

PRIORITY	Jobs that Pay		
TOP-LINE MEASURES	Job Creation	Workforce Development	Training and Wages
	Partner with the private sector to create and retain 280,000 pledged jobs by 2020 that pay at least 80% of the average wage in the county in where the jobs are located.	Enhance a skilled workforce by training 340,000 Pennsylvania residents by 2020.	Increase wages for workers who complete Industry Partnership skills upgrading by at least 5% one year after training is completed.
AGENCY INDICATORS	The Department of Community and Economic Development will complete 130 foreign direct investments (FDI) projects by 2020.	The Department of Community and Economic Development will help train 412,783 Pennsylvania residents in WEDNet, PREP, PSATS, CSBG by 2020.	The Department of Labor and Industry will reduce the number of new claims for unemployment compensation by 6% by 2020.
The Department of Community and Economic Development will increase the amount of export sales facilitated by 2% by 2020.	The Department of Labor and Industry will create 16,000 technology jobs by 2020.		
The Department of Community and Economic Development will increase the number of businesses assisted by 5% by 2020.	The Department of Labor and Industry will increase the Workforce Investment Opportunity Act Adult Entered Employment Rate to 80% by 2020.		
The Department of Community and Economic Development will help establish 1,070 new technology companies by 2020.	The Department of Labor and Industry will increase the dislocated worker entered employment rate to 82% by 2020.		
The Department of Community and Economic Development will increase the amount of private funds leveraged by 4% by 2020.	The Department of Human Services will increase the percentage of people who leave TANF for employment from 10% to 60% by 2020.		
The Department of Community and Economic Development will increase the amount of public funds leveraged by 4% by 2020.			
The Department of Community and Economic Development will help increase the estimated state and local tax revenues generated from tourism activities by 2% by 2020.			

**PRIORITY**

# Schools that Teach

**TOP-LINE MEASURES**

K-12 Education	Early Education	Post-Secondary Education
Upon implementation of a revised School Performance Profile, the Department of Education will set a target to increase the number of schools receiving scores that indicate students are prepared for post-secondary education or career success.	Increase access to pre-kindergarten for 3- and 4-year-olds by adding 44,000 new Pre-K seats by 2020.	Increase the number of full-time students enrolled in STEM specific majors at the state-supported institutions of higher education by 10,000 by 2020.

**AGENCY INDICATORS**

The Department of Education will increase the percentage of Career and Technical Education students proficient and advanced in mathematics PSSAs by 9% by 2020.	The Office of Child Development and Early Learning will increase the number of children meeting their individual goals in Early Intervention (EI) services prior to their third birthday by 15% by 2020.	The Pennsylvania Higher Education Assistance Agency will increase the amount of per capita grants by 3% by 2020.
The Department of Education will increase the percentage of vocational education program completers to 87% by 2020.	The Office of Child Development and Early Learning will increase the percentage of KeyStone STARS facilities at level 3 and 4 by 114% by 2020.	The Pennsylvania Higher Education Assistance Agency will increase the number of eligible applicants enrolled and accepting grants by 5% by 2020.
The Department of Education will increase the number of Advanced Placement tests given in high schools by 46% by 2020.	The Office of Child Development and Early Learning will increase the percentage of children served in evidence-based home visiting programs by 64% by 2020.	The Department of Education will increase the percentage of PA Skills Certificates awarded by 4% by 2020.
The Department of Education will increase annual visits to public libraries by 7% by 2020.		The Department of Education will increase the number of undergraduate credentials awarded by Pennsylvania postsecondary institutions by 10% by 2020.
The Department of Education will increase the number of students reading at or above grade level by third grade by 15% by 2020.		The Department of Education will increase workforce participation (within 1 year of graduation) by 5% by 2020.
The Department of Education will increase the number of students performing at or above grade level in mathematics by 7th grade by 25% by 2020.		The Department of Education will increase minority enrollment at public institutions by 22% by 2020.
The Department of Education will increase annual enrollment in Career and Technical Education by 5% by 2020.		

**PRIORITY**

**Government that Works**

**TOP-LINE MEASURES**

Government Efficiency and Citizen Engagement	Energy and the Environment	Infrastructure and Development	Human Services	Public Safety
Find \$500 million in agency savings and efficiencies by 2020.	Provide 17,000 inspections of new wells drilled by 2020 in order to protect our natural resources and residents.	Improve the safety and interconnectedness of the commonwealth's transportation network by repairing or replacing 1,800 structurally deficient bridges by 2020.	Reduce Pennsylvania's uninsured population by 50 percent by 2020.	The Department of Corrections will reduce its inmate population by 5% by 2020.

**AGENCY INDICATORS**

The Human Relations Commission will close 260 housing discrimination cases dually filed with HUD within 100 days by 2020.	The Department of Agriculture will increase the dollar value of Pennsylvania hardwood exports (in millions) by 7.5% by 2020.	The Department of Transportation will increase the number of free transit trips by 4% by 2020.	The Department of Military and Veterans Affairs will improve the number of veterans with temporary assistance by 10% by 2020. Reaching this goal is contingent on additional funding.	The Pennsylvania State Police will reduce the number of property crimes per 100,000 population by 6% by 2020.
The Liquor Control Board will increase gross sales by 18% by 2020.	The Department of Agriculture will increase the value of crop insurance protection policies (in millions) to \$584 million by 2020.	The Department of Transportation will maintain and improve 23,700 total miles of state maintained highways by 2020.	The Department of Agriculture will increase the dollar value of commodities distributed by 1.5% by 2020.	The Pennsylvania Commission on Crime and Delinquency will increase the percentage of victims who are satisfied with the services provided by the Victims Compensation Assistance program to 90% by 2020.
The Department of General Services will reduce real estate holdings by 428,500 square feet by 2020.	The Department of Agriculture will preserve 64,000 acres of farmland by 2020.	The Department of Transportation will increase the percentage of interstate highway system in good or excellent condition by .4% by 2020.	The Department of Agriculture will increase the redemption rates for Women, Infants and Children (WIC) Farmers' Market Nutrition Program participants by 10% by 2020.	The Department of Corrections will decrease the in prison violence rate per 1,000 inmates to 10% by 2020.
The Department of Banking and Securities will decrease the average number of days to respond to consumer complaints by 5 by 2020.	The Department of Agriculture will increase the number of farm acres covered by approved Nutrient Management Plans by 4% by 2020.	The Pennsylvania Housing Finance Agency will fund 65 mixed-use development projects by 2020.	The Department of Agriculture will increase the redemption rate for senior participants in the Farmers' Market Nutrition program by 8% by 2020.	The Pennsylvania Commission on Crime and Delinquency will increase the average number of jail days saved per active offender during the fiscal year through participation in the Intermediate Punishment Treatment program by 9 days by 2020.
The Department of State will process 500,000 new online voter registration transactions by 2020.	The Fish and Boat Commission will sell 4,435,000 fishing licenses by 2020.	The Pennsylvania Housing Finance Agency will create 165 residential units in mixed-use development projects by 2020.	The Department of Health will increase the average and children (WIC) programs by 5% by 2020.	The Pennsylvania Commission on Crime and Delinquency will increase the average number of jail days saved per offender who completed the Restrictive Intermediate Punishment portion of their sentence by 5 days by 2020.
The Department of Revenue will decrease the average wait time of all taxpayer phone calls by seconds by 2020.	The Department of Environmental Protection will seek compliance from dam owners and permittees to increase the Dam Emergency Action Plan compliance rate to 99% by 2020.	The Department of Transportation will preserve 1,020 bridges by 2020.	The Department of Health will provide 20,000 breast and cervical cancer screening to high-risk uninsured women aged 40 to 49 as determined by state funding by 2020.	The Pennsylvania Commission on Crime and Delinquency will increase the percentage of youth participating in research-based programs with a demonstrated improvement related to the program's targeted behavioral outcome by 10% by 2020.
The Department of Revenue will decrease the average cost to process a tax return by 3 cents each year resulting in a \$2.77 cost by 2020.	The Department of Conservation and Natural Resources will increase the number of volunteer hours by 5% by 2020.	The Department of Community and Economic Development will increase the number of hotel rooms sold by 9% by 2020.	The Department of Health will remediate 230 privately owned housing units in targeted geographical areas for the presence of lead hazards by 2020.	The Pennsylvania Commission on Crime and Delinquency will increase the percentage of youth with improved school attendance after participating in intensive evidence-based programs by 6% by 2020.
The Office of the Budget will increase the percentage of electronic invoices by 13% by 2020.	The Department of Agriculture will complete 3,070 project miles of Dirt, Gravel and Low Volume Environmentally Sensitive Maintenance projects by 2020.	The Department of Community and Economic Development will increase tax revenues generated by 9.25% by 2020.	The Department of Health will increase the percentage of school districts, charter schools, and comprehensive vocational technical schools in compliance with certified school nurse coverage requirements to 99% by 2020.	The Pennsylvania State Police will reduce the number of motor vehicle crashes by 6.7% by 2020.
The Department of Transportation will increase the percentage of service center customers served within 30 minutes by 5% by 2020.	The Department of Environmental Protection will work with the regulated community to increase the percentage of inspected facilities in full compliance with air quality regulations to 82.06% by 2020.	The Department of Community and Economic Development will decrease the number of designated distressed communities in Act 47 by 25% by 2020.	The Department of Aging will increase the number of assessments/recertification's by 8% by 2020.	The Pennsylvania State Police will reduce the number of fatal motor vehicle crashes by 5% by 2020.
The Department of State will reduce the average number of days it takes to close an investigation to 115 by 2020.	The Department of Conservation and Natural Resources will sequester and store an additional 860,000 standard tons (annual accumulation) of carbon in state forest timber resources by 2020.		The Department of Aging will increase the number of congregate meals served by 5% by 2020.	The Pennsylvania State Police will reduce the number of violent crimes per 100,000 population by 7% by 2020.
The Department of State will increase the percentage of licenses renewed online to 97% by 2020.	The Department of Conservation and Natural Resources will conserve 25,000 acres through acquisition and easement by 2020, which includes additions to parks, forests, and grants to communities.		The Department of Aging will increase the number of attendant care services provided by 13% by 2020.	The Department of Corrections will reduce 1-year recidivism rates by 14% by 2020.

PRIORITY

# Government that Works

TOP-LINE MEASURES

Government Efficiency and Citizen Engagement	Energy and the Environment	Infrastructure and Development	Human Services	Public Safety
Find \$500 million in agency savings and efficiencies by 2020.	Provide 17,000 inspections of new wells drilled by 2020 in order to protect our natural resources and residents.	Improve the safety and interconnectedness of the commonwealth's transportation network by repairing or replacing 1,800 structurally deficient bridges by 2020.	Reduce Pennsylvania's uninsured population by 50 percent by 2020.	The Department of Corrections will reduce its inmate population by 5% by 2020.
The Office of Administration will increase the percentage of HR agency services that met established response time goals to 99% by 2020.	The Department of Conservation and Natural Resources will increase state park annual attendance by an additional 500,000 visitors by 2020.		The Department of Aging will increase the percentage of families receiving caregiver support by 12% by 2020.	The Department of Corrections will reduce 3-year recidivism rates by 8% by 2020.
The Office of Administration will maintain the HR Service Centers' highest possible customer satisfaction rating through 2020.	The Department of Conservation and Natural Resources will plant an additional 175,000 trees through the TreeVitalize program by 2020.		By 2020, the Department of Human Services will serve 62% of those in need of long term care services in the community.	The Department of Corrections will increase the rate per 1,000 inmates earning high school diplomas and passing the high school equivalency test by 36% by 2020.
The Department of Banking and Securities will hold 1,500 investor education, financial education and outreach events by 2020.	The Department of Conservation and Natural Resources will develop 375 new trail miles by 2020.		The Department of Human Services will increase the percentage of persons receiving Autism services by 56% by 2020, contingent upon additional funding.	The Department of Corrections will increase the rate per 1,000 inmates employed or in educational programs by 4% by 2020.
The Department of General Services will save \$200 million in annual DGS procurement related savings by 2020.	The Department of Conservation and Natural Resources will have 10 additional LEED-certified buildings by 2020.		The Department of Human Services will increase the percentage of persons receiving intellectual disability services by 11% by 2020, contingent upon additional funding.	The Pennsylvania State Police will increase the percentage of violent crimes cleared (i.e. cases solved and prosecuted or disposed of through other legal means) by 5% by 2020.
The Department of General Services will increase the annual percentage of commonwealth contract spending awarded to small and small diverse businesses to 10% by 2020.	The Department of Environmental Protection will assist landowners in the protection of 4,500 acres of existing stream buffers by 2020.		By 2020, DHS will safely reduce the number of children in care by 27%.	The Pennsylvania State Police will increase the percentage of property crimes cleared (i.e. cases solved and prosecuted or disposed of through other legal means) by 4% by 2020.
The Human Relations Commission will process all cases under investigation within 2 years by 2020.	The Department of Environmental Protection will assist and track the completion of 1,750 sites cleanups under the Environmental Cleanup and Brownfields Voluntary Cleanup program by 2020.		The Department of Health will increase the percentage of vital events registered according to Vital Statistics Law and Title 28 of the PA Code to 97% by 2020.	The Pennsylvania Emergency Management Agency will train 22,500 state and local emergency management personnel by 2020.
The Department of Revenue will collect \$3 billion from delinquent accounts by 2020.	The Department of Environmental Protection will, based on available funding and contractual arrangements, treat 250,000 acres for West Nile Virus control by 2020.		The Department of Human Services will increase the percentage of children age 12 to 24 months visiting a doctor or nurse in the past year by 3% by 2020.	The Pennsylvania Emergency Management Agency will disburse \$250,000 in state and federal emergency management grant funds by 2020.
The Office of Administration will increase the completion rate for mandatory web-based Enterprise Learning Management System courses to 80% by 2020.	The Department of Environmental Protection will, based on interest from industry and contractual arrangements, reclaim 562 acres through the Government Financed Construction Contract program by 2020.		The Department of Health will reduce the percentage of high school students and adults (age 18+) who smoke by 3% by 2020.	The Department of Military and Veterans Affairs will increase the percentage of armories and field sites rated adequate to satisfy the mission by 8% by 2020.
The Department of State will increase the percentage of campaign finance reports filed online to 45% by 2020.	The Department of Environmental Protection estimates that it will, assuming applications are received and address all applicable regulatory and statutory requirements, issue 172,100 permits by 2020.		The Pennsylvania Housing Finance Agency will fund the construction or preservation of 16,750 affordable rental housing units by 2020.	
The Office of Administration will review and approve requests for classification actions on vacant positions within 15 days by 2020.	The Department of Environmental Protection will assist and track the installation of 7,000 acres of stream buffers by 2020.		The Department of Health will make 7,024,200 patient visits in underserved areas by 2020.	
The Department of Revenue will reduce the average call wait time for TS&IC by 2 minutes and 30 seconds by 2020.	The Game Commission will sell 4,965,000 hunting licenses by 2020.		The Department of Aging will increase the number of persons served in the community who have at least 3+ Activities of Daily Living (ADLs) by 8% by 2020.	
			The Insurance Department will increase direct consumer interactions by 10% by 2020.	
			The Insurance Department will maintain Pennsylvania's ranking as the lowest among selected peer states on the yearly average for auto, homeowners and health insurance premiums.	
			The Department of Human Services will reduce the average number of days to process a Medical Assistance application by 26% by 2020.	

AGENCY INDICATORS

PRIORITY	<b>Government that Works</b>				
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TOP-LINE MEASURES	<b>Government Efficiency and Citizen Engagement</b>	<b>Energy and the Environment</b>	<b>Infrastructure and Development</b>	<b>Human Services</b>	<b>Public Safety</b>
	Find \$500 million in agency savings and efficiencies by 2020.	Provide 17,000 inspections of new wells drilled by 2020 in order to protect our natural resources and residents.	Improve the safety and interconnectedness of the commonwealth's transportation network by repairing or replacing 1,800 structurally deficient bridges by 2020.	Reduce Pennsylvania's uninsured population by 50 percent by 2020.	The Department of Corrections will reduce its inmate population by 5% by 2020.

AGENCY INDICATORS					<p>The Department of Human Services will decrease the percentage of adults readmitted to State Mental Hospitals within one year of last discharge from 9% to 6.5% by 2020.</p> <p>The Department of Human Services will increase the percentage of persons transitioned to community living through Nursing Home Transition Program by 28% by 2020.</p> <p>The Department of Human Services will increase the percentage of children from birth to 15 months visiting a physician 6 or more times in the past year by 3% by 2020.</p> <p>The Department of Military and Veterans Affairs will provide an additional 800 National Guard personnel with educational financial aid by 2020.</p> <p>The Pennsylvania Housing Finance Agency will award 24,400 PHFA loans by 2020.</p> <p>The Pennsylvania Housing Finance Agency will loan \$3.28 billion in HOME Investment Partnerships by 2020.</p> <p>The Pennsylvania Housing Finance Agency will provide 109,000 consumers with homeownership counseling by 2020.</p> <p>The Department of Agriculture will increase the number of individuals served through the State Food Purchase program by 5% by 2020.</p> <p>The Department of Agriculture will increase the number of individuals served through the Emergency Food Assistance program by 5% by 2020.</p>
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**\$156 million**

saved by the Governor's Office of Transformation,  
Innovation, Management, and Efficiency  
in fiscal year 2015-16.

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## Governor Wolf Announces GO-TIME Savings of \$156 Million in 15-16 Fiscal Year

August 02, 2016

**Harrisburg, PA** – Governor Wolf announced today that state agencies saved over \$156 million through the Governor's Office of Transformation, Innovation, Management and Efficiency (GO-TIME), exceeding the \$150 million savings goal for the 15-16 fiscal year.

“Across our departments, leaders and employees are working together and sharing ideas to be more efficient, provide better service, and reduce costs,” said Wolf. “Many of these improvements will continue to generate savings and other benefits for years to come.”

“There is more that we can do. That is why I am now challenging GO-TIME to save \$500 million by 2020.”

The Governor was joined today by state employees who worked on projects that contributed to the \$156 million savings total. The employees were recognized for their efforts at a ceremony earlier in the day.

“I want to thank our state employees for all of their work to achieve this milestone for taxpayers,” said Wolf. “From clerks to cabinet secretaries, all of us have a role to play in making government work better for the people of Pennsylvania.”

Some examples of projects contributing to the \$150 million in savings goal include:

- **Improving Procurement Strategies.** The Department of General Services (DGS) saved state agencies over \$68 million in 15/16 on purchases of goods and services through negotiated price reductions, contract renewals and reverse auctions.
- **Consolidating Mailrooms and Services.** The consolidation of outgoing mail services by DGS will save \$2.5 million annually through presorting, volume discounts, reductions in staffing and equipment and repurposing space previously used for mail activities. Changes to mail routes and equipment reductions will further reduce operating costs by over \$1 million.
- **Updating the Online Park Reservation System.** The Department of Conservation and Natural Resources updated the online state park reservation system to be more user-

friendly and lower its transaction costs, saving the department over \$100,000 per year while increasing online reservations by 5 percent.

- **Reducing Inmate Transportation Costs.** The Department of Corrections is saving more than \$500,000 a year in transportation costs by temporarily relocating inmates receiving radiation treatment to a single facility.
- **Online Voter Registration.** This new system launched by the Department of State allows eligible citizens to register to vote and update their voter information online, providing added convenience for citizens, greater engagement in the democratic process, as well as improved data accuracy and reduced costs for counties.
- **Providing Mobile Technology to Construction Inspectors.** PennDOT deployed mobile applications to its 380 construction inspectors, increasing productivity by \$11 million by eliminating the need to travel back to the office to input data and access project documents and enabling them to spend more time engaged in valuable inspection and quality assurance.
- **Using Technology to Improve Public Safety.** PennDOT outfitted over 700 of its plow trucks with vehicle location devices in order to respond more quickly to changing winter storm conditions and reduce salt usage, saving an expected \$1.4 million over the next four to six years. The public can also monitor plow truck locations using the 511PA traveler information website.

To date, GO-TIME has identified over 200 initiatives by departments to modernize operations through process improvements, using technology and identifying opportunities to collaborate and share resources.

To learn more about GO-TIME, visit [www.governor.pa.gov/go-time](http://www.governor.pa.gov/go-time).



## GOTIME Year End Report for FY 15/16

### Requesting Agency: Aging (PDA)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Increasing the Reach of MindMatters	The Pennsylvania Department of Aging entered into an agreement with a local public broadcasting station, WITF, to deliver via the internet a monthly series of 30-45 minute educational programs to Senior Community Centers. These lectures are conducted by academic and professional lecturers on subjects ranging from history to current events, health and wellness and self-help topics and are geared toward providing enrichment and life-long learning opportunities to older Pennsylvanians.	In Progr	Increased Citizen Engagement	Direct Dollars	\$39,115

### Requesting Agency: Agriculture (AGR)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Implementing standard laptop type, to include 4G LTE technology	Put all PDA employees on a four-year hardware refresh cycle with standardized computer options that include the ability for mobile employees to receive security patches and software updates anywhere rather than requiring a special trip to a regional office or headquarters.	In Progr	Improved Customer Service, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance Direct Dollars Productivity	\$712,081
Improving speed and accuracy of human drug test results in Racing	Using commercial human drug testing labs to process samples from people involved in horse and harness racing rather than the PA Equine Toxicology & Research Lab.	In Progr	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance Productivity	\$168,500
Leasing v. Buying IT hardware	Shift from buying to leasing computer hardware, require lessor to provide imaging, installation, and	In Progr	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance Productivity	\$294,507





GOVERNMENT THAT WORKS.

## GOTIME Year End Report for FY 15/16

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Modernizing the Bureau of Rides & Measurement Standards	disposition services rather than tasking PDA IT Services Office three-person help desk to do that among their many other duties.  Develop a new web-based IT system to support all of the Bureau of Rides & Measurement Standards' inspections and accommodate monitoring and reporting for six current Certified Examiners of Weights & Measures.	In Progr	Improved Customer Service, Increased Citizen Engagement, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance Direct Dollars Productivity	0

### Requesting Agency: Banking & Securities (DOBS)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Agency Request for Training System (ART System)	The department's IT group has created an electronic system that is capable of being a hub for employees to submit requests for training from external providers, supervisors to approve those requests, and to track those training sessions for the employees' training record.	Comp	Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Direct Dollars Revenue/Recovery	\$40,250
Creation of a Financial Information Exchange	The department is collaborating with other state agencies to create a Financial Information Exchange. This exchange brings together entities that offer consumer financial services and education to collaborate on messaging to consumers and businesses while sharing best practices.	Comp	Improved Customer Service, Increased Citizen Engagement, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration		0
Developing an Agency Public Events Calendar	The department has developed an online calendar of events that lists department participation in public outreach events: <a href="https://www.secure.dobs.pa.gov/">https://www.secure.dobs.pa.gov/</a>	Comp	Improved Customer Service, Increased Citizen Engagement, Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration		0



GOVERNMENT THAT WORKS.

## GOTIME Year End Report for FY 15/16

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
	a=events.home				
Eliminating Subscriptions	The Department is eliminating subscriptions that are no longer needed by the agency.	Comp	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$13,448
Outsourcing Mail Services	The Department outsourced mail services to DGS to achieve cost savings and improve delivery services. This change shifted one full time employee from DoBS to DGS.	Comp	Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$4,236

### Requesting Agency: Board of Probation & Parole (PBPP)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Transforming Parole Decision Making	The Board of Probation and Parole uses a paper system for reviewing an offender's case during a parole interview. Through implementation of an electronic system, the decision making process prior, during and after the interview will be streamlined, resulting in decisions being recorded sooner.	Comp	Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance Direct Dollars Productivity	(\$134,000)

### Requesting Agency: Community & Economic Development (DCED)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Automation of Meeting Request Form	In the past, DCED employees had to complete a manual paper form when outside customers were attending meetings in their offices. The form is being automated to create efficiencies in this process and improved customer service.	Comp			0
Evaluation of Mobile Phone Services	DCED will analyze our mobile phone accounts comparing the mobile needs of our department versus what the	Comp	Better Use of Resources - Efficiency - Consolidation		\$2,363



## GOTIME Year End Report for FY 15/16

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Redistribution of Funds	<p>department actually pays for. Multiple accounts can be consolidated into larger accounts.</p> <p>When grantees do not utilize grant monies within the parameters of their contracts, DCED will recoup program money which will then be redistributed to qualified applicants.</p>	Comp	Other	Revenue/Recovery	\$1,052,823

### Requesting Agency: Conservation & Natural Resources (DCNR)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Conducting business through teleconferenci	To reduce the travel expenses and staff time required to attend meetings throughout the state, DCNR will develop high speed connections and deploy online collaboration tools at DCNR field locations to facilitate the use of teleconferencing for meetings.	In Progr	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$1,750
Creating electronic signature processes	By creating an electronic signature process for the hundreds of grants it processes each year, DCNR will save thousands of sheets of paper from being copied and the money and time it takes to copy them.	In Progr	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Direct Dollars Productivity	\$6,569
Improving energy efficiency	DCNR will use sustainable practices and materials to guide its building construction and renovations and the management of its facilities to reduce energy and purchasing costs.	In Progr	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$25,000
Reducing database redundancies through an online portal	A new internal online portal will combine existing databases into one system that will allow bureaus to exchange data seamlessly, significantly reducing the redundancies with multiple systems.	In Progr	Reduced Process Time, Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration	Direct Dollars Productivity	\$20,239



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## GOTIME Year End Report for FY 15/16

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Updating State Parks Reservation System	A new state parks reservation system is providing enhanced customer service to people reserving campsites, cabins and other facilities at state parks.	Comp	Improved Customer Service, Increased Citizen Engagement, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$100,000

### Requesting Agency: Corrections (DOC)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Consolidating Medical-related transports	Reduce unnecessary and duplicative transportation of offenders requiring off-site ophthalmology treatment. Consolidation of the trips will be achieved through better coordination, scheduling, and access to on-site medical equipment.	In Progr	Improved Customer Service, Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$2,000
Ensuring Post-Release Access to Medication for Offenders Aged 65+ (PACE)	In partnership with the Department of Aging PACE program, offenders aged 65 years old or older will receive medication coverage supported by PACE that continues when they are released from prison.	Comp	Improved Customer Service, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$2,152,383
Reducing Hepatitis C Treatment Costs	The PADOC has been able to negotiate a 35% reduction in price for Hepatitis C treatments. The reduction results in a cost avoidance of nearly \$35,000 per offender undergoing the treatment. The PADOC projects an initial population of 50 offenders participating in the Hepatitis C treatments.	Comp	Better Use of Resources - Efficiency - Consolidation	Cost Avoidance	\$1,450,000
Reducing Outpatient Drug Prices (340B)	In partnership with its pharmaceutical vendor and the Temple University Hospital system, the PADOC refers offenders diagnosed with HIV for outpatient medical services and receives required drugs at negotiated (reduced) prices.	Comp	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$1,635,247



GOVERNMENT THAT WORKS.

## GOTIME Year End Report for FY 15/16

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Reducing the State Cost for Medicaid Expansion	Utilizing medical assistance for offenders requiring inpatient hospital stays greater than 24 hours, the PADOE will divert state funds and expend federal funds at 100% cost. The federal share will gradually decrease in calendar year 2017.	Comp		Direct Dollars	\$810,331

### Requesting Agency: Drug & Alcohol Programs (DDAP)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Maximizing Medicaid Funds for Offenders	The Department of Drug and Alcohol Programs is working with Single County Authorities and other State Agencies to transition offenders to residential drug and alcohol treatment facilities immediately following their release from county prison.	In Progr	Reduced Process Time, Cross-Agency Collaboration	Cost Avoidance	\$3,470,300

### Requesting Agency: Education (PDE)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Enhancing How LEAs Report Financial Information	In order to respond to a continuous need to be aware of the fiscal health of the Commonwealth's local education agencies (LEAs), PDE has implemented a new web accessible portal for collecting Annual Financial Report and General Fund Budget data. This system will provide access to a more detailed level of financial information.	Comp	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Productivity	0
Enhancing The Community College Capital Application	To replace a labor intensive, paper reliant application, PDE has developed an electronic SharePoint 2010 project which allows Community College users to submit capital applications with	In Progr	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration	Direct Dollars Productivity	\$17,246



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
	supporting documentation and interact electronically with PDE and other community colleges.				
Modernizing Approved Private Schools' Reporting	The aim of this project is to automate the application review and approval process for placing students in Approved Private Schools and Charter Schools for the Deaf and Blind (APSCSDB).	In Progr	Improved Customer Service, Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$12,375
PDE capacity building	PDE has a limited ability to evaluate whether its internal processes are effectively ensuring that it is meeting its mission to serve the citizens and students of Pennsylvania. By establishing a compliance officer function, agency bureaus would receive ongoing feedback about how processes can be improved and how operational performance gaps can be closed.	In Progr	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation		0
Providing Printed Teacher Certification Certificates	PDE has received numerous requests from candidates for a paper copy of their certificate. PDE proposes offering high-quality printed certificates to candidates for a modest fee.	In Progr	Improved Customer Service, Increased Citizen Engagement	Revenue/Recovery	(\$168)
Reducing LEA Data Reporting Time	Local education agencies (LEAS) were being asked to submit large amounts of data to PDE up to 29 different times per year. To reduce this burden, PDE streamlined its process to require only six data reports per year, and reduced the amount of data manipulation required to complete the upload.	Comp	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation		0
Reducing PDE Time To Process Charter School Withholdings	State law allows charter schools to request that PDE deduct charter tuition payments from a school district's state subsidies if they do not directly pay	In Progr	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Productivity	0



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
	the charter school. Currently, PDE uses a manual process to accomplish this task. This project leverages the existing Pennsylvania Information Management system to make the process more automated.				

### Requesting Agency: Emergency Management Agency (PEMA)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Centralizing Office Supplies	Multiple stockpiles exist for Agency office supplies resulting in duplicate orders; this project focuses on consolidating all office supplies into a central location under the control of one bureau. This will reduce duplicate inventory and avoid the expiration of products.	In Progr	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Direct Dollars Productivity	\$13,120
Enhancing Agency Files (Digital Records)	Paper records have become obsolete in today's world; PEMA has been struggling with storage capacity and expedient retrieval of data for information requests. The transition to digital files reduces the cost and time spent on transactions. Timely access to data and technology helps PEMA to achieve its Mission.	In Progr	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$20,500
Increasing Commonwealth Instructors (G 489/G 270.4)	Hiring contractors expends valuable Agency funds, PEMA will be offering FEMA EMI Series Train the Trainer courses to increase the number of Commonwealth employed instructors to reduce the costs of outsourcing for instructors.	Comp	Better Use of Resources - Efficiency - Consolidation	Cost Avoidance	\$72,000
Lowering Technology Costs (Smart Phones)	Data plans associated with staff cell phones are not cost effective, in some cases staff cell phones are not utilized, causing the Agency to take a closer look at mobile	In Progr	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$47,649



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Modernizing Damage Assessment Reports (Mobile Application)	device usage. Savings have occurred by decreasing smart phone and data costs for the Agency by 2.5 percent.  During damage assessments in the field, valuable time is consumed when data is submitted in multiple formats causing delays in calculating numbers for disaster declarations. A handheld mobile device reports damages to the Agency to streamline the process by a ten percent reduction in man-hours, enable report standardization, and shift the focus on resource recovery.	Comp	Improved Customer Service, Reduced Process Time	Direct Dollars	(\$335,000)
Reducing Expenditures with Resource Tracking (Knowledge Center)	When disaster strikes and counties and other stakeholders submit resource requests, visibility is extremely inadequate and the paper component requires manual entry into the system. The installation of an incident management software program (Knowledge Center) reduces time, paperwork, and money through online documentation and synchronous viewing.	In Progr	Improved Customer Service	Productivity	0

### Requesting Agency: Environmental Protection (DEP)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Consolidating Environmental Print Shop Equipment	DEP is replacing four print machines with two new leased ones in the Environmental Print Shop, increasing efficiency and saving DEP more than \$370,000 over the next five years. In addition, DEP will join other agencies in using a consolidated Purchase Order to capitalize on savings by using aggregate volumes.	In Progr	Improved Customer Service, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$7,200





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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Consolidating Grant Program Processes	DEP's grant programs are managed by several bureaus across multiple systems, duplicating efforts and wasting IT resources. Utilizing DCED's electronic grants system in one central office, will save time and increase productivity. This project has not yet resulted in savings in 15/16, but it is expected to result in savings during fiscal year 16/17.	In Progr	Improved Customer Service, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation		0
Deploying Scanners Pilot Project	DEP deployed 25 high resolution scanners to employees who handle large volumes of paper. The scanners maximize efficiency, minimize paper usage and streamline the agency's workflow.	In Progr	Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Productivity	\$1,137
Enhancing Mobile Capabilities with Phone Applications	By making 35 applications available on agency smartphones, DEP smartphone users have a reduced need to locate and carry paper files, using their smartphones for more than voice and email.	In Progr	Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Productivity	\$363,142
Increasing Mobility Capacity	DEP inspectors currently record results twice – on paper in the field, then electronically in the office. Use of tablets will significantly increase the productivity of DEP's 350 inspectors, potentially reducing the need for additional positions, and better serving the regulated community.	In Progr	Improved Customer Service, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation	Productivity	0
Launching Electronic Bidding Project System	Construction projects will now be posted on a new Construction Contracts webpage, allowing for easy viewing and free downloading. The project specifications will be available in PDF, and project maps will be available in PDF and Auto-Cad format. This initiative will result in cost savings for contractors as	In Progr	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Productivity Revenue/Recovery	\$9,079



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Procuring Tablet Computers	well as annual productivity savings for DEP. DEP purchased 147 tablet computers for emergency and critical staff per the agency's continuity of operations plan. Often tablets replaced two devices, creating a more mobile working environment. By reducing the number of devices and paper usage, DEP projects saving 147 recipients 1 hour of work per week.	In Progr	Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Productivity	\$110,038
Relocating Servers	Faced with increasing demand for capacity, aging hardware and limited space, DEP is transitioning to an outsourced data center.	Comp	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$8,685
Sharing Laboratory with Department of Conservation and Natural Resources	DEP will be providing DCNR with 1,214 square feet of space in its laboratory. The five-year agreement will maximize use of current lease space, provide DEP \$25,000 per year to help offset current rental costs, and eliminate the need for DCNR to lease additional laboratory space.	In Progr	Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation	Revenue/Recovery	\$2,083

### Requesting Agency: Fish & Boat Commission (PFBC)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Energy Efficient Lighting - Centre Region Offices (CRO)	A lighting specialist has provided recommendations for new lighting (for non-lit spaces) and lighting upgrades for the remainder of the facility (interior & exterior) to transition to energy-efficient bulbs and switches, etc.	In Progr		Direct Dollars	0
Reinstitution of fishing license button program		In Progr		Revenue/Recovery	0



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### Requesting Agency: General Services (DGS)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Improving Procurement Strategies	Commonwealth agencies spend more than \$3 billion per year on categories of goods and services. By conducting a thorough examination of existing contracts, applying commercial best practices and reintroducing reverse auctioning to procurement, the Department of General Services has begun working with agencies to be more strategic about how resources are spent.	In Progr	Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration	Direct Dollars	\$68,903,601
Mailroom and Mail Services Consolidation	Through a thorough assessment of mailroom operations, the Department of General Services has determined it can reduce the cost for provision of mail services across the enterprise and increase work efficiency associated with these services through consolidation and workload sharing.	In Progr	Improved Customer Service, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$1,068,550
Streamlining Publications Operations for Cost-Effectiveness and Efficiency	The Commonwealth has an opportunity to enjoy considerable savings and efficiencies by completing an operational review of redundancies that exist between agency print shops and agency imaging operations. By acting on the assessment's findings, the Commonwealth can reduce the cost for provision of publications and imaging services across the enterprise. Additionally, the Commonwealth will be able to increase work efficiency associated with these services.	In Progr	Improved Customer Service, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration	Direct Dollars	\$575,200

### Requesting Agency: Health (DOH)



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Agency Internal Reorganizatio	The Department of Health reorganization created the new Health Innovation Deputate led by the Deputy Secretary for Health Innovation and consists of the Health Innovation Center, Bureau of Health Planning, Bureau of Managed Care, Health Research Office, and the Prescription Drug Monitoring Program Office. The Health Innovation Deputate will be a leader in healthcare innovation across the Commonwealth and will convene numerous Pennsylvania stakeholders to advance health systems change. The Deputate will prioritize work that accomplishes the triple aim of better health, better care, and smarter spending that will positively impact the health of all Pennsylvanians.	Comp	Improved Customer Service, Increased Citizen Engagement, Better Use of Resources - Efficiency - Consolidation		0
Developed the Image Link Generator	Department of Health employee developed a tool that permits users to look up birth and death certificate images by selecting a simple dropdown list. This has eliminated the need for employees to open multiple files and has saved the time of manually searching those files in order to bring up a birth or death record. Now through the click of a button the image is brought up immediately.	Comp	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance	\$85,000
Developing a data collection catalog	As part of a larger data quality transformation initiative, this project will create a foundation for data collection allowing the development of cross department collaborative solutions to improve operations, reduce costs incurred by deficiency and enhance support for future	Comp	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration		0



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
	analytic capability, turning information into health intelligence.				
Enterprise Data Dissemination and Informatics Exchange (EDDIE) Phase 2	Enhance the Enterprise Data Dissemination and Informatics Exchange (EDDIE) by including additional public health datasets and increase visualization capabilities including mapping components.	Comp	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration		0
Increasing Efficiency by Automating Internal Workflows	In an effort to streamline business process and improve efficiently, the DOH executive office implemented electronic workflows to automate manual approval processes.	Comp	Reduced Process Time, Better Use of Resources - Efficiency - Consolidation		0

### Requesting Agency: Historical & Museum Commission (PHMC)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Digitizing State Archival Records	The Pennsylvania State Archives is partnering with Ancestry.com to digitize, index, and provide free access to vital records (birth, death) and other genealogy resources for the citizens of Pennsylvania at no cost to the taxpayer.	In Progr	Improved Customer Service, Increased Citizen Engagement, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance Productivity	\$47,593
Transforming Historic Preservation Services	The State Historical Preservation Office is transforming their processes from paper-based to digital by developing a data management system that consolidates project review, tax credit tracking and geographic information system operations for better efficiency, transparency and public access.	In Progr	Improved Customer Service, Increased Citizen Engagement, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration	Cost Avoidance Productivity Revenue/Recovery	\$2,470,000

### Requesting Agency: Human Relations Commission (PHRC)



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Offering On-line Discrimination Questionnaire	PHRC requires a potential discrimination complainant to complete a lengthy questionnaire prior to filing a complaint. This automated process allows the potential complainant to provide us date from the comfort of their own home and in real time.	In Progr	Improved Customer Service, Increased Citizen Engagement, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration	Productivity	\$60,202
Reducing Cost of Postage	Seek to partner with PennDOT to transport mail and other documents to our Philadelphia office; thereby saving the PHRC postage costs.	In Progr	Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation	Direct Dollars	0
Reducing office space in Philadelphia Regional Office	To reduce the amount of office space at our Philadelphia Regional Office (PRO) by 4,055 square feet. Currently PHRC rents an area of space that is underutilized because of the small number of employees located at that office. With DGS' assistance, PHRC has agreed to reduce its office space and to let DGS work with the lessor to rent the excess space to another renter.	In Progr	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	0
Resolving employment cases via Mediation Program	PHRC is using voluntary mediators from the Office of General Council to mediate these cases free of charge. These mediators receive hands on experience instead of monetary reimbursement. Further, efforts are underway to secure the services of private sector attorneys.	In Progr	Improved Customer Service, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance	\$240,000

### Requesting Agency: Human Services (DHS)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Automating ACA Provider Screening and Enrollment	The Electronic Provider Enrollment solution offers more efficient and streamlined automated processes with the	In Progr		Productivity	0



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
	flexibility required to meet the specific needs of the Department. It includes innovative tools that give providers more information at their fingertips. It also allows internal staff to manage provider data and assist providers more effectively through an intuitive user interface. The new Electronic Provider Enrollment solution includes a pre-enrollment system that will interface with PROMISE to enable the Department to move forward and use innovative, proven business solutions to meet on-going program demands. The system will reside outside of the MMIS in a web portal application.				
Implementing a Mobile Application for Eligibility Services	Faced with an increasing number of citizens who use mobile technology for information and services through smart phones, the Department of Human Services (DHS) is implementing a mobile application for DHS eligibility services to improve customer service, improve operational efficiencies, improve community partner and provider services, and reduce the need for paper processing.	In Progr	Improved Customer Service, Increased Citizen Engagement, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation, Other	Productivity	0
Improving Monitoring and Compliance of Medicaid Providers via a Provider Network Portal	The Provider Network Portal is a tool that was developed to provide DHS staff with on-demand information about the Medicaid Managed Care Organizations provider networks. The tool is web based and offers information in graphic and text styles that allow staff to assess program performance quickly. Previously, this information was stored in	Comp	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration	Productivity	\$93,487



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
	data files that had to be manually searched in order to assess program performance. Managed care plan provider network adequacy is a topic of concern for both the state and federal regulators.				
Modernizing FQHC Cost Report	Modernize the Federally Qualified Health Center/Rural Health Clinic (FQHC/RHC) cost reporting and rate setting process to streamline the health center reporting and allow DHS to complete review and authorize payment more promptly. DHS has introduced a new quarterly wraparound reporting template for FQHC/RHC reporting of Managed Care encounters.	Comp	Improved Customer Service, Reduced Process Time	Productivity	\$111,543
Modernizing Third Party Liability (TPL)	The Bureau of Program Integrity, Division of Third Party Liability (TPL) generates revenue for the commonwealth through Casualty and Estate Recoveries. DHS is automating business processes to reduce document processing and implementing a web portal for our customers that allows them to request new cases be opened, access limited data on existing cases, request statement of claim (SOC) updates, and provide notices on existing cases to the assigned TPL employee. The web portal would greatly improve customer service, while freeing staff time to process cases, and again, ultimately increase recoveries.	In Progr		Revenue/Recovery	0
SNAP Error Rate Reduction	DHS implemented a bi-weekly "Knowledge Check" for all staff who work on SNAP to ensure they are well-versed on	In Progr	Other	Direct Dollars	\$44,398,000





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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
	those issues that account for the highest number of errors. Supervisors can use the results to address issues with staff and target training. DHS targeted the areas of the state with higher error rates and provided in-depth coaching and training to staff in those areas. DHS also implemented some system changes to make it harder for workers to close a case incorrectly.				

### Requesting Agency: Inspector General (OIG)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Reducing Price per Sq Foot - Western Regional Office	A new five year option was set to begin on February 1, 2016 increasing the cost per square foot from \$13 to \$15. Before exercising the new option, the terms were renegotiated	Comp	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	0

### Requesting Agency: Insurance (PID)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Building Relationships Through Increased Communicatic	In conjunction with the Department's goal of increased transparency and open communications, a monthly newsletter is drafted and released in the last week of each month that details progress and activities from that month. The newsletter, which is published on the Department's website, reaches an ever-growing number of companies, producers, legislators, and consumer groups, among others.	In Progr	Increased Citizen Engagement		0
Centralizing Resources for	The Department's redesigned website has	Comp	Improved Customer Service, Increased Citizen Engagement		(\$685)



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Older Pennsylvanians	made it easier for consumers to access information that can benefit them. Through this, we've identified seniors as a group that needs a centralized location for comprehensive information. They can access this directly through the Department's website, and a printable brochure was created for consumer events so seniors can learn how to access these resources while getting a sense of what kind of information is available.				
Colorcycle Program	Upon the recommendation of an employee, exploring a partnership with Crayola's ColorCycle program to repurpose department supplies that may go to waste.	In Progr	Better Use of Resources - Efficiency - Consolidation		0
Decrease of Investment Fees	The Department looked to reduce its investment fees incurred by the Workers' Compensation Security Fund (WCSF) and the Underground Storage Tank Indemnification Fund (USTIF) on an approximate \$50M investment. The Department was able to reduce the investment fees by 75% while providing a more consistent return. Moreover, the Department will be lowering its overall expense ratio for its portfolio by 11%	In Progr	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	0
Do's & Don't's of Annuities	Created an informational brochure to help consumers understand annuities and the factors they need to consider before making a purchase.	In Progr	Improved Customer Service, Increased Citizen Engagement		(\$320)
Improving Efficiency Through	The Enforcement Division currently uses existing software to create reports	In Progr	Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Productivity	0



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Records Management	for cases. However, investigators must prepare at least three reports under current processes. Transitioning to new reporting software would create a streamlined and centralized process for reporting on cases and improve employee productivity.				
Insurance Business 101	The department is working to expand employee education and development opportunities so they may grow as regulators and insurance professionals.	Comp	Other		0
Insurance Information for Renters	Created a handout to educate renters on the importance of renters insurance. Partnered with local colleges to get this information out to students that may rent property.	In Progr	Increased Citizen Engagement		(\$800)
Insurance Information on Private Flood Insurance	In February, the department overhauled its public information on flood insurance to provide information on both the federal NFIP and how consumers can potentially save money by purchasing private flood insurance. This is all available on the department's website.	In Progr	Increased Citizen Engagement		0
Insurance Insights for Young Adults	Created a brochure targeted towards young adults to give an overview of insurance issues they should consider as they graduate college and/or enter the workforce.	Comp	Increased Citizen Engagement		(\$750)
Leveraging Software to Simplify Tasks	In previous years, companies submitted physical copies of filing documents to the Bureau of Life, Accident and Health Insurance for review. Upon completion, duplicate copies were returned to the company via mail and then stored	In Progr	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance Direct Dollars	\$1,747



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
	electronically by the bureau. This process was time consuming for clerical and reviewing staff and also incurred printing, processing, and postage costs. These filings will now be submitted via SERFF, a software that companies and the Department utilize already, in order to greatly ease the efficiency- in both time and cost- of this process.				
Mentor Program	Instituted a mentorship program within the office to pair newer and/or younger employees with more experienced staff to foster employee engagement and professional growth.	In Progr	Other		0
Minimizing Costs by Utilizing Electronic Resources	In order to cut costs, the Department's legal office is making better use of electronic materials. This includes ending subscriptions with multiple hardbound resources that are often more costly than electronic editions.	In Progr	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	0
Mitigating Waste by Utilizing Technology	In order to decrease printing costs and boost relationships with insurers, Consumer Services now submits complaint documents electronically. this change, has been previously requested by insurers in order to achieve synergy in procedures across multiple jurisdictions.	Comp	Improved Customer Service, Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$305
Modernizing to Improve Consumer Experience	Incoming faxes to Consumer Services are now automatically directed to a resource account. This will save money associated with printing costs and benefit consumer experience by creating a smoother faxing process.	Comp	Improved Customer Service, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance	\$272
Outgoing Mail Optimization	DGS currently processes the department's pre-	In Progr	Cross-Agency Collaboration, Better Use of Resources -	Direct Dollars	0



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
	sorted mail. DGS inquired about our postage machine to increase their capacity and it would allow our department to further increase our efficiency by lowering our costs.		Efficiency - Consolidation		
Promoting Awareness of Consumers' Savings	There are various opportunities for consumers to save money on auto insurance, but many aren't aware of how to capture these savings. The Insurance Department is working to ensure consumers are able to take advantage of resources available to them. In conjunction with the American Automobile Association (AAA), Commissioner Miller has spoken to mature driver safety courses around the Commonwealth to promote these savings.	Comp	Increased Citizen Engagement		0
Realigning Programs to Maximize Efficiency	Under the Affordable Care Act, the Children's Health Insurance Program (CHIP) program is now subject to rules similar to the Medicaid program, which is administered by the Department of Human Services (DHS) in Pennsylvania. In order to avoid costs of creating a new IT system that meets federal regulations, the CHIP program was shifted to DHS so they may take advantage of the system currently in place for Medical Assistance (Medicaid). This transition will not affect the children CHIP serves nor the benefits they receive.	Comp	Improved Customer Service, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation		0
Streamlining to Bolster Employee Capabilities	Internal guidelines have been established to increase each employee's efficiency so that the Actuarial review Division now reviews and processes filings faster than statutory requirements. this review	Comp	Better Use of Resources - Efficiency - Consolidation	Direct Dollars Productivity	\$35,000



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Upgrading Software to Maximize Employee Productivity	<p>process has also gone paperless, allowing for cost savings as the division works with increased productivity.</p> <p>The Department currently uses an outdated version of TeamMate that is nearly obsolete. In order to reclaim time lost by examiners and Department of Human Services Information Technology staff due to issues with the older software, the Department will acquire the most recent software.</p>	Comp	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	(\$87,800)

### Requesting Agency: Juvenile Court Judges' Commission (JCJC)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Sharing Juvenile Case information between JCJC and AOPC	Counties currently submit juvenile probation data to the Administrative Offices of Pennsylvania Courts and JCJC through two separate systems, resulting in repetitive data entry and greater risk of errors and inconsistencies. This will be improved by having probation offices enter data into one application, which will automatically transmit common information to the JCJC's system, eliminating the need to manually enter data twice.	In Progr	Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Productivity	(\$10,422)

### Requesting Agency: Labor & Industry (L&I)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Eliminating Unnecessary Space	The State Workers' Insurance Fund (SWIF) assessed its space in Scranton and determined its footprint could be reduced by ending the lease of its Cherry Street warehouse. Paperwork	Comp	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$8,333



GOVERNMENT THAT WORKS.

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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
	stored and evaluated at this warehouse will now be stored in accordance with record retention policies. SWIF is now realizing an annual savings of \$20,000.				
Finding Efficiencies in Unemploymer Tax Services	Unemployment Tax Services reviewed their operations to reduce unneeded phone lines, postage, printers, software licenses, mailings and scanning services.	Comp		Cost Avoidance Direct Dollars	\$75,316
Improving Online Training Tools	BWC is creating a consolidated one-stop shop for WCAIS (Workers' Compensation Automation and Integration System) training materials to address the current issues of having fragmented user (staff, WC attorneys, judges, third-party administrators) support across different locations. A push is being made towards self-directed learning to ensure users remain up-to-date with WCAIS functionality. This new consolidated help system will increase stakeholder use of WCAIS and decrease the need to reach out and wait support from staff.	In Progr	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation		0
Improving the Collections Process	The collections department in State Workers Insurance Fund (SWIF) reduced the financially feasible collection threshold from \$20,000 to \$10,000. Calls are made to employers in order to collect payments and if full payment cannot be collected, a payment schedule is offered. To date, this improvement has netted \$859,674.	In Progr	Improved Customer Service, Better Use of Resources - Efficiency - Consolidation	Revenue/Recovery	\$859,674
Integrating Workforce Program Data	PA-DataShare, formerly known as Pennsylvania's Workforce Data Quality Initiative (PA-WDQI),	In Progr		Productivity	0



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
	provides an integrated data platform that allows linkage of program-centric administrative data about individuals across service systems (human services, workforce, and unemployment compensation), while protecting privacy and complying with federal and state laws on confidentiality and security of individual data. The goal of this initiative is to include other state agencies, such as DCED and Department of Education in PA-DataShare.				
Leveraging Experienced Claims Personnel	Third party administration of the Uninsured Employee Guarantee Fund (UEGF) was handled by an outside vendor. This function will be brought back in house for a substantial savings. The cost of UEGF administration with the outside vendor was \$1,362,276. Under utilized staff have been repurposed to work on the UEGF, thereby maximizing their skills and avoiding additional costs to the commonwealth.	Comp		Direct Dollars	\$283,808
Modernizing Personnel Resources	As a result of the reorganization of the Integrity Office, the Office of Unemployment Compensation Benefits Policy, and the Office of Unemployment Compensation Service Centers, four management positions were no longer needed.	In Progr		Direct Dollars	0
Optimizing Space Utilization: UCBR to Treasury	As part of the space optimizing project, the executive team decided to move UCBR back into the L&I building. In order to accomplish this we worked closely with the Department of General Services and the Treasury	In Progr		Direct Dollars	0





GOVERNMENT THAT WORKS.

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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Reducing Inefficiencies in Claim Processing	Department. The Electronic Data Interchange (EDI) forms process is being updated for workers' compensation stakeholders. Application improvements are being made for trading partners and direct filers to eliminate the need for claims administrators to submit paper forms for workers' compensation claims processing to L&I Bureau of Workers' Compensation. This process will also eliminate the need for staff to process over 300,000 forms annually.	In Progr	Improved Customer Service, Reduced Process Time	Direct Dollars	0
Transforming Customer Service	Workers' Compensation is developing an online self-service with over the phone tools for outside stakeholders to query, track, and resolve issues through the Workers' Compensation Automation and Integration System (WCAIS). Each issue (or ticket) will be trackable by external stakeholders and searchable by staff. The system will be modeled after the HR Service Center.	Comp	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation		0

### Requesting Agency: Liquor Control Board (PLCB)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Eliminating Excess Storage Facilities	Optimize seasonal storage costs through increased bailment use.	In Progr	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	0
Eliminating extraneous warehousing	Optimize store supplies.	Comp		Direct Dollars	\$121,403
Forward Buying	Optimize purchases ahead of cost increases.	In Progr	Better Use of Resources - Efficiency - Consolidation, Other		\$1,300,000
Right-sizing	Adjust network bandwidth	Comp		Direct Dollars	\$117,665



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Bandwidth to save costs	to stores to minimize costs.				
Transforming store signage distribution	Optimize sign creation and distribution to needs of each store.	Comp		Direct Dollars Productivity	\$506,550

### Requesting Agency: Military & Veterans Affairs (DMVA)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Hiring RNs with geriatric expertise	DMVA is in discussions with State Civil Service Commission to explore options relative to the scoring and hiring process as it relates to capturing recent RN graduates with geriatric expertise. We anticipate arriving at a mutually agreed upon methodology that creates an efficiency in the hiring process relative to the needs of our Veterans Homes.	Comp			0
Realizing rebates for energy-efficient equipment	DMVA has been participating in this DGS rebate initiative for over 5 years and have garnered a cost avoidance of \$25,000 annually. Energy expense reductions are directly credited back to the electric account associated with the location of the energy efficiency and further split to align with Federal and State coding assigned to each structure.	In Progr		Revenue/Recovery	0

### Requesting Agency: Milk Marketing Board (MMB)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Electronic Hearing Filing	Electronic filing and posting of pre-submitted hearing material to improve Board and interested party efficiency pre-, post-, and during public hearings.	Comp	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance Productivity	\$14,554
Group	Group certification of milk	Comp	Improved Customer Service,	Productivity	\$41,898



GOVERNMENT THAT WORKS.

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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Weigher/ Sampler Certifications	weigher/samplers to more efficiently comply with provisions of the Pasteurized Milk Ordinance..		Better Use of Resources - Efficiency - Consolidation		
Milk Dealer Utilization and Producer Payment Audit Procedures and Frequency	Modifications to audit procedures to provide savings and efficiency by utilizing electronic communications and auditor discretion to reduce frequency of on-site audits.	In Progr	Improved Customer Service, Better Use of Resources - Efficiency - Consolidation	Direct Dollars Revenue/Recovery	\$2,600
Sunshine Meeting Online Agenda	Online posting of Board public meeting agendas.	In Progr	Improved Customer Service, Increased Citizen Engagement, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Direct Dollars Productivity	\$1,200

### Requesting Agency: Office of Administration (OA)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Decommission Secondary Data Center	The Office of Administration has developed a more cost effective approach to providing back-up and disaster recovery services by leveraging resources made available through Data Center Transformation and forging new partnerships with external entities.	Comp	Improved Customer Service, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$769,098
Digitizing Personnel Records	The Office of Administration continues to explore more cost effective approaches to providing back-up and disaster recovery services by leveraging resources made available through Data Center Transformation and forging new partnerships with external entities.	Comp	Improved Customer Service, Better Use of Resources - Efficiency - Consolidation	Productivity	\$30,131
Streamlining IT Procurement	By taking a more proactive role in the development IT procurements and revising some of the criteria for procurements requiring approval by the Office of Administration,	Comp		Productivity	\$114,691



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Strengthening Cybersecurity with Big Data	the time required to review agency IT procurements has been reduced by half from 20 days to 10 days. This allows agencies to more quickly obtain IT goods and services to support and improve operations.  Pennsylvania is harnessing the power of big data analytic tools to correlate data from multiple IT systems to identify, predict and respond to incidents more quickly, IT security staff are able to perform their jobs more effectively, thereby increasing employee efficiency by over \$600,000 per year.	Comp	Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration	Cost Avoidance	\$463,280
Transforming Data Centers	The Office of Administration is pursuing financial and operational benefits through data center consolidation. The new business model will provide increased flexibility by allowing agencies to increase and decrease capacity based on anticipated demand, eliminating the need to purchase hardware and other resources based on peak usage aligned with business demand.	In Progr	Improved Customer Service, Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$9,171,771

### Requesting Agency: Office of the Budget (OB)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Eliminating Duplicate Copies of Contracts	Relying on a single electronic document filing system and eliminating duplicate hard/electronic copies will reduce storage.	Comp	Better Use of Resources - Efficiency - Consolidation	Direct Dollars Productivity	\$277
Improving Invoice Processing	Implemented a software program that automatically scans and reads invoices to reduce processing time & costs.	Comp	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$11,551
Improving	Reducing the cost of	In	Improved Customer Service,	Productivity	\$40,773



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Loan Repayments	processing loan payments by working with agencies to encourage their borrowers to repay loans by electronic means, rather than by check.	Progr	Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation		
Modernizing the Comptroller Billing Process	Improving the Comptroller Operations billing method will reduce staff hours spent calculating, preparing and distributing invoices to customer agencies.	In Progr	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration	Productivity	\$2,688
OCO - BPS - Reducing Operational Expenses via Telework	To reduce on-site facility costs, the Bureau of Payable Services will implement a telework initiative.	Comp	Leveraging Enterprise Data Sharing and Integration, Other	Direct Dollars Productivity	0
OCO - BQA - Reducing Operational Expenses via Telework	To reduce on-site facility costs, the Bureau of Quality Assurance has transitioned to teleworking.	Comp	Leveraging Enterprise Data Sharing and Integration	Direct Dollars Productivity	\$5,616
Reducing Audit Contract Expenses	Reducing the cost of external audit services by renegotiating the fee structure on contract renewals.	Comp	Other	Direct Dollars	\$3,000
Reducing Hardcopy Payroll Statements	Reducing the cost of printed employee payroll statements by enabling employees to view their statements online.	In Progr	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Direct Dollars	\$102,607
Reducing Real Estate Costs for the Budget Office w/Telework-OB/OAS	Reducing real estate costs by having staff share office workspaces and teleworking more often.	In Progr	Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration	Direct Dollars	(\$6,742)
Reducing Utility Bill Processing Costs	PA Liquor Control Board's utility bills are now paid electronically.	Comp	Improved Customer Service, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Productivity	\$10,887
Reorganizing to Operate More Efficiently	Reorganized functions previously performed by a recently retired staff member and avoided backfilling the position.	Comp	Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Productivity	\$23,316

**Requesting Agency: Public School Employees Retirement System (PSERS)**



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Carpet Replacement Savings	PSERS replaces carpeting in its offices at 5 N 5th Street on a 10-year cycle. The Agency purchased vinyl floor mats for use at each work station to enable it to delay the replacement of carpet. It is anticipated that the mats will provide an extra two years of life for the carpeting currently in place.	Comp	Better Use of Resources - Efficiency - Consolidation	Cost Avoidance	\$41,848
Enhancing Print Shop Operations	Faced with aging hardware and growing requirements for in-house printing capability, increasing demand, and the need to provide highly responsive short notice communications to system members the Public School Employees' Retirement System leased new high speed printers capable of meeting the new demands.	Comp		Direct Dollars	\$76,900
Reducing Energy Costs	Faced with aging infrastructure, rising energy costs, and constrained budgets the Public School Employees' Retirement System contracted with an energy consultant to identify opportunities to obtain electricity for its headquarters at the most affordable rates.	Comp		Direct Dollars	\$702

### Requesting Agency: Public Utility Commission (PUC)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Avoiding Litigation Through Utility Settlements	The PUC's independent judges work with the various parties (utilities and consumers, etc.) involved in cases before the Commission to give them a sense of what might happen in a case and how it might be better resolved through a settlement (to be approved later by Public Utility Commissioners)	In Progr	Reduced Process Time, Better Use of Resources - Efficiency - Consolidation		0



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Connecting Consumers Through "Smart Hearings"	rather than by further litigation.  The PUC created "Smart Hearings" in June 2015 to use existing live-streaming and telecommunications technology to nearly double participation among PPL Electric Utilities customers in similar rate request public input hearings held in 2012. The initiative achieves modest savings and will be used when it makes sense to do so. The PUC employed Smart Hearings related to the UGI Natural Gas Rate Increase Request in spring 2016, substantially increasing participation. The PUC scheduled Smart Hearings for August 2016 related to the 717 Area Code Relief Plan.	In Progr	Improved Customer Service, Increased Citizen Engagement, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation		0
Developing Emerging Leaders for the PUC	One way that the PUC addresses succession planning is through its successful "Emerging Leaders Program," now on its third graduating class (2011-12, 2013-14 and 2015-16). The leadership development program focuses on providing knowledge and skills to future supervisors and managers. The most recent class graduated in May 2016 with presentations to Public Utility Commissioners.	Comp	Other		0
Enhancing PA One Call Enforcement	The PUC continues efforts to reauthorize and enhance the PA One Call ("Call Before You Dig") program, as well as receive enforcement authority for the Underground Utility Line Protection Law. Enhancements to One Call are needed to reduce the number of "hits" involving underground	In Progr	Other		0



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
	infrastructure by 50 percent by 2020, from 6,000 a year annually.				
Launching New Natural Gas Shopping Website	The PUC is preparing to launch, by the end of First Quarter 2016, a standalone www.PAGasSwitch.com website, which provides information to Pennsylvania natural gas customers about competitive supply options. The new site will closely mirror www.PAPowerSwitch, which is a shopping tool for electric customers, and is regarded as the best of its kind nationally.	Comp	Improved Customer Service, Increased Citizen Engagement		\$143,200
Modernizing PUC Transportation Regulations	The Commission is comprehensively reviewing and modernizing all regulations for transportation carriers in Pennsylvania. It is important for the Commission to encourage growth, innovation and competition for the transportation industry in the Commonwealth, while also continuing to ensure that consumers and the general public are protected.	In Progr	Improved Customer Service, Better Use of Resources - Efficiency - Consolidation		0
Shifting Priorities for PUC Audits	The PUC is shifting staffing resources away (on a case-by-case basis) from conducting regular audits on utilities that can recover certain expenses if there is a low degree of risk, in order to focus on more pressing audits dealing with higher risks and higher dollars involved for ratepayers.	In Progr	Reduced Process Time, Better Use of Resources - Efficiency - Consolidation		0

### Requesting Agency: State (DOS)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Maintain Corporation	PHMC Management Directive requires	In Progr	Improved Customer Service, Reduced Process Time, Better	Direct Dollars Productivity	0





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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Documents Electronically	permanent documents to be maintained in "human readable format." Corps documents must therefore be converted and maintained on microfilm. This requires expansion to all agencies - need to support tif applications.		Use of Resources - Efficiency - Consolidation		
Online Filing of Corporation Documents	Permit new corporations to register online to increase accuracy and efficiency and reduce data entry costs.	Comp	Improved Customer Service, Increased Citizen Engagement, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Productivity	(\$243,903)
Online List Sales	BPOA sells lists of licensees when requested by a member of the public, a business or an organization. This initiative would replace the current manual method with an online store/exchange	Comp	Improved Customer Service, Increased Citizen Engagement, Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Productivity Revenue/Recovery	\$17,221
Online Voter Registration (OVR)	Create an online portal for eligible voters to register to vote or change voter registration preferences and addresses.	Comp	Improved Customer Service, Increased Citizen Engagement, Reduced Process Time	Direct Dollars	\$48,750
Reducing BPOA Board Meeting Frequency	The Bureau of Professional and Occupational Affairs (BPOA) determined that the frequency of Board Meetings for the 29 licensing boards and commissions could be reduced while still providing the appropriate level of public protection and oversight. The appropriate schedule will be determined for each board or commission on an individualized basis.	Comp	Better Use of Resources - Efficiency - Consolidation	Direct Dollars	0

### Requesting Agency: State Police (PSP)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Expanding Toxicology Services	Law enforcement agencies rely on the Pennsylvania State Police (PSP), Bureau of Forensic Services (BFS), to test blood alcohol content	In Progr		Direct Dollars Revenue/Recovery	(\$231,500)



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
	(BAC) specimens from driving under the influence cases at no cost. However, both the PSP and other agencies must pay private labs to test for controlled substances. The PSP will expand its in-house testing capabilities to include controlled substances to eliminate the financial burden on law enforcement agencies throughout the commonwealth.				
Leveraging Mobile Identification Technology to Improve Public Safety	The Pennsylvania State Police (PSP) was awarded a grant for the procurement of approximately 100 mobile identification (Mobile ID) devices. Mobile identification technology both enhances public safety and cost efficiency by allowing instant field identification of wanted individuals.	In Progr		Cost Avoidance Productivity	(\$1,069,950)
Modernizing PSP Records and Reporting	The Pennsylvania State Police (PSP) is implementing a Records Management System (RMS). Efficiencies created by the RMS will include improved dispatching and record keeping, modernized evidence collection and storage capabilities, automated reporting, and enhancements to intelligence collection and management information. The RMS will further transition PSP to a paperless agency.	In Progr	Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Direct Dollars Productivity	(\$668,738)
Modernizing Uniform Crime Reporting	A comprehensive upgrade to the Pennsylvania Uniform Crime Reporting System (PAUCRS) is required to maintain system stability, expand incident-based reporting, and improve the delivery of crime-related statistics to the public and various other stakeholders. The	In Progr	Improved Customer Service, Increased Citizen Engagement, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration	Cost Avoidance	(\$240,000)



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
	PAUCRS is used by more than 1,600 law enforcement agencies throughout Pennsylvania to report monthly crime statistics in accordance with state and federal mandates. This project is supported by a federal grant.				

### Requesting Agency: Transportation (PennDOT)

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Automating Loan Application and Approval Process	To improve customer service and efficiency, PennDOT partnered with the Department of Community and Economic Development to automate the application and approval process for Pennsylvania Infrastructure Bank loans that help finance transportation improvement projects across the state.	Comp	Improved Customer Service, Increased Citizen Engagement, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance Productivity	\$133,028
Expediting Facility Construction	Faced with a backlog of facility construction projects, a partnership between PennDOT and the Department of General Services is allowing PennDOT to design and construct over 170 of these projects, including facilities that are critical to cost-effective and efficient winter operations.	In Progr	Improved Customer Service, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance Direct Dollars	\$1,447,500
Faster Construction Inspection Data Entry	To enable real-time data entry of construction inspection results and eliminate travel back to the office to input data, PennDOT deployed mobile applications to its 380 construction inspectors, which allows them to spend more time engaged in valuable inspection and quality assurance duties. The mobile applications were also deployed to	Comp	Reduced Process Time, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance Productivity	\$11,205,612



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<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Improving Highway/Bridge Information Access	<p>PennDOT's 1,200 consultant inspectors.</p> <p>To promote proactive, consistent, transparent and open communications with the public, its employees and transportation stakeholders, PennDOT made its Multimodal Project Management System Interactive Query web application, which provides access to detailed information on highway and bridge projects, functional with any mobile device.</p>	Comp	Improved Customer Service, Increased Citizen Engagement, Better Use of Resources - Efficiency - Consolidation		0
Improving Winter Operations through Automated Snowplow Tracking	<p>To realize efficiencies in the agency's snow-removal operations, PennDOT expanded a pilot to install Automated Vehicle Locators (AVLs) on more than 700 plow trucks covering interstates and expressways and linked those AVLs to PennDOT's public 511PA traveler information website. Due to initial success of the project, PennDOT is moving forward with the deployment of AVL units to its entire fleet of plow trucks and linkage of those units to 511PA.</p>	In Progr	Improved Customer Service, Increased Citizen Engagement, Leveraging Enterprise Data Sharing and Integration	Cost Avoidance Direct Dollars Productivity	0
Leveraging Mail-Processing Equipment	<p>To expedite the processing of driver licensing and vehicle registration renewal applications and ensure same day deposit of customer checks, PennDOT installed high-speed mail processing equipment, essentially a one-stop shop to open, sort, image and process these applications. PennDOT is leveraging this equipment through an infrastructure sharing partnership with the Department of Conservation and Natural Resources (DCNR) to</p>	Comp	Improved Customer Service, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation	Cost Avoidance Direct Dollars	\$180,000



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## GOTIME Year End Report for FY 15/16

<u>Project Name</u>	<u>Short Project Description</u>	<u>State</u>	<u>Non-Financial Benefit Categories</u>	<u>Cost Savings Type</u>	<u>FY15/16 Actual Net Savings</u>
Modernizing Driver and Vehicle Services' Operations	process snowmobile and ATV renewal applications faster.  Faced with meeting the needs of its customers in the digital age, this is a multi-project initiative to implement paperless, streamlined and real-time electronic processes relating to driver licensing and motor vehicles that will modernize the way PennDOT conducts business with its customers, business partners and other stakeholders.	In Progr	Improved Customer Service, Increased Citizen Engagement, Reduced Process Time, Cross-Agency Collaboration, Better Use of Resources - Efficiency - Consolidation, Leveraging Enterprise Data Sharing and Integration, Other	Direct Dollars	\$1,100,000
<b>Summary - 154</b>					<b>\$156,222,567</b>

**Testimony of Kathryn Vesey White, National Association of State Budget Officers**

***Hearing on Performance-Based Budgeting***  
**Senate Appropriations Committee & Senate Policy Committee**  
**September 20, 2016**

Chairman Browne, Chairman Argall, and members of the Senate Appropriations and Policy Committees, thank you for the opportunity to testify before you today. I am a Senior Policy Analyst with the National Association of State Budget Officers (NASBO). NASBO is the professional membership organization for executive budget and finance officers. We are an independent, nonpartisan, nonprofit research and educational organization located in Washington, DC.

A core component of NASBO's mission is to provide our members with opportunities to share ideas and best practices across states related to budgeting. In support of this mission, NASBO has engaged in a variety of research activities and convened members for numerous meetings to discuss how states are working to increase their use of evidence and performance data to inform decision-making. At these meetings, state budget officials have shared their experiences and lessons learned, and worked together to come up with solutions to address some of the common challenges associated with data-driven, evidence-based efforts in state government.

My testimony today will first cover the current landscape of how performance measures are used to inform budget and management decisions at the state level. Next, I will discuss a variety of methods and tools that states have developed to facilitate the use of data. Finally, I will provide an overview of the key lessons learned shared by state budget officials on this subject.

**Using Performance Measures to Inform Decision-Making at the State Level: Current Landscape**

The use of performance data to inform the allocation of state resources through the budget process is an important topic for state officials. The current fiscal environment for many states is characterized by limited resources with numerous demands for spending. This reality, coupled with new technologies that have enhanced capacity for data collection, analysis and presentation, has led to growing interest and increased efforts to harness performance data to inform decision-making and strengthen transparency, program effectiveness and efficiency in the public sector.

To provide a sense of how performance measures are collected, reported, and used to inform decision-making across the states, NASBO collected data on this subject from state budget offices in the fall of 2014 as part of the *Budget Processes in the States* survey. In this survey, 46 states indicated that they collect at least some performance measures. Most states reported collecting performance measures at the agency-level and program-level, while 12 states also reported that they collect statewide quality of life measures.<sup>1</sup>

This survey also looked at how performance measures are reported, some of the key requirements around performance measures, and the entities responsible for managing certain elements of performance measurement. The most common method used to report performance measures and actual performance data is through the budget document, followed by on a statewide performance website and

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<sup>1</sup> NASBO, *Budget Processes in the States* (2015), Table 27, p. 132.

in a stand-alone separate document. Performance measures are required as part of agency budget requests in 40 states, and 24 states formally review or audit performance measures on a regular basis.<sup>2</sup>

How performance measures are actually used for decision-making in state government is a subject of great interest for public policy and administration academics and practitioners alike. While this topic raises issues that are more subjective and complex, NASBO's survey aimed to provide a snapshot of the use of performance data by states, as reported by budget offices. Forty-two states reported using performance measures to support internal agency or program management, making it the most commonly reported use. Thirty-nine states said they use performance measures to inform executive budget recommendations, 35 states use them for program evaluation, and 34 states use them for strategic planning and setting priorities. Twenty-two states reported that performance measures are used to inform legislative actions on appropriations, and six states said performance measures are used to help oversee the performance of gubernatorial appointees.<sup>3</sup>

### **Methods and Tools to Use Performance Data**

As these survey results show, performance information is used by state governments in a variety of ways. There are various methods and tools that states can apply to use data and evidence to inform decision-making. These different approaches for using data in decision-making can and should work together and reinforce one another. The Government Finance Officers Association (GFOA) writes of "Budgeting for Outcomes" as follows:

"To use it effectively...organizations need to use other tools such as performance measurement, process improvement, and program evaluation. For example, to decide the degree to which a stated priority has been achieved, organizations need performance measures to evaluate results, both at the program level and the community level. Process improvement strategies such as Lean can also help make sure individual programs are working as efficiently as possible and that they are focusing on appropriate outcomes."<sup>4</sup>

This is why it is difficult to talk about performance budgeting without also talking about performance management, process improvement efforts like Lean, and program evaluation. Recently, NASBO published an issue brief taking a closer look at these various, interrelated methods and tools that have been developed and implemented by states. I will briefly discuss four major approaches used by states to incorporate data and evidence into decision-making, including: 1) performance management, (2) process improvement, 3) program evaluation, and 4) performance budgeting.

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### *Performance Management*

Among all the terms that come up when talking about using data to inform decisions, performance management is perhaps the broadest in scope and therefore most inclusive. In fact, a state may use this phrase as an umbrella term to describe a variety of tools and methodologies to tie evidence, data and performance information to decision-making. The existence of different performance management frameworks allows governments to customize their specific approach to their unique needs and

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<sup>2</sup> Ibid., Table 28, p. 134-135.

<sup>3</sup> Ibid., Table 29, p. 138.

<sup>4</sup> Michael J. Mucha, "Budgeting for Outcomes: Improving on a Best Practice," *GFOA Government Finance Review* (December 2012), p. 45-46.

circumstances. Utah’s SUCCESS Framework provides a good example of a statewide performance management system. With the governor’s overarching goal of improving government performance (or capacity) by 25 percent, the SUCCESS Framework sets out to align state agencies’ goals, strategic plans, performance measures, processes, policies and so on to maximize government efficiency and effectiveness. Other examples of a performance management system include Minnesota’s Results-Based Accountability™ framework and Virginia Performs.

### *Process Improvement*

Beyond performance management, a number of states have also created programs or initiatives centered on improving government operations by streamlining processes, eliminating waste and duplication, and fostering a culture of continuous improvement. These efforts are often linked in some way to a state’s performance management framework, or may be regarded as one component of that effort. Some states have found process improvement efforts, which tend to be more “bottom-up” than “top-down,” to be particularly effective as a beginning step to transform the culture of state government to become more data-driven and focused on continuous improvement. Once this cultural transformation is well underway, introducing other activities such as assessing program performance and return on investment may go more smoothly.

Lean is perhaps the most popular and well-known process improvement method being adopted by public sector organizations across the country. A report prepared by the Colorado Governor’s Office of State Planning and Budgeting defines Lean as a “systematic approach to continuous improvement that aims to make processes more efficient, effective, and elegant by eliminating waste.”<sup>5</sup> Colorado conducted a national survey in fall 2012, finding that Lean was being used by 21 state governments, including Colorado, at that time.<sup>6</sup> The Colorado budget office launched the state’s Lean Program as a first step in a broader cultural transformation of state government, guided by the belief that performance management and Lean can complement and reinforce one another. As performance management experts and practitioners Michael Jacobson and Jim Chrisinger wrote, “Both [performance management and Lean] rely on data for learning and improvement; both require rigor in their application; and both depend on leadership for change management and support.”<sup>7</sup>

### *Program Evaluation*

There are a variety of research methods and tools that play an important role in facilitating the use of data and evidence in state government. “Program evaluation is the application of systematic methods to address questions about program operations and results.”<sup>8</sup> There are numerous forms of program evaluation that rely on different research designs and serve diverse information needs. They can range from formative or rapid feedback evaluations conducted early in implementation and designed to improve program delivery, to comprehensive impact evaluations using randomized controlled trials (RCTs) to demonstrate the effects of a well-established program.

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<sup>5</sup> The Governor’s Office of State Planning and Budgeting, *State of Colorado Lean Program Office Progress Report: Pursuing Effective, Efficient and Elegant Government Services* (December 2013).

<sup>6</sup> Ibid.

<sup>7</sup> Michael Jacobson and Jim Chrisinger, “Performance Management and Lean: Frenemies?,” *GFOA Government Finance Review* (June 2013), p. 63-66.

<sup>8</sup> Joseph S. Wholey, Harry P. Hatry, and Kathryn E. Newcomer (Eds.), *Handbook of Practical Program Evaluation*, Third Edition. (San Francisco, CA: Jossey-Bass, 2010).



One tool that has been gaining in popularity is predictive analytics, which refers to “a broad range of methods used to anticipate an outcome.”<sup>9</sup> Such methods may include statistical modeling, data mining, and machine learning techniques. Whereas most forms of program evaluation are retrospective, predictive analytics (also sometimes called “predictive program evaluation”) attempts to predict future program performance. This can be an effective tool to gain actionable insights into where targeted budget or policy changes might help improve outcomes. Indiana’s Management and Performance Hub provides a great example of how this technique is being applied at the state level to inform programmatic and funding decisions guided by outcome-based thinking.

### *Performance Budgeting*

Moving on to discuss performance budgeting, NASBO’s *Budget Processes in the States* report defines performance budgeting as a budget approach that “uses programs or activities as budget units, and presents information on program goals and performance. This budget system places emphasis on incorporating program performance information into the budget development and appropriations process, and allocating resources to achieve measurable results.”<sup>10</sup> This definition is rather broad deliberately in recognition of the multitude of ways in which states (and other entities) may utilize performance data and evidence to inform budget decisions.

The Budgeting for Outcomes approach is one form of performance budgeting, with strategic planning components as well. In its purest form, Budgeting for Outcomes eliminates the budget “base,” so in this way, it can resemble zero-base budgeting as well. The process, as laid out in *The Price of Government* by David Osborne and Peter Hutchinson more than a decade ago, consists at a high level of three steps:

- (1) “Determine the priorities of government: the outcomes that matter most to citizens.
- (2) Decide the price for each outcome.
- (3) Decide how best to deliver each outcome at the set price.”<sup>11</sup>

In other words, this budget model seeks to identify the most effective and efficient way to deliver the measurable outcomes citizens want within certain resource constraints. Washington State is viewed as the pioneer among jurisdictions that have employed this approach to budgeting, which was referred to as “Priorities of Government” and debuted in the governor’s fiscal 2003-2004 biennial budget proposal. Several other states, as well as numerous local jurisdictions, have since adopted various iterations of this approach to allocating resources. Just as with other forms of performance budgeting, a Budgeting for Outcomes approach should be well integrated with other performance management techniques. Washington State has since adapted its Priorities of Government approach to become part of a broader performance management framework, known as “Results Washington,” which integrates aspects of a Budgeting for Outcomes approach with a new emphasis on Lean, performance measurement, and regular results review meetings akin to a “StateStat” approach.

Another popular initiative related to performance budgeting that has been growing in use across the states is the Results First Initiative, a project of The Pew Charitable Trusts and the John D. and Catherine T. MacArthur Foundation, which you will hear more about shortly. Additionally, “Pay for

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<sup>9</sup> Scott Cody and Andrew Asher, *Smarter, Better, Faster: The Potential for Predictive Analytics and Rapid-Cycle Evaluation to Improve Program Development and Outcomes* (June 2014), Brookings Institution.

<sup>10</sup> NASBO, *Budget Processes in the States* (Spring 2015)

<sup>11</sup> David Osborne and Peter Hutchinson, *The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis* (2004), New York: Basic Books, p. 67.

Success” contracts (also known as “social impact bonds” or “social innovation financing”) have emerged as an alternative financing mechanism for state and local governments to fund innovative, evidence-based social policy interventions. The Pay for Success model can be viewed as a tool designed to support performance budgeting, by providing a means of financing evidence-based programs.

### **Lessons Learned: Setting the Stage for Success**

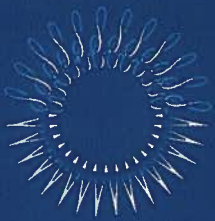
Having now discussed various methods and tools developed and implemented by states to facilitate data-informed decision-making, I will conclude by offering some key lessons learned shared by budget officials and identified by NASBO to increase the likelihood of success in effectively leveraging performance measures and evidence to inform budget decisions and, ultimately, to improve outcomes.

1. **High-level leadership and commitment are critical to getting agency buy-in.** A performance budgeting effort will not be taken seriously by state agencies unless top leaders in state government, including the governor, agency heads, and legislative leaders, support and actively participate in the effort. This will give the effort legitimacy by indicating that the data generated will actually be used to inform management and budgeting decisions.
2. **Do not frame performance budgeting primarily as a budget-cutting exercise.** Certainly, reducing costs and increasing efficiency can be one objective of any effort to increase the use of performance data and evidence in funding decisions. However, if it is the sole or primary objective, this is likely to undermine data quality and usefulness, and prevent agency buy-in. Rather, the focus should be on improving agency operations and the quality of government services, and positioning state government to be able to solve problems and respond to increasing service demands.
3. **Show agencies how they can use their performance data to manage their programs.** Agency staff are likely to resist a performance budgeting initiative unless they understand how it can add value to their operation and serve their mission. Providing agency staff with the knowledge, tools, and flexibility necessary to use their data to inform management decisions and improve processes can help demonstrate the benefits of performance budgeting.
4. **Invest in the human capital and technology needed to effectively carry out the effort.** Provide agency staff with training and support on performance measurement, and how to select measures that are useful and provide actionable information. If at all possible, obtain dedicated staff resources with the right skill sets to oversee this type of work. Explore opportunities to integrate disparate systems and harness data to enable more useful, timely analysis.
5. **Design an approach that is flexible, able to adapt over time, and not too prescriptive or one-size-fits-all.** Performance budgeting is not an “event” with a defined start and end point. It is a continuous process of strengthening what works, improving or eliminating what does not, and making ongoing adjustments as conditions change. If performance budgeting is approached as the equivalent of an item to be checked off a to-do list, it will not be effective and can end up stifling innovation rather than encouraging it. It should be flexible and able to adapt to different agency missions and changing statewide priorities, especially through leadership transitions.

6. **Keep it simple and limit the number of performance measures.** Too many measures can be counterproductive and overly burdensome, resulting in too much paperwork and not enough focus, making it difficult for policymakers to find context to take action.
  
7. **When designing your state's approach to performance budgeting, let purpose be your guide.** The various performance-based methods discussed earlier in my testimony can serve different (though often related, complementary) goals, which may include: defining and understanding a problem; estimating how much of a problem will be addressed by a program; measuring capacity needed to implement a proposal; comparing program results and investing in what works; communicating results to the public; and identifying program flaws and opportunities for improvement. Performance budgeting can also help break down agency silos and encourage innovation by shifting focus from inputs and compliance to accountability for outcomes.

Thank you again for the opportunity to share how states are using performance data and evidence to inform the allocation and management of resources and some of the key lessons learned on this topic from the perspective of state budget officers across the country.

Gary VanLandingham, Principal Officer  
The Pew Charitable Trust



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*Performance Budgeting and Results First:*  
**INVESTING IN PROGRAMS THAT WORK**

Gary VanLandingham

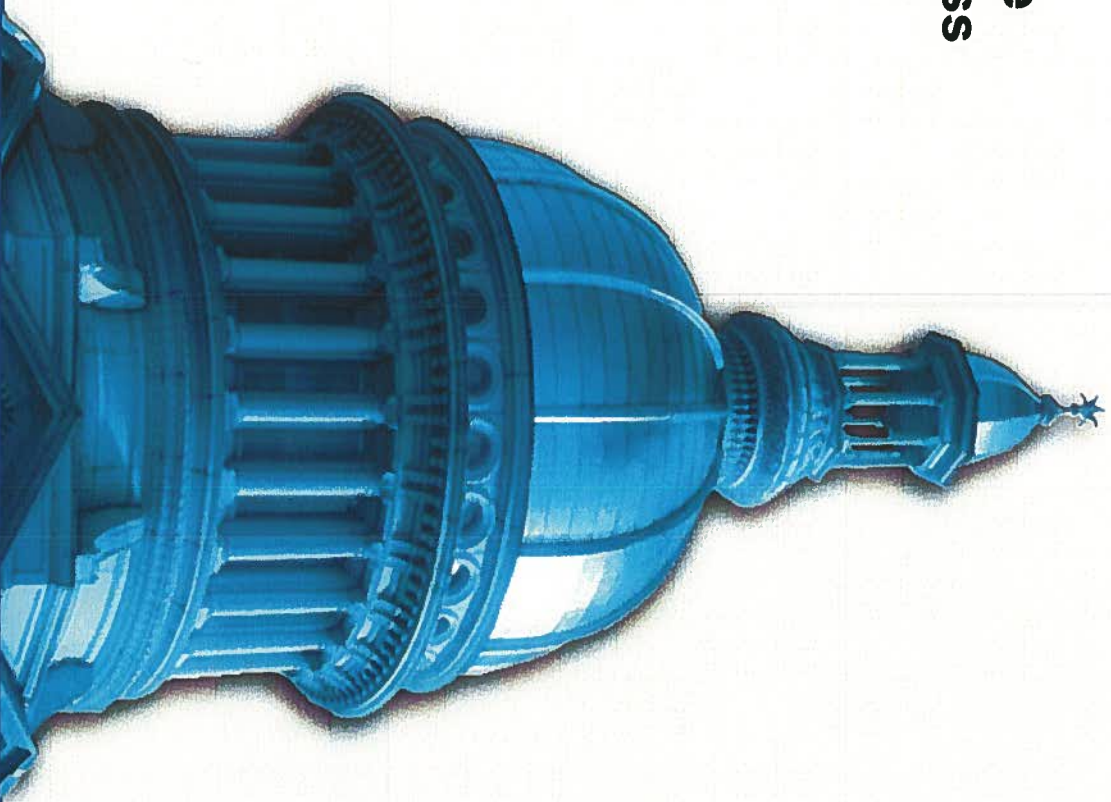
# The policy challenge

- Though policymakers strive to make strategic choices, the budget process often relies on inertia and anecdote
- Governments have limited data on:
  - What programs they fund
  - What each costs
  - What they accomplish
  - How they compare
- Solution: bring systematic evidence into the budget process



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# Potential benefits of performance budgeting



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- **Provide executive and legislative branches with more information on what programs are funded and what they accomplish**
  - **Help agencies identify and resolve performance problems**
  - **Help policymakers triage spending, targeting funding to programs that are successful**

# Challenges of performance budgeting

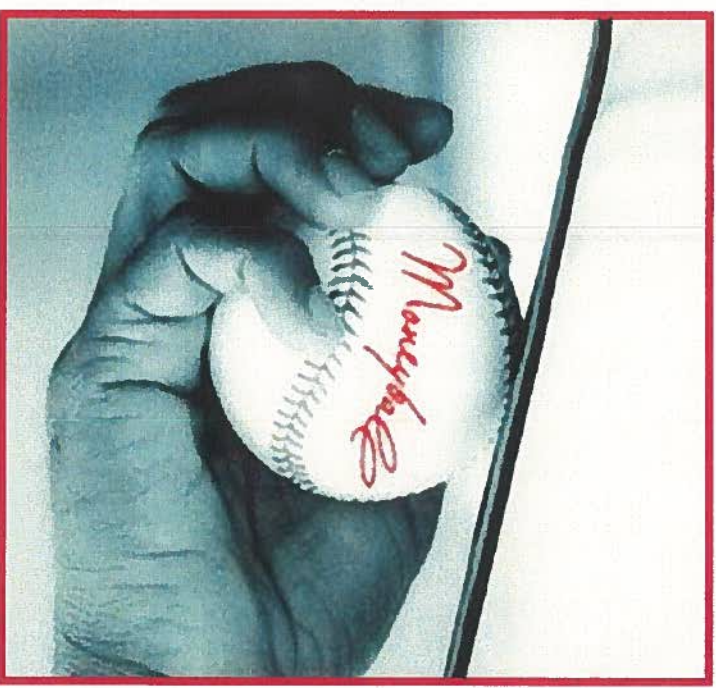


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- States typically have very limited data on programs
  - Often lack lists of current programs
  - Data on program outcomes particularly limited
  - As a result, systems often report outputs, not results
- Performance measures are often highly aggregated
- As a result, systems are often useful as monitoring tool, but of limited value in budget deliberations
- Results First was designed to address these challenges

## The Results First approach

- Approach is parallel and highly supportive of performance budget
- Focuses on “what works” – programs shown to be effective by rigorous research
- Outcome-oriented approach
- Asks whether programs’ benefits justify their costs





# The Results First approach

Identify current programs and assess their evidence of effectiveness

Conduct cost-benefit analysis to compare returns on investment

Target funds to evidence-based programs

Goal: Achieve dramatic improvements without increased spending



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# Inventory Programs



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PROGRAM INFORMATION	BUDGET	
	PROGRAM BUDGET	% OF PROGRAM BUDGET
Correctional industries	\$125,000	6%
Correctional education	\$50,000	3%
Vocational education	\$300,000	15%
Drug courts	\$250,000	13%
Adult boot camps	\$180,000	9%
Veterans courts	\$100,000	5%
All others	\$950,000	49%

Note: Data created by author for illustrative purposes only and are not intended to reflect any actual program budget.

# Compare Inventory to Database of Evidence-Based Programs



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Policy area	Intervention	Blueprints	CEBC	Coalition	Crime Solutions	NREPP	PPN	WWC	WWR
Substance abuse	Active Parenting of Teens: Families in Action		●		●	●			
Substance abuse	Adolescent Community Reinforcement Approach		●		●	●			
Juvenile justice	Adolescent Diversion Program (NY)				●				
Juvenile justice	Adolescent Diversion Project				●				
Child welfare	Adolescent Parenting Program								
Mental health	Adolescents Coping with Depression								
Adult criminal justice	Adult boot camps				●				
Adult criminal justice	Adult drug court (Guam)				●				
Adult criminal justice	Adult drug courts				●				
Adult criminal justice	Adult drug courts (OR)				●				

Clearinghouse: Intervention: Evidence Rating: **CrimeSolutions.gov** Adult boot camps No effects practice

[Learn more](#) |

# Assess Level of Funding for Evidence-Based Programs



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PROGRAM INFORMATION	BUDGET		EVIDENCE-BASED RATINGS
	PROGRAM BUDGET	% OF PROGRAM BUDGET	
Correctional industries	\$125,000	6%	Highest rated
Correctional education	\$50,000	3%	Highest rated
Vocational education	\$300,000	15%	Second-highest rated
Drug courts	\$250,000	13%	Second-highest rated
Adult boot camps	\$180,000	9%	No evidence of effects
Veterans courts	\$100,000	5%	Not rated
All others	\$950,000	49%	Not rated

9% (Highest rated)  
 28% (Second-highest rated)  
 9% (No evidence of effects)  
 54% (Not rated)

Note: Data created by author for illustrative purposes only and are not intended to reflect any actual program budget.

## Step 2: Assess programs' return on investment



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**1** Uses the best **research** on  
'what works'



**2** Predicts programs'  
**impact** in jurisdiction



**3** Calculate long-term  
**benefits** and **costs**

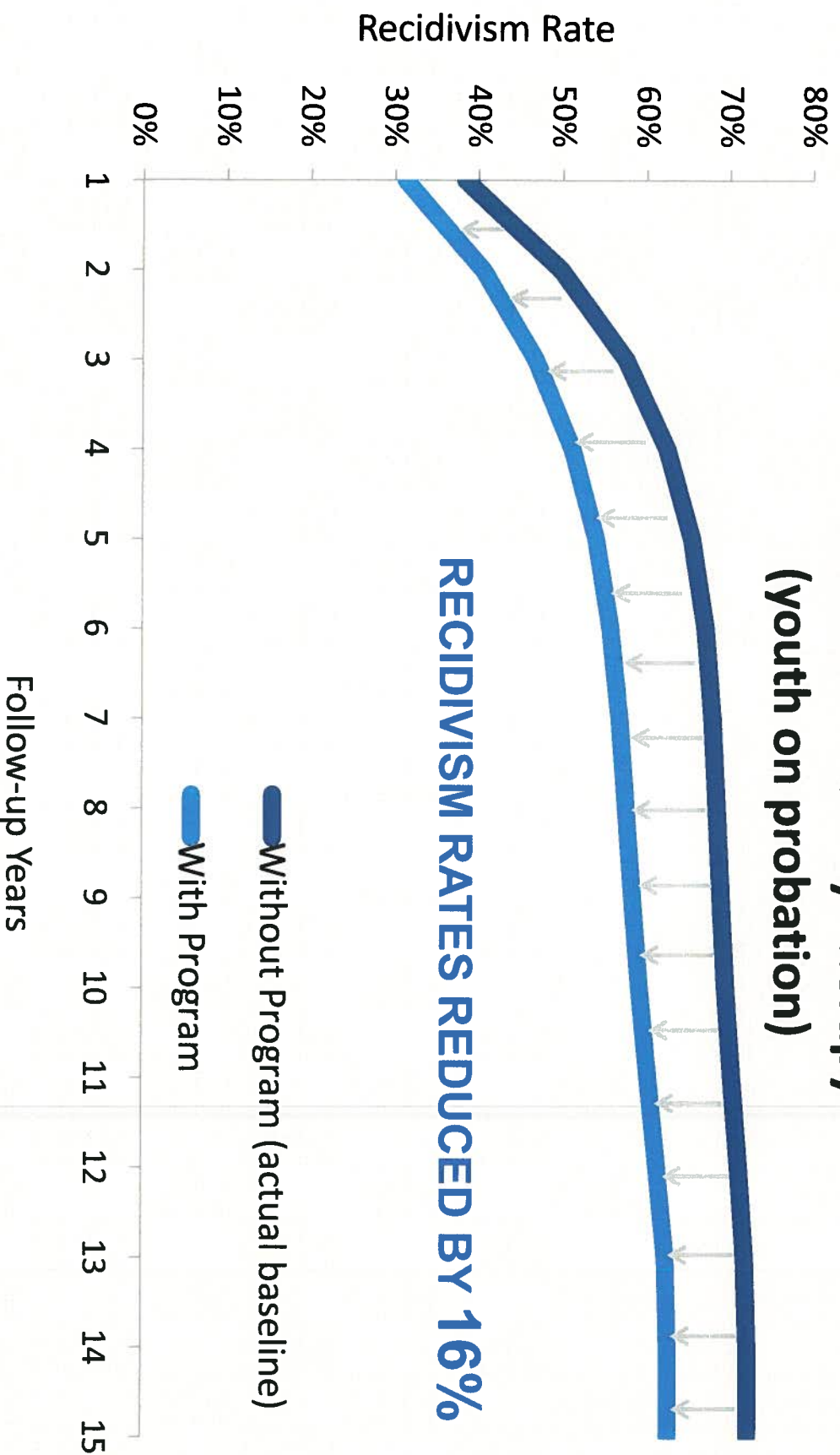


# Model Illustration



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## Functional Family Therapy (Youth on probation)



Source: Based on Washington data

# Functional Family Therapy (Youth on Probation)



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OUTCOMES FROM PARTICIPATION			MAIN SOURCE OF BENEFITS
Reduced crime	<b>\$20,740</b>		Lower state & victim costs
Increased high school graduation	<b>\$8,220</b>		Increased earnings
Reduced health care costs	<b>\$66</b>		Lower public costs
<b>Total Benefits</b>	<b>\$29,026</b>		
<b>Cost</b>	<b>\$3,406</b>		
<b>Net Present Value</b>	<b>\$25,620</b>		
<b>Benefits per Dollar of Cost</b>	<b>\$8.52</b>		

Source: Based on Washington data

# Compare Return on Investment of Programs – “Consumer Reports”



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ADULT CRIMINAL JUSTICE PROGRAMS	COSTS	BENEFITS	BENEFIT TO COST RATIO
Correctional education	\$1,180	\$21,720	<b>\$18.40</b>
Vocational education	\$1,645	\$19,594	<b>\$11.91</b>
Correctional industries	\$1,485	\$6,818	<b>\$4.59</b>
Drug courts	\$4,951	\$15,361	<b>\$3.10</b>
Intensive supervision (surveillance only)	\$4,305	<b>-\$1,139</b>	<b>-\$0.26</b>
<b>JUVENILE JUSTICE PROGRAMS</b>			
Aggression Replacement Training (state institutions)	\$1,575	\$16,827	<b>\$10.68</b>
Functional Family Therapy (probation)	\$3,406	\$29,026	<b>\$8.52</b>
Drug courts	\$3,275	\$8,110	<b>\$2.48</b>
Multidimensional Treatment Foster Care	\$8,232	\$20,065	<b>\$2.44</b>
Scared Straight	\$67	<b>-\$12,319</b>	<b>-\$183.87</b>

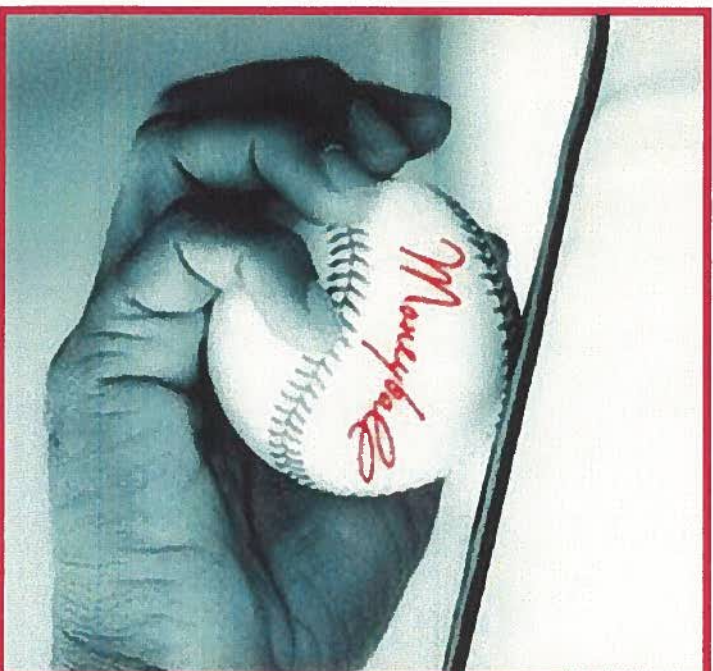
Source: Based on Washington data



## Step 3: Target funds to high ROI programs



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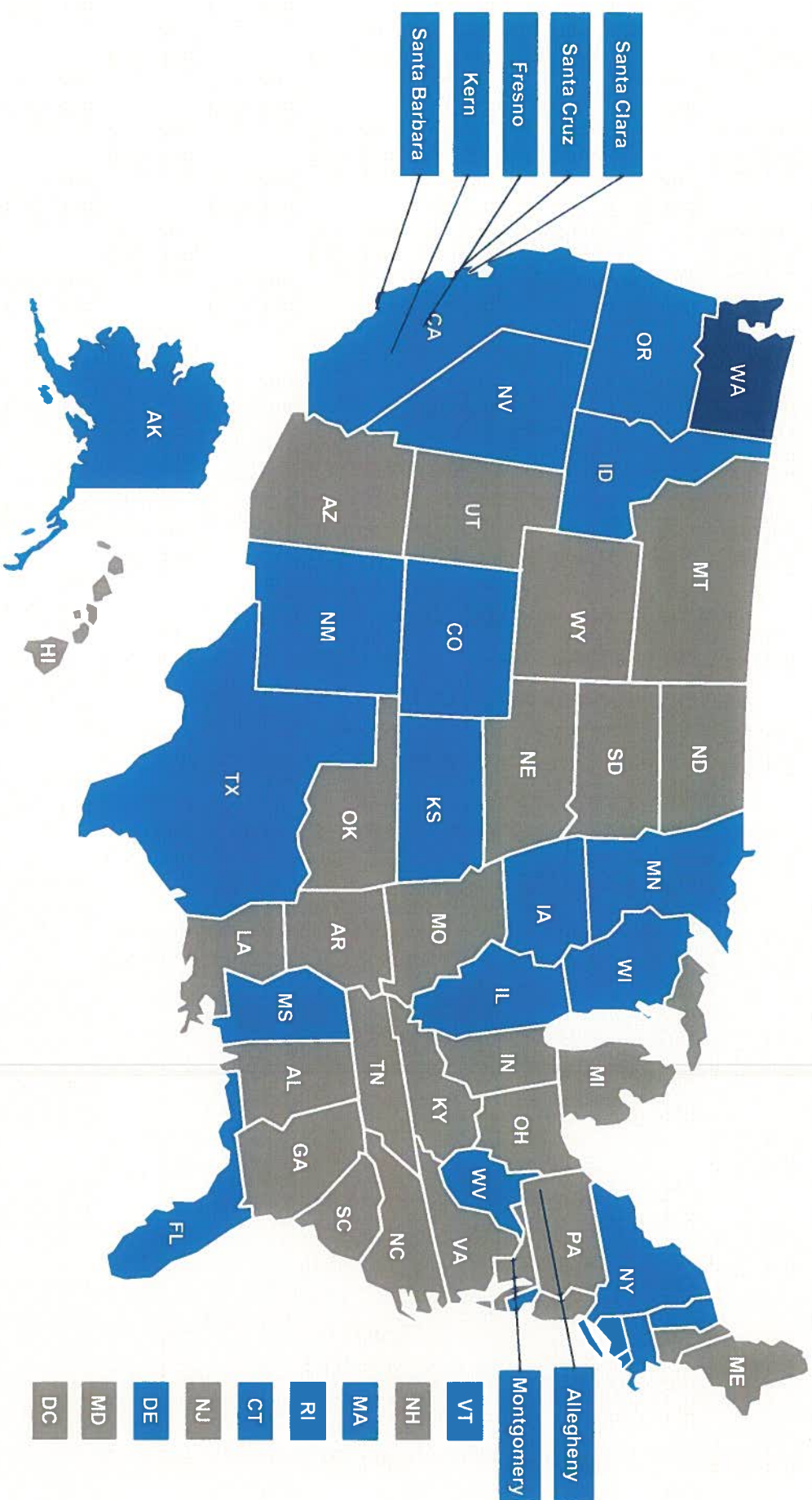


- Establish definitions for evidence levels
- Mandate program inventory and evidence assessment
- Require requests for new funding to pass evidence screen
- Create funding preferences for evidence-based, high ROI programs

# Participation in Results First



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## Example: Mississippi



- Enacted renewed Performance Budgeting system in 2012, Joined Results First at same time
- Linked two initiatives, requires all requests for new spending to be justified with rigorous evidence
- Eliminated and replaced programs in adult corrections
- Passed legislation that:
  - Defines levels of evidence for assessing program effectiveness
  - Requires comprehensive program investment
- Same staff supports performance budgeting and Results First



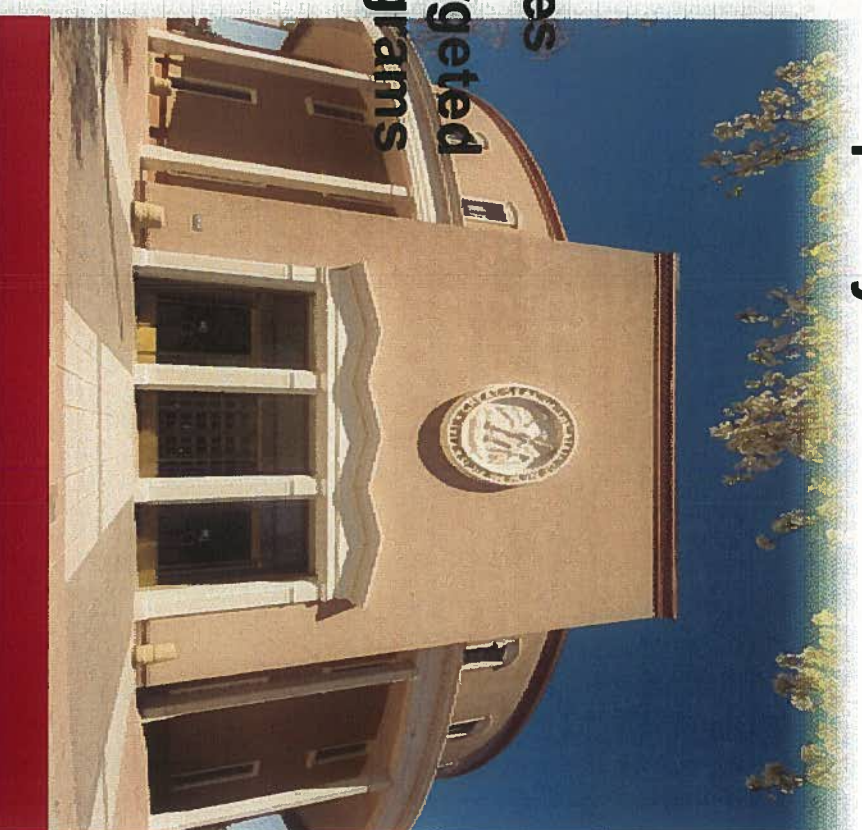
## Example: New Mexico



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- Long-standing and very strong Performance Budgeting system; joined Results First in 2012
- Implemented Results First across social policy areas
- Same staff supports both efforts
- Produced Innovative Reports:
  - “Cost of Doing Nothing”
  - ‘Consumer Reports’ ROI summaries
- Eliminated ineffective programs, targeted \$104 million to evidence-based programs with high ROI

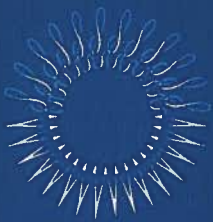


# Keys to effective performance budget systems and Results First



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- Strong policymaker support is critical
- Requires partnership between branches
- A central coordinative body with adequate staffing is essential
- Don't try to do everything at once – system takes time to build and mature
- Linking systems to budget process is key to impact – if they don't provide information that is helpful to the process, they will not succeed



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**Gary VanLandingham**  
The Pew-MacArthur Results First Initiative  
[gvanlandingham@pewtrusts.org](mailto:gvanlandingham@pewtrusts.org)

[www.pewtrusts.org/ResultsFirst](http://www.pewtrusts.org/ResultsFirst)