

The Governor's Executive Order, creating this Innovation, Efficiency, and Transparency Commission, assigned the Commission a broad task and gave it an open field of play. In undertaking this task, the Commission has researched the actions, structure, and performance of other public and private sector institutions; listened to variety of New Hampshire constituencies and experts; reviewed academic and think-tank literature and studies; and reviewed the work of earlier similar New Hampshire Commissions. Our findings indicate there are real, significant opportunities to enhance the performance of New Hampshire state government. The most significant of these opportunities are enumerated among the recommendations of this report. They include, for example,

- XXXXXX;
- YYYYYY;
- ZZZZZZ; and
- TTTTTT.

And yet, even if all these specific recommendations were implemented, the Commission may still fail to bring about a more fundamental and significant change to New Hampshire state government, one designed to constructively and permanently impact the trajectory of public sector performance. It is telling that since at least 1932 and in almost every decade since 1950, earlier Governors have empowered similar blue ribbon panels and yet still another panel seemed required. Perhaps then, the real measure of this Commission's success is whether or not this is the last such commission appointed because managing for constant innovation, continuous improvements in operation and the timely dissemination of meaningful information related to performance and outcomes must become standard practice and ingrained in New Hampshire state government. What we seek then is:

- not so much a series of one time innovations, but a public sector that is innovative;
- not so much a laundry list of opportunities to improve efficiency, but public institutions that relentlessly strive for efficiency; and
- not so much lists of information to be readily and publically available, but principles and processes in New Hampshire state government that ensure continuous improvements in transparency.

We recognize that what we suggest is an almost cultural shift in the operation and management of New Hampshire state government and the state's resources and assets. Such changes necessarily occur over extended periods, periods long enough to span administrations, swings in political control, and even state labor contracts. What is required is a strategy for fundamental change. We begin by outlining the strategic foundations of change for New Hampshire state government.

The Strategic Foundations of Change

Five strategic foundations are critical to the changes recommended and the accelerated trajectory of state government performance sought. They are:

- a consensus for the need to change;

- a shift from the near exclusive, current process orientation of state government to a shared focus on both process and outcomes;
- a commitment to manage both process and outcomes;
- a recognition that innovation, efficiency, and transparency are not a “free lunch”, but require investments of resources and time to yield attractive “returns” in financial and/or service terms; and
- a phased approach to bring about change that provides proof points, resources from savings produced, and the opportunity to learn.