of New Hampshire spends your money.

New Hampshire's FY2014 Authorized Budget as enacted is allocated to the six categories of government as follows:



Fiscal Year 2014 Budget Appropriations
Chapter 143, Laws of 2013

	Category	Amount	Percent
1	General Government	\$482,623,456	8.95%
2	Administration of Justice and Public Protection	\$580,672,724	10.77%
3	Resource Protection and Development	\$269,117,404	4.99%
4	Transportation	\$539,778,012	10.01%
5	Health and Social Services	\$2,109,285,560	39.13%
6	Education	\$1,409,270,702	26.15%
Total		\$5,390,747,858	100.00%

More Information...

- [State Expenditure Register](http://business.nh.gov/ExpenditureTransparency/) (<http://business.nh.gov/ExpenditureTransparency/>)
 - [Download Fiscal Year Transactions](#)
- [New Hampshire Capital and Operating Budget](http://www.gencourt.state.nh.us/LBA/Budget/OperatingBudget.aspx) (<http://www.gencourt.state.nh.us/LBA/Budget/OperatingBudget.aspx>)
- [Current Statewide Contract Information](http://admin.state.nh.us/purchasing/Contracts_posteddtl.asp?sort=cna) (http://admin.state.nh.us/purchasing/Contracts_posteddtl.asp?sort=cna)
- [Personal Service Contracts Approved by the Governor and Executive Council](http://sos.nh.gov/GC2.aspx) (<http://sos.nh.gov/GC2.aspx>)
- [Monthly Expenditure Reports](#)
- [Tax Expenditure Reports](http://www.revenue.nh.gov/publications/reports/) (<http://www.revenue.nh.gov/publications/reports/>)
- Economic Development Tax Incentives & Grants
 - <http://www.nheconomy.com/default.aspx> (<http://www.nheconomy.com/default.aspx>)
 - <http://nhjobtrainingfund.org/> (<http://nhjobtrainingfund.org/>)
- Quasi-Public Agencies
 - Major Component Unit
 - [University System of New Hampshire](http://www.unh.edu/) (<http://www.unh.edu/>)
 - Non-major Component Units
 - [Business Finance Authority](http://www.nhbfa.com/) (<http://www.nhbfa.com/>)
 - [Community Development Finance Authority](http://www.nhcdfa.org/) (<http://www.nhcdfa.org/>)
 - [Pease Development Authority](http://www.portofnh.org/) (<http://www.portofnh.org/>)
 - [Community College System of New Hampshire](http://www.ccsnh.edu/) (<http://www.ccsnh.edu/>)

STATE OF NEW HAMPSHIRE DEPARTMENT	State Fiscal Year 2013 Actual Expenditures	State Fiscal Year 2013 Appropriations and Balance Forwards
Health and Human Svcs Dept Of	1,825,635,087	1,894,111,059
Education Dept Of	1,255,422,217	1,359,955,802
Transportation Dept Of	670,360,974	1,394,903,459
Treasury Dept Of	181,768,922	181,904,545
Safety Dept Of	167,486,872	194,701,242
Administrative Serv Dept Of	120,021,171	120,188,623
Environmental Serv Dept Of	114,134,023	138,479,190
Corrections Dept Of	100,379,958	100,391,718
Judicial Branch	71,584,511	72,566,107
Resources - Econ Devel Dept Of	64,120,328	70,044,653
Information Technology Dept of	55,583,943	55,583,943
University Of New Hampshire	53,647,218	53,647,218
Liquor Commission	45,241,106	46,208,280
Executive Office	44,109,226	57,917,825
Employment Security Dept Of	34,546,397	53,751,085
Comm College System of NH	31,543,954	31,543,954
Fish And Game Commission	29,435,587	29,460,540
NH Veterans Home	27,329,198	27,750,070
Justice	26,831,897	27,152,572
Judicial Council	23,930,227	23,930,227
Labor Dept Of	20,968,466	20,968,466
Public Utilities Comm	19,505,549	22,232,028
Legislative Branch	14,913,515	18,024,144
Revenue Administration Dept Of	12,042,461	12,042,461
Insurance Dept Of	9,952,305	10,242,162
Secretary Of State	8,653,004	8,711,517
NH Retirement System	7,146,807	7,146,807
NH Lottery Commission	6,860,370	7,571,218
Cultural Resources Dept Of	5,486,693	5,489,925
Bank Commission	4,780,355	4,780,355
Agriculture Dept Of	4,511,040	4,627,320
Highway Safety Agcy Of	4,049,351	6,434,559
DHHS Admin Attached Boards	3,791,091	3,791,091
Police Stds - Training Council	3,117,395	3,117,395
Racing Charitable Gaming Comm	1,431,345	1,431,345
McAuliffe-Shepard Discovery Ct	1,214,745	1,214,745
Joint Board Of Licensure -Cert	879,972	879,972
Tax - Land Appeals Board Of	776,028	776,028
Real Estate Commission	632,128	632,128
Pease Development Authority	592,496	592,496
Human Rights Commission	533,476	534,476
Development Disabilities Council	520,013	543,160
NH Office of Veterans Services	406,382	406,382
Public Employees Labor Rltn Bd	379,348	379,348
Executive Council	218,119	218,119
Comm Development Finance Auth	171,000	171,000
Boxing And Wrestling Comm	3,103	3,103
Office Of Economic Stimulus	158	158
STATE TOTALS	5,097,940,792	6,098,934,548

Note:

The FY2013 Appropriation column reflects FY2013 actual spending plus remaining available balances that the department proposed to bring forward into FY 2014.



STRATEGIC ECONOMIC PLAN FOR NEW HAMPSHIRE

Prepared by the
BUSINESS & INDUSTRY ASSOCIATION
OF NEW HAMPSHIRE
NOVEMBER 2013



Background

By most measures, New Hampshire is a good place for business and a good place to live. Its economy often outperforms the rest of New England and Northeastern United States. The business climate is, perhaps, the best in the Northeast United States and the quality of life is superior.

However, for the last several years, business leaders have expressed growing unease about the direction of the state. They are concerned that, economically, the good things we enjoy in New Hampshire today seem to happen by chance rather than through thoughtful, intentional decision making. Business leaders believe that, absent a well-thought-out, strategic economic plan, New Hampshire's economic assets are threatened and its vulnerabilities are further exposed.

New Hampshire Center for Public Policy Studies (NHCPPS) research supports this sense of unease. In its report, "From Tailwind to Headwind: New Hampshire's Shifting Economic Trends," the NHCPPS noted that

New Hampshire's strong economy of recent decades was built upon a highly educated workforce, high rates of highly educated workers moving to the state, high median per-capita income, increased productivity and a resilient economy.

However, throughout the last decade, the in-migration that was an important part of the state's workforce and economic resilience has slowed. In more recent years, in-migration has become out migration. In addition, productivity is falling and the state's population is aging. These patterns are expressed in the slowest rate of growth in gross state product (GSP) over the last decade than at any time in the last 40 years.

In response, the Business and Industry Association of New Hampshire's (BIA) board of directors agreed on the need for a statewide strategic economic plan. Because no other entity had stepped forward to undertake this work, the board concluded the association itself would lead development of such a plan. The BIA developed this strategic economic plan for the benefit of New Hampshire.

A vision for New Hampshire

To ensure New Hampshire provides meaningful advantages for businesses through a vibrant, sustainable economy and the nation's best environment in which our residents can prosper.

Nine strategic goals

Business growth, retention and attraction – New Hampshire offers the best environment for innovation and entrepreneurship in the Northeast United States, consistently growing, creating and drawing in successful businesses and the people that create and lead them.

Education, workforce skills and labor pool – New Hampshire possesses a high-quality, cost-effective, lifelong educational system that provides access and affords all residents the same educational opportunities to create a robust, innovative, flexible and productive workforce.

Energy – New Hampshire businesses have access to reliable, high-quality, low-cost, diverse energy sources.

Fiscal policy – New Hampshire encourages business growth and retention by maintaining a state tax structure that is simple and equitable and by efficiently operating state and local governments.

Health care – All New Hampshire residents are among the healthiest in the nation and have lifelong access to a high-quality, affordable, integrated and preventive health and community support system.

Infrastructure – Safe, reliable multi-modal transportation; high bandwidth, high-speed communication; and improved water supply, wastewater and storm water systems able to meet the needs of businesses and residents throughout New Hampshire.

Natural, cultural and historic resources – New Hampshire values, stewards and enhances its natural, cultural and historic resources, making them available for current and long-term public benefit to foster vibrant communities, engaged citizens and economic vitality.

Regulatory environment – New Hampshire's regulations are clear, appropriate and consistently applied, providing the state's businesses with objective, predictable and consistent outcomes while protecting the state's natural resources, workers and residents.

Workforce housing – New Hampshire's workforce has access to diverse, attractive housing options that are affordable to the full range of incomes for working men and women throughout the state.

Tactics to support the goals

A comprehensive process involving 27 stakeholder group meetings with nearly 200 people inside and outside of BIA's membership, a BIA-member survey, and input from BIA staff and board of directors resulted in more than 100 recommended tactics to support the nine strategic goals. These tactics should help New Hampshire make progress toward these goals and further the vision.

An economic dashboard to track progress over time

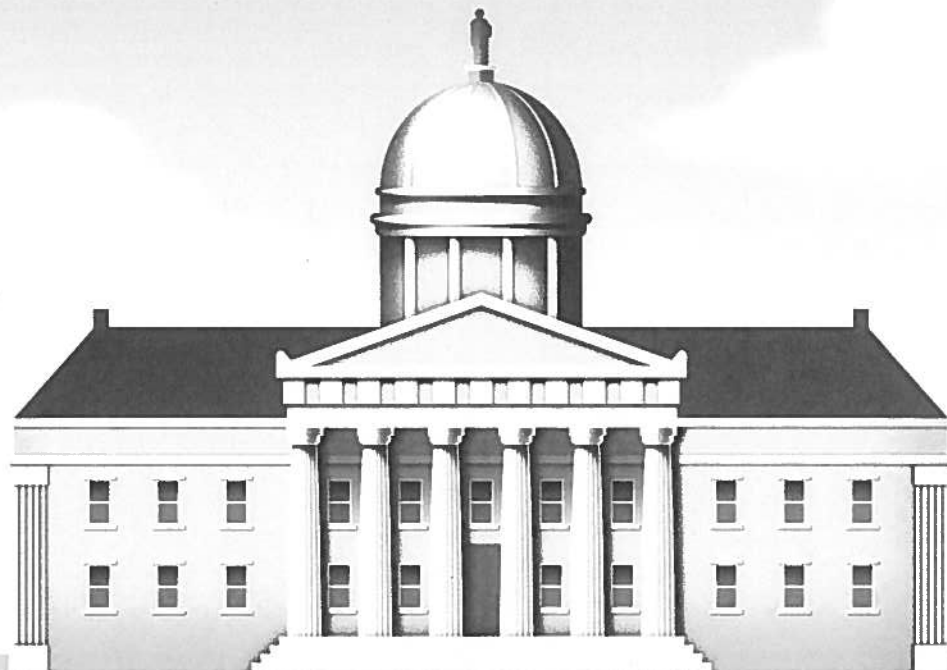
Developed by the New Hampshire Center for Public Policy Studies for this strategic plan, the New Hampshire Economic Dashboard uses primary, national data to compare and rank New Hampshire against neighboring states and states with which New Hampshire competes for business growth and attraction. Using the dashboard, New Hampshire can monitor its progress over time toward the nine strategic goals.

**To download a copy of the complete Strategic Economic Plan
for New Hampshire, visit BIAofNH.com/Strategic**

GOVERNING

Measuring Performance

The State Management Report Card for 2008



HOW WE GRADE

Welcome to an inside look at the way we work.

If you were to step inside 1025 F Street in Washington, D.C., and ride the elevator up to the 9th floor, you would find yourself in the home of the Government Performance Project. Here, in a maze of well-lit offices, the GPP's journalists and researchers analyze information and interview state officials. In the conference rooms, we hold marathon sessions on what grades to give each state in each category.

What are these sessions like? This past January, several of us sat around a conference table to talk about the strategic-planning process in Arizona. The journalist, who reported on the state, didn't see evidence of statewide planning. The academic, who had spent time reviewing agency plans, thought the state deserved credit for its coordination of strategic planning among the agencies. The journalist countered that, in the absence of a written statewide plan, there was little indication that actual budgetary actions were influenced by these efforts. After a spirited debate, we reached a consensus: The agency plans would have had to be exceptional to overcome the lack of a state plan, and in Arizona, that simply wasn't the case. That point—along with dozens of other factors—made its way into the final grade of B- for information.

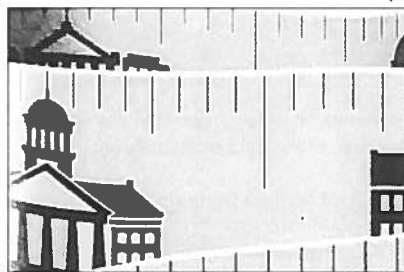
These in-depth conversations are among the last stages of a year-long process that forms the basis for the GPP's grades in four management areas—Information, People, Money and Infrastructure. A full description of the criteria used to assess those management areas can be found online at pewcenteronthestates.org/gpp.

A state's strong points and weak points in each criterion correlate closely to its final grades. Closely is the operative word. The GPP's methodology favors common sense over a formula. New Jersey, for example, does an acceptable job in a couple of the infrastructure-related criteria and a very good job in two more. Yet its grade was a C+. Why? With deferred maintenance of \$13 billion on transportation and bridges falling into ever worse condition, the fine job the

state does in planning and coordination recedes in importance. "If you let your assets decay, that trumps other factors in considering the overall management of infrastructure," says Michael Pagano, a professor at the University of Illinois at Chicago, who led one of our academic teams.

It turns out that a weak economy doesn't necessarily lead to bad overall grades. Michigan's finances are deeply troubled, but its management skills have weathered the storm well.

As with prior GPPs, the information we utilize comes from a number of sources.



Everybody involved in the GPP looks closely at the ability of states to produce actual results.

First up, a survey asking for basic data. The survey is filled out by the states and carefully analyzed by GPP's academic teams. All but a handful of states completed this online instrument. For those that didn't, the GPP team set about uncovering the same body of information through public documents and interviews.

At the same time, our teams of academics scour the country for documents that could contribute to better understanding of the states, including budgets, capital plans, workforce plans, auditor's reports and state Web sites. These not only are used as sources of information but, as in the case of workforce plans,

are reviewed and evaluated as management tools.

Meanwhile, we conduct hundreds of interviews—upwards of 1,400 this year—to add information to the pool of data and, importantly, to provide context in which all the information can best be understood. We interviewed legislators, their staffers and fiscal analysts; controllers, treasurers, budget officers and auditors; human resource and transportation officials; chief information officers; managers in charge of non-transportation infrastructure and representatives of agencies and departments. We also talked to leaders of civic organizations.

Everybody involved in the GPP looks closely at the ability of states to produce actual results. Even the best strategic plan is irrelevant if nobody in the state follows it.

One important note about the grades that emerge from this process: Although the criteria are essentially the same as they were in the 2005 GPP, the state of the art in these areas has advanced. As a result, a state can conceivably have improved without its grade going up. Take the information category. According to Philip Joyce, a professor at The George Washington University who heads one of our academic teams, here's what a state would have had to accomplish in 1999—the first GPP—to get an A: Good statewide or agency planning, performance audits with some outcome measures plus the use of performance information by the executive branch, even if there was little or none by the legislature. The state's performance had to be communicated to citizens through written performance reports.

In 2008, an A state has to have excellent statewide and agency planning, be a leader in performance auditing (most states now do performance audits), have outcome data for almost all government functions, show substantial use of performance information by the executive branch and some use by the legislature. The state's performance has to be communicated to citizens electronically, preferably through interactive Web sites.

That's a dramatic difference. While the advances in this field are greater than in the others, the basic principle holds true in grading each state in each category.

agencies must provide the finance department, which sets the governor's budget, with detailed and prioritized project requests, including justification for the projects, forecasts of operating and maintenance costs, and possible alternative funding sources.

The most abused terms in infrastructure contracts are probably "on time and on budget." But advances are being made by several states on this front. The Arizona Department of Transportation, for instance, has established a "partnering" system under which each contractor and the state agree to a "mission statement" for a project as well as a ladder of escalation for resolving disputes. This partnering has kept claims down.

California has experienced some success in the on-time department. After a fiery truck crash melted a key freeway exchange in the Bay Area, it took only 16 days—not the normal 150—for Caltrans (the state's transportation department) and its contractors to clear the span, build a new bridge and reopen the exchange. How was this accomplished? Caltrans offered a bonus of \$200,000 for each day the work was completed ahead of the deadline, with a maximum of \$5 million. Given the importance of this road to commuters, the state got real value for its money.

"Government can work," Governor Arnold Schwarzenegger said of this effort. "It can be efficient, it can lead."

GOVERNMENT PERFORMANCE PROJECT

A Project of the Pew Center on the States

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THE CRITERIA WE USE

Information

- The state actively focuses on making future policy and collecting information to support that policy direction.
- Elected officials, the state budget office and agency personnel have appropriate data on the relationship between costs and performance and use these data when making resource-allocation decisions.
- Agency managers have the appropriate information required to make program management decisions.
- The governor and agency managers have appropriate data that enable them to assess the actual performance of policies and programs.
- The public has appropriate access to information about the state, the performance of state programs and state services and is able to provide input to state policy makers.

People

- The state regularly conducts and updates a thorough analysis of its human-capital needs.
- The state acquires the employees it needs.
- The state retains a skilled workforce.
- The state develops its workforce.
- The state manages its workforce-performance programs effectively.

Money

- The state uses a long-term perspective to make budget decisions.
- The state's budget process is transparent, easy to follow and inclusive.
- The state's financial management activities support structural balance between ongoing revenues and expenditures.
- The state's procurement activities are conducted efficiently and supported with effective internal controls.
- The state systematically assesses the effectiveness of its financial operations and management.

Infrastructure

- The state regularly conducts a thorough analysis of its infrastructure needs and has a transparent process for selecting infrastructure projects.
- The state has an effective process for monitoring infrastructure projects throughout their design and construction.
- The state maintains its infrastructure according to generally recognized engineering practices.
- The state comprehensively manages its infrastructure.
- The state creates effective intergovernmental and interstate infrastructure coordination networks.

More details on the criteria are online at pewcenteronthestates.org/gpp

D+ New Hampshire

● Strength ● Mid-level ● Weakness

There is a myth that New Hampshire's fiscally conservative state culture creates frugal but fit government—no taxes, no frills, no problem. In truth, while New Hampshire may provide fewer services than other states, the notion that its finances are emblematic of old-fashioned New England Puritanism just isn't true. Meager cost and performance information and tortuous business processes create an institutional inertia that wastes much of the state's limited resources.

The governor, who serves a two-year term, doesn't necessarily appoint—and cannot remove—his own agency heads, who serve four-year terms. So the governor can spend lots of time banging heads with other members of his own cabinet. "The basic system of government is designed to make it difficult to transform anything," explains one former state official.

In New Hampshire state government, it can even be tricky buying a bunch of file cabinets. If a manager wants to purchase something that costs more than \$5,000, the deal not only has to go through a central purchasing office but also must get approval from a five-member elected board known as the Executive Council. Hundreds of items have to be reviewed every few weeks, including some out-of-state travel. Much work gets held up until the council meets and approves expenditures ranging from \$60 million for a new management information system to a \$930 trip to Delaware for three Fish and Game officials. To be sure, such controls protect the state against fraud—and that's a good thing. But at what cost?

The problem isn't only in the structure of government; it's in the process of getting information to the people who most need it. A particularly egregious example: One director whose job deals with institutional and employee improvement stepped into her office on Day One to discover that her predecessor had taken every single document when he left. That may be unusual, but antiquated technology producing hard-to-use data definitely is common. The state's old computer systems spit out so many numbers, with such minimal explanation, that the information often is of little value for analytical management.

State officials are awaiting the arrival of an enterprise resource planning system as the state's IT salvation, but new machines don't necessarily change the way people use information. Making the system operate effectively will be as much a workforce-training issue as a tech issue. There is cause for concern here, especially given the fact that the state initially managed the ERP implementation on a volunteer basis, dedicating full-time staff to the project only after it was delayed by more than a year.

Among New Hampshire's most troublesome issues is a tendency to push to tomorrow that which should have been done yesterday. Decisions about how to comply with court rulings ordering more equitable school funding have dragged on for nearly a decade. Another example: When Charles O'Leary, the former commissioner of the Department of Transportation, came out of retirement to fix the department's finances, he announced that the state's 10-year transportation plan would actually take 35 years to complete. He sliced \$1 billion of the least worthy projects; the new plan, which has not yet been approved by the legislature, would take 22 years to complete.

In addition, underfunding and lack of clear priorities for buildings, bridges and roads leaves New Hampshire with "killer" deferred maintenance problems and positively pre-modern infrastructure: The average daily temperature in January is 17 degrees, but many hallways in the New Hampshire Department of Corrections have no heat—employees cling to space heaters in some offices.

There's a philosophy in the Granite State that constant fiscal crisis helps keep the state efficient. However, without strategic planning, performance information or even timely expenditure data, how does New Hampshire know where efficiency ends and strangulation begins? The Budget Office—actually, the budget director, since there's just one person in the office—is mired in the same Catch-22 as the rest of the state: stretched too thin today to prepare for tomorrow.

For additional data and analysis, go to pewcenteronthestates.org/gpp

Money C-

Long-Term Outlook	●
Budget Process	●
Structural Balance	●
Contracting/Purchasing	●
Financial Controls/Reporting	●

People D

Strategic Workforce Planning	●
Hiring	●
Retaining Employees	●
Training and Development	●
Managing Employee Performance	●

Infrastructure D+

Capital Planning	●
Project Monitoring	●
Maintenance	●
Internal Coordination	●
Intergovernmental Coordination	●

Information D+

Strategic Direction	●
Budgeting for Performance	●
Managing for Performance	●
Performance Auditing & Evaluation	●
Online Services & Information	●

Population (rank): 1,314,895 (41)

Average per capita income (rank): \$28,828 (6)

Total state spending (rank): \$5,987,952,000 (45)

Spending per capita (rank): \$4,554 (35)

Governor: John Lynch (D)

First elected: 11/2004

Senate: 24 members: 14 D, 10 R

Term Limits: None

House: 400 members: 237 D, 158 R, 11, 4 Vacant

Term Limits: None

NH Listens

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DISCUSSION GUIDE

“Is Granite State Government as Efficient, Transparent, and Innovative as It Can Be?”

*A NH Listens Conversation
for the Governor’s Commission on Innovation, Efficiency,
and Transparency in State Government*

State Employees
June 24 and 26, 2014
Concord



Welcome and thank you for joining today's conversation ~

We look forward to your questions, concerns, ideas, and recommendations for improving innovation, efficiency, and transparency in New Hampshire state government. We welcome all perspectives on this important topic. *What do you most value about state government? What do you least value? What key indicators of innovation, efficiency, and transparency are important to you? What parts of state government are most in need of improving?* These are the kinds of questions at the heart of our conversation today.

On May 29, 2013, Governor Hassan established by executive order the Commission on State Government Innovation, Efficiency and Transparency charged with examining and making recommendations regarding the organization of government, improving government processes, improving contracting relationships, increasing efficiency, and creating performance metrics to improve transparency in government. Additional information about the Commission may be found at <http://www.governor.nh.gov>.

This conversation is organized in service to the Commission and will inform the final recommendations in the Commission Final Report. The Commission is hosting conversations with the public, government partners and vendors, and with state employees. Today we will focus on your experience as a state employee and consider the critical question: *What needs to be done to make the Granite State Government as innovative, efficient, and transparent as it can be?*

Here is the general outline of our morning:

8:30 – 9:00 AM	Registration and refreshments
9:00	Welcome and Purpose
9:20	Small group conversations
11:30	Large group summary reports
11:55	Next steps
12:00 PM	Closing

This guide is the same for all participants. The facilitators will help guide the conversation but we are all responsible for making sure the group is productive.

What is New Hampshire Listens?

New Hampshire Listens is a civic engagement initiative of the Carsey Institute at the University of New Hampshire. NH Listens works to strengthen New Hampshire communities by helping citizens participate directly in discussions about policies that affect their daily lives. Established in 2011, we engage state residents in local, regional, and statewide conversations on a broad range of topics to bring about informed, innovative solutions to complex issues. At the core of our work, we organize fair, nonpartisan discussions throughout the state, help communities establish their own, independent, local Listens organizations, and train facilitators for public engagement. Find us at: www.NHListens.org.



Please note: We are delighted to have this event covered by the press and local bloggers and want to balance that with our participants' ability to express themselves in a safe environment, share an incomplete thought, or convey a personal story as a part of this process. We respectfully request that all representatives of the media (formal and informal) please ask permission to tape, photograph, identify, or quote an individual participant directly. Video recording may be done from the designated observation area only. Your understanding and respect of this request is appreciated.

Detailed Outline

8:30 - 9:00 Sign in and refreshments

- Welcome and sign in at registration table
- Please join your small group for the introduction and to start the dialogue immediately thereafter. We encourage you to review the background information starting on page 7.

9:00 - 9:20 Welcome

- Welcome from the Governor's Commission
- Remarks from NH Listens Moderator
 - ***The goal of this conversation is to hear from you. Your input will influence the final recommendations developed by the Governor's Commission.***
- **The goal of this conversation will be to:**
 - Inform decision makers about concerns and preferences for an innovative, efficient, and transparent New Hampshire state government, particularly from the perspective of state employees. Our focus will be on the executive branch of government—those agencies charged with carrying out legislation and enforcing state laws and regulations.
- **About the process: This conversation is...**
 - Designed to focus on what is important to *you*.
 - Designed for participants to be here the whole time (please do what you need to do to be most present: Feel free to take a break or step outside for a phone call if needed).
 - About a constructive focus and looking forward to desired actions and solutions.
 - Organized to allow the greatest possible time for everyone to both speak and listen, which is why we use small, facilitated groups where ideas can be explored, differences understood, and preferences for action expressed.
 - Respectful of your time. We will keep time and respect yours by ending on time.
- **Group agreements for a productive conversation...**
 - Share "air time"
 - If you disagree, consider asking a question rather than arguing to prove your point



- It's OK to disagree, but don't personalize it. Stick to the issue, not the person who is disagreeing with you
- Speak up if the process doesn't seem fair
- Speak for yourself, not for others and not for an entire group (use "I" statements)
- Personal stories stay in the group unless we all agree we can share them outside of the group
- We all share responsibility for making the group productive
- Be respectful and use respectful language
- Respect the facilitator's role
- Listen first...

9:20 – 9:40 **Introductions in small groups**

- Your small group has a neutral facilitator whose role is to:
 - Help with the process and keeping time
 - Serve as a reminder of our agreements to be fair and respectful
 - Make sure everyone gets a chance to participate, and
 - Record key information on flip chart notes
- Reminder: Your group will need someone to **report out** to the large group at the end.
- **Introductions:** One benefit of these conversations is to be in groups with people whose experiences and perspectives are different from your own. As a way to get to know each other a bit, please share your:
 - Name, Hometown, and the the agency where you are employed...
 - A brief thought about what motivated you to participate today...

9:40 – 10:00 **Information Review**

Take the time to look over the information section (starting on page 7) about current trends and information related to New Hampshire state government. This is a lot of information and is not meant to be all-inclusive. For our purposes, we will be asking you "*what do you notice?*" or "*what is most important to you?*" Take a few minutes to read the definitions and information and allow for clarifying questions.

10:00 – 10:20 **What do you notice? A brainstorm**

As a way to begin, we will first spend time brainstorming all of the topics you think are important to discuss related to innovation, efficiency, and transparency in NH state government. *What do you notice? What is most important to you? What are the key topics and priorities we should discuss today?* Consider impacts related to people, money, infrastructure, and information.



10:20 - 11:00 Key Questions and Priorities

Next, consider the framing question: *What needs to be done to make Granite State Government as innovative, efficient, and transparent as it can be?*

- Given your priorities when you came in and the information we have just reviewed, spend some time discussing the key issues and **their importance to you**. It might be useful for **each person to speak briefly about their perspective**. The following questions may be helpful to prompt your thinking (but you will likely not have time to address each one individually):

Efficiency

- What do you see as barriers to efficiency?
- What examples of changes have you have seen implemented that increased efficiency?
- What impacts your own ability to be efficient as a state employee?

Innovation

- What conditions would enable you to be more innovative in your role as a state employee?
- What do you see as barriers to innovation?
- What agencies or offices do you think are doing a really good job, and could serve as an example for other parts of government?

Transparency

- How is your work impacted by a value for transparency in government?
- Are you able to access information necessary to fulfill your responsibilities?
- If you were to design a “dashboard” of indicators of government performance, what 3 or 4 measures should be included?
- What do you think is important for everyday citizens to know about state government?

11:00 - 11:15 Solutions and Next Steps

- Spend time here exploring differences and commonalities in your group. What questions remain? Has anyone gained insights or new understandings? Any key areas of disagreement to note? Any new ideas to note?

11:15-11:30 Final Priorities

Based on your group’s conversation, *“Are there any common-ground thoughts or ideas in this group? If so, what do we want to say at the end of the evening? If not, what diverse points of view do we want to convey?”*

A consensus is not required, but if one emerges, or perhaps if the group wants to put forward two or three primary points of view, that is fine. These will represent your **key recommendations or findings**.



Your group will need to prioritize their top insights to report out to the large group and *select someone to speak*. The reporting out should include no more than **two or three** specific statements. To arrive at this point, the group should take a step back and look for *both the unique ideas and those that seemed to recur*. Group ideas together that seem to be related, but don't lose track of the unique ones.

The **written** flip chart notes from your small group will convey a more complete view of your group's ideas. You will likely not have time to represent **all** of your ideas on the summary sheet or in the large group report out (two minutes!). All notes from the small groups will be used to provide a Summary Report to participants and decision makers.

Finally, please add any additional information that your group feels is important to pass along to those compiling information for next steps.

11:30 – 11:50 Reporting Out

Each group will be asked to provide a VERY BRIEF summary of their most important findings, concerns or recommendations. If you are asked to speak for your group, please be brief and share what has been compiled *by your group*, including common ground and divergent views. (You will have two minutes!)

11:50 – 11:55 Wrap up comments – NH Listens Moderator

- Please fill out the evaluation – it matters to us! Thank you!
- Forthcoming summary

12:00 PM Thank you and adjourn

Thank you for participating!



Information Section

This information has been compiled to provide background on the scope and nature of work provided by the Executive Branch of NH state government. This section is not meant to be all inclusive, but will highlight key areas of government along with relevant facts and trends. Our interest is in sharing basic, current information *in order to learn from you* what is significant and noteworthy to you. Data in this section has been pulled from multiple sources. Local data was provided by the Commission. Additional resources may be found on the commission website at <http://www.governor.nh.gov>. General definitions are from Wikipedia.

Terms and Definitions

Innovation is about finding a new way of doing something. This could include performing current processes with more efficient use of resources, changing the processes, e.g., electronic driver's license renewal, or transforming the outcomes. Examples of criteria used to judge innovation include:

- **Novelty**, the degree to which the program or initiative demonstrates a leap in creativity.
- **Effectiveness**, the degree to which the program or initiative has achieved tangible results.
- **Significance**, the degree to which the program or initiative successfully addresses an important problem of public concern.
- **Transferability**, the degree to which the program or initiative, or aspects of it, shows promise of inspiring successful replication by other governmental entities.

Efficiency refers to the extent to which time, effort or cost is well used for the intended task or purpose. The term "efficient" is often confused and misused with the term "effective". In general, efficiency is a measurable concept, quantitatively determined. Effectiveness is a relatively vague, non-quantitative concept, mainly concerned with achieving objectives. A simple way of distinguishing between efficiency and effectiveness is the saying, "Efficiency is doing things right, while Effectiveness is doing the right things."

Transparency refers to the idea that information is made available, well-organized, readily accessible, and easy to understand. Information that is known only to internal stakeholders does not foster accountability, nor does it enhance evidence-based planning, budgeting, and decision-making (National Performance Management Advisory Commission, 2010). When government information is made available to a wide array of stakeholders, both internal and external, it facilitates communication that may lead to improve performance, increasing the potential for improved resource management and policy decisions. (*Mohammed-Spigner et al. 2011*)

Transparency implies openness, communication, and accountability. Transparency is operating in such a way that it is easy for others to see what actions are performed.



NH Listens

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DISCUSSION GUIDE

“Is Granite State Government as Efficient, Transparent, and Innovative as It Can Be?”

*A NH Listens Conversation
for the Governor’s Commission on Innovation, Efficiency,
and Transparency in State Government*

Vendors and State Partners
June 23, 2014
Concord



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Efficiency

- What do you see as barriers to efficiency?
- What examples of changes have you have seen implemented that increased efficiency?
- What impacts your own ability to be efficient when working with state government?

Innovation

- What do you see as barriers to innovation?
- What agencies or offices do you think are doing a really good job, and could serve as an example for other parts of state government?
- In your role as a vendor or state partner, what do you experience as barriers to your own ability to be innovative?

Transparency

- How is your work impacted by a value for transparency in government?
- If you were to design a “dashboard” of indicators of government performance, what 3 or 4 measures should be included?
- How would you like to be kept informed about government operations, expenditures, successes, and problems?

11:00 - 11:15 Solutions and Next Steps

- Spend time here exploring differences and commonalities in your group. What questions remain? Has anyone gained insights or new understandings? Any key areas of disagreement to note? Any new ideas to note?

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Based on your group’s conversation, *“Are there any common-ground thoughts or ideas in this group? If so, what do we want to say at the end of the evening? If not, what diverse points of view do we want to convey?”*

A consensus is not required, but if one emerges, or perhaps if the group wants to put forward two or three primary points of view, that is fine. These will represent your **key recommendations or findings**.

Your group will need to prioritize their top insights to report out to the large group and *select someone to speak*. The reporting out should



include no more than **two or three** specific statements. To arrive at this point, the group should take a step back and look for *both the unique ideas and those that seemed to recur*. Group ideas together that seem to be related, but don't lose track of the unique ones.

The **written** flip chart notes from your small group will convey a more complete view of your group's ideas. You will likely not have time to represent **all** of your ideas on the summary sheet or in the large group report out (two minutes!). All notes from the small groups will be used to provide a Summary Report to participants and decision makers.

Finally, please add any additional information that your group feels is important to pass along to those compiling information for next steps.

11:30 – 11:50 Reporting Out

Each group will be asked to provide a VERY BRIEF summary of their most important findings, concerns or recommendations. If you are asked to speak for your group, please be brief and share what has been compiled *by your group*, including common ground and divergent views. (You will have two minutes!)

11:50 – 11:55 Wrap up comments – NH Listens Moderator

- Please fill out the evaluation – it matters to us! Thank you!
- Forthcoming summary

12:00 PM Thank you and adjourn

Thank you for participating!



Information Section

This information has been compiled to provide background on the scope and nature of work provided by the Executive Branch of NH state government. This section is not meant to be all inclusive, but will highlight key areas of government along with relevant facts and trends. Our interest is in sharing basic, current information *in order to learn from you* what is significant and noteworthy to you. Data in this section has been pulled from multiple sources. Local data was provided by the Commission. Additional resources may be found on the commission website at <http://www.governor.nh.gov>. General definitions are from Wikipedia.

Terms and Definitions

Innovation is about finding a new way of doing something. This could include performing current processes with more efficient use of resources, changing the processes, e.g., electronic driver's license renewal, or transforming the outcomes. Examples of criteria used to judge innovation include:

- **Novelty**, the degree to which the program or initiative demonstrates a leap in creativity.
- **Effectiveness**, the degree to which the program or initiative has achieved tangible results.
- **Significance**, the degree to which the program or initiative successfully addresses an important problem of public concern.
- **Transferability**, the degree to which the program or initiative, or aspects of it, shows promise of inspiring successful replication by other governmental entities.

Efficiency refers to the extent to which time, effort or cost is well used for the intended task or purpose. The term "efficient" is often confused and misused with the term "effective". In general, efficiency is a measurable concept, quantitatively determined. Effectiveness is a relatively vague, non-quantitative concept, mainly concerned with achieving objectives. A simple way of distinguishing between efficiency and effectiveness is the saying, "Efficiency is doing things right, while Effectiveness is doing the right things."

Transparency refers to the idea that information is made available, well-organized, readily accessible, and easy to understand. Information that is known only to internal stakeholders does not foster accountability, nor does it enhance evidence-based planning, budgeting, and decision-making (National Performance Management Advisory Commission, 2010). When government information is made available to a wide array of stakeholders, both internal and external, it facilitates communication that may lead to improve performance, increasing the potential for improved resource management and policy decisions. (*Mohammed-Spigner et al. 2011*)

Transparency implies openness, communication, and accountability. Transparency is operating in such a way that it is easy for others to see what actions are performed.



NH Listens

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Appendix D1

All Small Group Notes: Public Employee Conversations held on June 24 and 26, 2014 in Concord

Group: A

6/24/2014

Facilitator: Dennis

Brainstorm

- Staffing
 - Not enough staff
 - Out (staffed?) to another dept. accounts payable.
- Short handed
 - Short paid—underpaid
- Top heavy—not enough staff
 - Too many chiefs
- Approval process is burdensome
 - Need templates
- Money to be collected
 - No staff to collect
- Population increase, staffing has gone down.
- Staff benefits has gone down and we now lose staff because of lack of benefits
- We can't live free we need to pay for the services
- Purchasing equipment
 - Low bid→equals poor quality
- \$ Over \$100 or more need requisition
- Micro-managing kills us.
- Lack of accountability and lack of trust
 - Fear and political presence for loss of job
- IT area
 - Manager need to be trained in project management
 - PMI certificate
- Managers need to be trained to manage
- Teams get together for training
- Need career development
- Staff are leaving due to lack of education and training
- Hard to be innovative in government. Too many obstacles need permission to do innovative work/Can't train
- Controls in place stifle any innovation
- No money to use it to improve work
 - PDF to use on inspections
- Staff put ink cartridge in printing for their job and then another group uses theirs
- Brain Drain
 - Outsourcing our work to India
- NH government should invest in NH sustenance
- Trapped in Lowest 1st cost
 - Look at life time costs
- Do it
 - Office and Info tech

- Money spent in NH stay in NH
- Innovation is risky and staff are risk avoidant
- Change structures used in 1770
- Always do what we always done...anti-change
- Evaluations are not meaningful
- Employee levels are problematic, can't advance.

Efficiency

- Accounts payable outsourced to shared services center
- Lawson more efficient
 - Take away by outsourcing and now back to paper
 - \$7 per page of work
 - Too 10% of work + 4 staff positions
- Service oriented work can't provide it.
- Efficiency is hamper by legislative process
- Rules and laws create inefficiencies
 - Cuts prohib. staff from doing work
- Can't do online training because a lack of resources
- No team work and it prohibits efficiency
- 360 Evaluation to improve manage
- Governor/council approval process is problematic
 - 2/3 of your job is in this process
 - NH is at a competitive disadvantage due to this.
- Team work
 - Ind. Will not work consultant
- ASD
 - App./80ptw/dov
 - Need business analysts
- \$5 for parking at 4 people need to improvise

Innovation

- Lawson is innovative
- Get out of "Penny wise, pound foolish "
- Spent money to use system. Taken away ability
- Project management training
 - Know life of the project
- Management is an uphill battle

Transparency

- If staff leave 12 week minimum to replace the person
 - More like 6-9 months
- Honesty of management to share information on delay of hiring
- 360 evaluation of all staff
- Needs to be easier to work with state agencies.
 - Rules are difficult to work with
 - Permit by (/of?) (inflation?)
- Can't track his own grant

- Department could have dashboard of performance evaluations
- How do you measure our work?
- Don't blame the little guy!
 - Don't get paid enough
- Citizens to know the real cost of government
 - Volunteer time is huge
- Worked for turn pike—can't use turnpike when working
- Public relations to help citizens know what government does.
- Outside audits pro

Final Priorities

- Staffing
 - How can we be innovative, efficient, and transparent because we are short-staffed
 - 360 evaluations
 - Management training and acct.
- Approval process—management of it is inefficient
 - Purchasing
 - Staffing
 - Work processes in generic
- Accounts Payable process has gone backward in an attempt to be efficient.

Group: B

6/24/2014

Facilitator: Bill

Brainstorm:

- IT—procurement process→undue burden in moving ahead “cumbersome”
 - Lawson story—change department telephone number and it can change your tax deductions (glitch)
 - Settling for small fixes
 - “solution that fits the budget and not the needs”
 - Save money up front, lose long term
 - Ex. Lawson
 - Financial burden—more time lost vs. gained because of inefficiencies of system
 - Impact productivity
 - Higher paid employees need to spend time doing lower paid work because of inefficient system
 - Lawson—so secure it is really hard to get into the system (even to look at vacancies)
- Budget—NH is dependent on federal money
- Report Card—terrible how poorly NH does related to “people”
 - Would like to see NH invest more in people
- Resources—funding
 - Dragging a vacancy—due to liability of having to pay off a person who leaves, don't account for this in budget
- “Freeze”—subject (general funds)
 - accounting complex
 - affects state employees, not contracts
 - Impacts people's work flow

- Disruption
 - Other services—politically advantageous
 - Admin. services—must go with low bid as long as there is minimum quality to the bid.
- Last cost options are virtually required
 - Qualitative assessments done
- RFP process needs work!
- Too siloed—work teams operate within silos=makes it impossible to share info.
- Rule-making—JLCAR values→no guidance
 - Very restrictive→must go through approval process. Takes long time to create change.
 - Lot of time and effort goes into re-adoption
 - State agencies—have best management practices that are written up, it gets published and utilized by other agencies. over time it gets out of date (no longer applicable to a particular agency)
 - Problem that an agency cannot write up their own best practice manual (It should to through rule making).
 - Inefficient.
- Rule-making→possible solution
 - Provide process for public notice and comment for guidance that is cited in admin. rules.
- Managed Care—Medicare
 - Not enough money to pay for all the uninsured in NH
 - TV commercial—(well?) sense. We give you a bike helmet. Has money to spend on commercial
 - Cheaper to pay contractors than employees
 - But really it could be done better if it was done with state employees
 - contracting is a way around restrictive rules, but not necessarily more efficient
- Discrepancy
 - Fed funds→ NH will do what fed money is intended to do, but NH does not have the money to provide the actual service
 - Ex. Childcare:
 - Fed money creates referral network
 - NH does not have the necessary childcare services that the referral network is meant to do.
- Solution—have the fed money, not NH money to match.
 - Case workers self-maintain lists of people in a given area and help people directly with funding child care
 - What if federal money did not have so many strings attached?
 - Public access to computers to set info—ex: registering car

Key Questions and priorities

- Barriers to efficiency
 - Lack of resource, whether people or dollars
 - Procurement process
 - Silo effects
- Identify patterns and needs—info moves in a (bucket?) from one place to another (everybody has their own system. What is in the (bucket?) is unique, not the system.
 - Need to look across programs, instead of staying within a silo
 - Restraint to opening up a system that works well for everybody

- Reasons to not create change is due to funding streams—different systems are funded by different systems
- Legislature
 - State work is at their whim. What is approved/not approved does not always make sense.
 - Ex. Expansion of (?), no money to make sure it is done well, plan roads...
 - Have executive branch set a forward direction identify future costs so that does the road future legislatures have something to work with.
- Unfunded liabilities
 - Computer system
- Lean process→ done within DES for wetlands
 - Why do we do this?
 - How could we do this better?
 - Make incremental changes for the better
 - Prioritize
 - Analyze process, then lay technology on top of that
 - Has important learning process
- Legislature—Healthcare
 - Self-insured
 - Saved through cost avoidance
 - Leverage work force with vendors

Innovation

- NH is behind the times compared to other states
 - Ex. Technology
- Innovation
 - Support for it if you can make a positive change using existing resources, not if it involves funds.
 - Being creative, creating change→ people are not always responsive to change
 - Depends on who is in the upper decision making positions
- NH is not forced to look at a different way of doing business
- Private sector—do something innovative and get rewarded creates culture of change, builds morale.
- Exemplary service award—legislature
 - State employees (been around)
 - Back to, depends on dept. head→culture of dept.
- Have Governor visit departments→public promotion of agency
 - Check-in→see how people are doing
 - Be a presence.
 - Follow through→acknowledge people's efforts
 - If you ask people, you need to listen and actually make change.
 - People are tired of being asked for ideas and not seeing change
- Assess risk related to spending resources
 - IT→data breach→irrational fear about information security
- DES→ changing for better→due to commissioner
 - Customer service, collaboration, openness to new ideas, respect for employees= leadership is important
 - He sent an email encouraging people to come→DES had a good turn out tonight

What would make biggest difference to employees in the state?

- Build front end databases
 - Alleviate massive construction point in NH's development (NH is very behind)
- Employee perspective
 - Always a pawn within political changes
 - Need active leader that brings people together, cut down on silos→bring people together
 - Higher level planning
 - Culture that binds us (all state employees)
 - See selves as part of a larger team
- Career-based peer groups
 - Find ways for people to do more cross-agency listening sessions, mentoring based on interests, need develop the next group of people

Final Priorities

1. Culture Change—Leadership that is invested in promoting their philosophy to state employees, (??) everybody in it. Strengthen identity
 - a. Promote cross agency relationships—nurture pride of belonging to state
 - b. Adopt longer-term plan
2. Procurement/siloing—narrowly focused solution
 - a. “fits the budget but not the needs”
 - b. Pay more to get less
 - i. “Freeze”
 - ii. JLCAR—internal rates restrictive=motivate higher cost contracts

Group: A

6/26/14

Brainstorming

What do you notice? What is important to you?

Key topics and priorities to discuss today

- IT—old, doesn't have many common functions, outrageous lack of communication ability to public through IT
 - Aging infrastructure and few staff (IT) software
 - Why fear of hacking, slow, down,
 - Software but infrastructure doesn't support
 - Consolidation movement→problems today
 - Don't have expertise either
 - Some areas have software but not functional and supported well
- “Bare bones” staffing to do every day work
 - let do improvements
- \$\$Budget—too little, fed \$ are offsets
- Power of statutes and regulations that require you to do work certain way
- *Lack of training of new managers re: management expertise is not valued
- Lack of employee incentives to help make change
 - Lack of sharing of good ideas and systems
- Where money is spent—on what seems (??) less important items

- Duplicity of spending across agencies (silos)—too many? Too many Ways
- Training and Education—Peter principle rules
 - & Salary structure supports that
- Fresh ideas and solutions not welcomed
- G+C \$2500 threshold holds back change even when raised it is not enough
- Often change agents do not want change as it is not in their best interest
- Current structure of state government attracts business and seen as attractive so it won't change because it not internally working well
- IT standards we set for others is higher than ourselves like using wireless technology
- Centralization vs. duplication varies having + impact like HR
- Don't take advantage of low hanging fruit
 - Waste, inefficiencies, often management doesn't support

Key Questions and Priorities

“What needs to be done to make executive branch of NH gov. as innovative, efficient, and transparent?”

- Transparency
 - Pretty good: right to know works, generous at time “Transparent NH” website seems to work well
 - Getting info across silos is challenging with some areas
 - Some think there are still too many secret conversations
 - More transparency of commissioner qualifications and director to employees and public
 - More transparency about accomplishments and improvements of state
 - Measures on dashboard, value (cost vs. Saving by state employers), community engagement, info about expertise of state employees (education level)
- Efficiency:
 - Success: LEAN (+) in some areas—should have been required to implement change
 - IT with utility constituents
 - Agencies working together—“one stop shopping” plan NH first timesheet system

What impacts your ability to be efficient?

- Boss needs to have a supportive mind set of a team
 - G+C process—too complicated, changes constantly
 - Contracting process—no electronic way
 - Good systems of conflict management—for managers
 - Management ability and skills of boss
 - IT system
 - Lack of administrative support
 - Understaffing
- Innovation
 - Who does a good job:
 - Dept. of safety
 - Promotion based on LEAN implementation
 - Changed G+C process
 - Homes—make own value
 - Use of “VOIP” by some agencies
 - DES in general—
 - What helps:

- Boss who supports it and sets tone—heard, vetted and implemented and feedback given
- Process in place that make innovation happen and be implemented
- IT support
- Green team in every agency

Solutions/Next Steps

Where are we in common? Differences? Remaining questions? New Ideas?

Commonalities:

- IT Frustrations
- Lack of training from top to bottom
- Lack of implementation of good ideas and decisions
- Lack of resources due to poor allocation
- Challenges of constant change especially due to politics
- Transparency pretty good
- Quality of boss at (wl?) level is critical
- G+C doesn't work
- Salary structure

Differences:

- Centralization vs. decentralization

Solutions:

- Merit pay
- Competency based evaluation
- Change G+C threshold, standardize process
- More free training (bureau of training)
- Mandatory management training
- Update infrastructure (people, software, hardware) of IT to current standards
 - Set standards and systems of IT for confidential vs. nonconfidential

2-3 Specific statements

1. IT Infrastructure needs to be excellent. Key to innovation and efficiency
2. Invest in people—training, merits, competencies, staffing levels
3. Want to see commission (or whoever is in power) listen and implement outcomes of this process and follow up and monitoring.

Group: B

6/26/14

Facilitator: Dennis

Brainstorm

- Performance measurement is not done
- Communication—lack of one directional
- Lack of direction
 - Long term vision

- Lack of management training
 - Work place development
 - Get more done with less doesn't work
 - Supervisory roles and training
- Low wages is not attracting new and young talent
- Lack of educational support
 - UNH state system is too expensive
 - Transparency does not exist
 - With educational support, some get it
 - Needed for future workforce
- Pay contractors large sums when work could be done inside
 - Use state contractors
 - Unaware of sharing between departments/agencies
 - Interagency communication and info sharing
 - Need of agency cross training
 - Lack of state agency knowledge
 - need more transparency
- Legislature training on how state government works
- Restore "COLA's" to pension for retention
- Scheduling/approval of gov/council
 - Process is inefficient
 - Paperless update the laws
- Help employees share how valuable their work is and diverse and interesting
 - Great pride in work
- Business as usual is state employee hard work
- Show how state benefits the public
 - June 23 is public service rec. day

Efficiency

- Barriers
 - Tech—lack of appropriate use of tech
 - We don't have a process to be efficient; we do what we always have done
 - Don't measure inputs/outputs
 - Super/manager aren't held accountable for not completed evaluations
 - The culture needs to change
 - Need 360 evals
 - Have regular meeting to keep department up to date
 - Lack of staff
 - Low bid is killing us
- Changes that have worked:
 - LEAN process
 - NH first ERP system
 - But not in all agencies
 - Recruitment portion doesn't work well
 - Can apply to other agencies as internal candidates
 - Search function is not good
 - Online reg. has improved
 - Going paperless

What impact my ability to be efficient?

- Layoffs hurts
- Lack of direction from
 - Management
 - Supervisor
 - Entire agency
- Attitudes—the culture doesn't promote
- Lack of tech.
 - System imp. in 1980
- State restricting
 - Licensing of IT applications.
- A lack of interagency support or understanding of what can happen
- Admin. can provide reports
- Systems are cumbersome
- 90% of info is public info
 - why is it secured
- Institution knowledge leaves with people no staff transition
- Inventory process is inefficient.

Transparency

- The lack of trans. keeps us from doing job
- Know at one level and can't share
- 360 degree evaluations
- Department has a policy of no transparent.
- Can't help because filters that stop us.
- Can't ship (when?) it is part of job
- Dashboard
 - Est. performance measures
 - We have some but why and how do we change to make it better
 - Higher quality performing measures
 - No trust in system
- Citizens need to know what state does
 - Help them know what
- Interview customs
 - How are we doing
 - Need 2 way communication
- Right to know
 - Put it out there
 - Help people understand

Innovation

- Barriers
 - Respect and attitude
 - Administrative discretion
 - Ask staff what can be done better
 - Supervisors ask staff
 - Lack of staff
- Better work force development

- Sent super. to CPs
- Hearing about innovation will lead to innovation
- *Monthly newsletter to share info
- Asking to get info/people hear info
- Update tech. no analytics on usage hear for customers
- 1980 tech in 2014
- Agencies doing a good job
 - DES is using item (?) tracking database
 - Accounts payable paperless
 - One stop envir. Services

Final Priorities

- Communication
 - Open up
 - Trans. With public and within state
 - Monthly newsletter example
 - Interagency
- Invest in infrastructure
 - Update it → 1980 systems used today
 - Update governor/council process
- Work force development
 - Staff training
 - Managers CPM/CPS
 - 360 degree or system to address transparency.
 - Educational rem.
 - Recruit/retain staff
 - Performance

Group: C

6/23/14

Brainstorm

- Governing council process
 - Ex. Council
- Structural Issues
- Communication among leadership between divisions
 - Trickle down leadership adm.
- Training—getting some
- Career path in agencies “stuck”
- Hiring process—slow
 - Flauson system (needs?) it worse → cost
- Inventory inefficiencies
- Sick leave system complicated
- Part-timers payment system
- Procurement system IT
- Continuity especially with new “initiatives”
- Succession planning—age of workforce

- Too many chiefs
- Retaining employees
- Engagement between Sr. Leaders and staff
- Need to evaluate pay scale—hard to hire
- Hard to hire young people
- Sustainability of staff meetings to reorg get stalled—DOP Rules
- Legislative interference
- Jobs created for people
- Budgetary uncertainty and underfunding
- Cross branch evaluation (organizing?)
- Support for acting on programs and efficiencies
- Committee for everything
- Need more internal metrics—indicators, how are we saving, sharing the information
- Too much outsourcing (cleaning crew) connected
- Very hard to deal with problem employees, holds work hostage
- *Untrained supervisors—How to supervise
- Technology training and hard/software
- Commission level leadership problems
- Communication—getting an answer
- Supervisors inefficient at the job.
- Nepotism
- More hierarchical than private sector; less collegial (reserved parking?)

Efficiency

- “Lean process” did help in some areas, depending on the job
- Impacts—standard work hour, inability to work off campus, limited out of the box thinking (varies across agencies)
- Less money= less help (underemployment) rules about asking for help
- Can’t pay people enough to stay. Empty positions
- Clerical staff overloaded and underpaid
- Too much rough guessing, not enough information and feedback*
- Red Tape and micromanaging (chair) and lack of trust to do our jobs.
- Transfer of knowledge—leaves with the person. Can’t train until vacated. Pay out can leave a position empty for months.
- Being told to order “12 cases, when I sell 1 case a year”
- Working alone with no break
- Bullying in workplace—hard to get rid so managers pass the (buck/book??)
- Fear of change
- No support to make change and lack of information
- Status quo/stability/fear of change
- “I just do what I’m told” Raise \$5000
- “We do change poorly” (Too top-down)
- G+C process inefficient
 - Constitutional micromanagement

Innovation

- Collaboration and communication across silos is very difficult. Lots of resistance.
- Need opportunities to share ideas

- Constrained environment
 - Personnel
 - Procurement
- No incentives to try something new and lots of barriers to try.
- Red tape
- Good improvement to travel policy
- Conditions for innovation—
 - Need to meet to collaborate
 - Needs cohesion
 - Need more flexibility in spending
- Trying to standardize key work processes
 - Cost impacts
 - And can't standardize it all
 - We under-resource processes that help with need to build a culture where employees move around more freely by choice
- Training can help, time for change
- We are "too thin"
- Some training on line not effective
- Need job shadowing for when people leave. Change hiring process
- Process stops us from grooming people for a next position
 - Promoting people who can't supervise
- Need to share innovation stories
 - Talent cost money

Transparency

- Slow hiring, procurement, personnel
 - These are all driven by accountability and transparency but it eats up lots of time.
- Knowing why positions aren't being advertised
- Consultant's report
- Lack of transparency for us as employees
- People scared to report people (bully)
- More part times being hired
 - Less money, less (connection?)
- Some with contractors
- How people do their job should be documented/transparent for new employee
- People in power are parental "because I told you to"
- Management not connected enough to grass roots—this hinders transparency. Not listening enough
- Part time employees need rights
 - Issues with bonus
- Transparency helps an agency stay organized is info is available for the public.

Solutions and Priorities

- Pay for performance scale
 - Some merit aspect to pay
 - Liquor commission not doing it but could
- Peer Driven meetings
- A rep from administrative services needs to share info from on the ground to leaders

- Adopt 360 review including appointed officials.
- Evaluate Commissioners
- GC process
 - Make it paperless
 - Raise the threshold
 - Set the clock on action
 - Exempt contracts with no state money or make threshold higher
 - Narrow the scope of what is covered.
- Foster an attitude of engagement
 - Help people get connected and excited about the work they do. Helps increase commitment
- Inspiring leadership
 - Ex: penalizing after family leave
- Make changes to the hiring process so we hire more innovators, more flexibility to encourage
 - Job description lock you into how it has been done
 - Require supervisor training
- Role of HR needs to be looked at/let people hiring decide
- Apply LEAN process to the hiring process.
- Require measurable targets for any new initiative and report results
- On-site childcare***
- Inventory for liquor committee all done by store, change to inventory team that goes to each store.
- Devote resources to tech and training
- Virtual office—working off site.
-

Group: D

6/26/14

Brainstorming

Efficiency, Innovation, Transparency

- DOT—purchasing process is lengthy/it is a barrier
 - Changing the process is hard—people are resistant to change.
- Technology—more training opportunities for IT and other areas
 - Need more cross-training
 - No opportunity to have mentors for new employees. This is much needed.
 - *Too many things are still done on paper—need to go electronically
- Accountability and prioritizing in finances.
 - There is no transparency
- *Streamline the process
 - LEAN process—use it all across ALL dept.
 - There was a training
 - Some departments are using it, some are not
 - We need to admit that we need to streamline
 - (vs “that’s how it’s been done for 20 years”)
 - Save money by doing things electronically
 - Ex: the cost of using paper checks is \$15 per paycheck

- Mileage forms and permits
- Staff cuts—27% decrease
 - Hiring process takes very long (months)
 - Need staff and time to put this process in place
 - Already have amazing people who are dedicated and put in extra un-paid time
- The new commissioner put forth a document (organizational chart) that identified roles and responsibilities
- Some websites (certain URL's) are blocked sometimes you need that info right away
- People are not alone in their frustrations
- Too much time spent trying to find information you need—especially on state website
- Consolidation of resources needed
- Lack of open and honest communication
- Lots of time lost looking for needed information
- Lack of accurate public information for those coming in seeking info at statehouse complex
- Need better signage, maps, communication
 - Staff themselves are confused, how can they be expected to relay information that is accurate
- Wi-fi needed at statehouse complex so the public can get access to where they need to go and information—develop an app
- Need consistent access to updated technology.
 - Ex: it took close to 3 weeks for employee to get web browser changed
- Disseminate new equipment when it comes in, not wait until it's outdated
- Even vendors are asking for wifi need a station for that
- Take advantage of technology and resources that already exist.
- More boots on the ground
- Safety issues
 - Employees are at risk for violence, accidents in some departments
 - *put more measure in place to protect employees
 - Staffing cuts in some depts. Are jeopardizing employees safety
 - Ex: doc, psychiatric
 - People do not feel protected, and this undermines work performance—always looking over your shoulder
 - Look at areas with greater potential for volatility, violence, physical risk and provide necessary support—it is greatly needed
 - Liability is huge for physically involved jobs with at-risk clients
 - Cost to increase employee safety will be minimal compared to potential litigation
 - Safety standards/level of requirements for private sector do not apply to the same level for public agencies
- Image to the public needs improvement
- As a system we are too top heavy—top money are paid for upper level executives, but we are not paying our employees enough to carry out our missions (livable wages)
- Are departments “over-managed” too many managers
- Seems to be a different set of standards for managers compared to line employees
- Appreciation goes a long way
 - A little more recognition “pat on the back” would go a long way, especially where staff cuts have happened and people are doing the work of 2 or 3 people!
- Need more transparency of how your tax dollars are being used

- Ex: much of budget goes to public contractors, a small percent goes to state employees
- Citizens need to know that we are doing the best with what we've got
- State publishes their employees' wages, but sub-contractor wages are private
 - WHERE IS THE MONEY really going?
- Some agencies appear to have a lot of employees but in reality the majority of budget goes to sub-contracted people
 - Vicious cycle—no transparency
- Public education needed for where the money is being spent
- Employees get penalized for anything they do—feeling scapegoated
- Cost of public employees to utilize private sector services is too expensive (health insurance, etc)

Pattern Emerging

- Technology
 - Access
 - Training
 - Use
 - Implementation
- Safety in the workplace
 - Increasing acts of violence
 - Some departments—employees not feeling safe
 - Lack of mental health services is impacting several other areas
 - Decrease of man power and resources is a safety issue
- Communication
 - Lack of
 - Not consistent
 - Not utilizing technology resources
 - People feel disconnected
 - Need transparency with employee communication and public communication
 - Employees need to feel appreciated and connected
 - More transparent communication with the public—how hard we are working with 27% staff cuts
 - Also where the money is being spent
- Efficiency
 - LEAN program is not being implemented widely as it should be
 - This is not new—LEAN was introduced 10 years ago...then it seemed to be forgotten. Staff cuts have affected implementation of this. Takes time and resources to implement
 - Paper, paper, paper! (checks, charts, etc)
 - Some is needed, but can we streamline and go electronic
 - Space to store archives is running out and its expensive to warehouse it.
 - Training and implementation
 - Preventative maintenance to make equip last longer
 - “penny wise, pound foolish”

Top Patterns that emerged:

- Technology
- Safety in the workplace

- Communication*
- Efficiency
- Employees as people*

Group: E

6/26/14

Facilitator:

What needs to be done to make NH government as innovative, efficient, and transparent as it can be?

What did you notice?

- D+ rating: esp. reference to computer systems
- Rating system—no strengths, lots of weaknesses
- Executive council—any spending over \$5000 or any out of state travel must be approved. Not efficient.
- Range of expenditures
 - \$158—office of econ. Stimulus
 - \$3103—boxing and wrestling commission
 - \$1.8B HHS → there for no reason
- Large spending for Health and Social Services?
 - How much money is directed to prevention and real problem solving? Promote health, pro-actively...
- No descriptions for spending
 - Where does it go? You are left to your imagination.. (lack of transparency in some areas)
- BIA analysis—
 - No longer in migration
 - Pop is aging, income falling
 - Jobs are not here for young adults
 - Infrastructure not here to grow businesses, esp in north
- Notice:
 - Technical skills of our existing workforce not current enough—education system not keeping up; insufficient investments in education
 - Vicious cycle
 - Including county+tech+vocational schools
- Students leave NH for college because college costs here are high—leave state permanently
- We raise standards for vocational education; kids that need it can't get in.
- Vicious cycle
 - Less business→less tax revenue (impacts employees with day-to-day squeeze)→fewer invest in education→fewer skilled workers→less business.
- Cutbacks in retirement benefits
- Cutback in FT positions
 - Positions left vacant
 - People have less money for consumer spending; employees are squeezed (see below)
- State positions often left vacant to save money
- Temps of PT used instead. Requires more training, more turnovers.
 - People move on because they need jobs with benefits (or FT jobs)
- State may bring a retiree back on as a PT employee of consultant at lower pay *effects morale)

- With workforce stretched thin, you are always in crisis mode. Not time for innovation. Low morale
- Laid off employees use state UnE benefits, food stamps, etc. Still costs, more Money
- Innovation requires inspiration, feeling of ownership. Commitment
 - Can't get that with temp and part time employees
 - Need people who are invested
 - Ex: Dept. of pub works...
 - 3 PT architects→change→2 full time employees
 - Right decision, improved morale for staff
- Recc: Focus on providing stable FT jobs with benefits is efficient in long run
 - Every dept. has faced this
- Not enough people to do the work. People work OT to get the work done. Then, managers get the wrong message and we don't get needed funding.
 - "People come in early to work and leave a little bit later every day..."
- Transportation fund only allows for spending on highways and bridges—nothing for mass transit, carpooling, bicycling etc.
- Need for proactive solutions regarding health, healthy lifestyles, food, etc. More efficient in long run.
- General emails from supervisors or commissioners should go to the person who needs it/targeted communications instead of blasts to all employees—
 - Makes employee wonder what's going on
 - Takes focus away from work
- New and changing expectations with regard to response times for email inquiries, phone calls, etc.

What examples have you seen that improved efficiency or gave rise to innovation?

- Shift workplace to a less busy, less noisy location
- DES—LEAN initiative and
 - Focus project by project to improve
 - Get ideas and feedback from peers
 - Collaborative team approach
- PUC—seems pretty efficient to her
- Commissioner moved away from paper forms to greater use of web resources—also training available online for FF's
- In house training for management and supervisors on conflict management and time management
 - Supervisor training very helpful
 - technical writing
 - Customer service
 - More advanced trainings→a lot to be learned from them.
- When people are promoted into super. jobs—mandate training
 - Department created new (quality/skills) IT system to meet its departmental grant management needs (not an off-the-shelf software created to meet our needs by our staff) and skilled employee and tech side.
 - Conditions: listening to school districts about the need
- DPW—sharing plans, drawings and records on S drive saves time with good filing system, easily useable by staff
 - Takes only seconds to access

- Wellness coordinators in each state agency

Solutions

- Review workforce and needs. What do we need to do to fill jobs with well qualified workers, esp. in the newer generation?
 - Look at what motivated younger gen?
 - Look at required screening and tests. Are they relevant?
 - Look at pay grades
 - Look at recruitment methods—
- SEA working with state on wellness programs
- Encourage agency L-ship to focus on messaging healthy lifestyles and create encouragement for employees to offer ideas for this.
- Focus on providing FT jobs (fewer temps and PT workers)→stable workforce→better trained; better morale→less turnover, more efficient
- Survey of employees annually (or every 2x's years/5years)
 - www.omp.gov

Group: F

6/26/14

Facilitator: Cara

Brainstorm: What do you notice? What is most important to you?

- Reluctance to relinquish control
 - Lack of trust
- Increase collar amounts for thresholds
- Fear of job loss
 - People spend a lot of time talking about this
- Antiquated hiring practices
- No merit increases
- Legislative branch=too big!
- Lack of accountability (all levels)
 - Employee responsibilities
- Miscommunication budget allocations
- Training issues—lack of “do more with less”
 - Not being trained, expected to do duties not trained in
- Not filling positions→turning to contracts
- Lack of performance reviews for administrators
- Lack of succession planning
- Forced centralization,
 - Ex, DOIT cost share center
- Classification system for employees does not always make sense.
 - Job education requirements
 - Supervisor needs less education than staff and gets paid more
- Not everyone is valued (skill sets)
 - Ex. Accountant not valued as much as engineer
 - “Culture”
- No standardization across different departments
- Comparable work is compensated differently across depts..

- Management lacks management skills
 - Good lawyer does not necessarily mean good manager
- “Because that’s how we have always done it”
- “fiscal crisis does not equal state efficiency” no misconception
- Look at structure of agencies money allocation
 - Does it really fit today’s needs
 - Big budget→not necessarily fairly shared (allocated) resources
- Vertical integration vs. horizontal
 - Fewer supervisors→flatter structure
- 21st century IT, less paperwork
 - Increased technology
 - Statutes in place that require a paper trail
 - Electronic signatures and payments (don’t exist in state govt)
 - Depends on dept.
- Divisions don’t work together
 - No central mission across dept.’s
 - No system approach
- Implementation never gets followed thru
- More staffing needs for the amount of work
 - There are exception→DES plenty
- Budget surpluses are squandered because if you do not spend it, you lose it
 - Again dept. dependent some have little funds
- Improve management of existing assets

Key Questions and Priorities

Efficiency

- Governors council
 - Have laptops, should not have to send paper copies but because the MOP has not been changed/approved...still sending ridiculous amounts of paper to them.
 - Not efficient
 - What are they doing with all the copies?
 - Solution: more to electronic, no paper
- Good that contracts are on-line for everyone to see, so...
 - This should be extended all the way to the start of a contract process
- The contracting process is so cumbersome there are groups/vendors are deterred from bidding for contract. Too many steps, paperwork
 - Solution: consider using forms
- Employee work
 - Solution: allow people doing work to decide how it is getting done.

Transparency

- Problem: admin. services policies are antiquated and redundant; have barriers to completing tasks.
 - Ex. CFO of fish and game is not able to pay a utility bill, which is an expense, because the sum is too large and therefore has to go to Bureau of Accounting and be paid out of a different account in the name of transparency.
 - This creates a bottleneck with in agency with the auditors, and it does not make sense
 - Solution:

- Empower people (CFO's) to make decisions revise DAS policies to allow flexibility
- Problem: not sure what message governor may want to put out.
 - Solution:
 - Establish guidance for metrics
 - Tell agencies what they want them to measure
 - What does the governor want to know? Across all dept.'s → some better than others

Transparency

- What is it? (Becomes a buzz word)
- Set parameters around what it means
- Need to simplify and be exact about what governor wants to see data wise from each agency

Innovation

- Barrier: fear of transparency
- Employees come up with innovative ideas and solutions AND THEN nothing happens!
 - Frustrating, what's the point?
 - Lack of change=people lose interest
 - Back to "that's the way we've always done it"
 - Relinquish control
 - Solution: Allow and approve development of new revenue sources
- Internal → need peer reviews of management
 - Review from bottom up "360 review" need! (solution)
- Institute new data system
 - Cumbersome to work through info technology/innovation too complicated, not easier
 - Solution: Need to decide on processes before you lay technology on top/mechanize it.
 - Decentralize DOIT
 - Upgrade system
 - Upgrade knowledge
- Operating systems are 25 years out of date in order to be fiscally conservative=now systems are breaking and way out of date
 - One solution will not fix each agencies department (depending on how obsolete a given system is)
- Opinion 1: underpaid IT staff=not lending edge skill set
- Opinion 2: DOIT is centralized
 - They have no accountability to the agencies.
- Depending on Agency and position within → state employees have very different experiences in terms of funding, communication, management, IT
- IT people cannot implement anything innovative because they are busy keeping present systems from crashing
 - Update technology
- Commission needs to:
 - Not just create a report, find solutions that don't necessarily cost anything and implement a change so that people believe that this effort is truly meant to be innovative
 - Ex: revamps classification system employee compensated differently depending on classification even if they are doing comparable work.
 - Need to look at

- If you are going to have personnel rules→follow them!
 - Ex: Lawson system: has created changes in duties due to system
- How do we create buy-in from employees that are frustrated?
- People are afraid of innovation because of fear that by being “innovative” might lose job.
 - Ex: efficiency meant 2 data entry people were no longer needed because now their jobs can be done on-line customer. One found another internal job.
 - Solution: offer guidance and support as people find their way through job transitions
 - Need ensure proper training funds to train people for more effectiveness in duties. Train people to cover for one another within agency. Need more latitude to move people across→break through silos. Allow to diversity skills sets across classifications.
 - Ex: anybody should be capable of picking up the phone (losing executive secretary will be a problem) Would not be if there was more cross-training.

Final Priorities:

- Total accountability top to bottom
- Trust/enable/empower employees to define/design work processes and make decisions.
- Standardize disparate processes for same task across dept.'s
 - Internal G+C
- Update technology and spend money to train IT professionals in current systems/sln.

Group: G

6/26/14

Facilitator: Molly

Brainstorm

- Transparency for customers and state employees. Things change—hourly—fast—hard to do our job
- Issues with customers not getting access to info needed
 - I.e. DMV website
- System integration—talking to each other. Lots of extra work. Slow reaction to update technology
- State wide strategic plan—not generally known by employees and citizens
- Impediment to state government—2year budget cycle
- 1 budget philosophy for all agencies
 - I.e. Across board cuts at a percent-a disservice. We need to look at the needs. What are the needs—look at first
- Tax structure—the governors pledge—limitation
- Young adults can't get jobs—need to invest in jobs! No infrastructure to support our aging population
- Transparency—see our current measures and where we want to go
- Living wage, affordable housing—an issue for NH.
- Making NH attractive—affordable
- Tuition for higher ed—cheaper to go out of state—issues and to work or eat out—outside of state
- We need jobs that have benefits—i.e. health insurance
- Employees work with a lot less than we need.
 - I.e. building infrastructures and supplies—report card touches on it.

- Barrier to get supplies—signatures and process required and restricted budget—barriers, or just looking at surplus supplies. Also lots of waste
 - i.e. nice binders thrown out.
- Not a clear path to understand processes—lack of standard process—or one standard implementation across all agencies
- Or IT tells you to fix it yourself—but I don't know how
- Admin processes—too many layers of approval—too much micromanagement→ a grant get approved, but not a contract
- Admin processes old and antiquated—not working
- People—leaned position, often lots of time before new hire and (lose?) opportunity to learn/train from former employee. Is it talent search or all (??) processes?
- Legacy planning—state hasn't done this
- Lack of procedural manual for certain state jobs
- Data—getting system to spit info back out that we are tracking—delay to get reports
- Departments—now ours has monthly meeting—helps with our communication. Feedback sharing—how we can do better, help each other.

Efficiency

- Class structure to budget you have to plan 3 years in advance—the prices change, our needs change and can't move item to other classes—no flexibility in budget so sometimes we budget higher
- Legislative barriers—class codes 300-400 too many
- New phone system—employees having to share phone now, more phones but no budget to support
- Raises for employees—budget doesn't accommodate for them, so takes away needed positions
- Challenge in amount of time to hire someone and then budget freezes
 - i.e. DOT –57% ready to retire—we could lose one half of our agency knowledge
- Lots of time needed to train new employees, as people retire, but not given time in job
- Staffing and budget—we need to go back to RIGHT sizing
- Dispatch center—short staffed—overworked—you pay overtime (time and ½) or double time on holidays often extended an employees 8 hour work day
- More critical events
 - i.e. weather events and less people on the job
- Losing critical positions when needed for critical (weather events?)
- Ex's that increased efficiency:
 - DMV—volunteer present to help direct me which line I need to go. DMV is improving. How each agency can review what is efficient and what is not
 - A LEAN—people don't like change. DMV did it and saved money for licensing. More time for leans.
 - DOT research group—to see types of materials we use and evaluate them—and constantly evaluating efficiency.
- Budget cuts became safety issue for roads
- (new) Time management system—much more efficient—paper system, now online. Also for accounts payable—working well
- NH first payroll—encompasses everything—parts good, parts are challenging
- Accounts payable—more and more with vendors online—reduces number of steps to get invoices paid.
- DOE—use grants management system—all online

- Online interactions with customers improved timing and efficiency
- DOT management tracking system—copied from DES—make it fit for us—why multiple tracking systems across agencies?
 - Communicating (??)
 - Need to simplify and identify areas and processes that can work (for more?)
 - Communication—we may have a great system, but have to share it with other agencies.
 - Homegrown system from MTS IT—and rolling it out with other agencies
- Impacts my own ability to be efficient?
 - Technology
 - Software versions
 - Laws can restrict us—
 - i.e. we can't except 1 bill/mo for public service—pay to process multiple bills
 - Need to look at core problem—the laws
 - Electronic payments—more vendors to use
 - New contract with vendor—you pay more bills instead of 1
 - Who is responsible for that? Admin services...but also legal, and even more red tape to change policies
- Budget and position cuts—impossible to be innovative
- More staff/personnel
- How to show that to legislative that more staff would (??) and innovations?
 - Fill positions faster so I don't do my old job and my new job.
- Dot: every employee has a list of items to accomplish and way to see what's been done or not—we are tying each cent to its product
 - But need the money to help this—(??) budget money to measurable outcomes
- More freedom from admin oversight—blocks when doing a lean at various (lines?)
- Being able to get on system when we need to—NH first—system goes (down?)
- Many employees aren't at desk, to be able to look up into
 - Network goes down, max number of people who can go on.
 - Internet—limited bandwidth—challenge, so people go home to work
- An IT plan with software updated
- Can't use updated version of net browser—outdated software
- Too many passwords,
- An innovative state employee does work around system
- Barrier—collective bargaining process is complex—admin—NH first can't work innovatively—how to simplify collectively
- Bargaining
- A desire to move people around, but limited too
- Rules of division of personnel—people who stay in because rules are difficult
 - How to manage productivity of workers—lots of time
- Does management deal with people who aren't productive?
 - No—it's a (paper trail?) hard to fire an employee, but my experience—we (documented?) and we were able to fire
 - How to fix it first
- Layoff rules is an impediment go by seniority
 - RIF list
- Offices/agencies doing a really good job?
- Improvement in bureau of accounting in BOA—went to sampling post audit

- DMV: licensing and registration—huge improvement, good communication. Because state employees also had to use that system, so got an intimate look.
- More communication—to know improvements in offices/agencies
- Monthly newsletter, or a communication office would help—to employees and the public—letters (??) what we are doing
- DMV—monthly advisory council—and asked what can support them to do better. So improvements made
 - HR meets monthly SFM, PIO and needed it at ground level.
- Statewide LEAN network
 - DES: safety, maybe HHS—dedicated FT staff to LEAN

Transparency:

- We are above the line with money spent (When? Where?) money go to taxpayers
 - But don't know/share its link to outcomes
 - Causes lack of trust with public
 - Access to info we need?
 - No, I want to know all my account aren't in negative balance, and challenge to see
 - Timing of when its posted
- Dashboard
- Policy issues (5-6 major) and how they're doing
 - Customer service and internal/external, as indicator
- We have (DOT) our indicators, but not linked above us—how to add report on common areas, to keep focus in policy issues.
- For every day citizens to know about state government
 - Their expectations in more than we can produce. For people to know how much time it takes for processes.
- State government good at saying what we spend, but not products
- Agencies to report on how we are performing RSA 21→establish purpose
- Don't want to fund us for that purpose? Then change the RSA
- Interagency Communication—some systems are working, how to share about success or intra-agency leadership?
- A willingness to change—systems created in SO's, outdated, fear to change because time it takes—but already pressure with short staff
- What are the most basic and pure elements and how to focus on it? Simplify?
- Simplify tax structure/revenue structure: simplify revenue expenditure
- Restructure budget—lots of intra-agency dependency—opp. To simplify
- Fund OIT

Final Priorities

- Improve Administrative process by boosting communication at low level within agency and higher level across agencies—to meet regularly
 - i.e. more leans to evaluate processes--?clarify what it is and share opp. To employees
- To reduce complexity—simply systems, processes
- Leverage update to date technology
- We have a system based on control, how to shift to one of trust
-

Group: F

Part 2: AM session

Facilitator: Dave Boynton

Efficiency Barriers

-centralization not efficiency

-need stronger middle management

- Leadership
- More Money tied to supervision
 - How to reward money without supervisory role?
- Government council process
 - Money amounts (they?) review
- No incentives
 - How to reward recognition DES—Inspections
 - Incentives not known
- Regulation/signatory/permitting process→more signatures
- Travel reimbursement
- Technology \$\$ Web based business solutions on par with businesses/citizens

What to talk about?

- Efficiency—how to do the right thing/
 - Not either or who is (??) multiple clients?
 - Laws to follow/bogged down
 - Small scale changes
 - Impression that can't (see?) changes
- Innovation—inability to effect change
 - What is V.A? (value added)
 - The potential is leveraged/limited due to regulation
 - How to balance multiple clients
 - Time/politics—changes to process “we’ve always done it that way”
 - Need for all (??) at table
 - Structures
 - Process

Transparency

- Internal Communication
- No accountability for employees
- Team development
- Cross dialogue not encouraged
 - In existence—fear of union

Efficiency Solutions

- Small changes
- More G+C limits
- Major contract→nesting
 - More spending
 - Lack transparency
- Incentives→not money based
 - Ex. Training.
- Delegations
- Business/HR staff/metrics within agency (divergent needs of agency)

- Centralization with thought and buy in
- Collaborative initiatives
- Strategic planning processes
- Who's doing it
 - V.R. , Fish and game (out of necessity)

Innovation Barriers

- Politics→system
- Communication (lack of)
- Management/leadership (lack of)
- Accountability (lack of)
- Fear of political system
- What if it doesn't work?
- Resources
 - Money
 - General budget
- Fear of change
- HRS limitations/culture or work flexible
- Rigid rules

Innovation Solutions

- Skills training
 - Collaboration? Lean group
- Systems and processes development
- Idea borrowing
 - Interagency
 - Across state line
- "Pledge" —(no tax) gone
- Technology—bring more accessibility
- Follow through/commitment
- Blog with solutions

Transparency

- Value
 - Staff buy in if they know accountability
 - Awareness→mitigate and (??)
 - Cross agency is helpful
- Do you have info→
 - DES→no→good external
 - Lack of communication
 - Fish and Game→good benefit to knowledge of info passing
 - Town hall meeting→ +

Transparency

What info should public have?

- What do they count?
- Stakeholder and division dependent

- PR marketing → why we do what we do?
- Highlight the prof → tell the story
- Health, safety, money, environment,
- Links money to services (non-profit of and vendors)
- Balance between confidentiality and requests for information

Final Thoughts

- Barriers
- General Frustration with bureaucracy (internal and process at state level)
- G+C contracting
- Fear to be innovative
 - Which stifles political system, which stifles innovation
- Employee recognition as professionals

Solutions

- More opportunity for training, monitoring, collaboration and showing across levels.
- Process forward planning at all levels
- Technology—across and full suite of offerings and training what are in use by business, etc.

Appendix D2

All Small Group Notes: Public Conversations held on June 3, 2014

CONWAY

Group A

Focus 1: People

- The Grade- particular weakness—work force, planning, and training, and development—what is our education model
- Structure of executive branch as hindrance. Idea for 4 year term Governor; Regional parts of State are different-don't need to go through all the rigmarole
- NH is healthy, white, wealthy and old. Dysfunctional system, we don't mimic federal system but behold to it.
 - Northern/more rural parts get voted out by urban areas. At root of challenge—base on population
- i.e. Manchester has 47 representatives
- we have 400 representatives
 - a positive—better access
 - negative—executive council has power to withhold funds
- After all the debate, executive council can stop it.
- 400 is not effective—regular people don't get to house of reps and get their voice heard.
- 400 Can be led by just 80 members
- every bill in NH has less than one hearing
 - advantage for out state
- Challenge to get there to testify or write it and hope they read it.
- Severely inadequate use of web for interacting with public participation—vast possibilities. significant weakness
- Transparency—whose fault? Average person doesn't know how their representative votes. Challenge to understand info.
- Many people don't know their representatives—confusing. People like consistency and changes every 10 years
- Districting
 - Changed of legislator and who can vote. Adjustment to constitution for pay has not been made—restriction prevents people for joining. We have an allegory.
- Money
- Not a structure set up to help fund the communal pot that supports the state
- Unfair and burdensome for those less able to pay
 - Ex. Gas tax—easier for rich person to pay than worker.
 - Money is “in the halls” and we don't go to get it.
 - NH is a tax shelter for wealthy and don't pay income tax.
 - Unfair manner by which we raise money with inside the state.
- Not an approach- how to fund with as least as possible. We make do and/or do without. We don't make. If you don't invest, it'll fall apart.
 - NH defaults to cheap and fast. You get what you pay here. The wealth moves here, it wasn't made here.
- Efficiency
 - Heard that state offices without heat. If cheap and fast—when having ability to lookout—like energy—invest up front and savings in long term

- Folks don't approach it with long term vision
- Efficiency—it'll help in many areas—to invest in savings
 - i.e. pellet boiler in our town—investment that now reaps lots of savings, employed local contractors and will support local pellet industry—energy efficiency, dollars go a long way
 - Local and long term development and good for environment
- We lose focus when we're so busy trying to cut expenses and taxes—a few people echo this.
- Communities use to look to town, now look to businesses and non-profits. Lots of philanthropy—state and municipal issues
- Strong contingent of people trying to tear down government—a group that moved here to dismantle government
- Services and infrastructure
- Education—early childhood—need for other departments to better align work being done.
- Could there be better use of technology i.e. website to share info
- So much info—we get overwhelmed
 - Are the right people on the ground? There are more players with more non-profits—addressing needs where government isn't i.e. homeless shelters
 - If we don't agree on what real sense of urgency is, challenge to resolve
- State is charged to administer federal standards- based on tax rate for schools- creates challenge. Municipality can and also can't help. It creates divide. Inequity among towns and state has no money to invest in infrastructure
- NH is good at k-12, but lack in before and after education (pre-k and higher ed)
- Education—we have (from state) is unfunded mandates. Costs to litigate as unfunded mandate?
- Dept. of education not helping local districts. Not helping us move forward.
- Broadband needed across NH. Challenge for students without internet at a disadvantage
 - Economic development—people working out of their homes
 - Education, access to state government, economic development issue.
- So many reps—but we don't access them (driving, broadband, people struggling every day...) Time to be involved and a hopelessness
 - Hopelessness: people not knowing they have the right and ability and need for more citizens advocacy education
- Information
- Lack of strategic direction
- Budget office- 1 person?
 - Unbelievable
- From BIA on business leaders
 - Took on responsibility of government—no one else is doing it
 - Might have been thought out—on collaboration
- We have UNH, survey center...good resource for non-partisan data
- Lots of studies making recommendation for state that they aren't following
- People
- Pay money
- Complacency—inefficiency
- Is there a reward system in place?
 - Lack of “empowered” leadership
 - Structural—governor doesn't have control A

- How can you empower leadership
- Is there an issue with people wanting to step forward—willing to fail
 - “fear” of failure
- Transparency—NH polar sides
- Politicians—government is afraid to “step out”
- No leadership innovations
- Internet transparency “Post it”
- We have “general court website”
 - Is there participation on
 - Language is very confusing on (legal?) process
 - Inaccessible language
 - Access to “institution”
- NH a civic discourse
 - State reps/senators attendance with New Hampshire Listens
 - Accessibility to government
 - Webinar—Kettering foundation
- Money
- Do we need to be finding out/scrutinizing how they use the funds? Do we trust and have faith in the manner that they are using the funds
- Privatize liquor stores—what would it look like
- State Agencies overlapping
- Savings—Education should be ear marked towards education.
- Don’t discount ideas/innovation
- Lack of accountability
 - Structural Restrictions
- \$ Energy efficiency—currently not being tapped into
 - mindset
 - state is constantly taking away to make budget balance
 - savings—invested education economic development
- Invest in key mental health/substance Abuse
- Adequately fund the fraud units
- Regulations need to be streamlined
- Blind faith/how can we be sure
- Our people are honest/straight forward
- But we have a perception of inadequacy with politicians
- Services/Infrastructure
- Need Planning/strategic
- Regional nuances/geographical area
- Challenges are unique to each county
- What works in one part does not necessarily work in another
- (Doing a good job) Department of Fish and Game—very well with limited resources
- In reactive mode
 - No one is forward thinking!
- (Great) Innovative Design of criminal justice system at the jail
 - *restorative justice
- (Good job) Community college system

- serves NH well
- Bread n' Butter of service and workforce
- Look at some innovative projects in HHS
- *Spark NH
- Information—how many citizens are interactive
 - How many are moving out of state?
 - Dashboard-participatory
 - No state offices in North Country
 - Information is NOT easily accessible.
 - 211
- Purpose of Government
- Voice...How do we give everyone a purpose and representative voices??
- Across economic class outreach—needs to be boldness
- It is great to have a lot of people in legislature but then again are there too many
 - 4 year governor
- Final Priorities
- How can we better serve the people
- 1. Accessibility
 - a. Language
 - b. Interface/Internet
 - c. Outreach
- 2. Letting people know they have a voice
- 3. Pro-active instead of reactive
- 4. Invest
- 5. Reforming structure of Government
 - a. *Representative voting equity

All representatives contribute. We need more “ordinary people in an extraordinary situation.”

Leadership works toward a common goal

1. Vision/common goods
2. Leadership
3. Investment

Innovatively encourage citizen participation

Representatives need to be accessible—go to folks!

MANCHESTER

Group B

Brainstorm: People

- State government is idiosyncratic to its detriment.
- Transportation
- Need to have knowledge transfer fostered
- Doing needs assessment for human capital—people
- Accurate, timely data to inform policy
- Our migration trend an aging population

Brainstorm: Money

- How little federal funds come in

- Lots of data, lack of context for state money figures
- Myth=frugal≠efficient
- Need to be proactive in decision making for funding
- Legislature doesn't set "planned" priorities they set their own.
- Our decisions of legislature adequately informed by committees?
- "Rob peter to pay Paul"
 - class action law suits
 - Pension system—myth NH is poor. Stats packet page 7C.
 - Education lawsuits

Brainstorm: Services

- Mass transit
- Reactive and not proactive
- Underfunding
- Reactive to complaints and not strategic
- We have lots of coordination it is a vast network but not most coordinated
- Understaffed agencies across the board

Information

- No context for stats
- Context is disconnected to outcomes
- Transportation
- Information on government
- No way of determining outcomes. The state listens to advocates instead.
- Nature of bureaucracy to stray from original goal.

Money-overall budget

- Not sure savings from innovation should be used
- Accountability and engaging community
- Measurable goals as requirement
- Follow regional networks
- Goals aren't directly connected to funding. "Shortest distance between two points is a straight line." We cannot afford network, too much network"
- Why do we do bidding for contracts that are least cost
- Spending taxpayers' money
- Who is doing quality assurance on spending for services and what penalty if not delivered
- If needs are what's funded then agencies can be responsive.

Services and Infrastructure

- Holding dialogues is a step in right directions.
- Abolish liquor commission
- There cannot be a drive for efficiency if there is no competition.
- Fully funding ten year plan
- Spending short-term money long-term goals is problem. We should spend money on long-term.
- Don't spend money on education.
- Shortest distance between 2 points is a straight line ("improve delivery system")
- More mass transit

Information

- We cannot find info on mediums beyond internet
- Websites of agencies are not consumer friendly

- Get automated and submission boxes without contact info (email, phone numbers, people).
Taken human out of equation
- Answering machine is full at state agencies.
- Difficulty finding resources, not making readily available.
- Date without context.
- Un-useful information, every paragraph of every contract.
- Measure health, education, economic vitality

Final Report

- 2 to 3 specific statements summarizing the perspectives of the group
- 1. Overall need to have a strategic, planned, measurable goals approach to state government PDSA approach
- 2. The current system of Robbing Peter to pay Paul year after year is an obstacle to innovation, efficiency, transparency
- 3. Information vs. data
 - a. Must add value and understanding
 - b. Helps to be proactive
 - c. Disconnect to any context

Group D

What is important to you—what brings you tonight

Introductions what brings you tonight?

Brainstorming 5 min each

What do you notice?

1. People
2. Money
3. Service + infrastructure
4. Information

- Services—missing from private sector
- Economic stimulus (office)
 - Budgeting process
 - How do citizens influence how funds are spent?
- Bringing/retaining people/businesses in state
 - Supporting existing
- Is there a NH advantage
- Cost of Energy—cost to environment
- Sources inside and outside NH
- BIA strategic planning (lack of)
 - Timing
- Waste of \$, we got a D+
 - Fish and game
 - Don't represent whole public
 - Going bankrupt? (general funds)
- Enough money going to government overall
- Spending going through executive council
 - Micromanagement...find more efficient ways to meet goals.
- Is the government sustainable,
 - Could government gain something from business-like practices?
- Do we operate in silos? Overlap opportunities for efficiency?

- Combine departments? Organization
 - Focus? Reports (like our guide)
- Who selects department heads and/or commissioners? Retain employees
 - Who are they?
 - Attracting talent. Is the selection process (at any level) fair, appropriate?
 - State benefits attract/retain
- More bureaucratic on our chart in guide than in real life
 - Feel like an outsider to the organizing
- State website—great stuff but hard to navigate—transparency
 - takes long to find what you’re looking for
 - how do we

Key Questions and priorities

- get specific
- give examples

From Brainstorming—where do you want to dig in?

- Citizen involvement—more encouragement from state
 - Interact, navigate
- Sense of futility getting involved—try to get wider participation or diversity
- Government expenditures
 - Efficiency in methods to meet goals
 - What are they?
 - Strategic planning
 - We have short-term goals/focus
 - Citizen involvement may influence strategic planning
- Develop strategic planning for longer-term goals and review process and citizen input (e.g. New Hampshire Listens-type events)
- Looking at best practice –other states
- Same involved people (i.e. today)
 - Invitations
- Legislative Branch—developing the rules and process
- Executive Council
 - Photocopied requests, not efficient enough to be actual checks and balances.
 - Tools we’re using don’t meet the goals(= not efficient)

Solutions and next steps

--Differences and 6 commonalities noted

Final Priorities

1. Government Strategic Planning
 - a. More inclusive process with state employees and citizens
 - b. System of review to create accountability for long-term goals.
 - c. Determining Priorities
2. The “Business” of running the State
 - a. Best practices (other states)
 - b. Involvement—welcoming to general public
 - c. Navigating government easier—offices, website, process.

PETERBOROUGH

Group A

Info Review

- Need demographic info
- Surprised at amount/percent of Federal funding versus property taxes
- What measurements of government success, not just money
- Concord dealing with frivolous items not the crucial
- Issue with the process to get legislation
- Didn't know this was about executive
- Department of boxing is greater than economic stimulus
- Numbers on page 3 appropriations/expenditures—meaningless and how much goes to good for state?
- Transparency—what do these do?
 - Where does the funding come from?
- Money paid for energy—surplus should go to energy conservation—not moved to a different bucket.
- Need to understand that BIA does, scary that they are embedded
- Strategic goals (BIA) audible for education and business, not livable wages.

Most Important

- Innovation
 - Not happy with government stance on marijuana and for business—need to “get on the bandwagon” Handled the same way as alcohol.
 - Money raising
- Education—longer day and more days teacher unions too tough for local school boards—state should help
- Legislative and leadership—quick vs. longer turnover more “professional” government (four year team for governor)
- But big, prof and fast is not a good thing

2008 Article

- Underfunded—not enough resources “save money” by not spending—but not efficient “penny-wise but pound foolish” (bad idea)
- Agencies—structure, micro-manage rather than address the need. redundancy, myriad
- What are the mission statements—how well are they functioning? Validity of agencies? Checks and balancing
- Metrics—always measured by money not the intangibles
- Beauty not measured

Transparency

- Lots of information available at state level
 - Good transparency—metrics/people
- Look at other states that are doing well
- Fish and game—needs to inform NH about what happens on public land
- We have a reaction-focused government not pro-active
- Need to have our state agencies work together (DES, Education, DHHS)
- 3 groups: DES, energy, government office of energy and planning. Should there be a single manager?
- Need a feedback cycle
- Executive council not an efficient way to govern

- Government, tell us why we need stuff! Why important?
- Save money on victimless crimes—not jailing
 - New approaches—more education, less incarceration

Priorities

- Agencies—work across and coordinate
- Oversight and accountability of agencies and re-structure if necessary to meet current needs—and governor be involved
 - Impartial 3rd party overseer
- Look at other states with low taxes to see how they work and model after that (fact finding)
- Government be pro-active vs. reactive
- Adequate funding
- Money retained by revenue-generator, not go to other buckets or general fund.

Group B

- Department of Corrections
- People's voice in government
- Sununu Center
- Alternatives to incarcerating
- Control of money Economy
- Get competitive with other states re business
- Limited, more diverse hours at state agencies
- Improve social infrastructure to make NH more attractive,
- Lack of investment in other infrastructures—roads, internet,
- Education funding
- Substance abuse
- Make information accessible
- What is the goal(s) of education and are we failing to meet them? (work skills in high school)
- State mandates re education
- State needs to take the long view rather than just “put out fires”
- Push authority and responsibility to the lowest (most effective?) level
- Public transportation is too limited (regional planning commissions) Relationship between PRCs and state government and local government

Key Issues

- Corrections and MH and substance abuse
- Economy (competitive environment)
- Levels of government (decisions, funding, citizen input)
- Education
- Social services
- Technology and communication

People—DMV

- DRED permit process
- Teachers
- Department of Education and revenue
- Ask the people “on the ground” how to improve efficiency and process
- Factors inhibiting efficiency.
 - Staff—too few

- Forced overtime
- More staff/fewer staff/disagree
- Smarter government—agree
- Accountability and authority at the most logical level.

Money

- Make NH more corporation-friendly
- Transparency of spending and income
- Need sustainable sources of revenue

Infrastructure and Services

- Discharge Planning
- Improve Inline accessibility and convenience of government services
- Improve Roads, bridges, internet—accessible throughout NH
- Improve re-entry planning including Medicaid ap.

Information

- Recommendations
- Websites (state) could be improved
- Availability, navigability accessibility, consolidation of online forms
- A knowledgeable single source of information for businesses to get started.
- A checklist for business
- A checklist for people—licenses, etc.

Final Recommendations

- Some want more staff; some less, but all agree we need smarter government with accountability and authority at right level
- All agree we need to be more competitive in attracting businesses, but disagree how
- Need sustainable sources of income
- Need to improve re-entry process for offenders
- Better roads, bridges, and internet access
- Services need to be more convenient with online forms
- Need to aggregate forms and services for one-stop shopping for businesses and individuals with checklists
- Improve website usability for typical users

PORTSMOUTH

Group A, B

- Efficient
- Transparent
- Innovation
- Very important intellectually experientially, almost no contact/interaction. Foreign to me
- Want better sense of state government
- Executive –least efficient, most cumbersome
- No look at state government since 80's—probably a lot of inefficiency
- I pay attention to how we raise money for what we need
- Trying to open a business
- Cost of higher education
- Good idea of what we have—we're fortunate to have what we have

- Like the way the executive council operates—business oriented decisions.
- Works in an SAU—deeply entrenched in state gov't
- Streamline process to get grant money for schools
- Director of small NPO—streamline access and regulations
- Executive counsel—in between thinking to funding it's good and not
- NH government needs to do a better job of helping people understand how it works
- Serves as a Selectman
- Has goal to grow cultural capital throughout state
- Want to understand others' ideas—little idea of how state government matters to me
- Goal through local involvement is to drive civic engagement
- Small number civically engaged

Observations

- Size of HHS budget and education budget=65% of budget
- Why did so many departments spend exactly what was budgeted?
- Strategic economic plan by BIA—impressed
- Grading seemed to be done with care
- We should be cultivating renewable energy
- No strategic plan in place to get the energy the state needs at a reasonable cost
- No state money to transport people
- There are statewide services to begin braiding services to get people what they need, i.e. schools that own their buses helping with transportation needs
- State coordinating counsel for transportation—has been in place for 2006—little action or results?
- Multi-modal intermodal transportation—pipeline for employees
- March Airport isn't international because one requirement to be international is to have other means of transportation going in/out
- Who at the state level is thinking about what cities need? The more difficult it is for people to get from point A to point B, the more economic development will go to other states
- Is it better for the state to facilitate regional transportation, or should cities/towns band together to figure it out?
- How do we build town-to-town and region-to-region agreement?
- How much do we honor local control vs. a top-down approach?
- What about a statewide strategic plan?
- Planning so that when funding becomes available, plans can be put into motion.
- State efficiency—state coordinating counsels don't coordinate
 - No statewide vision or master plan
- 93 Corridor + 4/16 corridor—towns and counties—self-interest to develop a transportation plan for their region
- Job training money—not looking at whether business can pay for employee training on their own
- How can the state foster/support/seed/encourage models like Portsmouth's Alpha left across the state?
- System must be in place to attract young employees that includes transportation, housing, education, culture, not separate commissions.

- Use demographics to ID economy centers? Along major corridors and get planning boards and economic development commissions to make a plan to get revenue back to state to make NH stronger
- Regional learning centers and business incubators
 - Marry together with strategic planning to make sure NH grows
- Economic development needs to be a priority
- Facilitate partnerships between education, business and the state
- Encourage inventive legislative changes that allow towns to engage in creative financing to make the best use of their funds
 - Ex: buy a new ambulance with funds and pay the funds back to the town rather than financing it at 6%
- Be creative and explore opportunities for public/private partnership
 - Ex: a company builds and owns a new school and leases it back to the town
- Explore ways to use human resources more efficiently and effectively
 - Ex: a real STEM project for students who work with the community to solve the problem.

Summary Points

- Statewide vision and plans
 - Breaks out of silos
 - Plans together—education, business, culture, resources, etc.
 - Encourages participation
- Master plan for economic development
 - Economic development up/down 93 and 4/16 corridors as a priority and tie into other elements, i.e. education, culture, natural resources, etc.
 - All stakeholders involved
 - Strives to retain talent

Group C, D

What's Important to you?

- Access to information related to my community
- Lack of transparency
- Attract millennials
- Transparency with legislative experience; lack of communication
- Efficiency=rules are obstacles
- State website are dated, hard to navigate
- Efficiency=27 steps to hire staff
- Lots of innovative ideas and people; we don't fund and give adequate resources
- More public engagement and input for decisions
- Business processes are broken
- Re: constitutional convention
- Lack of knowledge of state reps
- Public needs to speak up
- Negatively—us speaking freely
- Accountability of representatives
- Stop calling response Reps committee
- TRUTH on both sides
- Short term horizon

People

- Business processes get worse because of politicians
 - Not due to state employees
- Lack of trust between agencies and legislature leads to poor business processes
- Antiquated system; no staff
- Can the system work better

Money

- Executive council role \$5,000 hinders agency roles
- What are state services we pay taxes
- Not a poor state but we are a cheap state
- Unfunded mandates and services cannot meet mandates without adequate

Services and Infrastructure

- Liked online driver's license
- Infrastructure is cracking
 - Roads, buildings, water/sewer
- Fewer state employees down shift to local level
- Agencies are as responsive as they can be; due to limited money
 - Ex: agency cuts lead to website/education functions
- Parks and Rec. do a good job, good model.

Information

- Challenge: cuts result in fewer staff and resources for information dissemination
- Departments don't have staff to collect and analyze data
- Not user friendly to access state info
- Bigger investment in online
- Dashboard: ability to collect and process data/information
- Learning process
 - "how it works"
 - start in high school, college

Solutions/next steps

1. Increasing public education about how government works, general public
2. We can invite reps to dialogue
3. No community outreach by reps
4. Transparency info online, other forms
5. Make it easier to find information
6. Experiment with new ideas at 2-3 agencies
7. Run for office/become engaged
8. Committee term limits
9. \$100k to GN council
10. Staff for House/Senate
11. Constitutional change needed
 - a. 400 to 100 House
 - b. Reverse Budget process 1st to 2nd year
 - c. Senate 24-40
 - d. Extend towns H/S/G to 4 years
 - i. Staggered terms 1/3, 1/3, 1/3
 - e. Living wage for House/senate \$60k
12. Employer??? Retention for House/Senate

13. Change length of session 6 month to 3 month
14. Explore best practices
15. Inform bill changes greater transparency timely notification
16. Better scheduling information on changes

Final Priorities

1. Well informed electorate
 - a. Get involved
2. Access to information/transparency
 - a. Easy-multiple options
3. Minimize structural obstacles
 - a. Rules—business processes are broken
4. No unfunded mandates/bills
 - a. Law=money
5. Increased government effort to increase public involvement
6. Focus on depts of justice
 - a. Administrative services core to all state government
 - b. House 400 to 100
 - c. Senate 24 to 40
 - d. 4 year terms
 - e. Staggered terms
7. Change the current structure of elected government
 - a. Livable wage/reasonable compensation

WARNER

Group A

Focus 1: people

- State employees more relatable to public
- Differing oversight among agencies
 - Lack of oversight/knowledge amongst employees
- Adequate resources and training for state employees
- Get dept. to have employees give their input and thoughts
- Open/internet access
 - Review

Focus 2: money

- Budget transparency
 - Benefits hidden
 - Too much for too little
 - Small towns with huge police forces
- State structure leads to inefficiency
 - In fighting
 - Too many elected officials
 - Perhaps NH becomes reconstructed with UT and NY?
- Costs go up yet benefits out of reach
- Unemployment
 - Going on for years
 - Are they trying? Proof?

- Maybe volunteering?
- Healthcare costs
 - Is NH doing its best to keep its citizens healthy?
 - Other states are achieving savings that NH isn't
 - Evidence-based approaches
 - Coordinated effort by HHS
 - Many issues all connected yet need more communication and accountability.
 - RFT, RTQ does not allow competitive bidding
 - Ex, dept. of transportation contracts
 - Pie chart
 - Where is the top down questioning?
 - Not too much money but rather mismanaged
 - What do we want to achieve with our money?
 - Like state to make a complete street as a policy
 - Not just highways
 - Will address health issues
 - Who controls what: states, towns, regions, etc.
 - Explore privatization
 - Inflated estimates cost lead to inefficiencies
 - \$30,000 to change signs
 - \$190,000 to change computer programs

Services and Infrastructure

- update internet capability
 - Not allowed on LinkedIn?
 - Internet explorer outdated
- Why is there no place besides here to discuss inefficiencies?
 - Need a place for citizens to go, place to lodge issues
 - Need a system
 - Dept.'s are not accountable towards citizen's complaints and concerns
- *Accountability
 - needs to trickle down from executive branch
- Fixed income with no extra funds
 - No money for dental and as a state we end up paying
 - Not set up broadly to take care of people, leading to state costs
- Hire folks for snowplowing but not enough work the rest of the year
- Losing ground on doing maintenance
 - Going to cost us to rebuild later on
- DES
 - Easy to work with and very efficient
 - Supported grant proposal for greater wellness
 - Look to replicate, possible model
- Fish and Game don't charge healthcare companies: should be treated like ambulances
- Dept. of Education
 - Objectives are short term, very specific: needs to be overall education
 - Needs to be able to have our students competitive globally, not just locally
 - Teachers need to have statewide negotiated salaries: otherwise poor areas lose best teachers: can't afford them.

- Cost of living may become issue
 - Perhaps cost of living index
- Aids accountability
 - Plenty of inefficiency but not too much money: just not always best used
 - Students get mainstreamed and impossible to move around i.e. late bloomers
 - Looking at more outcome-driven, state oversight to better prepare students.

Information

- Highway safety
 - Should be eliminated and folded into department of transportation
 - Is a lobbying group and info is not needed
- Bureau of Drugs and Alcohol Services
 - Good, lots of information
- Pease
 - Nothing available
- County commissioners time and place mystery
 - Care is not coordinated
- Mental Healthcare
 - Agencies not communicating
 - Why are not addressing need earlier at lower cost for us?
 - Not sure if there is not enough available or not understanding how to get help. Agency collaboration needed.
 - If teacher notices a child issue, can he/she call an agency?
- Obscure links on websites
 - Road closure hidden away
- Insure Commission
 - Should maintain database on un-reputable agencies
 - Cancelled for reasons other than missed payment so citizens know

Final Priorities

- Inefficiency in healthcare
 - Broad issue
 - Lack of coordination
- Cross functional coordination between agencies to achieve common, overarching objectives.
- Accountability from top down for outcomes
- Archaic IT systems and policies
 - Lack of flexibility with policies
- Coordination of state-level vs. local education
- Competitive bidding needed and done well
 - Current process wastes time and money
- Highway safety eliminated into DOT

Group B

- Transparency
- All 3 strongly connected
- NH has limited resources
- They need to be applied efficiently and effectively
- LEAN Process

- Design for continuous improvement
- Efficiency is less important
- Vs. Effectiveness needs to be a priority
- Eliminate waste (road signs and mile markers)
- LEAN process improvement
- Innovation NOT where we want to start
- Vs. core historic values of this country
- State vs. federal
- LEAN process improvement

Grading the States article

- Specific topics: antiquated tech., school funding, transportation
- Crisis-oriented rather than foresight
- Stretched too thin today to prepare for tomorrow.”
- Changing slowly is safer for NH
 - “Maintain our liberties”
- Expertise
 - *Listen to people closest to the work
 - This improves transparency
 - State employees
- People closest to the work are the most trustworthy

Where the money comes from

- Why is most of our income from federal funds?
- We (NH) get more than we pay for
- Satisfaction with dealing with state agencies
- *Communication issues between and within departments
- People are the communicators
 - Inspector general
- Need state ombudsman for severe complaints (citizen affairs in governor’s office)
- % State taxes
- How compares to overall budgets other states
 - We’d like to know
 - Revenue system—improve transparency
- Liquor sale revenue compared to other states vs. alcoholism
- Identify and set priorities
 - Collect evidence
- Innovative is not where you start
- Do what we do well before we do something new (quality)
- Instead of towns duplicating, the state should be a central resource

Information

- Website with option for periodic emails (Transparent NH?)
- Protect and serve vs. police state Fallujah vs. Mayberry video
- Concord bearcat marine
 - Individual liberties vs. government control

- Wonder? Number requests that are funded?
 - Compare to other states
- Bi-annual elections are an important feature and method to prioritize
- Educate Voters
- Maximize technology for sharing information in a real-time way.
- Only collect information you're going to use.

Services and Infrastructure

- Recycling
- Hazardous waste
- Education
- Public transportation
- *Restructure dept.'s to better achieve their goals
 - What are the areas of expertise that cross departments?
- *Getting the right expertise for each type of state work
- Dept. of safety is (and is not) doing an excellent job.
- It may/may not be that expertise.

People

- Incentives
- Need central process for employees and others to offer suggestions
- Need culture where all employees input is sought and valued
- *Is leadership accepting or using retribution?

Money

- The state government should study the stability of the US dollar
- Do not consider investments in real physical assets
- Employees and contractors: benefits? Pay scale?
- Needs to be more transparent, searchable, user-friendly
- Identify and set priorities
- Restructure departments to better achieve their goals
- Improve communication between and within departments
- Listen to people closest to work
- Is leadership accepting or using retribution?
- Need method of exchange for suggestions and complaints
- Getting right expertise for each type of state work Design for continuous improvement
 - "lean" process
- Resources need to be applied efficiently and effectively

Group C

Brainstorm

- Potholes/roads/bridges
 - Local and state roads—very difficult to get fixed.
 - Shifting responsibility to town via offer of state money
 - State should be liable
 - Earmarked money for roads is re-allocated
 - Overuse of salt creates road surface problems
 - NH population of clear roads too high
 - *Not enough money for road maintenance

- Interstate post-storm plowing is wasteful
 - Lack of transparency—who pays for what—fed/state?
 - Waste—number mileage markers is wasteful
 - Too large—fixing temporarily roads that need replacement
 - Make investments into roads
 - Find waste and create innovation by involving state personnel.
- Focus on prevention
- Work hard to develop creativity of state employees
- Use of state police officers at road construction, and accompanying wide loads
 - Paid by contractors often
 - Training—other police for speeding
- Executive council paper use
 - Buy ipads
- State government too specialized/need workplace changes
- State workers know what needs to be fixed and how to do it.
- 4-year governor?
 - How far out can one plan (Mel Myler?) e.g.
 - New? Role for legislator
 - Important: approachability is important.
- More participation by citizens is essential. A lost tradition—youth need to be introduced to political participation
 - Expand conversation over government to state employees, youth, and to more citizens/voters.
- Give state employees incentive to voice their ideas about improvement, efficiency, and innovation
- Complexity of rules make innovation (adding a trail on state forest, e.g.) eliminate redundant rules/agencies/force overlapping agencies to cooperate
- Hands tied (state employees)?
 - Why?
 - Problem with management
 - Workplace culture (partly caused by laws)
 - Too much specialization—structure of workplace
 - Lack of incentive to work together
 - Exception—performance measures throughout dept.—DOT
 - Incentives
 - Empowered to work on the solution and get recognized (most all recognition to dept. head)
- State bureaucracy arrogance—what they think is right. Plans need more public participation
- More public participation in rule making and plans
- Transparency—public meeting minutes
 - “Tag” info—statewide Google alerts
- Corporate Director of Secretary of State—good customer service efficient and effective
- Building on what is working in the state—award highly effective areas.
- Tracking state expenses
 - Josiah Bartlett Center
 - E.g. banking commission—office supplies
- Use of savings (waste elimination)

- Reduction taxes
- Increasing road fund
- Income tax to lower property

Solutions and Next Steps

Final Priorities

1. Transparency—new form—
 - a. Statewide database of all state generated information accessible through Google and possibility of citizen information alerts
 - i. “Tagged” information
2. Empowering state employees to be creative and changing state bureaucracy cultures

WHITEFIELD

Group A

Information Review—Observations/what do you notice?

- Surprised by grade of D+
- Not surprised, but sad as NH native—loss of what matters most—people
- Low ranking—what’s happening? What’s trending? Everything is connected. Food insecurity, healthcare
- Workforce planning and strategic development—strong negative reaction to low grade in people—recent (?) and successes.
- Money—frustrated with funding models—education
- Cut size of legislature—or cap number of bills filed—state employees spending large time? On response and preparation—structure of system, interaction with government branches
- Question of effectiveness of governor’s council and effectiveness—process, understanding, value of workload and information
- 2 Year terms discourages strategic planning, out of sync with government appointees (dept. heads)
- Safety expenditures trumps all other (police, etc.)
- BIA report—observation is that our tax system is the biggest challenge before us.
 - Ex. North Country are not contributors to RNs but RN is appointed?? By popular??

Key Questions

- Efficiencies for state employees—streamline statutes, rules, redundancies, inconsistency
- Transparency—positive example of AF Commission’s cotton in local papers
 - Barriers include—gaining updates through technology, priorities and distraction of residents, working families.
- Transparency—what do people really want to know? How much? Contain lots available now—freedom of information act, online resources, NH.gov, transparentNH.gov
- Transparency—high marks for having “the checkbook” but low marks for learning what we got for it.
- Stop comments? Reversing? Contracts going before G+C—impartial, expertise
- Adding more layers of control does not mean effective oversight of efficiency of sources
- Establish delegation of authority matrix—responsibilities, control of efficiencies latest book—rule of nobody—required reading for officials/leaders?
- needs happy medium between accountability and efficiency by staff

- Reality—2/3 of current staff employee base are eligible for retirement in 15 years.
- Dashboard metric—turnover rate and skill base/education degree of state employees
- Inconsistent performance reviews? Of state employees
- Policy implementation—do you have one? How is it applied? How is success defined—by implementation or results?
- Review and share available resources to meet more effective/innovative results
 - Empower state employees
- Leadership (gov) needs to be results oriented—not about particular programs, (?) or process
- Does purpose/need meet reality and vision—If not government perhaps others..????

Focus two: Money

- Skepticism about private sector/contractors taking government services (healthcare)
- ? Competitive bid contracts—consistent across state agencies
- Change is state gov. requires communal shift, focus on ROI and dashboard

Appendix D3

All Small Group Notes: Public Conversations held on June 23, 2014 in Concord

Group: A

Info Review

What do you notice?

- NH does not listen
- I'm worried that something will not happen
- Many do well listening
 - Attorney general
 - CDFA
- Antiquated technology:
 - State websites
 - Processes need to change
 - Shimming roads
 - Enforce retirement Policies
 - Contract more work out
- Vision of (lack) innovation transparency, efficiency.
 - Innovation is about new ideas
 - Old employees –do look for new ideas
- Executive council
 - Approves money too small
- No feedback loops for listening
 - Incentives to save money or ideas—system is slow
- The processes are too slow due to loss of personnel
 - Causes long delays

Brainstorming

- State Government is slow and not responsive
- You can't change rules at the pace of cuts to budget
- Technology
 - Effective
 - Up to date
- Do we have the resources to fund the work?
- How can we stop wasting money and use it towards our problems
 - Ex: education/ property Taxes
- Process—improvement training?
- Run the state like a business
 - Deal with sacred cow??—liquor committee
- Retirement system is out of money?
- Outsourcing depletes inst. Knowledge.
- Creates new way of doing business
 - 6-8 months for a process to be approved
 - 90 days for an approval
- come up with a plan
 - who we are?
 - Who we might be?
- Take care of citizens mental health

- We need investment
 - Why would our young people stay?
- Pay bills quickly
 - See sheet

Efficiency

- Why do we have wait for sign from council. Things get (delayed?)
- Change admin. Rules when change number of staff
- Resources are issue to more eff.
- Lack of Human talent
 - Review infrastructure looking at resources
- Hard goods perspective is good

Innovation

- Transparency & Admin services
 - Working with them is a better experience
- Bal. Rev./Res. With priorities
 - Incentives to do work better to save money
- DOT, DES, DOE, DHHS,
 - Different to work with
 - Lack of capacity
 - Admin. Rules
- Need more common sense
- We need to be able to meet the need
 - Ed/higher Ed product is not meeting need

Transparency

- Lack a system of feedback to help improve government
- Ability to reach people and be heard
- Give feedback and we don't know what happens
- Dashboard
 - Match to vision and goals
 - BIA
 - Financial picture is not
 - \$\$ Save year by year
 - State stops providing cost is shifted down to towns

Final Priorities

- Hard good depts.. are easy to work with
 - Treasury
 - Admin. Services—purchasing
- Government is slow to react
 - No vision
 - Dept. way behind
 - Lack of cap./vision/infrastructure
- Lack of effective feedback system

Group: B

Facilitator(s): Cara

Brainstorm: What do you notice? What's important?

- Efficiency/transparency, related to DMV—not getting consistent info, depends on who you go to

- Is it training?
- Multiple vendors need to collaborate, problem is that not everybody is on the same page
 - Different stories
 - Who is responsible for what?
- State system—higher education
 - There is no common process
 - (this is unique to NH, other states have a common process for all state universities)
 - common process=easier for state vendor
- Criteria for vendors—archaic method for choosing vendors—missing opportunities to save money and be more efficient.
 - Did not look at a leaner, more efficient approach
 - Go with well-known name
- Decision making—not efficient or innovative
- Departments are not able to communicate with one another in an efficient manner
 - No central database that has a specific identifying number for every business/vendor
- Higher education
 - Slow to react with economic conditions
 - Nee to produce a more prepared workforce
- Lot of time, money in working to get contracts (cost savings in place, but things don't necessarily change)
 - Changes made at top, do not make way to the bottom.
 - How do you get message out to all involved in a contract?
 - *Have not taken steps offered to eliminate waste, save money
- Streamline contract process (from healthcare/lab perspective)
 - Improve time line
 - Communication through process=poor
 - Ex: need to get rid of Medicaid regulations that do not allow healthcare to offer lower than Medicaid pricing to groups that need it.
- Computerization
 - Resources not available electronically
 - (Might have to fire people—government doesn't want to do that)

Key Priorities

- Electronic Upgrades
 - Ex: driver's license—good example of efficient way to take care of real time necessities
 - Could this be expanded to offer other services as well
- Update procurement process! Antiquated, needs more transparency
 - MA is a good example of a state that has a school procurement in place
 - Streamline from top down
- Mind-set: must do following if change is to actually happen:
 - Commit to risk being unpopular temporarily
 - Stop running for re-election
 - Commit to doing something bold
 - Commit to doing something today
 - Need more manufacturing
 - NH does not have a center for technology, need one.
- Be willing to lay people off. Commit to change—do it!
 - Unless changes are made, just shows that life stays with status quo

- 2 perspectives:
 - Need to produce more talent
 - Less talent=fewer businesses=less talent=fewer businesses...
 - Vicious cycle
 - Higher Education
 - NH does have talent; they go out of state because that is where the jobs are.
 - Need to encourage more high tech companies to come to NH
- Does NH have technologies already available that would allow government to be more efficient?
 - Comment—fear of change
 - Allow people to do other tasks.
 - Ex. Of efficiency: Easy pass for toll booths
 - MA→ RFP→ Show criteria for awarding contracts
 - Award more points to being a NH based co.
 - Ex of inefficient:
 - Enterprise—contract with state to offer vehicles to state employees—to eliminate state vehicles
 - The decision makers awarded contract, like concept—problem is that state employees are not using enterprise (less than 5% are using it)
- Possible efficient practice: (ex. Of best practice already est.) NH join consortiums that have already been set up by other states—drug co.'s
- Governor's office → network with national international companies to bring business into NH→ grow business relationships
 - Gov. Shaheen? did this.
- Inefficiency→ amount of paperwork and paperwork trails
 - Vendors feel like doing secretarial work for state of NH!
 - Amount of paperwork done yearly→ should be done electronically→ state should just have the info in a database.
- Need to make a change, measure results of the change
 - Understand reality→ take a pilot→ little steps towards something new
 - Stop talking, be willing to fail, learn, make improvement

What drives people to be here today:

- Share ideas, create streamline process
- Understand if other vendors have same road blocks, how do we eliminate them/get around them.
 - Would like to connect as vendors
- Design a system that streamlines—learn 6 sigma
 - See government streamline
- Share constructive criticism on where to improve
- Streamline electronically, do away with paper (KISS)
- Wants to what is followed through and taken seriously

Final Priorities

1. Streamline procurement process
 - a. Less paper, more electronics
2. More efficient communication between vendors and departments or even within departments
 - a. More training
3. Entice more business to NH
4. Commit to

- a. Stop running for reelection
- b. Risk being unpopular temporarily
- c. Doing something bold
- d. Doing something today
- e. Commit to change

Group: C

Facilitator: Molly

Brainstorm

- Overwhelming—how few people know how things go together
- Problems are subjective—it is better than my home state
- Re-new our driver's license—easier process now
 - Use to be going to an office, long line, and lots of time.
- Railroad—we need this—will help small business.
- Access to Transportation—especially for younger population
- People on the ground—with agencies—have very little decision making authority
 - Communication challenges in agencies: between—can't get it done.
- How much money and time is wasted on projects to make needed changes in planning and not getting projects done.
- Contracting process—more complicated—too detailed. Intent is driving process in a way not intended
- Product delivered—more pressure—lends to higher level of transparency
- Inefficiency—disconnect amongst state depts. Can cost more for taxpayers
- Gov. 2 year term vs. dept. heads' 4 year term—challenge.
- Inefficiencies—not written? Can't consider it.
- Not seeing state employees maintain focus
 - If not in job description, juxtaposed to private industry, not my job vs. let me help you find who
 - No policy? Its my lunch hour? Can't help you
- People on ground—follow policy, but limited—not good customer service.
- BIA document -- would've been helpful to see econ. dashboard.
- State governor—only 2 years—legislative body: short term—hard to get passed.
- Large legislative body. Less direction
- State contracts going to out of state companies. Yes, sometimes beyond what a NH company can do, but need to make more effort to keep money in state.
- Re-asses program of transportation providers—at times out of state drivers, to bring someone 5 minutes.
- RFT in 80's—services/vendors need to b within 35 miles (1 ½ hours). Clauses can help encourage efficiencies.
- Vendors register with state, but sometimes not paying the taxes (if out of state)
- Contracts—efficiency on super contracts not working
 - Agencies receive indirect percent
- How do we step back to see what's driving this? The bigger underlying problems—to help people work and be productive—link to transport—but yet to see effective way to address this. Look to models in states where it is working.

Priorities

Efficiency Barriers:

- Inability of departments to communicate
- Lack of ownership of issues on state employees
 - Employees to be more empowered to make decisions
- If more decisions could be made within own departments instead of going to “higher ups”
- State funded agency—not state employee—limited if it doesn’t fit perfectly in contract
- How to change a system we created
 - i.e. term limits, dec. making power
 - idea to scan documents

Increased efficiency:

- electronic procurement system—helpful—saving trees, money, time
- Improvements in technology
 - i.e. voice over IP
- State pays vendor, health electronically vs. paper check
- Paid quickly within terms —increases commitment and desire of company/agency

Innovation

- Barriers:
- Not a lot of strategic thinkers
- “we’ve always done it this way” limits opportunity to operate differently
- Funding
- Not a lot of pilot projects
 - i.e. ways to think outside the box
- Website—decent, but doesn’t allow you to interface—other states webs more (diverse?)
- Terms only 2 years gov.—or 4 years—hard to do anything strategic
 - Plan by citizens (not a specific political party) that continues on despite short terms

Really good:

- HHS willing to be creative to help save money and try new ways—while blending with federal mandates and listening to businesses.
- Consistency and HHS leadership—there longer, benefit from history.
- DOT: website including project viewer, scanned in old documents
- Sec. of state business lookup
- Communication with admin. services is excellent—respond quickly
 - Lots of change and quick for a service needed—so timely (response?) is helpful

Transparency

- Everything on website—data is available—info is there
- Determine client outcomes—is it making a difference to our desired outcome-to know where we’re going—clear (image?)
- All contracts are ordered? by competitive? bid
- RFP creation process needs to be well defined and broader than imm. stakeholder group
 - Encourage partnership between agencies
- How, with limited time, to know what’s going on because we do owe it to our state
- Econ. well-being
 - Why people aren’t staying in NH
- HHS is transparent, we get feedback from clients, how to hear from less vocal people—government to give overall idea of how we’re doing—for healthcare→ feedback from government, as well as clients

- Advocacy groups—email out vs. government you can go to website an alert on what's happening
- Opportunities—active—to get informed
- Balance of citizens going to seek info out and government actively communicating with citizens—recognizing our busy lives

Final Priorities

- Need for strategic thinkers—we're so "in the weeds" (?) with details to better effect change
- Employees to be more empowered to be able to make decisions
 - Better with customer service—training together
- Developments with technology
- Look to states with effective models
- We identified lots of barriers—some political—agencies are willing to change, some not. Challenge with short term limits.
- Big systematic problems, but sense of opportunities to change for the better

Group: E

Facilitator: Amy

Info guide—What do you notice?

- There is a solid protocol
- Monthly meeting with 20-30 vendors
 - Now as needed
 - Process for disseminating information from state to vendors
 - HR benefits vendors
- Problems with recycling/refilling toner cartridge
 - Penny wise—pound foolish
- Focus at state is on small efficiencies
 - Miss big picture items
- Agencies and departments don't share

Brainstorm

What's important to you?

Notice:

Pew Report right on

- Lack of communication between agencies/departments
 - Results in many inefficiencies
 - Anger and upset
- Purchasing approval process is a problem
 - Creates inefficiencies
 - Red tape to get needed supplies creates time wasting
 - Raise cap for purchase approval
- Political connection of some agencies results in fairness issues
- State should use fed gov process on bids=best value
 - Not necessarily lowest bid
- Need RFI process (request for info) to get good info for RFP/bids
- Process is inefficient when there is a spending freeze
- Process is never efficient

- Lack of recognition that time is money.
 - Some agencies are now beginning to realize this.
 - Including employee time in ROI analysis
- Lack of clear published procedures and protocols
- Vendor often has to tell state employers what they need to do.
 - Relying on tribal knowledge (one person)
- Need operations manual.
- Procedures are often different between agencies due to:
 - Not written
 - Politics
- The State does pay bills on time
- State employees are very dedicated
- State is moving in positive direction
 - Learning process (thinning)
 - This conversation
- Problem
 - So much change in gov. due to terms being 2 years
 - Impacts ability to effectively plan, long term decisions.
- Recommend state use vendors to help build appropriate RFP's.
 - Problem is with favoritism.
 - This does happen in some departments but not all
 - Because of individuals
- Master agreements
 - Down side
 - Relying on one vendor
- Give NH vendors preferential treatment
 - Develop NH model similar to fed gov. model.
- Confusion between utilizing consultants/resources
- Agencies don't go the (?) route due to additional time.
- State has no way to identify a quality product or service.
- Recommendation: look at vendor track record

Key Questions and Priorities

- Pennywise—pound foolish mentality
 - Need to understand employee time is money
 - Utilize as part of ROI calculation
- IT infrastructure insufficient.
 - Bandwidth inadequate and results in inefficiencies in employee time.
 - \$10 million
- State is stuck in 15-year-old mold.
 - Ex: printing out emails to be given to others
 - Generational issues—tech. related.
 - Lack of training for state employees results in inefficiencies
- Need to develop more efficient process for spending money (micro managing)
 - Ex: raise cap for RFP
- Bid process needs to focus on best value
- Rely more on technology
 - Everything doesn't have to be printed (waste)

- Communication and Documentation with stakeholders (i.e. taxpayers, businesses)
 - Long-term employee happiness
 - Have to work on “snow days”
 - Are they valued?
- Employee feedback
- Improve work environment
 - Feeling more valued
- Everyday employee value
 - Pat on the back vs. raise
 - Small investments→environment→employees valued→productivity
 - Employee of the month
 - Parking perk—no cost, high value
- Improving RFP process
 - Look for best value
 - Develop transparent, simple metrics
- Possess (per dept.) current protocols and metrics to develop best practices.
- Getting it right the first time. (Bid process)
- Performance guarantees in RFP

Final Priorities

- RFP
- Employee Time
- IT

RFP

- Ensure appropriate breadth of knowledge for crafting RFP’s
- Having common knowledge base.
 - Ex: RFI→RFP→RFQ
- Use RFP bid appropriately
 - Eliminate RFB
- Larger cap for approvals (comm v ex launch)
- Use best value v lowest bid

Employee Time

- Need to value employee time
- Related to IT issues
 - Time=\$
- Eliminate busy work
 - Be careful that efficiency does not = job loss.
- 60% of state budget = employee.

IT

- Need to move to 21st century
 - Still some dot matrix printer computers systems don’t talk to each other
- Change pay structure to attract talent
- Improve speed and bandwidth
- Improve relations between agencies and IT
- Change has to come from top.
- Spend money to serve constituents appropriately and efficiently

Group: F

Facilitator: Mimi

Key Topics and Priorities

- Working Relationships
 - State employees well trained to work within 10k limit to accomplish goals (stepwise)—innovative but not necessarily efficient.
 - Avoid upper level reviews
- Many moving parts and if a contractor leaves—key impact on patients in need of Medicaid services
 - Healthcare is dynamic
 - Response time matters
 - Managed care org.
 - Impact outcome
- No central info source RE upcoming opp. For bids and status of bids (EG central purchasing)...transparency.
 - Commodity types--? Past spend record
 - Dept. home pages have info not necessarily best criteria for economic development...efficiency. Minority rep, effectiveness
- Barrier—cooperative agreements/best value. Lowest bid not necessarily feasible
 - E.g. NH doesn't get efficiencies arising from other pricing or time (?) for cont./Bids
- Employ out-of-staters with NH tax money
- A in policy not clearly communicated and/or inconsistent→inefficiencies and bureaucratic nightmares for both state and vendor
- One result—support local econ. Req. another strat(egy?)

Efficiency

- Road maps for doing business with state agency (info, people, destination for access)
- Electronic bid submission with e-signatures
- Payment products not consistent
 - "prompt" payout criteria, tiered approach?
- Lower cost of NH bids→executive council—procurement time and money investments—a wasteful process

Innovation

- Add "social values" to NH approach to doing business.
- Foster partnerships—allow more options for departments to make decisions RE approved budgets (without direct gov in council)
 - Dept "bench marks" for vendors
- Interagency task ground to foster options for more functional performance in relation to business partnerships (e.g. IT, admin, etc)
 - Needs assessments and I.D. options for interagency cooperation (synergies wit agencies)
- Improve communication of policy for consistency and clarity (agency personnel)

Transparency

- Knowledge RE what agency project priorities and schedules; hard to come by also timely decisions and access to info impacts contract awards/lead time
- Delays are costly in time and money
- State more forthcoming RE opportunities, const., product design criteria
- Anticipatory planning more participatory with potential vendors, partners, education, St/local

- Info—database
- Location—RE past performances of services, etc. and products category of services and vendors

Final recommendation

- Incorporate cooperation/recip. agreements on low bids with other states
- Evaluate effectiveness and true costs of governor's council in current rev. caps (10k)
- Incorporate social values in evaluating bids for state contracts
- Streamline and central loc. for bid opportunities
- Interagency task groups to foster cooperative functional services to partners, vendors.

Group: G

Facilitator: Maura

Brainstorm

- DOT appropriations more than expenditures x2.
 - Why? → Equipment
 - Transparency—DOT numbers
- Efficiency—each agency is different FRP, etc. but if standardized creates its own bureaucracy
- Each agency has different people and policy—but no standardization
- Federal regulations adds level of rules
 - Sometimes interpretation adds level of difference
- Different interpretation of OMB rules in different agencies
- Different DOT agencies have rules about paying out after—reimbursements vs. after action
- NH—complicated more than other states for tool outfitting contract
 - Inefficient multiple checks
 - RFB just going on lowest price creates this complication
- Central purchasing putting together the bid and doesn't make sense
- Separate bids put out—seems dated with old info instead consolidated bid with updated specs and award to best value vs. low bid.
- Bids go out and often awarded to lowest bidder
- Putting out RFB instead of RFP because time and detail needed to put into RFP
 - Understaffed
- Other NE states review technical qualifications as well as money, NH does low bid and looks at money
- Some improvement with bundle contracts
 - Bus example: separate for each bus, now improved
- Best practice to allow some and users involved. The vendors.
- Exclusionary to small vendors when they ask the vendor to finance and maintain equipment
 - Need to find ways to involve smaller vendors
 - right now doing business as a small vendor is difficult with the state
- The specs requested are often outdated or no way to bid with different spec → even if better
- 30 day cancellation policy after bid accepted
 - \$15,000 to place bid, for \$30,000 contract will not place bid
 - \$18, \$20,000 requirement to place bid
 - Spend more
- 5 day period for questions to place bid or submit questions but doesn't give the ?? to get answer, best practice needs 2 weeks-month → want pre-bid management, 3 weeks to then submit

- Good People, not good policy—system
 - Can be reasonable as can be
- State business days—holidays
- Timeline structure (of spring) Budget
 - Infrastructure is difficult
- How 2 year legislative cycle impacts doing work in NH
- How 5 person council affects systems of governor's decisions
- Contracts decision can be over ridden by council
- Again, difficult as small contractor
- Transparency—"the money comes from" isn't explained well to the taxpayer where does the money come from state agency only funded by fed.
- Maine—takes time to work with vendors that are good to work with instead of always RFP, open bidding
 - Innovation opportunity: vendor can show state a way to save
- But—have to have open process because public money
 - Create preapproved qualified vendors
- Assess the pre-qual process
- UNH process for bidding is good suggest that state allows UNH to do bidding (DOT—buses) longer term contracts 5 years
- Change mentality and restructure bids
- Education—pre-qualified program for schools licensed school program
 - State reaches out to the school program
 - Getting on the list DOE is rigorous but once on, each year re-license, makes process
- DOT has list too, but difficult as small vendor
- Conversation needed with vendors—state reach out to vendors and talk about options
- OR: vendor responsibility to reach out to state
- Specific details—often too specific, but other options out there
 - Stay in touch with the state about updating specs TALK
- Investment needed in staff, lay-offs in agencies. Morale is low, then the result is old, out dated RFB/P etc.
- Tough—to invest in and keep good/enough staff who can produce the work needed

Recommendations:

- *Agencies noting a good job with what they are working with, it's the systems and policies that they have to follow. **key point**
- Solve agencies (DES, DOT, HHS) working well—op commissioners working on efficiency and innovations (have been working together), but doesn't reach all agencies
 - Where are they? What about homeland security?
 - But who else/agencies are working like this?
- What impacts your ability to work with state?
 - Staff, time, resources to track down.
 - Overall not worth it for small contractors
- Dashboard Indicators
 - The responsibility is on the vendor for relationship with state
- What are the goals to even show progress because without that how do you show the improvement or the indicators?
- Indicators:
 - The measures needed depend on what the goals are of the state government?

- Is it small business?
- Is it invoking errors?
- Unclear?
 - Quality in state NH → value in local but now allowed to consider location.
- Cycles of billing, different wait times
- NH DOT pays bills very quickly, can talk to someone on the phone
 - Generally quickly
- How to consider local, location when federal can't consider location
- How to even do indicators? So hard, timeline is not about doing it faster.

Final Priorities

1. Consistency—towards RFP process across agencies
 - a. Inclusion of smaller entities
2. Value—take the staff/time needed to create quality RFP, not falling back on RFB process because that creates the least cost but not best value esp. over longer timeline
 - a. Big picture vs. result today
3. Policy/process: the infrastructure of the system, make the policy process more efficient with the existing manpower
 - a. Approval levels

Appendix E: Summary of Participant Evaluations

Participant Demographics (summarized from all events together)

These responses are from people who completed the survey AND allowed their information to be used for publication. Individuals who opted out of research had their responses eliminated, so if we looked at this data for internal processes only, it would yield slightly different results.

- The average age was 58 years old.
- Participants identified as 61.9% female, 38.1% male.
- 13.5 percent of participants identified as liberal, 27.3 percent as somewhat liberal, 39.6 percent as moderate, 14.3 percent as somewhat conservative, and 5.3 percent as conservative.

Participants reported highest educational attainment of the following levels:

- 4.6 percent elementary or middle school graduate
- 8.8 percent high school graduates
- 13 percent some college education
- 37.6 percent college graduates
- 22.9 percent post-college graduates

Feedback on NH Listens Processes from Participants

Participants were asked questions about the experience of participating in a NH Listens conversation. Of those who responded, participants expressed the following views:

- 96 percent of participants agreed or strongly agreed that the facilitator was prepared.
- 94 percent of participants agreed or strongly agreed that the facilitator(s) made sure everyone took part in the conversation.
- 97 percent of participants agreed or strongly agreed that the facilitator(s) did not impose his or her ideas or values on the group.
- 85 percent of participants agreed or strongly agreed that the information in the discussion guide was useful to them.
- 90 percent of participants agreed or strongly agreed that their group talked about the most important issues related to the topic.
- 95 percent of participants agreed or strongly agreed that it seemed as though everyone had an equal chance to express his/her views.
- 86 percent of participants agreed or strongly agreed that I learned new things about this topic from other members of my group.
- 84 percent of participants agreed or strongly agreed the conversation helped me to become better informed about the issues.
- 67 percent of participants agreed or strongly agreed that because of the conversation, they have a better understanding of people who they disagree with and their opinions.
- 96 percent of participants agreed or agreed strongly that their perspective was respected in the conversation.

- 84 percent of participants agreed or agreed strongly that they understood how the results from the conversation will be used to inform next steps.
- 86 percent of participants felt that the time allotted for the sessions was just the right amount of time (and 9 percent too much and 5 percent too little).
- 93 percent of participants agreed or agreed strongly that they were glad they participated in the community conversations.
- 99 percent of participants responded YES (19%) or MAYBE (80%) that they would attend another community conversation on this or a different topic.

Appendix F: How NH Listens Collects and Reports Findings

NH Listens bases this kind of community development work on small-group facilitated dialogue (typically eight to twelve participants per group) that produces specific findings. Depending on the topic, the findings might be at a more general level, articulating broad sets of values or criteria for decision making, or quite specific recommendations, such as concrete steps for action.

Whether a dialogue is constructed as a one-time event that stretches over several hours or multiple events occurring over several weeks, participants typically move through a four-stage process supported by the facilitator. These stages include:

1. Introductions and personal stories about how participants relate to the focus topic of the dialogue (including their prior experiences with and opinions about the topic)
2. Review of the available data on the topic to ensure common, comparable levels of knowledge among participants
3. Analysis of the topic and its multiple dimensions, leading to selection by the group of a small number of key issues (three to four) that serve as the basis for subsequent discussion from which the group generates concrete actions and recommendations
4. In-depth discussion of the selected key issues and articulation of a final set of views, values, or recommended actions directed at relevant decision makers

Throughout the dialogue, facilitators and participants document the conversation on large flipcharts and identify recurring statements or themes. That is, the information that is gleaned from each small group is inductively analyzed, moving from specific comments made by group members to general statements that represent the shared ideas and perspectives of the group. Both agreements and disagreements are recorded, to ensure that all points of view are heard and documented.