Why PIVOT?

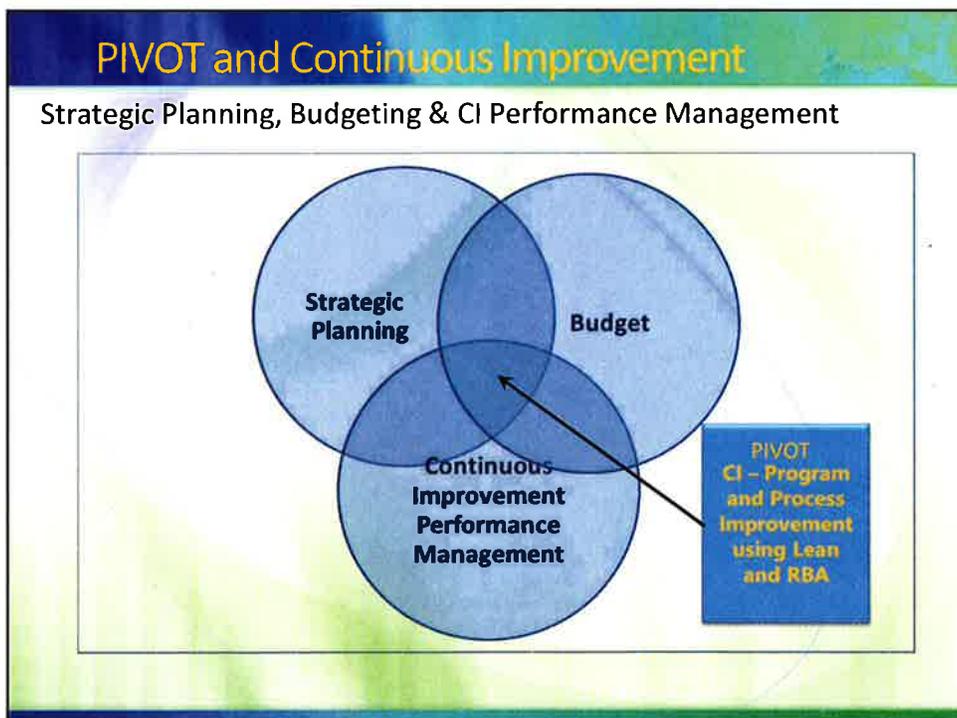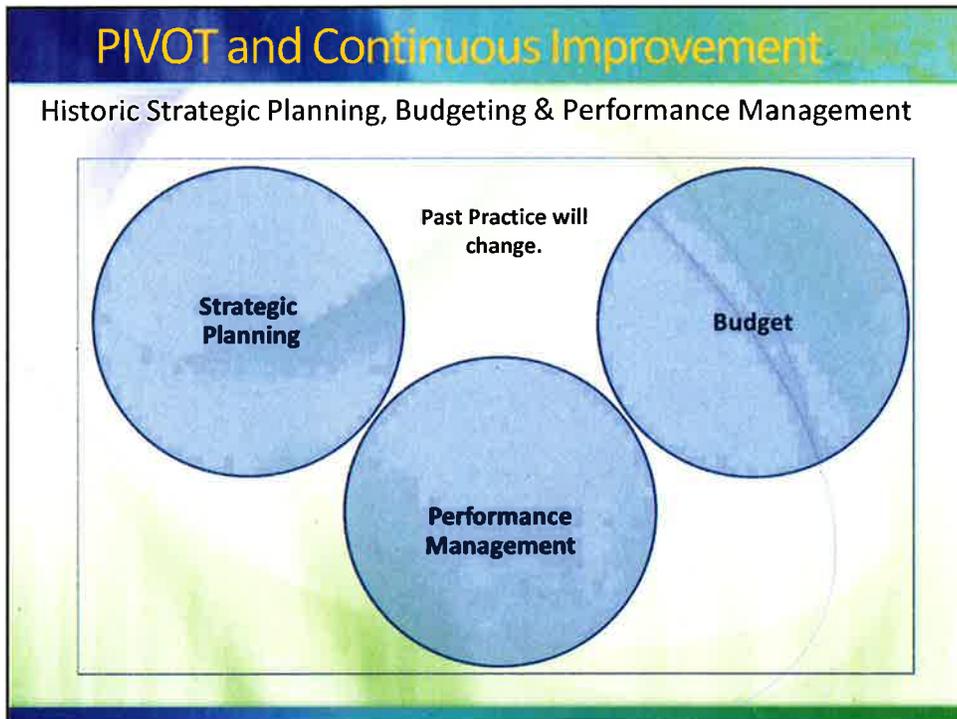**E.O. #17-4: Establish Program to Improve Vermont Outcomes Together (PIVOT)**

- **Definition of *pivot***
- *1* : a shaft or pin on which something turns
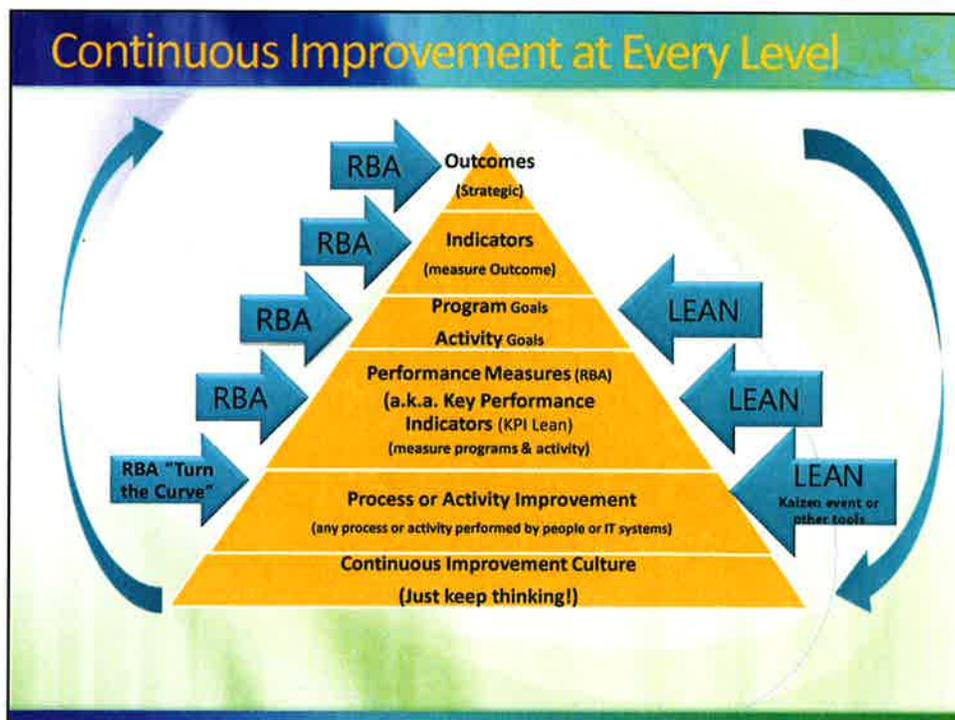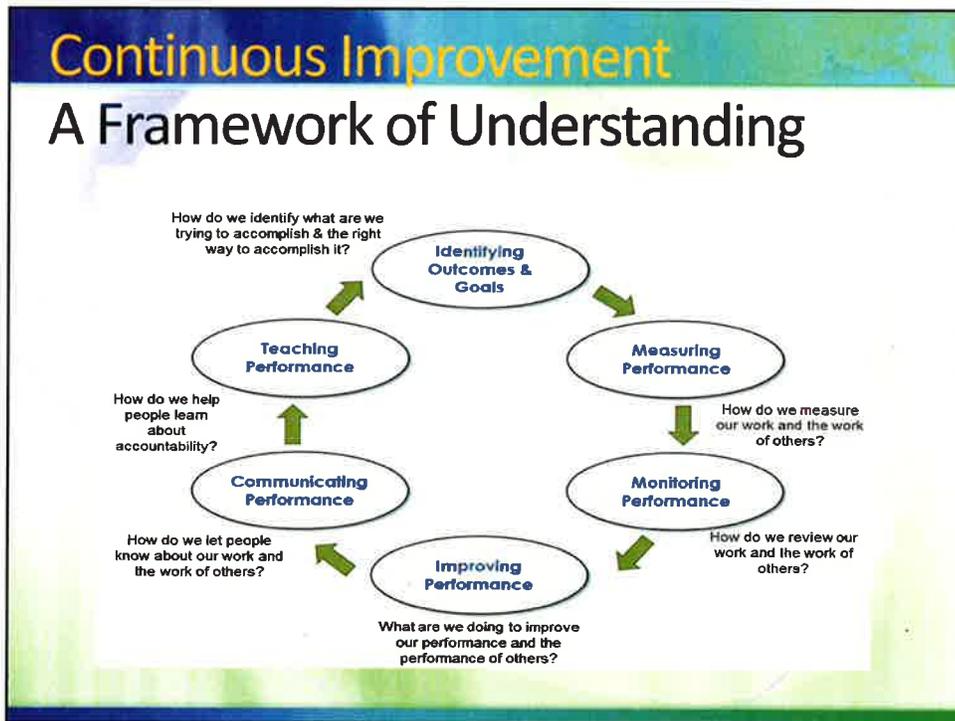- *2 a* : a person, thing, or factor having a major or central role, function, or effect;

PIVOT = Governor Scott's government modernization program

PIVOT and Continuous Improvement

- What is Continuous Improvement (CI):
  - CI is a way of thinking, a commitment to making things better...a culture. CI comes with a toolbox filled with any number of different tools to use. No idea is a bad idea... regardless of whether an idea eventually works or not – the key to CI is to keep thinking!

PIVOT and Continuous Improvement

Historic Strategic Planning, Budgeting & Performance Management

PIVOT and Continuous Improvement

Strategic Planning, Budgeting & CI Performance Management

Continuous Improvement
A Framework of Understanding

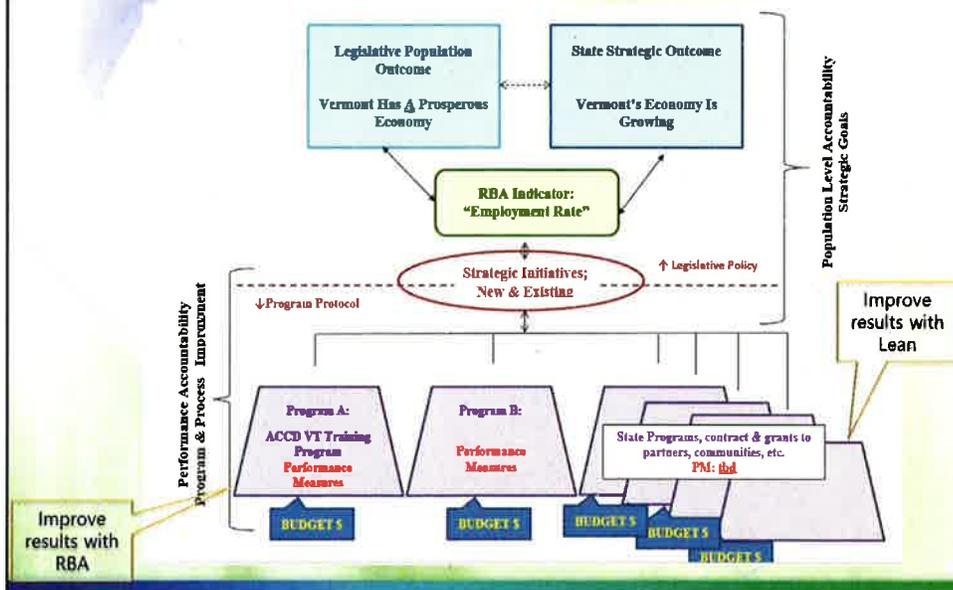Continuous Improvement at Every Level

Continuous Improvement & Data

Data:

"You can't measure what you do not have data for…

And, you can't improve what you can't measure."

Continuous Improvement in Action

Strategy - Continuous Improvement - RBA and Lean Working Together

DEC STRATEGIC PLAN PRIORITY	Lake Champlain Clean-up
• Population-Level Outcome (RBA)	#3: VT's Environment is Clean and Sustainable
• Population-Level Indicator (RBA)	percent of Vermont's inland waters that meet State water quality standards;
• Program	**Stormwater Management Program:** provides regulatory oversight and technical assistance to ensure proper design and construction of stormwater treatment and control practices necessary to minimize the adverse impacts of stormwater runoff to surface waters. This is done primarily through program staff reviewing and issuing a variety of Stormwater permits. The ability to effectively acquire and manage permit and project information is crucial to the success of program operations.
• Process (Lean)	**Stormwater Permits:** The ability to effectively acquire and manage permit and project information is crucial to the success of program operations. Roughly 75% of applications received were administratively and technically incomplete. In addition, application and project information was manually entered into a database multiple times in multiple places. Furthermore, a large percentage of projects were delinquent on inspections, re-certifications, fees, and permit renewal requirements. The program saw a need to make some significant improvements to their process.
• Performance Measure (Lean Results)	• 90% of applications received administratively complete. • 80% of applications received technically complete.