



Report of the Task Force to Study the Reduction of State Agency Paper and Duplicative Procedures

**Submitted to the Commerce and Government
Administration and Elections Committees**

February 1, 2011

Final Report

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I. Executive Summary

This constitutes the final report of the Task Force to Study the Reduction of State Agency Paper and Duplicative Procedures which was established pursuant to Section 16 of Public Act 10-75.

Connecticut like other states around the nation face a budget deficit and must identify new more efficient means by which to deliver services to residents of the state. The task force examined several areas of the executive branch operations and procedures as well as paper usage and redundant procedures and practices. The task force also examined existing best practices and existing technology currently utilized by some executive branch agencies to benchmark some of the recommendations contained in this report.

The task force met ten times over a five month period and held an informational hearing on December 14, 2010. This final report reflects the findings of these meetings and recommendations for those areas that were explored.

II. Background

Section 16 of Public Act 10-75 established a 12-member task force to determine how state agencies and departments can reduce or eliminate duplicative procedures and paper usage.

PA 10-75 directed that this task force must determine how technology can help agencies and departments achieve these goals.

The task force consists of state officials and corporate executives, economists, and information technology experts. It includes the administrative services commissioner, the Office of Policy and Management secretary, and the Information Technology Department's chief information officer, or their designees. The other members are appointed by the governor and legislative leaders. The House speaker and Senate president pro tempore each appoint two, and the governor and the other four leaders each appoint one. (PA 10-1, JSS allows one of the House speaker's two appointees to be a legislator.) They must make their appointments by July 30, 2010. Members must serve without compensation.

The speaker and president pro tempore select the task force's co-chairpersons from among the members. The chairpersons must convene the task force's first meeting by August 29, 2010. The Government Administration and Elections Committee's administrative staff must provide administrative support. The task force must submit its findings and recommendations to the Commerce and Government Administration and Elections committees by February 1, 2011.

Given the limited resources and time limitations of the task force, an examination of each specific, standard document in every agency was not practical. However, the Task Force utilized a variety of ways to research desired information. The following is a list of sources and methods of research:

- *Office of Legislative Research/Legislative Library – to identify documents required to be distributed by state entities and to research what other states and businesses are doing to reduce paper and duplication.*
- *Office of Fiscal Analysis – to provide cost and savings estimates for current practices, as well as for Task Force recommendations.*
- *Informational Hearings – to obtain information from state agencies regarding current practices, technology uses, burdensome statutes, experiences with practices intended to create efficiencies.*
- *Group Discussions – to identify recommendations.*

Task Force Members

Member	Appointment	Affiliation
Representative Sandy Nafis	Co-Chair-House Speaker	Connecticut General Assembly
Joseph Oros	Co-Chair- Senate President Pro Temp /Senate Minority Leader	Department of Economic and Community Development
Heather Severance	House Speaker	Department of Social Services
Jeffrey Bogoian	Senate President Pro Temp	United Technologies
Peter Bartucca	House Majority Leader	
Jared Schmitt	House Minority Leader	Connecticut General Assembly
Martin Anderson	Commissioner-DAS	Department of Administrative Services
Angela Taetz	Governor	Department of Information Technology
John Forbes	Office of Policy and Management	Office of Policy and Management
Kate Shea	Staff	Clerk Government Administration and Elections Committee

The task force met 10 times over a 5 month period and also invited representatives from various state agencies to participate and share information related to the use of paper and to indentify possible duplicative processes in state government.

The task force met on the following days:

- 9/30/10
- 10/7/10
- 10/21/10
- 11/4/10
- 12/2/10
- 12/14/10 (Informational Hearing)
- 12/16/10
- 1//6/11
- 1/20/11
- 1/31/11

Names/Organizations interviewed by task force:

- 10/7/10 Kendall Wiggin of the Connecticut State Library and LeAnn Power, Public Record Administrator
- 10/21/10 Paula Pearlman, Commission Counsel of the Connecticut Freedom of Information Commission
- 11/4/10 Donalynn Black and Susan Martin CORE-CT presenters
- 12/14/10 State Agency Informational Hearing:
Michael Starkowski, Commissioner, Department of Social Services
Martin Anderson, Commissioner, Department of Administrative Services
Graham Stevens, Chief of Staff, Department of Environmental Protection
Submissions from other agencies: Attorney General's Office, DDS, DMHAS, DOIT, DOC, DPH, Judicial, and OPM.

III. SUMMARY OF RECOMMENDATIONS:

The following is a summary of the task force recommendations. It is the intent of the Task Force that all recommendations for submissions within the report will be electronic. We recommend:

Summary of Recommendations

<p>1. Full agency usage of the CORE-CT payroll and Human Resource system: Development of a timetable to convert remaining state agencies' Human Resource and Payroll functions to Self Service CORE-CT and discontinue using a separate time processing system. Based on TF review only 7% of state agencies operate in this manner (6 step process 8-13 weeks to implement)</p>
<p>2. Explore Additional CORE-CT Opportunities: Recommend that DAS, DOIT and the Comptroller's office should explore implementation of additional modules of CORE-CT both currently owned and not owned by the state. On or before January 1, 2012 DAS should provide projections of the cost to implement any additional modules by priority and project the cost savings that each module will produce over a 4 year period upon implementation. Projections should be provided to the Governor, Secretary of the Office of Policy and Management, Legislative Leaders, the Joint Committee on Government Administration and Elections, and the Joint Committee on Appropriations.</p>
<p>3. Require that all Executive Branch (including quasi-public) agencies review their existing federal and state statutory reporting requirements. On or before January 1, 2012 all agencies shall report <u>electronically</u> back to the Governor, the appropriate committee of cognizance and the Joint Committee on Government Administration and Elections on the number of current reports and what reports the agency recommends: 1) Consolidating into an annual/quarterly or semi-annual agency report 2) what obsolete reports they request be repealed and reasons for repeal 3) what state reports can be replaced by duplicative federally mandated reports and 4) provide statutory citations and draft language for accomplishing these recommendations and 5) projected cost savings from consolidating and repealing agency reports.</p>
<p>4. Amend Connecticut General Statute 11-4a "<i>Commissions and agencies to file reports with librarian</i>" to allow for electronic submission of reports when appropriate.</p>

5. Recommend that the Regulations Review Committee change their submission policy to allow for agencies to submit all regulations electronically rather than in hardcopy format. (projected cost savings attached)
6. Review Freedom of Information Act (FOIA) statutes to determine if it is appropriate to require agencies to prioritize responding electronically to FOIA requests before printing materials (not prohibiting paper copies).
7. Agencies should review their existing mailing policies and where appropriate use electronic notice or correspondence to communicate with clients including regulatory compliance notifications.
8. Agencies should utilize DAS mailing services and should also do periodic mailing list verifications to maintain a "clean address list" with the US Postal Service to reduce the amount of returned mailings and wasted postage that goes out to agency clients
9. Improve E-Government: Agencies should explore converting all applications and forms available to the public as well as periodically inventory all forms (request inventories and projected cost and timeline for implementation-primary focus should be on regulatory(licensing/permit) and service agencies)
10. Agencies should convert from internal business software applications (Lotus Notes) that act as document databases to agency intranets (online service tool) for better efficiency and cost savings as a result of reducing software licensing and maintenance to databases as well as reduction of paper usage.
11. Agencies should establish e-alert databases as the first option when contacting their clients/customers; thereby saving money on postage in most cases.
12. Recommend that the Office of Policy and Management review and make recommendations on converting all appropriate Bond Commission documents to an electronic process (using POS/PSA model) and on or before January 1, 2012, submit recommendations and any cost projections on conversion and savings to the Governor, Comptroller, Treasurer and Finance Committee Chairs and ranking members.
13. Recommend the streamlining of State records retention process and those agency records retention officers be more diligent. It is recommend that agencies report their retention efforts in their annual report
14. Recommend that any reports from Constitutional officers be submitted electronically and that "courtesy copies" be sent electronically as well
15. Recommend that DAS explore cooperative purchasing for all state agencies
16. "Recommend that the Department of Environmental Protection establish a model "green" agenda and help educate state agencies about this agenda, including strategies to reduce paper and better manage waste and improve recycling.
17. Amend existing state statutes to require the State Librarian in consultation with the Secretary of OPM, DAS, DOIT, Legislative Management and Judicial branch to establish guidelines and standards by January 1, 2012 for preservation and authentication of electronic documents.

IV. AREAS OF FOCUS:

The task force chose several areas of concentration in order to meet the mandate of Section 16 of Public Act 10-75

They are as follows:

(Recommendations# 1,2) AGENCY PAYROLL PROCESSING AND CORE-CT

The task force found that only 7% of state agencies utilize CORE-CT as their direct time processing systems (TPS) for payroll and that gaps still exist in certain agencies (see Appendix 1). Through interviews of CORE-CT staff and the review of data provided to the task force not all state agencies are presently using this system directly as their time processing system (TPS) and in some instances agencies are still using paper timesheets and relying on other TPS systems to track their payrolls only to have a staff person modify that data and then enter it into CORE-CT. This was determined to be a duplicative process and the task force **recommends** that all state agencies develop a timeframe for full conversion to CORE-CT as their only TPS system(1) and submit to OSC. According to CORE-CT staff the average time for implementation an agency is a 6 step process 8-13 weeks to implement

It is believed that cost savings can be derived from the elimination other TPS systems and duplicative functions of payroll staff. Additionally reduction in software licensing and maintenance of these other TPS systems can be eliminated by having agencies move their payroll tracking to CORE-CT.

Through interviews of CORE-CT staff the task force also identified additional modules that the state presently owns but does not have active as well as others that could provide beneficial information and streamline state government further.

RECOMMENDATION: DAS, DOIT and the Comptroller's office explore the implementation of additional modules of CORE-CT both currently owned and not owned by the state (2). On or before January 1, 2012 DAS should provide projections of the cost to implement any additional modules by priority and project the cost savings that each module will produce over a 4 year period upon implementation. Projections should be provided to the Governor, Secretary of the Office of Policy and Management and Legislative leaders.

(Recommendation #3) DUPLICATIVE REPORTING BY STATE AGENCIES

The task force explored the number of state mandated reports presently placed upon state agencies and determined that there is significant amount of duplication and overlapping reports required. According to a database maintained by the Office Legislative Research Library there are presently **732 separate** annual mandated reports. This number does not include the federally mandated reports which in some cases are duplicative of state reports.

RECOMMENDATION: All Executive Branch (including quasi-public) agencies shall review their existing federal and state statutory reporting requirements. On or before January 1, 2012 all agencies shall report electronically back to the Governor, the Secretary of the Office of Policy and Management, Legislative Leaders and the appropriate committee of cognizance and the GAE committee. Said report shall include the number of current mandated reports and what reports the agency recommends: 1) Be consolidated into an annual/quarterly or semi-annual agency report 2) what obsolete reports they request be repealed and reasons for such repeal 3) what state reports can be replaced by duplicative federally mandated reports and 4) provide statutory citations and draft language for accomplishing these

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recommendations and 5) include the projected cost savings from consolidating and repealing such reports.

(Recommendation #4) AGENCY REPORT FILING WITH THE STATE LIBRARIAN CGS 11-4a

The task force found that the existing Connecticut General Statute Section 11-4a needs to be amended.

Presently the statute reads as follows:

Section 11-4a Commissions and agencies to file reports with librarian. Each commission, task force or committee appointed by the Governor or the General Assembly, or both, and required to report its findings and recommendations, and each state agency which submits a report to the General Assembly or any committee of the General Assembly, shall submit its report to the clerks of the Senate and the House of Representatives, and shall file with the State Librarian as many copies of such report as the commission, task force, committee or agency and the librarian jointly deem appropriate, and one copy with the Office of Legislative Research.

RECOMMENDATION: The statute be amended to allow for electronic submission of reports when fiscally appropriate and the legislative rules be considered to allow for electronic submission or reports to the House and Senate Clerks or a cover page of each report, in a format prescribed by the clerks.

(Recommendation #5) AGENCIES SUBMISSION OF REGULATIONS

The task force explored the cost of agencies submitted hardcopy regulations to the Legislative Regulations Review Committee (LRRC). According to the Legislative Commissioner's Office (LCO)

During the last 3 fiscal years (July 1 – June 30) the LRRC took up 101, 94, and 79 regulations respectively.

Fiscal Year <i>(July 1 – June 30)</i>	Number of Regulations submitted by agencies to LRRC*	Average Cost Per Submission <small>(does not include personnel costs) Using DSS model of \$112.44 per regulation submission</small>
07-08	101	\$11,356.44
08-09	94	\$10,569.36
09-10	79	\$8,882.76

*these numbers include resubmittals

Source: LCO

Larger state agencies submit on average about 13-15 regulations yearly to LRRC. The LRRC presently requires (committee policy) that 19 bound hard copies (binders) must be submitted.

Using the Department of Social Services (DSS) as an example agency the following scenario is a summary of what some agencies must undergo:

In 2010 DSS submitted 13 regulations to the LRRC for approval:
(11 were approved, 2 will be resubmitted requiring new binders be made up).

For each of those regulations 19 binders were submitted to the LRRC. In each binder there were, on average, 23 pages (see the break down below).

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$23 \times 19 = 437 \times 13 = 5681$ pages

Legal paper by the ream is \$5.65

$5681 / 500 = 11.36 \times 5.65 = \64.18

Letter size binders with prong fasteners are \$2.54 ea

$19 \times 2.54 = \$48.26$

Total = \$112.44 per regulation

The following must be included with every regulation submittal (avg. number of pages):

- Cover letter (1)
- Fiscal Note/small business impact statement (3)
- Affidavit (1)
- Notice of intent (1)
- Certification page (2)

Note that these estimates only account for the regulations submitted to the LRRC. Not included are the personnel costs to prepare regulations and the paper used to submit copies to the Office of Fiscal Analysis, OPM, the Governor's Office, the AG, and the Secretary of State.

While it is difficult to quantify the staff time, the DSS attorney estimates that about 60% of their time is dedicated to regulations (in addition to other duties). Furthermore, program staff devotes a similar amount of time to regulations development.

The task force believes that there is significant cost savings in both resources and agency staff time by allowing state agencies to electronically submit regulations to the LRRC.

RECOMMENDATION: The Regulations Review Committee revise their submission policy to allow for agencies to submit all regulations electronically rather than in hardcopy format. In addition, we recommend that the Legislative Program Review and Investigations Committee undertake a study of the regulations review process to determine if further changes to the existing system and process can be updated to allow for further cost savings to the state. The LRRC process has not been reviewed or updated since its creation during the 1970's.

(Recommendation #6) FREEDOM OF INFORMATION ACT (FOIA)

Review Freedom of Information Act (FOIA) statutes to determine if it is appropriate to require agencies to prioritize responding to any FOIA request electronically (ie CD ROM, PDF) before printing materials (not recommending the prohibition of paper copies).

It should be noted that while agencies do charge for FOIA requests, these fees do not cover the resources and staff time since fees collected are deposited into the general fund. One of the largest costs to state agencies is personnel time to process these requests.

RECOMMENDATION: That the legislative committee of cognizance work with the FOI Commission to modify the FOI statutes to clearly encourage agencies to reply to FOIA requests electronically or in electronic format (CD Rom, flash drive, PDF, etc) instead of printing documents, when feasible, but not prohibiting printing when requested.

(Recommendation #7) REVIEW OF AGENCY MAILING PROCEDURES

The task force examined the cost of agency mailings to clients and customers and found that cost savings could be achieved through periodic review and update of client databases.

According to DAS, agencies such as the Department of Consumer Protection (DCP) have reduced their returned mail to less than .5% by using services that check and “clean” addresses. By periodically updating and verifying licensure renewal databases state agencies could reduce the amount of wasted postage.

The task force found that DSS is presently in the developmental stages of what could be used as a best practice model for other agencies to follow. The following is an overview of the DSS mailing project:

DSS Mail Project (still in development):

Background:

DSS generates approximately 6.5 million pieces of mail each year, not including mail sent by external contractors and providers. The volume is increasing as the client base continues to grow. Currently, the department’s return mail volume averages between 4% and 6% per month. In an effort to increase efficiency and produce cost savings, staff reviewed the current processes and made recommendations on how to improve.

Review results:

There are two reasons mail is returned:

- The address is incorrect – addresses are bad or undeliverable when it is missing critical information like an apartment or street number, possibly due to data entry errors or the client moved and did not report it to the department.
- the client does not actually live at the address reported to DSS - A bad address could also be a vacant lot or not exist at all, i.e. the client gave us a bogus address or the client provided an address at which they do not reside.

Undeliverable mail also costs the United States Postal Services (USPS) to carry and return it to the sender. As a result, the USPS is phasing out postage discounts for large mailers that do not utilize the automated technologies developed to cleanse and forward mail to the addresses reported to the Post Office. DSS could therefore end up paying up to 6 cents more per letter resulting in a cost.

Project proposal and benefits:

DSS is currently looking at using software developed by an external entity that would match the addresses contained within their eligibility management system to a database that contains valid addresses. A match would also be conducted the client's information against the USPS national change of address database to determine if the person reported an address change to the post office.

Implementation of this program would greatly reduce the amount of returned mail. The department anticipates savings on postage and printing costs. In addition, it would greatly reduce the workload of regional office staff.

RECOMMENDATION: DSS report the outcome of this mailing project upon implementation to the Governor and Secretary of the Office of Policy and Management. Said report should include the cost savings generated by this project. Additionally the task force recommends that other state agencies review their existing licensure and mailing databases to determine how they can reduce costs in a similar manner to DSS.

(Recommendations #9, 10, 11) IMPROVE E-GOVERNMENT

E-Government is the use of information and communication technology to provide and improve government services, transactions and interactions with residents, and clients and other branches of governments.

The task force explored the usage of E-Government by agencies. The focus was on 1) client-based applications and 2) internal agency usage. While many agencies are moving in the direction of putting more applications and licensure and permit applications online such as (CT-CLIC) there are still many areas for improvement. Investments in the E-Government infrastructure will be needed to support the conversion of certain permits and applications.

With regard to client based E-Government, the task force recommends that agencies be given a timeframe under which they can convert all of their paper-based applications, permits and licenses online and to also allow for electronic payments. One such example of the cost savings that was identified by the task force was the electronic format used by the Department of Environmental Protection (DEP). DEP automated their Sportsmen's Licensing System and as a result significantly reduced the agency mailing costs.

DEP's mailing costs per year are shown below. You will see a steady decline in costs since FY08. This is largely attributed to the Automated Sportsmen's Licensing System. The Automated Sportsmen's Licensing System went live on 2/14/2008 for internet sales, with most sportsmen licenses and permits sold by the fall of 2008. The mailing of these 2008 permits would have been represented in the FY09 budget.

DEP Mailing costs per year

FY08	FY09	FY10
221,854	203,494	150,829

(Source: DEP)

It is these types of E-Government initiatives that, if undertaken, can reduce costs and make government more efficient.

Internal constituency

The task force also explored the application of E-Government for state agencies. The task force found that agencies should move to establish an intranet system to reduce the amount of interoffice paperwork. The intranet acts as an electronic bulletin board for an agency's policies and internal communications and it can greatly reduce the amount of internal paperwork.

Presently there are at least 20 agencies with Intranets (listing of known Intranet's below)

- Capital City Economic Development Authority
- Connecticut Agricultural Experiment Station
- Connecticut Technical High School System
- Department of Administrative Services
- Department of Children and Families
- Department of Corrections
- Division of Criminal Justice
- Department Developmental Services
- Department of Emergency Management & Homeland Security
- Department Environmental Protection
- Department of Information Technology
- Department of Motor Vehicles
- Division of Public Defender Services
- Department of Public Safety
- Department of Revenue Services
- Department of Social Services
- Department of Transportation
- Office of the State Comptroller
- Office of Policy & Management
- Workers' Compensation Commission

RECOMMENDATION: For both internal and external customers, agencies should explore converting to electronic format all applications and forms available to the public/clients as well as periodically conducting an inventory of all forms (request inventories and projected cost and timeline for implementation-primary focus should be on regulatory (licensing/permit) and service agencies)

(Recommendation #12) BOND COMMISSION PAPERWORK

The task force found that a significant amount of paperwork is generated by agencies submitting bond documents. OPM has already converted Personal Service Agreements (PSA) and Purchase of Service (POS) to electronic processes and should use these as models to convert the bond commission submissions as well.

RECOMMENDATION: The Office of Policy and Management review and make recommendations on the conversion of all appropriate bond commission documents and on or before January 1, 2012, and submit any recommendations or cost projections on conversion or savings to the Governor, Comptroller, Treasurer and Finance Committee Chairs and Ranking members.

(Recommendation #13 and 17) STATE RECORDS RETENTION AND PRESERVATION

State Records Retention and Preservation

State agencies generate a large volume and wide range of records and it is important to remember that these records are not the property of the agencies, but rather the property of the State of Connecticut and its citizens. In accordance with sections 11-8 and 11-8a of the *General Statutes of Connecticut*, the State Library is responsible for implementing a records management program for state agencies in the executive branch of state government. The state's records retention program has two broad goals. The first and most important goal is to preserve all records which have legal, administrative, fiscal, and/or historical value to the state for an appropriate period of time. The second and related objective is to ensure that records are disposed of in accordance with section 11-8a(c) of the statutes to maintain efficiency and reduce costs. It should be noted that the program addresses both paper and electronic records.

The Office of the Public Records Administrator, in cooperation with the various state agencies, has developed records retention schedules that identify all record series in the custody of specific agencies and established the minimum retention period for each record series. The schedules must be kept current and the agencies are in the best position to be aware of changes in law or administrative procedures that affect the retention period of individual record series. The agencies should recommend revisions to the schedules to the Office of the Public Records Administrator to ensure that the goals outlined above are met. Changes in the schedules must be approved by the Public Records Administrator and the State Archivist. Agencies should view those offices as resources available to assist them in the management of state records.

While the schedules are essential to the management of records, they are only a first step in an effective management plan. It is equally important that records are maintained in an organized manner to facilitate retrieval, ongoing use, and in a great many cases, disposal. Records are administrative tools and a well organized body of records provides operating efficiencies that result in genuine and continuing cost savings. In a parallel track, disposal of obsolete records also improves efficiencies by eliminating unnecessary materials and is itself an essential element of a well managed records system.

Currently the state is storing a significant volume of records in privately owned records storage facilities at a considerable cost to the state. Non-record material and obsolete records should never be sent to an off-site storage location, but instead should be destroyed in accordance with the records disposal authorization procedures of the Office of the Public Records Administrator. The task of eliminating non-record material and obsolete records must be seen as an ongoing responsibility of all departments and agencies of state government.

All records currently in storage should be reviewed to identify any records that have met their retention period and can be discarded without loss of critical information.

A records management plan can be a powerful tool for managing records and the information they contain. Agencies of state government are encouraged to develop plans in conjunction with the Office of the Public Records Administrator that address the specific records management requirements of their operational units. The plan should identify all records series in the custody of the agency, describe the value of the records to the agency, specify the retention periods, and ultimately the manner in which the records are to be discarded once they have met their retention period. A well crafted plan maintains the good order of vitally important records and prevents the accumulation of unnecessary or obsolete materials that can impede efficiency and congest files. Such a system will provide significant savings through reductions in the cost of storage, equipment and staff time.

Therefore the taskforce recommends that:

- **Recommend the streamlining of State records retention process and those agency records retention officers be more diligent. It is recommend that agencies report their retention efforts in their annual report**
- **Amend existing state statutes to require the State Librarian in consultation with the Secretary of OPM, DAS, DOIT, and Legislative Management and Judicial branch to establish guidelines and standards by January 1, 2012 for preservation and authentication of electronic documents.**

(Recommendation #15) COOPERATIVE PURCHASING

Cooperative Purchasing involves sharing procurement contracts between governments. Through cooperative purchasing arrangements, the dollars spent (purchases) presumably increases (as there are more entities purchasing goods/services), and this increased spend helps to leverage the organization's ability to obtain deeper discounts and achieve greater savings. Cooperative Agreements also save procurement organization's time as the administration of contracts is typically handled by the lead organization, minimizing the need for multi-organizations to administer similar contract agreements. It is the intent of DAS to increase the purchasing power of the state through these kinds of procurement arrangements.

There are several types of Cooperative Purchasing

True Cooperatives -Two or more organizations combine their requirements and solicit bids or offers for goods or services. DAS uses this cooperative option with contracts such as "flu shots", "road salt", and others where the municipalities actually give us their volumes up front. Our participation in NASPO cooperative contracts are typically handled in this manner as well. **DAS is currently participating in five cooperative contracts (postal equipment, clothing/uniforms, green cleaners, infant food/baby formula, and educational supplies). They expect to have cooperative arrangement in 2011.**

Piggyback Options -One or more organizations represent their requirements and include an option for other organizations to "ride" or "bridge" the contract as awarded. Our contract offerings to municipalities are administered in this fashion where we clearly indicate in our contract documents that municipalities can utilize the contract. **DAS is currently piggybacking from two contracts (Industrial Supplies/Equipment [MRO], and Small Package Deliveries).**

Third Party Aggregators - An organization brings together multiple organizations to represent their requirements and manage the resulting contract or contractor. DAS rarely gets involved in these types of cooperatives, as they are less common and sometimes contain geographically based needs.

DAS has the following statutory authority to join cooperative purchasing plans:

Sec. 4a-53. (Formerly Sec. 4-110c). Cooperative purchasing plans.

(a) The Commissioner of Administrative Services may join with federal agencies, other state governments, political subdivisions of this state or nonprofit organizations in cooperative purchasing plans when the best interests of the state would be served thereby. (b) The state, through the Commissioner of Administrative Services, may purchase equipment, supplies, materials and services from a person who has a contract to sell such property or services to other state governments, political subdivisions of this state, nonprofit organizations or public purchasing consortia, in accordance with the terms and conditions of such contract.

Additionally, pursuant to C.G.S. § 4a-53a DAS has the statutory authority to act as a contracting agent on behalf of three or more municipalities that seek to purchase supplies, materials or equipment. Although DAS has the authority to act as the contracting agent, municipalities have not ever made such a request.

Sec. 4a-53a. Contracting agent for group of municipalities. The Commissioner of Administrative Services may serve as the contracting agent for a group of three or more municipalities that seek to purchase supplies, materials or equipment, upon the request of such group of municipalities, provided (1) the commissioner determines that the municipalities will achieve a cost savings through the commissioner serving as the contracting agent, and (2) such cost savings are greater than the administrative costs to the state for the commissioner serving as the contracting agent. As the contracting agent for such a group of municipalities, the Commissioner of Administrative Services may perform administrative functions in accordance with state procurement laws and regulations, including, but not limited to, the following: Issuing requests for bids or proposals, selecting the successful bidder based on competitive bidding or competitive negotiation and administering any contracts for such purchases. Nothing in this section shall be construed to require the state to be a party to any such contract entered into pursuant to this section.

Use of Federal Contracts:

Another form of cooperative contracting is through the use of Federal Government contracts. The federal government provides states and localities access to certain items offered through the General Services Administration's (GSA) contracts.

DAS has approved the use of these contracts in the past, however, we do so only under certain circumstances and we require agency justification of these requests. Examples of the factors they consider are:

- Does a State Contract Exist?
- If not, why not bid?
- Is need one-time or ongoing?

Based on the responses to these types of questions, we would make a determination whether or not to approve such GSA purchase.

The DAS statute that allows for use of Federal Contracts is as follows:

Sec. 4a-66. Acquisition of federal property. Contracts with federal agencies concerning health services. Exemption from statutes or municipal charter. Purchasing from federal contractors. (a) The state, through the Commissioner of Administrative Services, or any political subdivision thereof, through the officer or agent legally authorized to make purchases on its behalf, may enter into any contract with the United States government or any federal agency for the purchase, lease or other acquisition of any equipment, supplies, materials or other property or for the purchase, sale or exchange of, or other cooperation concerning, services

related to medicine or health. No provision of the statutes or of any municipal charter concerning the inviting of competitive bids, public advertising for bids or of expenditures, the delivery of purchases before payment, or any other provision which may result in disadvantage or loss of opportunity to such state agency or subdivision in such transactions with the federal government, shall apply to transactions made under the provisions of this subsection. Any municipality desiring to enter into any such contract may do so only after the acceptance of the applicable provisions of this section at a meeting of such municipality warned and held for the purpose.

(b) The state, through the Commissioner of Administrative Services and pursuant to Public Law 103-355, may purchase equipment, supplies, materials or other property from a person who has a contract to sell such property to a department, agency or instrumentality of the United States government, in accordance with the terms and conditions of said contract.

Not-for-Profits Piggybacking on State Contracts:

The following statute allows certain not-for profit organizations, municipalities and political subdivisions to piggyback on state contracts. The important factor in this is that the not-for-profit organization must be at least 60% funded by governmental sources.

Sec. 4a-54. Purchasing by certain institutions through Administrative Services Commissioner.

Connecticut Children's Medical Center, The American School at Hartford for the Deaf, The Connecticut Institute for the Blind, any other institution or agency which receives at least sixty per cent of its funding from the state or federal government, or both, and, by contract, any independent college or university, as defined in section 10a-37, may each purchase through the Commissioner of Administrative Services such supplies, materials, equipment or contractual services as such institutions require at the cost thereof to the state

RECOMMENDATION: DAS explored expanding cooperative purchasing among state agencies and fully require and upload vendor catalogs for purchasing on CORE-CT.

(Recommendation #16) GREEN AGENDA

The task force also learned that the Department of Environmental Protection (DEP) has developed a green agenda for its agency.

RECOMMENDATION: The task force recommends that DEP establish recommendations and a model agency policy to promote green practices within agencies and submit these recommendations and model policy to the Governor and Secretary of the Office of Policy and Management on or before January 1, 2012.

IV. CONCLUSION

The task force concluded that the 17 recommendations identified can produce significant cost savings, details of which should be vetted by the Office of Fiscal Analysis (OFA) and produce best practices for other agencies to adopt and further exploration of some of these options is warranted. The task force acknowledges while some of these recommendations have minimum cost impact other recommendations could require significant initial investment by the state in order to achieve long term cost savings and efficiencies to service delivery.

The submission of this report concludes the work of the task force. However, the task force members welcome continued discussions with policy makers regarding other changes that were identified during the task force meetings, which we believe would be beneficial to all parties involved.

VI. ENDORSEMENT OF OTHER STUDY RECOMMENDATIONS:

The task force also reviewed recommendations from several other recent studies which had similar mandates.

The following recommendations are cross endorsed by this task force because it was felt that they also meet the mandate of Section 16 of Public Act 10-75 and should therefore be considered by policymakers as additional options to eliminated duplicative procedures and reducing the use of paper.

9 & 10	Establishment of e-government board	11	Convert business entity filing with Secretary of State from paper and regular mail to electronic method	8	Reduce Printing of Engrossed Bills
11	Establishment of e-government director within DOIT	12	Reduce use of postage by 10%	10	Print reduced number of List of Bills
12	Strategic plan specific to e-government in addition to the statewide strategic plan for information technology	13	Require OSC to make electronic payments to vendors that receive more than 100 checks per year, and continuously review payment and invoice processes for opportunities to convert to electronic	11	Reduce the number of File copies printed
14	Establishment of cross boundary advisory group to foster various IT partnerships: intra-agency, intergovernmental, and public-private	18	Modernize procurement practices in routine purchasing area through: reverse auctions; job-order contracting; on-line bid submission; purchasing cooperatives and existing contracts with other states; and expanded use of contingency contracts	12	Eliminate printing of bill booklets
		A.	Promote use of LEAN processes	13	Establish and implement an on-demand print policy for copies of loose bills.
		C.	CT create a single point of entry to provide and referrals for all human services agencies	14	Eliminate bill binders in House and Senate Chambers.

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		H.	Transfer the responsibility of publishing state agency regs from COLP to SOTS	15	Consider Eliminating printing of mandated reports created by legislative branch
		I.	Seek RFPs from commercial publishers to handle the publication of regs for subscription sales and include requirement that a searchable database be made available.	17	Print reduced copies of daily house and senate journals
		J.	Conduct further review of the state agency reg development and approval process	18	Print House and Senate Calendars only on Session days
		L.	Require an on-line single point of entry for businesses	20	Print reduced number of daily Bulletin
		W.	Restore the Innovations Panel	21	Establish a set rental fee of \$300 and collection process for rental of mail boxes
		Y.	Consolidate print and mail functions	22	Voluntary rollout of electronic letterhead for legislators and committees
				23	Print fewer sets of Connecticut General Statutes and Supplements
				25	Establish and implement policies for electronic transfer of documents from House Clerk's Office to the printers
				26	Increase the number of electrical outlets in the Legislative Office Building and the Capitol building for public use
				27	Increase the number of computer

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					terminals and printers for public use in the LOB and Capitol building
				28	Recommend amending House Rules to allow the use of laptops/PDA's in the Capitol galleries
				29	Recommend printing of OFA Budget Book on demand
				31	Recommend continuation of printing of PRI Special Reports on demand
				33	Reduce the number of bound House and Senate Journals printed
				35	Reduce the number of Public and Special Acts printed
				37	Improve electronic accessibility to legislative documents
				38	Establish and implement policies to ensure preservation, authentication of official legislative documents
				39	Reduce the number of depository libraries receiving printed file copies of bills
				41	Review and amend where appropriate, current Statutes, Joint Rules and FOI laws related to printing and distribution of legislative documents

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VII. ATTACHMENTS:

- A. CORE-CT Self Service Time Entry Agency Status**
- B. CORE-CT Modules**
- C. Combined State Archives and State Records Center**
- D. Office of Legislative Research Report: "PRINTING COSTS OF PUBLICATIONS PRODUCED FOR THE GENERAL ASSEMBLY"**
- E. Testimony from 12/14/10**

**Attachment A:
CORE-CT Self Service Time Entry Agency Status
as of 12/7/10
(Source CORE-CT)**

Self Service

Agencies currently using Self Service Time Entry

<u>Agency</u>	<u>Implemented</u>	<u>Scope of use</u>
DRS	10/17/03	all (678)
OPM	10/17/03	all (141)
DDS (DMR)	10/17/03	Central Office (135)
DOT	11/14/03	2/3 of agency (1917)
ITD	5/27/05	all (224)
BOA	7/8/05	all (4)
DSR	11/2/07	all (113)
BAA	8/31/07	all (79)
DEP	4/26/07	all (949)
DPW	7/6/07	all (162)
OSC (&JRC)	12/21/07	all (274)
DPH	5/23/08	all (813)
OCA	1/2/09	all (11)
DCP	4/10/09	all (162)
CLC	5/8/09	all (134)
ELE	5/22/09	all (50)
DAS	7/31/09	all (335)
OTT	9/25/09	all (145)
CSU SO	4/23/10	all (70)
DOI (&MCO)	6/4/10	all (149)
PUC	8/13/10	all (116)
MHA		partial (77)

Total agencies = 22 Total self service users = 6,738

Agencies in process of implementing Self Service

<u>Agency</u>	<u>Implementation Date</u>	<u>Scope of use</u>	<u># of Employees</u>	<u>SIR number</u>
OAG	deferred	all	400	15255
MHA	August 2010 1 st group	partial	3,500	16338
WCSU	Fall 2010	partial	unknown	16355
CCSU	Fall 2010	partial	2,300	16805
EHS	undetermined	all	65	16840
DCF	undetermined	partial	400	17118
DOC	undetermined	partial	500	17127
OPA	February 2011	all	45	17600

Agencies that have expressed an interest in Self Service
COD (50), ESB (123), HRO (75), CCC (158), TRB (30)

Time Collection Device (TCD)

Agencies currently using TPS

DECD (117)
WCSU Students only
CCSU Students only (2,177 total CSU)

Agencies using their own attendance system

DOL (834)

Agencies using Scheduling Front End

DPS – complete February 2010 (1,648)

Projects Costing

<u>Agency</u>	<u>Implementation Date</u>
ITD	July 2007
DOT	July 2007
DPW	July 2007

Limited Scope – no Time & Labor

UCHC
UCONN
OLM – except APA
Judicial – except PDS & DCJ

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Attachment B:

CORE-CT MODULES

HRMS: Human Resources Management System

Human Resources

- Administers Salary Plans, Job Classes, Position, Person, and Job.
- All State employees are tracked in this module.
- Uses Workflow for Position Approval.
- Automates mass salary increases and seniority calculations.
- Training Registration function is used for administration of Core-CT User Training.
- eProfile is a self service feature that would allow employees to update personal information. It is not currently in use.
- eRecruit is a self service module that supports posting of jobs and receipt of on-line applications. It is currently under review.

Time & Labor

- Captures attendance for Full Scope Agencies. Limited Scope Agencies (UCONN, UCHC, Judicial, and OLM) bypass TL and send files directly to Payroll.
- Applies bargaining unit contract language with custom rules.
- Processes leave accruals.
- 3 methods of time capture: Timekeeper entry, Self Service, Interface file. Agencies may choose one or a combination of methods. (See Attached)
- Integrates to the Projects module within Financials.

Benefits Administration

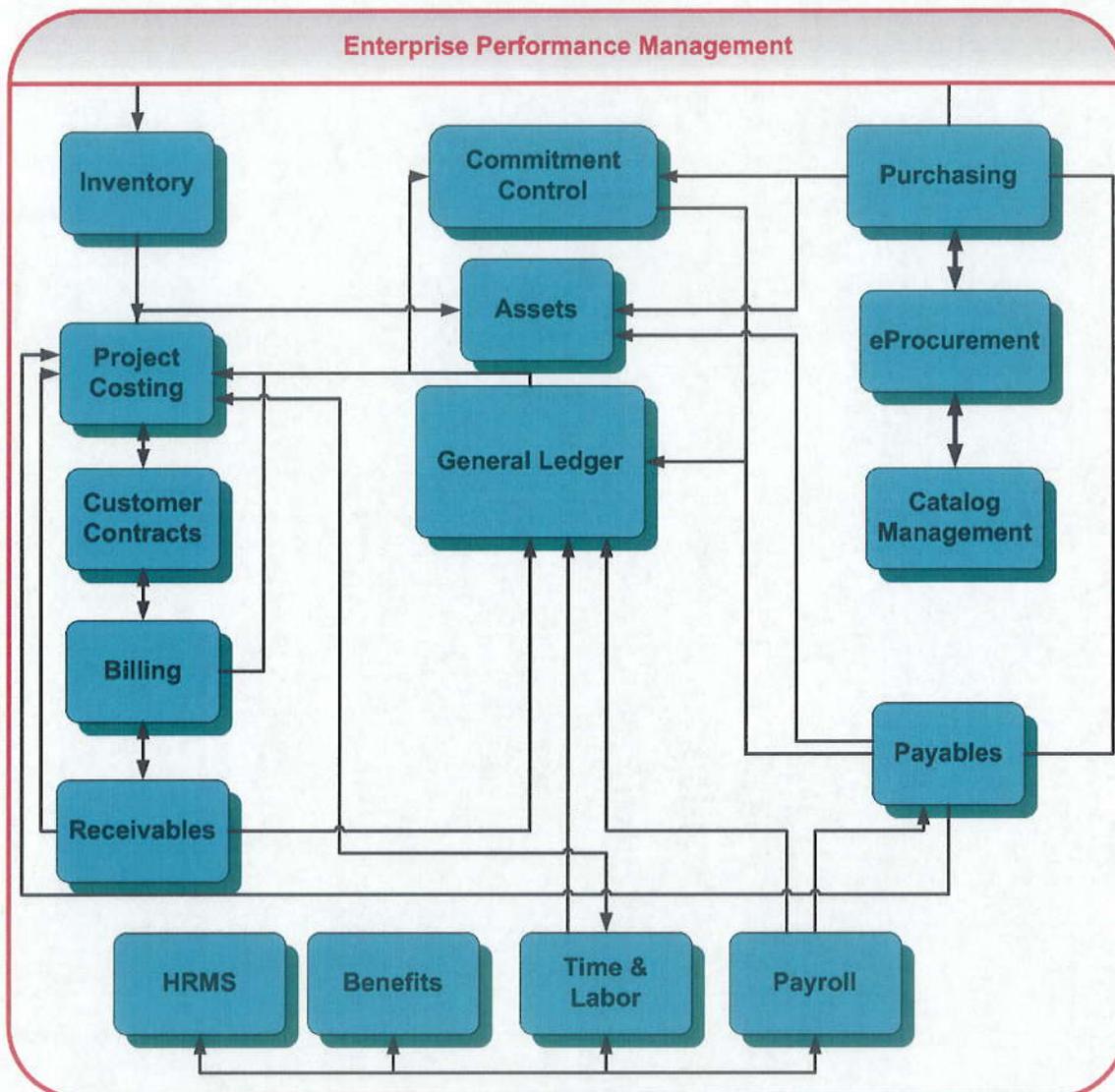
- Administers Health and Life benefits for all eligible State employees.
- Supports annual Open Enrollment process.
- eBenefits is the self service component for this module. It is currently not in use.
- In 2010, Connecticut retirees were brought into this module for administration of Health Benefits.

Payroll

- Pays all State employees within 4 pay frequencies.
- Sends actual Payroll costs to three Financials modules: GL, AP, Projects.
- Currently 78% of employees are using Direct Deposit; 22% are receiving checks.
- ePay is the self service feature within this module. There is currently a pilot underway to implement this for 2 agencies. The ultimate goal is to allow the State to eliminate the need to print and distribute paper advices.

Financials System

The Financials System is highly integrated and much of the data is sent through modules to allow for different processes to record the transactions, as required within the requirements for the module.



General Ledger/Commitment Control

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- 'Book of Record' for the State of Connecticut.
- Contains all detailed and summary accounting information processed.
- All actual expenditures are recorded in General Ledger.
- Commitment Control is used for budgetary control.
- Defines and tracks the actual expenses that are processed through all modules.
- Supports all financial reporting.

Accounts Payable

- Creates and tracks voucher payments to vendors.
- Performs matching between purchase order, receipt and voucher.
- Accounts payable workflow approval readies voucher for payment to vendor.
- Payments are automatically generated which prints checks, creates ACH (Automated Clearing House) files, wires and generates remittance advice reports.
- Creates accounting entries for expenditures to be posted to the General Ledger.

Accounts Receivable

- Standardized process for deposits that are created from the bank statements and accounted for by agencies on a daily basis.
- Agencies account for all items that are being monies collected from other state agencies (paperless process) and external customers to the State.
- Creates accounting entries for deposits to be posted to the General Ledger.

Billing

- Standard process for creating and recording monies owed to the State.
- Agencies are able to bill other State Agencies, Federal Agencies and other external customers.
- Once finalized a bill can only be adjusted, credited and/or re-billed.
- Once finalized the bill is now tracked in accounts receivable awaiting payment.

e-Procurement

- Create requisitions based upon an online catalog of items for selection.
- Online catalog is referred to as Catalog Management, a listing of all items loaded and then selectable based upon the contracted price and quantity.
- Workflow allows a requisition to be created and reviewed and approved online.
- Once the requisition is approved then it becomes a purchase order and sent to the vendor.
- The requisition pre-encumbers dollars based upon the coding and reflects this in an agency's budget.

Purchasing

- Create purchase orders that authorize vendors to ship specific goods or provide specific services.
- Workflow allows a purchase order to be created and reviewed and approved online.
- Once approved the purchase order can be 'dispatched' emailed (paperless process) or mailed to the vendor.
- The purchase order encumbers dollars based upon the coding and reflects this in an agency's budget.
- All purchasing can be tracked against a contract done through e-Procurement and Purchasing.
- Purchasing data is integrated into Accounts Payable for payment.
- Purchasing data is integrated into Inventory for agency warehouses for day to day operation.

- Purchasing data is integrated into Asset Management for the reporting and physical inventory tracking for the State.

Inventory

- Each agency that has warehouse locations uses the Inventory module to track and monitor items that are used on a daily basis for operations, i.e. spark plugs, wiper blades, etc. especially used in 24/7 operations.
- Each agency can transfer stock from location to location as needed.
- Each agency tracks the costs of operations through the use of its inventory.
- Inventory data integrates with Catalog Management, e-Procurement, Purchasing and Accounts Payable.

Asset Management

- Accurately record and track the State's investment in infrastructure, capital purchases, historically significant items and valuable donations.
- Accurately track assets, adjust, transfer and retire assets, and process depreciation costs.
- Conduct physical inventory and report the value of assets within the State.
- Asset data is integrated from Purchasing, Accounts Payable and Project Costing.

Project Costing

- Project Costing is used by agency's for cost collection and for monitoring progress and status for a product or service, including labor costs, overhead costs, etc.
- Projects can span from several months to several years.
- Project Costing is used by DOT, DEP, DPH, DPW and DOIT to track each program or specific tasks to complete.
- Project Costing allows reporting and analysis of budget, commitments and expenditures at a lower level than General ledger.

Customer Contracts

- Used in conjunction with Project Costing, this allows capturing agreements between a State agency and the customer that they are billing for recovering or reporting costs. The customer can be another State agency, a Federal agency or a third party.
- Through integration between Project Costing and Billing, labor incurred on project is billed through an automated process. Based upon the agreement, only the limit within the agreement can be billed.

Other Financial Modules that would allow review of data statewide, as well as, standardize a process and create less paperwork:

- Planning and Budgeting – Tracking and monitoring of budget requests, approvals and development of budgets. This would replace an in-house developed system and spreadsheet requests. This module is currently owned, but not implemented.
- Maintenance Management – Tracking and monitoring of all maintenance done on vehicles, including scheduled maintenance. This would replace several legacy systems and spreadsheet tracking. Estimated Cost: \$306K; \$70K for Oracle support.
- IT Asset Management – Tracking and monitoring of all software and hardware owned by all agencies. This would replace several legacy systems and spreadsheet tracking. This module would need to be purchased. Estimated Cost: \$72K; \$16K for Oracle support.
- Real Estate Management – Tracking and monitoring of all Real Estate, including maintenance which increases the value of land and buildings. This would replace several legacy systems and spreadsheet

tracking. This module would need to be purchased. Estimated Cost: \$165K; \$37K for Oracle support. Additional cost for Maintenance, Real Estate and IT Asset Management of \$72K for purchase of Asset Lifecycle Management with \$16K for Oracle support.

- Cash Management – Tracking and monitoring of cash within the State. This module would need to be purchased. Estimated Cost: \$100K; \$22K for Oracle support.
- e-Settlement – Processing of paperless invoices. This module would need to be purchased. Estimated Cost: \$116K; \$26K for Oracle support.

Training Tool

User Productivity Kit (UPK)

UPK is used by Core-CT (HRMS, Financials and EPM) to create on-line training materials and exercises.

- Licensing costs are based on the number of potential users.
- When Connecticut expands to full employee self service for any modules, an expansion will be needed to a UPK enterprise license. Estimated cost: \$269K; \$50K for Oracle Support.

Enterprise Performance Management (EPM):

- EPM is the Data warehouse for statewide ad-hoc reporting of the Core-CT system.
- Current data from both the HRMS and Financials applications is loaded into EPM on a nightly or biweekly schedule onto simplified reporting tables; data in EPM is static and is up to 24 hours old.
- Captures all of the day-to-day transaction information processed by Core-CT and has over seven years of detailed transaction data.
- Enables non-technical users to generate their own HR, financial or project costing reports, as needed.
- Provides public queries published in the On-line Catalog of Financial Reports and EPM Queries for users, as well as the tools for users to develop their own queries.
- The query tools allow users to easily download reporting data to Excel and other applications.
- Supports the American Recovery and Reinvestment Act (ARRA) quarterly reporting to the Federal Government for state agencies.
- Is the foundation for Oracle's Business Intelligence Enterprise Edition (OBIEE), an on-line robust analytical processing tool (OLAP). OBIEE integrates with the EPM warehouse to leverage multi-dimensional reporting through intuitive reports and dashboards to support business analysis and strategic decision making. It is currently under review.
- Delivers pre-packaged PeopleSoft on-line analytical applications including: Planning & Budgeting, Activity-Based Management, Balanced Scorecard, Workforce Analysis and Workforce Scorecard. These are not currently in use.

Attachment C: **Combined State Archives and State Records Center**

This summary was prepared by Public Records Archivist Jeffrey E. Collins on October 15, 2009.

Question:

In September 2009, State Librarian Kendall Wiggin requested information regarding the feasibility of a single facility for the Connecticut State Archives and the Connecticut State Records Center.

Overview:

The State Archives houses permanent archival records at two locations: the State Library and Supreme Court building (231 Capitol Avenue, Hartford) and the State Library Van Block Facility (75 Van Block Avenue, Hartford). The State Library first began to store modern archival records (20th century and 21st century) at the Van Block Facility in 2001. The facility also includes two storage sections for other CSL divisions: one for newspapers and one for museum artifacts.

The State Records Center houses inactive state agency records at the Records Center warehouse (198 West Street, Rocky Hill). The facility was converted from a root cellar to a records center in 1958 and is owned by the State. It has since received several additions.

Total Storage Capacity:

231 Capitol (State Archives):

Capacity: 10,848 cubic feet

Current: 10,848 cubic feet

TOTAL: 10,848 cubic feet

75 Van Block (State Archives):

Capacity: 32,000 cubic feet

Current: 26,080 cubic feet

Available Space: 5,920 cubic feet

198 West Street (State Records Center): 77,234 cubic feet

Capacity: 77,254 cubic feet

Current: 73,820 cubic feet

TOTAL: 3,434 cubic feet

Storage of Public Records:

State agencies are required to maintain public records in their office or at an off-site public records storage facility approved by the Office of the Public Records Administrator pursuant to CGS §11-8a. Agencies may operate their own facility, such as a Central Files (e.g., Department of Environmental Protection) or a Records Center (e.g., Department of Transportation). They can also store records with the State Records Center or an approved vendor on State contract (currently only Iron Mountain). The State spends approximately \$300,000 every year on off-site storage at Iron Mountain as the vendor charges a fee for every service (monthly storage,

re-file, inter-file, request, re-boxing, and destruction). In contrast, the State Records Center does not charge the agencies for any services. The only cost to the State is personnel and facility related.

Statement of Problem:

Neither the State Archives nor the State Records Center has the capacity to accommodate the storage of public records for the State of Connecticut. Further, the State is wasting valuable money on leasing a facility in Hartford as opposed to purchasing and operating a facility for the preservation of public records in perpetuity.

Solution:

The State needs to purchase or build a new facility with a combined State Archives and State Records Center. This facility should be large enough to accommodate future storage needs for the State of Connecticut and should have dedicated environmental controls to preserve public records forever.

ATTACHMENT C:



February 1, 2010

2010-R-0039

**PRINTING COSTS OF PUBLICATIONS PRODUCED
FOR THE GENERAL ASSEMBLY**

By: Terrance Adams, Legislative Analyst

You asked for information about the cost of printing certain publications produced for the General Assembly. Specifically, you wanted to know (1) what publications are required to be produced for the General Assembly by statute or special act, (2) how much it costs to print these publications, and (3) what other parties receive these publications.

SUMMARY

According to the Legislative Library, Connecticut General Statutes and special legislative acts mandate approximately 500 publications to be produced for the General Assembly in a given year. These range in scope from the complete set of Connecticut General Statutes to one-time reports by legislative task forces. By far the most costly publication is the 16-volume set of Connecticut General Statutes, which cost approximately \$ 490,000 to print in FY 09, followed by the State Register and Manual, which cost approximately \$ 75,000 in FY 09. However, beyond a handful of major publications, the printing costs for individual reports are generally not itemized.

Under CGS § 11-4a, reports produced for the General Assembly must be filed with the House and Senate clerks, Office of Legislative Research (OLR), and state librarian. Other recipients may include legislative committees, the governor, state and federal agencies, and municipalities. Some publications are offered for sale to the public, and some are available online.

REQUIRED PUBLICATIONS

According to the Legislative Library, Connecticut General Statutes and special legislative acts mandate approximately 500 publications to be produced for the General Assembly in a given year. These publications fall into three broad categories: (1) major publications, such as the Connecticut General Statutes and the State Register and Manual; (2) reports produced on a regular basis, such as an annual report by an agency; and (3) special one-time reports, such as the report of a legislative task force.

The Legislative Library reports that 419 reports are required to be produced regularly. The frequency of these reports varies, but most are produced annually. In addition, each year the General Assembly mandates a number of special, nonrecurring reports. In 2008, it passed legislation requiring 80 such reports. In 2007, it required 96.

PRINTING COSTS AND DISTRIBUTION

According to the Office of Fiscal Analysis (OFA), the state in FY 09 spent \$ 4,332,172 on printing and binding and \$ 249,381 on photocopying. These figures represent expenditures from the state's 10 operating funds. OFA notes that these line items generally reflect the cost of contracts with outside vendors and do not include agencies' internal printing costs.

Besides certain major publications described in the next section, agencies are generally unable to isolate the cost of printing individual reports. According to the Department of Administrative Services, agencies' internal printing costs are not uniformly accounted for statewide. Internal printing costs are often reflected in an office supplies line item, but this line item is an aggregate total of many supplies beyond paper and printing equipment, and agencies generally do not itemize the costs of mandated reports printed internally.

Under CGS § 11-4a, reports produced for the General Assembly must be filed with House and Senate clerks, OLR, and state librarian. For archival and recordkeeping reasons, the State Library and the House and Senate clerks generally require hard copy submissions of mandated reports. In addition, some major publications, such as the statute books, have their own specified distribution requirements, as described in the next section.

Beyond these printing requirements, agencies increasingly disseminate their reports electronically. A May 2009 executive directive from Governor Rell required state agencies to "cease printing all brochures, leaflets, annual reports, and similar communications or informational materials, unless such materials are required to fulfill a federal or state mandate." This directive follows a 2003 executive order by then-Governor Rowland that

directed state agencies and employees to make every effort to reduce printing costs and, whenever possible, to make information available electronically.

PRINTING COSTS OF SELECTED MAJOR PUBLICATIONS

Table 1 shows the FY 09 printing costs of certain major publications. Most of these publications are also available online.

Table 1: Printing Costs of Selected Major Publications

<i>Publication</i>	<i>FY 09 Printing Cost</i>	<i>Statute Requiring Publication</i>
General Statutes of Connecticut	\$ 489,921	CGS §§ 2-60, 2-61
Connecticut State Register and Manual	Approximately \$ 75,000	CGS § 3-90
Governor's Budget Documents	Approximately \$ 47,000 (total for 2009-2011 biennium)	CGS § 4-71
Public and Special Acts	\$ 46,356	CGS §§ 2-58, 2-61
OLR Summary of Public Acts	\$ 7,270	N/A
Legislative Guide	\$ 5,961	N/A
OFA Budget Book	\$ 5,372	N/A
Assembly Journals	\$ 4,663	CGS § 2-49
Legislative Record Index	\$ 4,663	CGS § 2-13

Source: Figure for State Register and Manual provided by Secretary of State's office. Figure for governor's budget documents is in vendor contract. All other figures provided by Office of Legislative Management

Connecticut General Statutes

The 16-volume set of the Connecticut General Statutes is by far the most expensive of the mandated publications to produce, with printing costs of \$ 489,921 in FY 09. The Legislative Commissioners' Office (LCO) currently publishes 5,402 complete sets of statute books annually and 3,962 individual volumes.

The secretary of state is required to distribute a complete set of the Connecticut General Statutes to a number of parties as follows:

1. 500 sets to the State Library for its general purposes and for exchange with other states and libraries;

2. 400 sets to the Judicial Department for the use by state-maintained courts, plus additional copies if certified as necessary by the executive secretary of the Judicial Department;
3. as many sets as necessary to state agencies for the performance of their duties;
4. one set each to the governor, lieutenant governor, treasurer, secretary of state, attorney general, comptroller, and adjutant general;
5. one set to each town clerk, probate court, municipal police department, assistant to the attorney general, and county law library; and
6. one set to each legislator, the House clerk, and the Senate clerk (CGS § 2-61).

State Register and Manual

The Secretary of State's Office estimated that it cost \$ 75,000 to print the State Register and Manual in FY 09. Under CGS §3-90, the secretary of state determines the number of copies to be published in a given year and allocates these copies to federal, state, and municipal agencies. CGS § 7-35 requires town clerks to have the latest edition.

According to the contract with the vendor, 9,500 soft cover copies of the manual must be produced, as well as 500 hard cover versions and 15,000 copies of a 16-page color section. Under the contract, softbound copies of the Register and Manual are distributed as follows:

1. 3,205 to Connecticut's town clerks, each clerk receives between eight and 53 copies depending on the town's size;
2. 1,500 to the State Board of Education;
3. 545 to the Commission on Official Legal Publications;
4. 475 to the State Library;
5. 100 to the Attorney General's Office; and
6. all remaining softbound copies, along with the 500 hardbound copies, to the secretary of state.

Governor's Budget Documents

For the 2009-2011 biennium, the base cost for printing the governor's budget documents is approximately \$ 47,000, according to the vendor contract. The actual cost may be higher or lower depending on the number of pages and copies ultimately produced. These budget documents include the (1) biennial budget, (2) biennial budget summary, (3) biennial budget highlights, (4) governor's biennial economic report, (5) midterm budget adjustments,

(6) midterm budget highlights, and (7) governor's midterm economic report. The most costly of these documents is the biennial budget, with a base cost of \$ 12,246 for 900 copies.

Public and Special Acts

The FY 09 printing cost of the public and special acts is \$ 46,356. According to LCO, 5,215 sets of Public and Special Acts are now produced annually. The distribution of the public and special acts, with some exceptions, is similar to that of the statute books, as described above.

Other Major Publications

Legislative Record Index. The Legislative Record Index cost \$ 4,663 to print in FY 09. Copies of the publication must be made available to representatives of the press, the State Library, the Governor, the secretary of state, the attorney general, and such other persons as the House speaker or Senate president may designate.

House and Senate Journals. Together, the House and Senate Journals cost \$ 4,663 to print in FY 09. By law, 375 copies of both the House and Senate journals must be published within three months of the end of the legislative session. One copy of each journal is certified to be the true record of proceedings and deposited with the secretary of state (CGS § 2-49). The journals of each house are distributed as follows:

1. 50 copies to the secretary of the state;
2. 50 copies to the State Library;
3. one copy to each requesting incorporated or associated library in the state;
4. one copy to each county bar library;
5. one copy to each state officer and each legislator;
6. one copy to each town, at the request of the town clerk; and
7. the remaining copies to the secretary of state.

Resource Publications. The OLR Summary of Public Acts (\$ 7,270 FY 09 printing cost), OFA's Budget Book (\$ 5,372), and the Connecticut Legislative Guide (\$ 5,961) are produced as a resource for legislators and the public, but are not mandated by statute.

ATTACHMENT E:
TESTIMONY FROM 12/14/10 (Informational Hearing)



Testimony before the Task Force on the Reduction of State Agency Paper and Duplicative Procedures

Michael P. Starkowski, Commissioner

December 14, 2010

Good morning, Representative Nafis and members of the task force. My name is Michael Starkowski. I am Commissioner of the Connecticut Department of Social Services (DSS). I am pleased to be here this morning to present testimony on efforts being made in my agency to reduce paper use and duplicative processes.

Agency's best practices:

The Department of Social Services has taken a number of steps over the last few years to increase efficiency and to reduce duplication and paper usage within the agency. I would like to share with you a few of the measures that we have implemented.

1. Regular use of PDF documents and electronic transmittal of correspondence, reports, and Freedom of Information Act requests. The department has significantly reduced the amount of paper usage and mailing costs by utilizing scanners and email when possible.
2. Increased use of our internet and intranet. The department's public website contains a significant amount of consumer information in our attempt to promote self-service and increase accessibility. Information such as program eligibility, publications, downloadable applications and frequent updates any changes made to our programs can be found on the website. Our intranet, available to all our staff, provides ongoing information and updates about program eligibility, repository for all internal and external forms, policy manuals and agency statistics to name a few.
3. Postage Project. DSS generates 6.5 million pieces of mail each year, excluding mail sent by contracted managed care organizations, our HUSKY/Charter Oak enrollment broker (ACS), and other contractors. Our return mail rate averages between 4% and 6% per month. There are two reasons why mail is returned: 1) the address is inaccurate; or 2) the client does not live at the address reported to DSS.

Recognizing the problem, agency staff formed an internal workgroup that has been meeting over the last year to create a solution. A plan has been developed that will significantly decrease the number of returned mail by about 70% and result in cost savings of approximately \$100,000 per year. The department will install software that will match the address that is currently on file in our Eligibility Management System to the list of valid addresses on file with the U.S. Postal Service. In addition, this software

will match the client against the USPS national change of address database to determine if the person reported an address change to the post office. While we estimate a reduction in paper, duplicative processes and actual cost savings, the greatest benefit is workload reduction. Undelivered mail causes a backlog in case processing. It increases the number of times a worker handles the case to complete a single transaction and the phone call volume to the regional offices. Regional staff indicated that each mail item that returns with a change of address sticker on it results in 2 or 3 additional mailings.

The other reason for implementing this process is the U.S. Postal Service itself. Undeliverable mail costs money to carry and return it to the sender. As a result, the USPS is phasing out postage discounts for large mailers that do not utilize the automated technologies developed to cleanse and forward mail to the addresses reported to the Post Office. We could end up paying 6 cents more per letter if we do not start this process. Six cents on 6.5 million pieces is almost \$400,000 per year. The cost of the equipment we need is less than \$6,000 per year when you subtract the federal share for SNAP, MA and TFA.

4. Client Issue Tracking System (CITS). At my direction our Office of Communications/Public and Government Relations worked in conjunction with our Information Technology Services to develop a web-based referral and tracking system for client cases. As you are probably aware, the department receives a substantial amount of client and applicant-related inquiries from numerous sources that are sent throughout the agency. Upon reviewing further, we discovered that external sources were not only contacting various units throughout the agency but they were also sending multiple requests.

To address this growing problem, staff created a web-based program that allows authorized staff to enter client data and simultaneously email the information to the appropriate regional office for resolution. The information is housed in a centralized database that will notify the user if an inquiry currently exists, in addition to generating tracking reports. With the implementation of this system, we have seen a reduction in use of paper, faxes and duplication of efforts.

5. Modernization. As a result of the Raymond v. Rowland settlement agreement, a lawsuit alleging that people with disabilities could not effectively access our services, DSS is making changes to the way we do business. These changes will provide extra help for people with disabilities, as well as create changes to physical office setup, procedures, written notices and phone and computer systems to make them easier to use, the department is exploring a number of systems and processes to increase access to our regional offices. This includes web-based applications, an Interactive Voice Response phone system, an electronic document management system and enhancements to our regional offices. While this is still in the planning stages it will greatly improve access and efficiency, while eliminating the mountains of paper we regularly deal in.
6. Internal and external use of electronic (fill-able) forms for requesting services and program materials. The department receives frequent requests for applications and

informational materials about our programs. The department has converted the request forms to a fill-able electronic format and the requests come back to the department via email.

7. File exchanges of client data between DSS and the Housing Authorities in Middletown and New Haven regions. This project was initiated in our Southern region and has experienced great success. The department entered into an MOU with the Middletown and New Haven housing authorities that allows for the electronic transfer of client information necessary for maintaining or determining eligibility of benefits. By implementing this it provided a seamless transmittal of information, reduced the time and paper between the two agencies and eliminated the need for client shaving to come into the office to fill out additional paperwork.

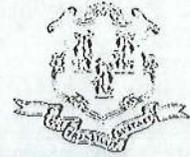
Obstacles with regards to efficiency:

There are a number of obstacles to obtaining much needed efficiency in state agencies.

- Statutory and legislative requirements that do not support paper reduction efforts. The department is currently responsible to produce and submit 73 legislative reports, all required by statute. Each report is on a different timeframe and the reports have varying submission frequencies. These requirements are labor-intensive at a time when we have lost staff and caseloads have been skyrocketing. Our resources are stretched very thinly. While I completely support transparency, in this time of diminished resources, our focus really needs to be on serving our clients.
- Requirements for Submitting Regulations to the Legislative Regulation Review Committee. The Regulations Review committee currently requires that 19 paper copies of the proposed regulation and any corresponding documentation be sent to the committee. On March 4, 2010 I wrote to the committees recommended that they consider allowing for the electronic submittal of regulations, a copy of which is included with my testimony.
- The overall cultural shift of moving to a “paperless” environment.

Suggestions for statutory and regulatory changes that could be made to decrease the amount of paper in your agency:

- Revise the Regulations process to allow for electronic submissions.
- Consolidate statutory reporting existing requirements.



165 Capitol Avenue
Hartford, CT 06106-1658

Task Force to Study the Reduction of State Agency Paper and Duplicative Procedures

Testimony of Martin W. Anderson, Ph.D., Commissioner

December 14, 2010

The Department of Administrative Services (DAS) has worked hard to cease printing reports and other similar documents unless such materials are required to fulfill a federal or state mandate and to use paperless processes whenever possible.

As part of its efforts to reduce paper, DAS has implemented on-line applications in several of its processes. For example, both the contractor prequalification certification program and the supplier diversity (set-aside) certification program have automated on-line application processes. We have also recently moved the P-card (purchasing card) application process on-line. Similarly, DAS has created a Law Enforcement Recruitment website through which individuals can apply for the Corrections Officer, Protective Services Trainee and State Police Trooper Trainee exams – three of the largest examinations run by DAS – without submitting any type of paper. DAS is continuing to explore the feasibility of transferring other DAS processes to the web.

Other efforts that are well underway that will reduce paper bound processes and paper report and form production include the inauguration of the electronic monthly billing for all state fleet vehicles, accepting the new on-line CT-HR-12 state job and examination application forms (with electronic signatures) as email attachments, and accepting job applications directly through the Core-CT eRecruit system (a progress demonstration is taking place today). In addition, we have become almost completely independent of needing to produce paper job and examination announcements through the development of eAlert systems for persons to receive notices via email (with almost 8,000 subscribers) along with a facebook presence allowing users to learn of job opportunities.

Legislative Reports. One area that may yield savings – both in terms of staff resources and agency paper usage – is legislative reports. DAS, for example, submits numerous of reports to the legislature – some annually, some quarterly and others on an *ad hoc* basis. These reports take time and resources to compile. In addition to staff time, some of these reports include voluminous attachments (while some reports are only a page long, others have 70-100 page attachments). Since some of these reports are outdated and may no longer provide the

information sought and used by legislators, this Task Force may consider recommending that the **legislature conduct a thorough review of all reports owed by agencies** – to determine whether each report is still necessary or if the report instead could be requested/provided on an as-needed basis.

When reports are provided to the legislature, agency paper can be drastically reduced if the reports could be provided electronically. Under Section 11-4a of the Connecticut General Statutes, agencies are required to make a minimum of 20 copies of each report (for the Office of Legislative Research, the House and Senate Clerks and 17 for the State Library), in addition to the copies given to the committees of cognizance and other interested committees. DAS and other agencies would reduce their paper usage and achieve measureable savings – both in terms of copying costs and in staff time – if it could submit its reports electronically instead. On a state-wide basis, the aggregated savings of paper and other resources would be substantial. The Department of Administrative Services respectfully urges this committee to **pursue legislation that was proposed in the 2010 legislative session that would revise C.G.S. § 11-4a to allow agencies to submit all of their legislative reports electronically.**

Regulations. In addition, one of the most significant areas of unnecessary printing is the 19 copies of each regulatory proposal required for review by the Legislative Regulations Review Committee. Not only do the multi-page proposals constitute an unneeded expense, but they must be submitted in folders that must be custom ordered by agencies. Instead, a **single electronic package** should be required to be submitted to the committee administrator eliminating the need for costly office supplies.

Public Hearing Testimony. A related issue is the number of copies of written testimony – ranging from 20 to 75 – that must be filed with legislative committees in advance of public hearings. Written testimony could easily be submitted electronically and posted online by the committee, eliminating the need for unnecessary extra paper copies. This practice would also improve accessibility and transparency.

DAS will continue to brainstorm ways to reduce its paper usage and welcomes the opportunity to participate in future discussions on this issue.

RICHARD BLUMENTHAL
ATTORNEY GENERAL



55 Elm Street
P.O. Box 120
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Office of The Attorney General
State of Connecticut

**TESTIMONY OF
ATTORNEY GENERAL RICHARD BLUMENTHAL
BEFORE THE TASK FORCE ON REDUCTION OF STATE AGENCY PAPER AND
DUPLICATIVE PROCEDURES
DECEMBER 14, 2010**

I appreciate the opportunity to provide information to the task force regarding the Office of the Attorney General's efforts to reduce the use of paper and streamlining procedures. The Task Force has requested that each state agency provide such information as part of its ongoing information gathering.

I commend the Task Force for reviewing state agency procedures to determine how the state may reduce the use of paper. Even with our significant recycling efforts, use of paper unnecessary consumes natural resources and energy.

My office has sought to reduce paper use in the following ways:

1. Use electronic filing of court documents;
2. Use emails and pdf documents for internal memos rather than printing out copies for everyone on the cc list;
3. Encourage the printing of necessary documents on two-sides of the paper;
4. Transmit documents to opposing legal counsel by email rather than sending hard paper copy by mail or courier.

Looking forward, there are two major areas where the use of paper could be reduced:

- o Use electronic filing of regulations with e-signatures for Attorney General approval and state agency signatures;
- o Use electronic contracts with e-signatures for all parties to the contract;

A significant amount of paper is used for draft contracts and proposed regulations, which could be eliminated.

My office is eager to work with the Task Force on reducing paper use. Thank you.

Testimony Presented to:
Paperwork Reduction Task Force (P.A. 10-75)

Submitted by Brenda L. Sisco, Acting Secretary
Office of Policy and Management
December 14, 2010

Thank you for the opportunity to submit testimony on behalf of the Office of Policy and Management to the Paperwork Reduction Task Force.

The Office of Policy and Management has implemented a wide variety of agency policies, procedures and business process improvements that specifically address the mandates of the Paperwork Reduction Task Force:

“ways in which state agencies and departments can reduce or eliminate duplicative procedures and the amount of paper used and how, when practicable, technology can be employed to help in such reduction or elimination”

I. CORE-CT Implementation

The Office of Policy and Management has fully implemented the CORE-CT Human Resource and Financial Modules. OPM utilizes the Payroll function and the Time and Labor functions of the Human Resource modules to manage its work force of 150 employees, including the use of automated time sheets. Agency business operations are managed through the available financial modules, which include General Ledger/Chart of Accounts, Accounts Payable, Accounts Receivable, Purchasing, E-Procurement and Inventory.

OPM was a pilot agency for automated time sheets during the statewide implementation of the CORE-CT system and has been an active user since 2003.

II. Business Process Improvements which Reduce or Eliminate the Amount of Paper Used

The Office of Policy and Management has implemented numerous automated business process applications to reduce or eliminate the amount of paper used. Those business process improvements are listed below by function and application:

a. Division of Administration

1. Misc. Grant Payments Processing

- *Application:* CORE-CT Payments File. OPM has developed a flat file structure for batch payments to feed the CORE-CT payment process. This file component alleviates the need for OPM accounting staff to enter individual payments into the CORE-CT system one at a time. This batch payment file process is used across numerous grant programs within the agency to expedite payments through CORE-CT.

2. Board of Accountancy (previously APO to OPM)

- *Application:* License Renewal and Continuing Education tracking: OPM IT staff developed an online payment module (using PayPal) for BoA's annual license renewal process for 10,000 certified accountants. It also included a tracking module for continuing education requirements.

b. Budget and Financial Management Division

1. Applications Development and Support

- *Application:* Automated Budget System: OPM Budget provides State agencies with automated tools to begin the process of building and submitting their budget requirements to OPM; Agency budget submissions are gathered through a central server, reviewed and approved by agency analysts; the final Budget document is ultimately produced by this system as an aggregation of approved agency budget submissions.

c. Executive Finance Office

1. Purchase of Service (POS)/Personal Service Agreements (PSA) Portal

- *Application:* POS/PSA Request Website. OPM has built an online, web-enabled portal to expedite the review and approval of both Purchase of Service (POS) contracts and Personal Service Agreements (PSA) from state agencies; The portal provides for direct data entry by the agency and contains an automated workflow component which alleviates the need to transmit a piece of paper among 6 sequential logging, review and approval processes within OPM. The POS/PSA portal handles 2,000 - 3,000 requests a year.

2. Assets Management Function:

- *Application:* JESTIR (Joint Effort for State Inventory Reporting). The JESTIR system collects state owned building inventory information from 33 state agencies on a quarterly basis. Data collection is currently done by e-mail or disc/CD; efforts are under way to build a web-enabled system for direct data input by affected State agencies.

d. Intergovernmental Policy Division

1. Assessment, Data Collection and Grants Management

- *Application:* Renters' - Rebate For Elderly/Disabled Renters Tax Relief Program. Working in conjunction with IGP grants staff, OPM IT staff have constructed a front-end software application that allows for direct constituent input of Elderly/Disabled Renters rebate application data at the local (town hall) level. The aggregated application data from each town is uploaded into a master file at OPM and rebate checks are then processed via batch payment file process in CORE-CT. This process alleviates the need to collect, transport and key punch 45,000 paper applications on an annual basis
- *Application:* Homeowners' - Elderly/Disabled (Circuit Breaker) Tax Relief Program. Working in conjunction with IGP grants staff, OPM IT staff have constructed a front-end software application that allows for direct transmittal of aggregated property tax reimbursement claims from municipal tax assessors as a result of the Elderly/Disabled (Circuit Breaker) Tax Relief Program. The aggregated application data from each town is uploaded into a master file at OPM and reimbursement checks to towns are then processed via batch payment file process in CORE-CT. This process alleviates the need to collect, transport and key punch 30,000 paper applications on an annual basis.
- *Application:* Real Estate Sales Listing/Sales Ratio. Working in conjunction with IGP grants staff, OPM IT staff have constructed an on-line portal application which allows municipal tax assessors to directly input their land/property sales into a central database on a regular basis. This process alleviates the need for OPM staff to travel to individual towns and perform/confirm paper record checks of 5,000 - 10,000 actual land/property sales on an annual basis. Previously, three full-time staff members were dedicated to traveling to towns to collect this information.

e. Criminal Justice Policy and Planning Division

1. Criminal Justice Grants

- *Application:* OPM Grants Portal. The OPM Grants Portal application has allowed for the online submittal and digital storage of criminal justice grants management documents, e.g., applications, budgets, quarterly financial reports, etc. for 159 towns that received ARRA stimulus funds. Efforts are underway to build out this application to include the Criminal Justice Policy and Planning Division's entire grant portfolio of approximately 300 grants.

f. Policy Development and Planning Division

1. Energy Function:

- *Application:* Furnace Replacement Rebate Program. The furnace rebate program database application provided an automated workflow environment to review and approve more than 14,000 applications and generate a payment list for CORE-CT.
- *Application:* OPM Grants Portal. The OPM Grants Portal application has allowed for the online submittal and digital storage of Energy grants management documents (e.g., applications and budgets) for 142 towns that received ARRA stimulus funds.

2. Long Term Care Function

- *Production & Mailing of Publications:* The CT Partnership for Long-Term Care program provides consumers and insurance and financial professionals with numerous publications on long-term care and the Partnership. Through the promotion of downloadable publications from OPM's Partnership website, the program has been able to reduce by over 50% the number of publications it needs to produce and mail out.

III. The OPM Intranet

The Division of Administration of OPM actively manages and promotes the use of the OPM Intranet as an online service tool to simplify the availability and access of administrative information for its employees. The OPM Intranet eliminates the need to produce, copy, inventory, and distribute paper copies of forms, applications, policies, handbooks, job aids, "boilerplate" language documents, instructions and guidelines, etc. as they may relate to agency employment, job-

related requirements and agency administrative mandates and requirements. By category, OPM's Intranet contains the following information:

Benefits	Core-CT Information	Employee Handbook	Featured Links
Building Information	Directories	Employee Orientation	Human Rights
Calendar (Monthly)	Emergency Procedures	Employment Opportunities	Office Technology
Calendar (Yearly)	Employee Development	Employee Recognition	Policies and Procedures

Further, the OPM Intranet contains approximately 100 forms and documents which are used by agency personnel to manage their daily work requirements.

The New Employee Orientation process at OPM is now completely automated through the use of online documents, handbooks and forms.

IV. Additional Policies and Procedures in place to Reduce or Eliminate the Amount of Paper Used

Records Retention and Disposal Procedures: Comprehensive records retention and disposal procedures are posted on the OPM Intranet. A general overview of the steps to follow as one reviews material for the purpose of determining whether it should be saved or destroyed is provided under this procedure. Appropriate links to the Connecticut State Library retention schedules are also included. OPM has also identified the records retention coordinators program in each of the respective divisions.

Submission of Legislative Reports: Consistent with Governor M. Jodi Rell's memorandum dated December 19, 2007 and Governor Rowland's Executive Order Number 30, in order to reduce printing and mailing costs, OPM has implemented the guidelines for paper and electronic document submissions when submitting legislative reports:

Hard copies shall be submitted to the following:

- Clerks of the Senate and the House of Representatives – one (1) copy each;
- State Librarian – two (2) copies. In addition, send the document's URL on the OPM website to the State Library at CDA@cslib.org;
- Office of Legislative Research -- one (1) copy; and
- Legislative Committees of Cognizance – five (5) copies each pursuant to the reporting requirements of the statute, public or special act.

Reports shall be posted to the OPM website in a .PDF format. All other copies shall be submitted via e-mail linking to the document's URL on the OPM website or using an attachment in Adobe Acrobat .PDF format. These guidelines are posted on the OPM Intranet.

Double Sided Printing Instructions: OPM's IT Support staff has created job aids (instructions/screenshots), that can be downloaded from the OPM Intranet , for those printers and copiers within the agency that are capable of duplex (double-sided) printing.

Scanning Paper Documents Instructions: OPM has several large capacity Savin copiers that are capable of scanning documents. Instructions for proper use can be downloaded from the OPM Intranet. OPM's IT Support staff has created one scan shared network folder for each OPM Division to store their scanned files.

Office Paper Recycling Guidelines: Office Paper Recycling Guidelines are available for download from the OPM Intranet



State of Connecticut
Department of Developmental Services

DDS

M. Jodi Rell
Governor

Peter H. O'Meara
Commissioner

Kathryn du Pree
Deputy Commissioner

December 14, 2010

To: Members of the Task Force on the Reduction of State Agency Paper and Duplicative Procedures.

From: Peter O'Meara, Commissioner of Developmental Services

Re: Agency suggestions

Thank you for the opportunity to present you with some information regarding steps that the Department of Developmental Services (DDS) has taken to reduce costs related to several office functions and processes.

Since 2008, DDS has been able to cut expenditures for office supplies and copy paper statewide by more than half due to numerous business office initiatives that have been undertaken and implemented in DDS's three regions and central office. These initiatives include:

- The use of scanners to increase electronic distribution of documents instead of hard copies.
- Making double-sided copies the standard preset function on agency copy machines.
- The implementation of paperless time-off requests
- The assignment of "RightFax" numbers to key staff. This allows documents to be faxed to an individual's email for further electronic distribution and sharing.
- Where possible, offices re-use non-confidential paper that has been put in the recycle bin. The blank side is used to print on.
- Two regions have instituted electronic protocol for submitting purchase requisitions, client accounting withdrawals, mileage reimbursement and accident and loss reporting.
- The department's Central Office and North Region have instituted electronic mileage reimbursement, and accident and loss reporting. They will be implementing the electronic purchasing and client accounting documents in this fiscal year.
- In the business office's accounts payables/purchasing department, the printing of vouchers and purchase orders has been discontinued. Only documents absolutely necessary for files are printed.
- Staff have been asked not to print emails unless absolutely necessary.
- Many staff have been instructed to print to copiers rather than printers because the vendor pays the toner costs for our copies and this results in a savings related to toner.
- Many client accounting forms have been eliminated or consolidated.
- Staff who submit forms electronically, are requested to set up an electronic filing system in lieu of keeping hard copies when possible.

Additionally, DDS Human Resources staff have also implemented some initiatives to significantly reduce the use of paper:

- Supervisors and employees with computer access have been directed to submit Human Resources forms electronically including time off request, personnel action forms and requests to fill vacancies.
- Human Resources is in the process of implementing use of the CORE-CT "self service" payroll system for reporting and approval of employee time and attendance in those areas where it is feasible for employees to report their time via computer. This will significantly reduce the use of paper time sheets.

DDS is constantly looking at ways to reduce agency costs. My staff would be happy to discuss any of these specific initiatives in greater detail with the legislature or other state agencies as requested.

In addition to savings through a review of general business functions, DDS has some recommendations for the legislature to consider when looking at ways to decrease costs:

- Allow for electronic submission of testimony for public hearings.
- Review the process for promulgating state agency regulations allowing for electronic submission.
- Eliminate or consolidate outdated agency reporting requirements. Many statutorily required reports have outlived their initial purpose when proposed by the legislature (DDS will be submitting legislation in 2011 to reduce required agency reports).

Thank you for the opportunity to offer some suggested cost savings ideas. You may contact DDS Director of Legislative Affairs, Christine Pollio Cooney at (860) 418-6066 if you require additional information from us.



Department of Environmental Protection

eGovernment

What is eGovernment?

eGovernment is the use of information and communication technology to provide and improve government services, transactions and interactions with citizens, businesses, and other arms of government.

DEP eGovernment Projects

DEP has worked on several key eGovernment projects over the last five years. These projects have ranged from making sportsmen's licenses available on-line to enabling electronic reporting of air emissions data. These solutions have effectively used technology to collect, store and provide on-line access to environmental information and data.

Benefits of eGovernment

The flexibility of eGovernment improves overall customer satisfaction and creates a two-way connection between government and its citizens/customers.

The benefits of eGovernment include:

- Improved customer service – instant, 24-7 accessibility of information and services
- Increased efficiency – eliminating paperwork and avoiding unnecessary data and information processing
- Reduced costs – less staff time needed as a result of simplified processes
- Increased transparency – data and information more accessible to the public
- Improved quality control – minimizes risks of key stroke errors in course of data entry

DEP eGovernment Projects – Accomplishments

External

External eGovernment projects are designed for and directly involve DEP's constituents. They provide direct electronic interaction with our agency addressing various business functions.

- I. Air Emissions Inventory System – EMIT
 - Provides the regulated community an on-line interface for reporting air pollution emissions from Title V sources, in accordance with the federal Clean Air Act.
- II. Discharge Monitoring Reporting on-line – netDMR
 - Provides the regulated community a self reporting tool to submit data to EPA which is required to meet NPDES (National Pollutant Discharge Elimination System) permit reporting requirements under the federal Clean Water Act.

- III. CT Environmental Conditions Online – CT ECO
 - Provides municipal officials, businesses and the public a variety of GIS tools and data for viewing and sharing statewide natural resource and environmental information.
- IV. Camp Ground Reservation System – Reserve America
 - Provides an on-line system to reserve campsites at state park and forest campgrounds.
- V. On-line Sportsmen Licensing
 - Provides a public web site for purchasing Connecticut fishing, hunting, and trapping licenses, as well as all required deer, turkey, pheasant and migratory bird permits, stamps and tags.
- VI. Emergency Spills Response & Underground Storage Tank – ESRUST
 - Release 2 will provide on-line access for the regulated community for registration and renewal of Underground Storage Tanks (USTs).
- VII. DEP Web Site at www.ct.gov/dep provides:
 - Forms
 - Electronic Documents
 - Access to various environmental databases
 - General postings of agency-specific information

Internal

Internal eGovernment projects enable DEP staff to be more responsive to the public, the business community, and other government entities.

- I. Site Information Management System – SIMS
 - Provides staff a single view of integrated data, electronic documents and geographic information related to Air, Water, and Waste for regulated facilities.
- II. Emergency Spills Response & Underground Storage Tank – ESRUST
 - UST Registration: Gives DEP staff the ability to enter and track new registrations or renewal of existing registrations of USTs.
 - UST Inspections: DEP's enforcement staff collects field data on laptops and can also access, create and instantly distribute compliance documents, including Notice of Violations (NOVs). This system then synchronizes information via Air Card to DEP's main UST Registration Database.



Department of Environmental Protection

LEAN – managing in a world of “do more with less”

What is LEAN?

A process improvement approach that identifies and minimizes wasted time and effort. Through a week-long exercise, staff teams identify needed improvements and develop a one-year plan to implement the improvements.

Benefits of LEAN

- Empower staff to identify and implement the improvements, not management alone.
- Become more efficient, without lowering our environmental requirements.
- Promote tracking of performance indicators and use of visuals so staff adhere to standard processing time.
- Increase the value of DEP’s services to customers.
- Embrace a continuous improvement philosophy, bringing about cultural changes.

Added Value of LEAN

As more innovative and efficient practices are implemented through LEAN, DEP is able to use staff resources to more effectively meet our obligation to protect and preserve the environment and natural resources of this state. Improving and streamlining our processes allows DEP to:

- Address backlogs and stay current
- Improve the quality of our work
- Better meet the needs of our “customers”
- Address new challenges and tackle emerging issues
- Promote environmental sustainability

DEP LEAN Projects and Value Stream Mapping

27 projects undertaken as of November 2010 that addressed processes related to environmental quality and conservation as well as business administration. Areas that have undergone LEAN projects include permitting, inspection, and enforcement in air, waste, and water pollution control programs, trout stocking, boating safety, requisition and purchasing, health and safety, information management, radiation registration, natural diversity database review and forest management.

Value Stream Mapping (VSM) is a tool used in the LEAN process. VSM is a mapping method used to document the Current State and the desired Future State of information and material flows.

- VSM was used to compare Current State versus desired Future State; this type of analysis enables a determination of the percent reduction in process steps resulting from more efficient delivery of services.

Table Showing Some Examples of the Results Gained from a Number of Lean Events.

Lean Team/Project	Pre-Lean Goals	Post-Lean Results	Reduction or Improvement
Water Enforcement Program (Lean I - completed)	Reduce violation response review time by 50% (60 to 30 days)	Average = 11.4 days	81%
	Reduce time to draft enforcement document by 70% (387 to 120 days)	Average = 96 days	75%
	Reduce Notice of Violation (NOV) backlog by 75% (998 NOV's to 250 NOV's)	Closed out 776 NOV's; Remaining 222 NOV's	78%
Office of Long Island Sound Permit Program (Lean I – completed)	Reduce processing time of initial response letter by 85% (205 to 30 days)	Average = 26 days	87%
	Reduce processing time from application receipt to permit decision by 72% (566 to 160 days)	Average = 167 days	70%
Solid Waste Enforcement Program (Lean II - completed)	Establish electronic tracking mechanism for solid waste enforcement cases	Electronic system in place making for more efficient oversight and completion of cases	NA
	Reduce open enforcement cases by 10% (651 to 586 cases)	Case load = 400	27%
Inland Water Resources Division, Permitting Program (Lean II – completed)	Reduce response times back to applicants by 40%	Sufficiency review process being completed within 90 days (83% of the time)	61.4%
	Collapse 7 regulatory programs into 2 technical disciplines	7 programs to 2 technical disciplines	65%
	Reduce backlog of pending applications (300 pending applications)	Backlog of pending applications = 132	78%
Storage Tank Compliance Inspection Program (Lean II - completed)	Increase number of inspections from 20 to 100 per month	Exceeded goal = averaged 133 inspections per month	565%
Wastewater Discharge Permitting Program (NPDES) (Lean IV – project end May 2010)	Reduce time to process permits by 70% (925 to 284 days)	Current average = 135 days (sample size is five applications)	77%



STATE OF CONNECTICUT
DEPARTMENT OF MENTAL HEALTH AND ADDICTION SERVICES
A Healthcare Service Agency

M. Jodi Rell
Governor

Patricia A. Rehmer, MSN
Commissioner

Memorandum

TO: Members of Task Force to Study the Reduction of State Agency
Paper and Duplicative Procedures

FROM: Doreen Del Bianco, Legislative Program Manager DMHAS

DATE: December 14, 2010

SUBJECT: DMHAS Best Practices, and Recommendations

We are writing this memo to respond to your request for information regarding the use of paper in our agency and our efforts to date to reduce paper and duplicative procedures.

We have attached an excel spread sheet to this cover memo that lays out the practices DMHAS has incorporated into our daily business. We embarked on an ambitious plan this fiscal year and as a result, have reduced our paper requirements by over 950 reams.

We also included recommendations for further reductions in the spread sheet.

In addition to the actions taken by our fiscal units, the Legislative unit has reduced the number of state statute books deliver to our agency by 15, has started to send legislative reports electronically unless requested otherwise and as the FOI unit for DMHAS, has begun to scan documents so that we can reduce printing costs and therefore send FOI documents electronically. This saves paper, staff time to make the copies and allows the individual who makes the request to get the materials at no costs.

We would welcome the opportunity to discuss these matters with you further, should you have questions or desire additional information. Thank you.

Enclosure(s)

Paper Saving Strategies Employed

Approximate Paper Savings by Page Annually

Paper Saving Recommendations

	<p>Employees are now able to lock print their documents. This feature is cost saving because if an employee decides that they don't need to print the document, they can cancel the print job.</p>	<p>Unable to estimate</p>	
	<p>In November 2008, all OOC employees received a memo regarding changing the margins/font on their documents to reduce paper consumption.</p>	<p>18,000</p>	
	<p>Double sided printing is available on the new copier machines. Also, out of date letterhead (with former commissioner's name on it) is used in our fax machines to save on new paper.</p>	<p>Unable to estimate</p>	
<p>HSC Unit</p>	<p>Documents are scanned and emailed rather than printing and distributing. Contractor award letters, contracts for signature, fully executed contracts and contract amendments are scanned and emailed to contractors. There are about 350 amendments per year. Internal DM/HAS cc's on correspondence are now routinely distributed via scanning and emailing instead of printing and distributing.</p>	<p>3500</p>	
<p>Estimated Annual Pages reduced Related to Above Strategies</p>		<p>56,940</p>	

Good morning. I'm Rick Bailey, Deputy Chief Information Officer with the Department of Information Technology. Thank you for the opportunity to testify before you today.

I'm here to discuss with you a number of statewide, Enterprise Initiatives and the associated benefits realized by the State. Of interest to this committee, in particular are the benefits realized with the ability to leverage a common set of operational processes and procedures to all using agencies and the opportunities to reduce paper dependency.

The Department of Information Technology has long felt, leveraging the establishment of scalable enterprise solutions is the most cost effective provisioning of services to meet agency operational requirements.

Of the common benefits realized when implementing enterprise solutions:

- Cost savings associated with less resources required to support a centralized solution vs distributed solutions
- Cost savings associated with hardware refresh of redundant systems
- Cost savings associated with software maintenance costs on redundant systems
- Initial purchase and maintenance costs usually include volume pricing discounts
- Provide the opportunity to leverage a single set of operational processes and procedures to all agencies using the platform
- Provide for cross agency knowledge transfer and lessons learned opportunities

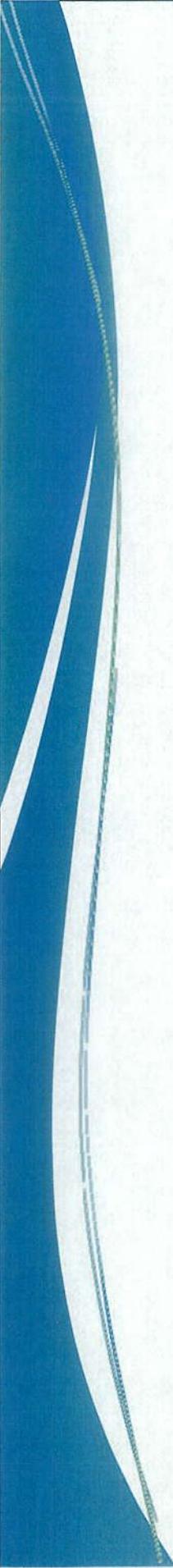
Now I would like to discuss some specific enterprise solutions projects.

DOIT Enterprise Solutions

Rick Bailey

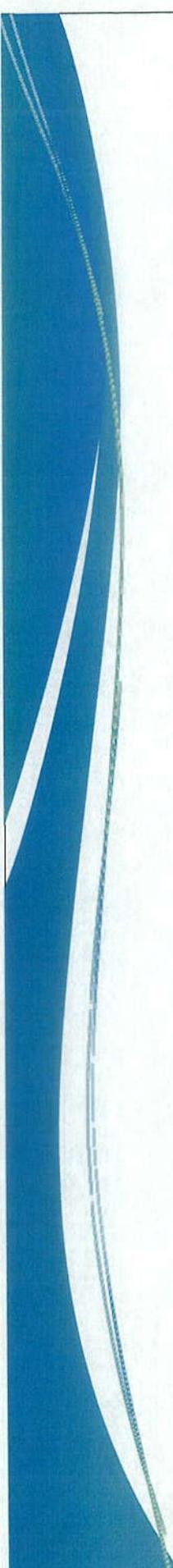
Department of Information Technology

Deputy CIO



Presentation Overview

- Enterprise Platform Initiatives
 - Project Overview/Objectives, Cost Savings, Print Reduction Opportunities, benefits
 - Learning Management System
 - E-Licensing
 - Internet Filtering
 - RightFax
 - CA-Dispatch
 - Safeboot
 - Document Management



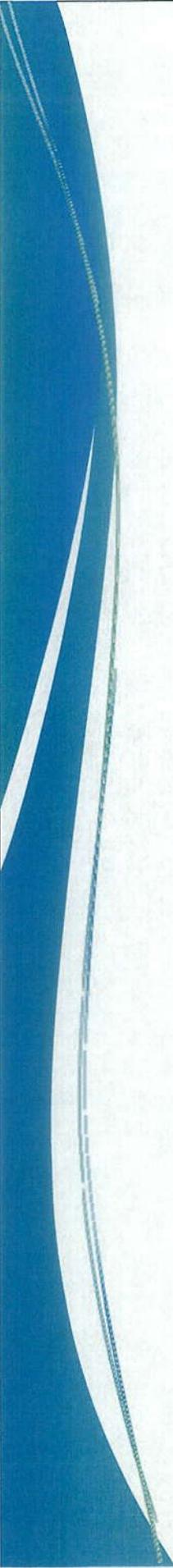
Learning Management System

- Project Overview – Establishment of an enterprise E-learning platform to support Executive Branch agencies employee training requirements.
 - 11 Agencies 25,000 users
- Cost Savings Achieved –
 - \$2.1 Million DOC Yearly Overtime Savings (Off Shift Personnel)
 - \$800,000 Savings attributed to efficiencies of Web based employee training over classroom
 - Additional savings occurred with elimination of 4 agency owned systems
- Print Reduction Opportunities/Results –
 - It is estimated online functionality and reporting capabilities save 300,000 pages of print annually.
- Benefits
 - All common enterprise solutions discussed earlier
 - Sharing of developed training content with all agencies. (ex: Diversity Training)
- Opportunity for growth



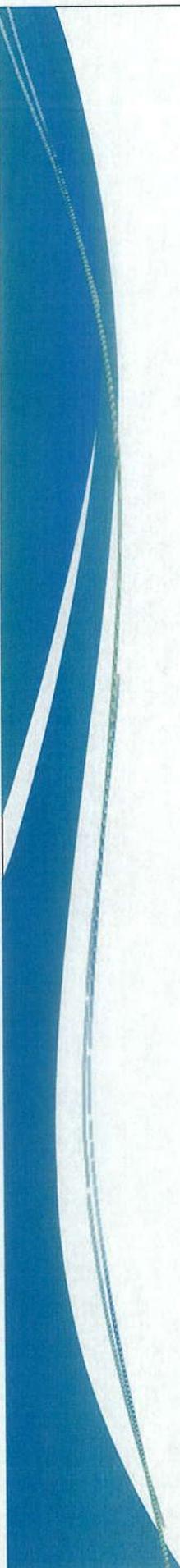
E-Licensing

- Project Overview/Objective – Established an enterprise E-licensing platform to support Executive Branch credentialing needs.
 - 5 Agencies
- Cost Savings Achieved –
 - \$500K DPH implementation
- Benefits
 - All common enterprise solutions discussed earlier
 - Knowledge transfer and lessons learned with DCP helped DPH achieve being up and running on the system in 5 months
- Opportunity for growth



Internet Filtering

- Project Overview – Establish an enterprise internet filtering capability to address all Executive Branch agency requirements.
- Cost Savings Achieved – \$500K+ Yearly
 - 5 agencies with internet filtering solutions migrated to the enterprise solution saving on hardware, software and resources to support the environment.
- Print Reduction Opportunities/Results –
 - Presently, 62 agencies have the capability to generate scheduled or ad hoc employees access reports with e-mail distribution and online viewing capabilities.
- Benefits
 - All common enterprise solutions discussed earlier
 - No opportunity for growth since all Executive Branch agencies are utilizing the system



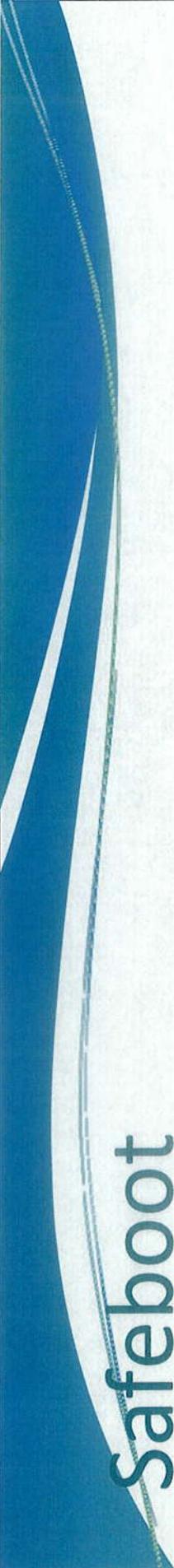
RightFax

- Project Overview – Established an enterprise facsimile platform capable of allowing employees to send and receive faxes directly from the desktop.
 - 22 Agencies with 842 Users
- Print Reduction Opportunities/Results –
 - 2007 470,000 Print Pages Saved
 - 2008 426,000 Print Pages Saved
 - 2009 325,000 Print Pages Saved
 - 2010 339,000 Print Pages Saved
- Benefits
 - All common enterprise solutions discussed earlier
- Opportunity for growth



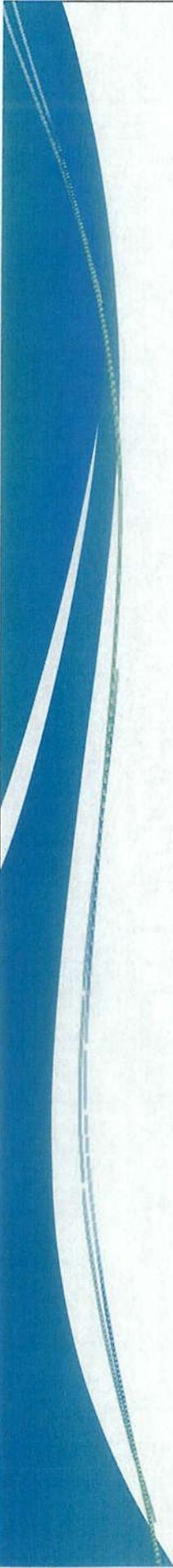
CA-Dispatch

- Project Overview/Objective – Establish an enterprise online print viewing and distribution capability for all mainframe reporting.
 - 40 agencies
- Cost Savings Achieved – Reduced mainframe printer capacity
- Print Reduction Opportunities/Results-
 - 840 Million print lines are available for viewing online
- Benefits
 - All common enterprise solutions discussed earlier
 - No or limited opportunity for growth



Safeboot

- Project Overview / Objective– Establish an enterprise mobile device encryption solution which meets federal encryption standards
- Cost Savings Achieved –
 - \$2.1 Million Initial Procurement
 - \$1.3 Million Maintenance
 - Millions in cost avoidance when a mobile device is lost related credit monitoring and notification services (\$197 per record lost, \$282 per HIPAA record)
- Benefits
 - All common enterprise solutions discussed earlier
 - Standard set of operational process and procedures allowed for 7,000 laptops to be encrypted in a 7 week period
- Print Reduction Opportunities/Results –
 - All reporting and queries produce online electronic results



Document Management

- Project Overview/ Objective – This is a fairly new initiative to establish an Enterprise Document Management System.
- Cost Savings Achieved –
 - 5 agencies collaborated to establish the required funding to support this initiative
- Benefits
 - All common enterprise solutions discussed earlier
- Print Reduction Opportunities/Results - It is anticipated there will be significant print reduction opportunities associated with this solution when fully implemented.

Testimony of the Department of Correction
Task Force on the Reduction of State Agency Paper and Duplicative Procedures

December 14, 2010

Good morning Representative Nafis and members of the Task Force on the Reduction of State Agency Paper and Duplicative Procedures. The Department of Correction welcomes this opportunity to share with you some of its best practices and efforts to reduce the use of paper and increase the use of electronic communication in and among the agency's administrative office and correctional facilities, other state agencies, contractors and others.

The Department's "Best Practices" include the following:

- o The Board of Pardons and Paroles (BOPP) Casenotes Project, which will be fully implemented in 2011, currently allows for the storage of electronic information such as electronic police reports, transcripts, Pre-Sentence Investigations and other documents received from other agencies. We now receive this information electronically and instead of reducing down to paper copies store these electronic files on a special drive created by the Department's MIS Unit. These documents are stored in this secure location and are accessible to BOPP and Department staff who require access. Additionally, the BOPP through the Casenotes application is moving toward a completely paperless process.
- o As an example of realizing cost savings and going green, staff at the Carl Robinson Correctional Institution have been taking scrap paper and utilizing it to make Mini-Request Forms for the inmate population at MacDougall-Walker Correctional Institution. An extremely reduced amount of paper has been used since staff implemented this process in September 2010. Just another example of staff saving us some money and helping out the environment.
- o At the Brooklyn Correctional Institution staff has reduced the size of Inmate Request Forms so that two forms are on one sheet of paper. The sheet is then cut in half.
- o At Osborn Correctional Institution, a very practical way to reduce the consumption of paper in the computer class has been to require the saving of all tutorial projects as .pdf files rather than printing them out to paper. These reports are then submitted as required by our curriculum over the facilities local LAN (classroom only) and can then be graded for the student with the use of paper at any point.

- When an environmentalist from the Facilities Maintenance and Engineering Unit conducts annual tours of a facility, recycling is an area that is being audited.
- The agency has initiated a printer consolidation project, which should reduce the amount of printers as well as printer toner. The goal is to eliminate as many stand-alone printers as possible and encourage staff to do more electronically where possible rather than print everything they receive. Changing the culture as to when documents and materials need to be printed is critical. Also important is the need to educate staff as to what information is available and what they can easily get access to without printing it. The project worked extremely well in the agency's Fiscal Services Unit, and the Human Resources Unit is the next targeted area.
- The Inmate Overview Sheet has reduced a significant amount of paper. Now more information is stored on one sheet of paper, including a photo. Prior to this, individual RT screens and other paper records were needed to make up a file for an inmate being transported.

Overall, the Department seeks opportunities as it conducts its daily business to reduce the amount of paper and the costs associated with printing. A number of reports are strictly electronic and a number of training manuals, policies and procedures and presentations are either posted on the agency's intra-net, a specific computer drive or centralized within a unit for staff's easy access and reference. Meeting agendas and minutes and Roll Call Memoranda are disseminated electronically. When there is a need to print documents, double-sided printing is strongly encouraged.

It has been suggested that contact be made with those companies that fax unsolicited product list, travel information and menus to multiple numbers within a state agency to ask that they discontinue this practice. This unsolicited information is typically information that the agency would never use and is a waste of not only paper but also printer toner.

Thank you for giving the Department of Correction the opportunity to highlight its efforts to reduce paper.

**TESTIMONY PRESENTED BEFORE THE TASK FORCE TO STUDY CONVERTING
LEGISLATIVE DOCUMENTS FROM PAPER TO ELECTRONIC**

December 13, 2010

Karen Buckley-Bates, Director, Office of Government Relations

As state agencies deal with the ongoing challenges of limited resources, the Department of Public Health is eager to share with the legislature ways in which it has utilized technology to decrease operating costs.

Implementation Of Best Practices

• **Default Duplex Printing**

On an individual basis, staff at the Department of Public Health has elected to default printer settings to duplex-print documents. This simple setting cuts the usage of paper in half and is available with most printing equipment used by state agencies.

• **Identify Forms Being Completed In Hardcopy**

DPH leadership has instituted processes as part of our internal legislative tracking that eliminate unnecessary printing and the associated courier and archiving costs.

• **Utilize Currently Available Electronic Documents**

The Office of Government Relations has provided both formal and informal training to agency employees to ensure that there exists agency-wide proficiency in using electronic documents available on the CGA website.

• **Minimize Unnecessary Ordering of Legal Documents, Volumes**

Documents produced and distributed by the Secretary of the States' office, including statute volumes, statute supplements, public acts and Register & Manuals (aka, "blue books") all contain information that is already published online. DPH has cut the annual request it makes for these documents by half. There has been no operational impact from this cut. Those individuals for whom hard copies of these items are crucial to performing their tasks still have them available. The agency is continuing to assess the need for the current numbers ordered and will likely make further decreases moving forward as staff revisit how electronically available resources meet their professional needs.

- **Submit Required Reports Electronically**

Under a May 2009 directive from Governor Rell, executive branch agencies have undergone a transition toward preparing and distributing required reports electronically when appropriate under the law. The Department of Public Health has enthusiastically taken part in that process, submitting reports to the General Assembly, Legislative Library and State Library by e-mail. Not only has this reduced the expense of preparing reports for the agency, it has also increased the department's ability to submit these reports in a timely manner.

Recommendations For Policy Changes

- **Electronic Submission Of Legislative Testimony**

Transmittal of testimony to all committees should be allowed in electronic form. A consistent procedure for all committees to receive and redistribute testimony electronically would eliminate the mass printing required to submit testimony.

- **Electronic Submission Of Regulatory Proposals**

One of the most wasteful paper requirements encountered by the department is the 19 copies of regulatory proposals required by the Legislative Regulations Review Committee for each proposal that appears before that body. Not only do the multi-page proposals constitute an unneeded expense, they must be submitted in folders that must be custom ordered by agencies on a semi-regular basis. A single electronic package could—and should—be required to the committee administrator eliminating the need for both the aforementioned office supplies, as well as the thousands of dollars in human resources expended on an annual basis by regulatory agencies to compile the sizeable packages.

- **Maximize Ability To Submit Reports Electronically**

The statutes require certain reports be submitted to external entities by state agencies in hard copy. A review of statutes that mandate reports should be conducted to ensure that each allows for electronic submission.

- **Support Enhanced IT Infrastructure**

As the state looks to expand on the utilization of information technology to maintain archives of necessary documents, thought must be given to a reprioritization of resources to support that goal. In a state government dominated by paper filing and archiving, resources for physical storage and clerical staff to produce and organize those documents has been crucial. Moving forward, new information systems and a professional workforce trained to build and maintain those systems will be necessary. Currently, state agencies lag far behind private sector counterparts in our ability to produce, move and store electronic information. This will not change until a new culture of governing is adopted by policy makers at all levels.



**STATE OF CONNECTICUT
JUDICIAL BRANCH**

EXTERNAL AFFAIRS DIVISION

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**Testimony of the Honorable Barbara M. Quinn
Chief Court Administrator
Task Force to Study Reduction of State Agency Paper
and Duplicative Procedures Public Hearing
December 14, 2010**

Thank you for the opportunity to submit written testimony on the efforts that the Judicial Branch has made to significantly reduce, and in some instances, eliminate, the use of paper.

I am pleased to say that the Judicial Branch has been engaged in a multi-pronged effort to enhance public access, increase efficiency and reduce our reliance on paper-based processes for much of the past decade. The development and continuous enhancement of our website both enables and reflects the advances that we have made.

In the area of administrative services, we have examined all functions to identify areas where business processes could be improved to both improve our service to the public and save staff time. As a result, much of our hiring/recruitment function is now web-based. All of our job openings are posted on the Judicial Branch website and applicants are encouraged to apply for those positions through an electronic application that can be filled out and filed on-line. Since we receive literally thousands of applications for many of the positions that we post, this change has resulted in a significant reduction of paperwork. Although a small number of applications may eventually be printed out, it is only a fraction of the number filed. In addition, we are implementing an automated attendance system for the Branch's nearly 4000 employees. Presently we are testing two systems with about 400 employees and expect to select one and roll it out over the next year, thereby eliminating 4000 paper attendance records

that are produced every two weeks. Finally, our purchasing function has been changed to reduce its reliance on paper. Requests for Proposals are posted on the Judicial Branch's website and are also accessible through the state portal. Although we do still require two hard copies of each bid to be submitted, this is down from the 7 copies that used to be required for the members of the bid review committee. In lieu of the additional copies, bidders must submit their response on a CD. Since some of the bids we receive are in excess of 200 pages long, this simple change has saved thousands and thousands of pages.

Court operations is another area where we have made significant progress in increasing efficiency and improving public access while reducing our use of paper. As one can readily imagine, court cases generate a large amount of paperwork -- the legal profession as a whole has traditionally been a very paper-intensive business. Storage of all these paper records has long been an issue for the Judicial Branch -- we have run out of space in our own facilities and been forced to rent storage space for some of the ever-increasing volume of paper files. As technology advanced and the electronic transmittal and storage of documents became viable, we realized that there was a better way to do business.

Beginning in July of 2004, under the leadership of my predecessor, Judge Joseph Pellegrino, the Branch launched what was then a fairly novel concept named "e-filing". Simply put, it was designed to allow attorneys, litigants, and the court staff to file and access documents electronically via the Judicial Branch website 24 hours a day, seven days a week. At that time, we hoped that e-filing would greatly reduce paper usage, which in turn would produce a more efficient workforce -- no more time wasted sifting through an avalanche of paper to find a particular pleading or motion -- and have a far-reaching impact on our natural resources.

Although this effort began humbly -- at first e-filing was permitted only in a handful of civil cases -- it is now mandatory in virtually all civil non-family cases. Presently there are some 33,000 paperless cases on our dockets. E-filing does not just benefit the Judicial Branch, it greatly benefits the lawyers, who no longer have to scramble to get down to the courthouse to file papers on time.

E-filing was just our first step into the paperless world. Our successful experience with e-filing spawned a number of initiatives that are now found on our website under the heading of "E-Services". Enrollment in e-services allows attorneys to complete a number of business transactions electronically. For example, attorneys may now fulfill a number of mandatory requirements on-line, such as completing their annual attorney registration with the Statewide Grievance Committee, paying their annual Client Security Fund fee, and submitting attorney advertisements to make sure that they comply with the Rules of Professional Conduct. In the area of appellate practice, rules have also been adopted to require parties represented by counsel to submit their often voluminous briefs electronically.

In addition, lawyers who have matters on what we refer to as "short calendar" - short matters argued before a judge - must now indicate electronically if they are prepared to proceed, instead of faxing a document to the court clerk. Furthermore, we have greatly reduced the number of printed calendars that were mailed - at considerable time and expense - to attorneys each week. Now, only a handful of attorneys, who do not have electronic access to the calendars, as well as self-represented parties, receive hard copies of the calendars in the mail. Everyone else must access the calendar on the Branch's website.

Our efforts to reduce paper and make it easier to conduct business with the Branch have not been targeted exclusively at lawyers. The Judicial Branch has a significant number of daily interactions with people who are not involved in a court case. Two new initiatives - one already in progress, and one on the way - will make it much easier for people to conduct business with the Branch while also reducing our reliance on paper.

The first initiative - Online Payment of Motor Vehicle and Criminal Infractions Tickets - allows individuals to pay their tickets electronically, without the hassle of submitting their ticket and payment by mail. Although we just commenced this program in October, several hundred people have already taken advantage of this new opportunity.

The second initiative - Jury Service Postponement - will be implemented in 2011. As many of you know, the Judicial Branch summons hundreds of thousands of people for jury service each year. This generates an extraordinary amount of paper, as each person summoned must send back a notice either confirming or postponing their jury service. In addition, processing all of these notices is a very labor-intensive process for our staff. Beginning next year, our website will allow an individual who has been summoned for jury service to confirm his or her attendance on-line, or if the date is not convenient, to pick a new date for service. This advancement will both make it much more convenient for prospective jurors and significantly reduce the amount of paper generated by Jury Administration.

The Judicial Branch has also made great strides in providing electronic access to the large amount of information it stores. This is not just for public information, a huge amount of which is accessible through the Judicial Branch's website. It is also true for information that must be accessed by law enforcement agencies. Examples of this include the Protective Order Registry, which provides up-to-date information on protective and restraining orders to law enforcement, and the Judicial Electronic Bridge, which provides the Board of Pardons and Parole and the Department of Correction with access to information they must have.

Finally, I would be remiss if I did not mention the nearly 100 publications that are available electronically on the Judicial Branch's website. These publications cover a number of topics, providing information for those involved in civil, criminal, juvenile, or family litigation, as well as information pertaining to jury service, victim services, information for children, and many, many more topics. While many of these documents are still available in print, there is no doubt that making these publications available on-line has significantly reduced the number of copies printed.

Thank you for taking the time to review this very important topic.