December 1, 2016

Dear Pennsylvania Citizen:

As a successful businessman, Tom Wolf had to reinvent his family’s company. He understood the need for the company’s leadership and its employees to embrace continuous improvement to grow and prosper. Soon after taking office, Governor Wolf created the Office of Transformation, Innovation, Management and Efficiency (GO-TIME) to create a culture of continuous improvement in the commonwealth. By modernizing operations, improving consumer service and generating savings he could create a better and more prosperous future for Pennsylvanians.

GO-TIME has created a foundation for innovation and cost savings in state government for years to come. A dedicated team of transformation leaders works with department heads and employees to rethink the way services are delivered, identify efficiencies and find savings. These savings are then reinvested to provide new programs and services for Pennsylvanians.

The Governor set an ambitious goal for GO-TIME to achieve $150 million in savings during fiscal year 2015-16. Working collaboratively with agencies, GO-TIME identified 154 projects that together have generated over $156 million in savings in the first year and will provide additional savings in future years. Agencies are consolidating unused space, merging duplicative services, and sharing technology and expertise to move innovation quickly and seamlessly to new areas.

This report provides details on the projects and the people that have made the difference. While we are proud of the improvements that have been made, we recognize our job is not done. The Governor is now challenging GO-TIME to find savings of $500 million by 2020 while preserving or improving services upon which Pennsylvanians rely.

Looking forward, GO-TIME will continue its mission to create a government that works by collaborating with agencies to implement systems for capturing and acting on ideas suggested by its employees, and by joining other state and local governments in using strategies to help agencies streamline processes and eliminate inefficiencies.

Sharon Minnich, Secretary
Office of Administration

Sharon Ward, Director
Governor’s Office of Transformation, Innovation, Management and Efficiency (GO-TIME)
In February 2015, Governor Wolf signed an executive order to establish the Office of Transformation, Innovation, Management and Efficiency (GO-TIME).

The GO-TIME mission is to transform government operations, improve services and find savings for taxpayers. Three principles have guided GO-TIME’s work:

1. Reduce costs while maintaining or improving service delivery. Savings that increase wait times or reduce service levels diminish effectiveness.

2. Make employees a key part of the solution. The people who do the work understand best how it can be done better.

3. Focus on the customer. Looking at our work from the customer’s point of view guarantees a better product and - over time - generates savings.

The Governor’s executive order established a $150 million cost savings goal and created a structure to oversee the implementation of transformation, innovation and cost saving initiatives.

- A steering committee consisting of Sharon Minnich, Secretary of Administration; Randy Albright, Secretary of the Budget; Curt Topper, Secretary of General Services; and Sharon Ward, GO-TIME Director.

- An advisory committee of agency leaders, Ted Dallas, Secretary of Human Services; Leslie Richards, Secretary of Transportation; Dr. Karen Murphy, Secretary of Health; Patrick McDonnell, Acting Secretary of Environmental Protection; Kathy Manderino, Secretary of Labor and Industry; Dennis Davin, Secretary of Community and Economic Development; John Wetzel, Secretary of Corrections; Elena Cross and Mike Brunelle, Special Assistants to the Governor; and Mark Nicastre, Director of Communications, Governor’s Office.

Each agency selected two transformation leaders to engage employees and find cost-saving projects. Through the efforts of the steering committee, transformation leaders and state employees, GO-TIME not only met its cost-savings goal, but exceeded it by saving $156 million in 2015-16.
GO-TIME Project Summary

Pennsylvania state agencies are implementing or planning to implement more than 200 projects overall. This report highlights some of the 154 projects implemented in 2015-16.

Project ideas come directly from state agencies or state employees. GO-TIME tracks projects using an enterprise-wide project management system. Agencies submit detailed financial information on project cost, savings and other benefits and are accountable for project results. Information is updated quarterly.

GO-TIME cost savings for the first year totaled over $156 million. Agencies tracked four types of savings for each project:

- Direct savings: Reductions in actual spending;
- Productivity: The dollar value of reductions in staff time resulting from the project;
- Cost Avoidance: Reductions in planned spending; and
- Revenue/Recoveries: New revenue resulting from project activities.

“...The GO-TIME project has allowed our agency to focus on deploying process enhancements that reduce costs and greatly improve the customer experience,”
Justin Cowan, (far left), Transformation Leader and Director of the Bureau for Finance and Operations, Department of State
The commonwealth purchases more than $3 billion in goods and services each year. The Department of General Services, Bureau of Procurement has implemented cutting edge strategies, including reinstituting reverse auctions and aggressively renegotiating contracts to create savings in transportation, IT, energy, services, equipment and facilities acquisition. Significant savings occurred in health care services for the Department of Corrections, road salt for the Department of Transportation and electricity for all state agencies. More than $18 million of the savings came from utilizing online auctions for police vehicles, elevator services, bulk fuels and dump trucks.

The savings benefited state and local governments who participate in the CO-STARS program (the commonwealth’s cooperative purchasing program).

This work resulted in $68.9 million in actual savings for the fiscal year, and the annualized value of contract savings is $99.6 million. (See chart below)
Improving Productivity

Mobile Technology for Better and Faster Construction Inspections
Department of Transportation (PennDOT)

Increasing employee productivity in the field, PennDOT has equipped construction inspectors with tablets and mobile applications that allow them to submit reports and access information right away instead of having to travel back to job sites to manually enter data and retrieve documents. This project produced over $11 million in productivity savings last year and is projected to save $81 million over the next five years.

Race Horses and Jockeys Drug Testing
Department of Agriculture (PDA)

Winning horses and jockeys at Pennsylvania race tracks must undergo drug testing to claim a purse. Starting in 2016, drug tests are processed at labs near the tracks rather than being shipped to a central testing site, so results will be completed more quickly. The project will save $28,700 annually and allow purses to be released sooner.

Snow Plow Tracking to Improve Public Safety
Department of Transportation (PennDOT)

Over 700 snow plow trucks were equipped with an automated vehicle location system (AVL) for the 2015-16 winter season. The information collected from the AVL application is linked to PennDOT’s 511 PA website to enable citizens to track the snowplows’ locations. This system ensures more complete coverage while using less salt. PennDOT plans to expand the number of dump trucks and rentals with AVL systems to 2,546 in 2016-17. This project has an anticipated savings of $1.4 million in 4 - 6 years.

“Interstates and expressways are our top priority during winter weather, and this system helps us to identify and respond to real-time conditions better,”
Leslie Richards,
Secretary of Transportation
Improving Efficiency

Consolidating Mailrooms
Department of General Services (DGS)

After completing a thorough assessment of the commonwealth’s numerous mailrooms, DGS determined it could reduce the cost of mail services and increase work efficiency consolidation. More than $1 million was saved in 2015-16 by eliminating postage meters and presorting mail.

Reducing Prescription Drug Costs
Department of Corrections (DOC)

The Department of Corrections has negotiated a 35 percent price reduction for Hepatitis C treatments for offenders. A partnership with Temple University provides access to reduced price treatment for infectious diseases for inmates and provides continuity of care for those being released into the community. These two projects saved more than $6.1 million this year. Savings are reinvested to provide treatment to additional offenders and reduce future treatment costs.

Transforming Historic Preservation Services from Paper to Digital
Historical and Museum Commission (PHMC)

The State Historical Preservation Office will develop a comprehensive online data management system that consolidates project review, tax credit tracking and geographic information to provide access to archaeological data necessary to review local development projects and for applications for placement on the National Register of Historic Places. The project will provide greater transparency and stronger protection of sensitive archaeological data while reducing application processing time. The project is funded through a mitigation payment negotiated as part of the Shell Horseheads Processing plant agreement.
Error Rate Cut in Half with Supplemental Food Program (SNAP)  
Department of Human Services (DHS)

Nearly 1.9 million Pennsylvanians receive assistance through the Supplemental Nutrition Assistance Program (SNAP), a federal program that provides food for low-income people. “The department has driven down the error rate by 58% since January — that’s 45% below the national average and the most accurate we’ve been in the 29 years that we have kept records,” said DHS Secretary Ted Dallas. “I want to say thanks to all of the DHS employees whose hard work has helped avoid approximately $44 million in erroneous payments.”

DHS implemented a bi-weekly “knowledge check” for all staff who work on SNAP to ensure they understand the issues that account for the highest number of errors. Supervisors targeted areas of the state with higher error rates and provided in-depth coaching and training to staff to improve the accuracy of eligibility determinations.

Parole Decisions Streamlined for Efficiency Across-the-Board  
Board of Probation and Parole (PBPP)

The board used a paper-based system to review cases for inmates eligible for parole. Moving to an electronic system has allowed for more timely and thorough case reviews, and increases the board’s ontime release rate. The initiative saves the board $134,000 in cost avoidance, direct dollars and productivity.

“As part of Governor Wolf’s goal of creating a government that works in Pennsylvania, the board is working to create a total mobile work environment for employees to improve efficiency, increase productivity and enhance public safety - and I believe we have achieved this goal with the mobility project... All parole cases will be electronic for decision-making purposes. This will allow our parole officers to remain in the field while accessing electronic documents about their parolees,”

Michael C. Potteiger,  
PA State Parole Board Member
Citizen Engagement

Reserving a Campground Made Easy for Visitors
Department of Conservation and Natural Resources (DCNR)

DCNR implemented new digital technology to make campground reservations more accessible for visitors and make agency efforts more efficient. The online reservations can be made 24 hours a day, 7 days a week. More than 82 percent of advanced reservations are now made online, reducing DCNR’s incurred contractor costs for 2015 by $100,000. Since the online system, park reservations have increased by five percent.

Creation of a Financial Information Exchange
Department of Banking and Securities (DOBS)

The department is collaborating with other state agencies that offer consumer financial services to create a financial information exchange to coordinate messaging to consumers and businesses while sharing best practices.

Smart Hearings for the Engaged PA Citizen
Public Utility Commission (PUC)

Pennsylvanians can more easily follow proposed utility rate increase requests through “Smart Hearings” offered by PUC online. During Smart Hearings, concerned individuals are able to offer their comments by telephone, from the convenience of their homes or other locations, to be included in the live Internet stream. The PUC employed Smart Hearings for the UGI natural gas rate increase request in spring 2016 which substantially increased participation. Smart Hearings were also conducted in August 2016 for the 717 Area Code Relief Plan.

Mind Matters Series for Older Pennsylvanians
Public Broadcast

Department of Aging (PDA)

The department and public broadcasting station WITF partnered to deliver Mind Matters, a monthly educational program that enriches the lives of seniors. The program features academic and professional lecturers on subjects ranging from history to current events, health and wellness, and self-help topics, which are broadcast through the internet to senior centers across the state. Studies show that older adults who participate in senior center programs can learn to manage and often delay the onset of chronic disease. By providing enrichment in a social, community setting, improvements in overall mental, physical, social, spiritual, emotional and economic well-being can be measured. The department realized a direct cost savings of $39,115.
Improving Customer Service

Modernizing Driver and Vehicle Service Operations  
Department of Transportation (PennDOT)

DOT administers more than 11 million vehicle registrations and 8.8 million driver’s licenses. This multi-project initiative to implement paperless, streamlined and real-time electronic processes relating to driver licensing and motor vehicles will modernize the way the agency conducts business with its customers, business partners and other stakeholders. By streamlining these processes, over $1 million will be saved and customer service will improve. PennDOT opened its state of the art driver license center in Norristown in August 2016, showcasing improvements that will make the motor vehicle experience easier and improve productivity.

Voter Registration Made Easy  
Department of State (DOS)

Registering to vote is easier as a result of the departments’ online voter registration site. Since August, 2015, more than 250,000 Pennsylvanians have used the online portal, which is available in English and Spanish. “OVR has proven to be a faster, more convenient and easier option than traditional paper registration. Whether registering for the first time or updating their voter records, Pennsylvanians are embracing OVR,” Pedro Cortés, Secretary of the Department of State said.

Employment Discrimination Complaint Process Made More Simple for PA Citizens  
Human Relations Commission (PHRC)

Individuals who wish to file an employment discrimination case can now do so more quickly and easily with an online questionnaire developed by the PHRC. An individual username and password protects confidential information and allows individuals to track their cases. The electronic complaints are immediately directed to the appropriate office for faster attention. The PHRC plans to make complaint forms for housing, public accommodation and education available online in 2017. PHRC estimates that the online complaint form will save approximately $109,458 over a five year period.

“This is the first step toward doing business online, and we hope to add other types of discrimination questionnaires in the future. Many individuals seeking PHRC services find it convenient to file their questionnaire online, and it is automatically entered into our computer tracking system,” JoAnn Edwards, Executive Director of the Pennsylvania Human Relations Commission
Supporting Government That Works

Earlier Access to Treatment to Reduce Recidivism
Department of Drug and Alcohol Programs (DDAP)

Inmates exiting county jails are able to move swiftly into substance abuse treatment programs thanks to a partnership between the Department of Human Services, the Department of Drug and Alcohol Programs and county agencies, which enabled nearly $3.5 million to be spent on other individuals in need of drug and alcohol treatment-related services in fiscal year 2015-16. County courts request clinical assessments for certain offenders who may be offered drug and alcohol treatment as part of their sentence.

State Agency Partnership Provides Faster Construction and Cost Savings
Department of Transportation (PennDOT) and Department of General Services (DGS)

The Department of General Services has been able to reduce a backlog of construction projects by returning responsibility for smaller projects to PennDOT, which will design and construct 170 projects critical to its highway operations. PennDOT has awarded 15 projects with 57 projects currently in various stages of design. Benefits include cost savings, expedited design and construction and direct oversight of DOT’s facility-related projects. The 15 projects that have been awarded since June 2015 have resulted in nearly $400,000 in cost savings.

Environmental Agencies Share Lab Space
Department of Environmental Protection (DEP) and Department of Conservation and Natural Resources (DCNR)

DEP and DCNR will share laboratory space to improve efficiency and collaboration. The five year agreement will maximize the use of current leased space and provide DEP $25,000 annually to help offset current rental costs and eliminate the need for DCNR to lease additional laboratory space.
Employees Make a Difference

While many GO-TIME projects were team efforts, individuals also had great ideas to improve services and reduce costs. On August 2, 2016, employees from across the state came to Harrisburg to be recognized for their contributions to Government that Works. These are just a few of the many employees who were recognized.

Dept. of General Services
Improving Procurement Strategies

Dept. of General Services
Streamlining Mailrooms and Mail Services

Dept. of Transportation
Improving Winter Operations through Automated Snowplow Tracking

Dept. of Transportation
Developing a Mobile Application for Construction Inspectors

Board of Probation and Parole
Transforming Parole Decision Making

Dept. of Health
Creating More Efficient Access to Records for Staff
Office of Administration
Identifying Fiber Connection Cost Savings

Dept. of Human Services LDI Class of 2015
Promoting Children’s Literacy

Dept. of Conservation and Natural Resources
Updating the State Park Reservation System

Human Relations Commission &
Office of Administration
Offering an Online Discrimination Questionnaire

Public Utility Commission
Connecting Consumers through “Smart Hearings”

Dept. of Labor and Industry
Implementing a Shared Office Space Arrangement

Not pictured:
Dept. of Environmental Protection, Creating an eBidding System
Office of the Budget, Reducing Hard Copy Payroll Statements
What’s Next for GO-TIME?

To date, GO-TIME has identified over 200 projects with cost savings, improved customer service, increased efficiency and other benefits. While GO-TIME exceeded its initial goal, Governor Wolf has set a new goal - saving $500 million by 2020.

GO-TIME will work with agencies to achieve this goal by providing new tools that help to improve service and customer satisfaction. A Continuous Process Improvement (CPI) program has been launched to provide “lean” government training to state agencies and begin to create a culture of continuous improvement. The goal is to establish effective lean-inspired programs within 15 agencies by June 30, 2019.

 Agencies will continue to build innovation teams within their organizations to develop new projects and track their benefits.

Knowing that employees are the key to transformation, GO-TIME and the Office of Administration’s Office for Information Technology are partnering to provide an online tool that will give every employee a chance to turn a great idea into action.

As Governor Wolf outlined in his executive order for GO-TIME, finding more ways to modernize government operations in order to reduce costs and improve services continues to be the goal. In short, GO-TIME is about making “government that works” better for all Pennsylvanians.

Left: GO-TIME staff with the Governor
(L to R) Matt Christy, Dan Hansen, Governor Tom Wolf, Sharon Ward, Laurie Baker and Eric Allen (back)