



New Hampshire Liquor Commission

Operational Efficiency

Modernization of Enforcement and Regulatory Operations

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Executive Summary

The New Hampshire Liquor Commission Division of Enforcement & Licensing modernized its enforcement and regulatory operations by redesigning how records management, field operations, and case oversight are performed across the agency. Previously, the Division relied on a legacy records management system that created inefficiencies in data entry, file retrieval, reporting, approvals, and case coordination.

Rather than simply replacing outdated technology, the Division focused on improving operational responsiveness and aligning the system with how enforcement staff actually work.

More than 500,000 historical case records were successfully migrated into the new environment, eliminating paper-heavy processes and reducing administrative inefficiencies. Officers can now securely access case information from the field, enabling faster investigations, streamlined compliance checks, and more responsive enforcement operations.

The modernization effort improved reporting accuracy, accelerated approvals, strengthened operational visibility, and increased productivity across the Division. As Deputy Chief Danielle Ellston noted, the new system is “so much more responsive to how we operate,” contributing to a significant boost in productivity and morale.

By aligning operational workflows with a flexible, centralized platform, the Division established a more efficient, scalable, and data-driven model for enforcement and regulatory operations across New Hampshire.

Project Description

Idea

What problem or opportunity does the project address?

The New Hampshire Liquor Commission Division of Enforcement & Licensing is responsible for supporting public safety and regulatory compliance across the state. This work includes investigations, compliance checks, enforcement activities, and records management.

Prior to this initiative, the Division operated on an end-of-life records management system that no longer aligned with how enforcement operations functioned in practice. Over years of use, workflows and data entry practices evolved across teams, resulting in inconsistent records, inefficient reporting, and operational fragmentation. Information entered into the system years earlier was often structured differently than more recent records, making retrieval, oversight, and reporting increasingly difficult.

Staff also faced ongoing inefficiencies in data entry, approvals, file retrieval, and case coordination. They balanced modernization efforts alongside daily enforcement responsibilities. As operational demands and reporting expectations increased, the Division needed a more flexible and responsive system that could support real-time access to information, streamline enforcement workflows, and improve coordination across investigations, compliance checks, arrests, events, and regulatory activities.

Why does it matter?

Efficient enforcement and regulatory operations directly support public safety, compliance oversight, and timely decision-making.

When officers and staff cannot quickly access case information, complete approvals efficiently, or generate reliable reporting data, operational responsiveness suffers. As expectations for accountability, reporting, and field coordination continue to increase, agencies require systems that support faster access to information and more consistent workflows.

What makes it different?

Rather than implementing a one-size-fits-all replacement system, the Division focused on aligning technology with real operational workflows.

Key differentiators include:

- A collaborative implementation approach tailored to Division operations
- Migration of more than 500,000 historical case records into a centralized environment
- Secure cloud-native access for officers working in the field
- Configurable workflows supporting enforcement and regulatory activities
- Centralized reporting, approvals, and case management capabilities

This approach improved operational responsiveness while reducing the inefficiencies associated with disconnected legacy processes.

What makes it universal?

Regulatory and enforcement agencies nationwide face increasing pressure to modernize operations while managing growing reporting requirements, operational complexity, and resource constraints.

This project demonstrates a practical operational model showing how agencies can:

- Replace legacy records management systems without disrupting field operations
- Improve coordination between office and field personnel
- Centralize case information and reporting workflows

- Enable secure, real-time access to operational data
- Build scalable, cloud-native infrastructure supporting long-term modernization

Implementation

How did you start?

The project roadmap focused first on understanding how the Division operated day to day before any technology decisions were made.

Project teams worked closely with Division leadership, officers, investigators, and administrative staff to document operational workflows across investigations, compliance checks, arrests, reporting, approvals, and records management. This discovery process identified where staff experienced operational friction, including duplicate data entry, inconsistent record structures, paper-based processes, delayed approvals, limited reporting visibility, and challenges accessing information from the field.

Rather than forcing the Division into predefined workflows, the implementation strategy centered on aligning the new system with real operational processes and enforcement activities already occurring across the agency.

Who was involved?

The project included direct involvement from Division leadership, enforcement personnel, investigators, administrative staff, and operational stakeholders responsible for day-to-day regulatory activities. It was critical to get input from staff actively using the system throughout implementation.

Deputy Chief Danielle Ellston played a significant leadership role throughout the project, helping guide operational priorities, workflow decisions, and implementation strategy. Her direct day-to-day involvement helped ensure the modernization effort remained grounded in the realities of enforcement operations rather than theoretical process models.

How did you do it?

The Division approached modernization as an operational transformation initiative not a technology replacement.

The project began with operational discovery sessions focused on understanding day-to-day enforcement and regulatory workflows across investigations, compliance checks, approvals,

reporting, records management, and field operations. These sessions identified areas of operational friction, including inconsistent data structures, paper-heavy processes, delayed approvals, duplicate data entry, and limited visibility into case activity.

Using those findings, the project team configured centralized workflows aligned to how the Division operates. More than 500,000 historical records were migrated into the new cloud-native platform while maintaining continuity of active enforcement operations.

User testing was integral part of the process to gain feedback

This collaborative and operationally focused approach enabled the Division to modernize workflows, improve efficiency, and increase operational visibility without disrupting critical public safety responsibilities.

Impact

What's changed?

The project improved the efficiency and responsiveness of the Division's enforcement and regulatory operations by replacing a legacy records management environment with a centralized, cloud-native platform.

More than 500,000 historical case records were migrated into the new system, reducing reliance on paper-based processes and improving access to operational data.

This shift:

- Reduced inefficiencies in data entry, reporting, approvals, and file retrieval
- Improved coordination across enforcement and regulatory activities
- Streamlined case management workflows
- Increased reporting accuracy and operational visibility
- Enabled officers to securely access case information from the field

The Division also gained more flexible workflows and improved tools for managing investigations, compliance checks, arrests, events, and regulatory activity.

How do you know?

The Division adopted a collaborative modernization approach focused on aligning the platform with day-to-day operational needs.

Early operational improvements include reduced paperwork, improved staff productivity, more accurate reporting, and faster access to case information across enforcement activities. Officers

can now securely access the system remotely from the field, reducing delays and improving operational responsiveness.

The system's flexibility and cloud-native infrastructure have also improved how the Division manages approvals, reporting, investigations, and compliance operations in real time.

As noted by Deputy Chief Danielle Ellston:

"Our new records management system is so much more responsive to how we operate, which has given us a tremendous boost in productivity and morale."

What's next?

The New Hampshire Liquor Commission Division of Enforcement & Licensing has established a more scalable and responsive operational model for enforcement and regulatory management.

With centralized case data, cloud-native access, and configurable workflows in place, the Division can continue improving reporting, operational coordination, and field responsiveness while supporting long-term modernization goals.

As adoption expands, the Division expects to further strengthen data-driven decision-making, streamline enforcement activities, and improve oversight across investigations and regulatory operations.

This modernization effort represents a sustained shift from a constrained legacy environment to a flexible, system-supported operational model designed to support public safety and regulatory effectiveness across New Hampshire.

Supplemental Information

Case Study: <https://systemautomation.com/case-studies/how-a-liquor-authority-modernized-enforcement/>

Press Release: <https://systemautomation.com/evoke-records-management-nhlc/>

