

# Process Improvement at VTrans

**Faith I. Brown** – Director of Finance and Admin.

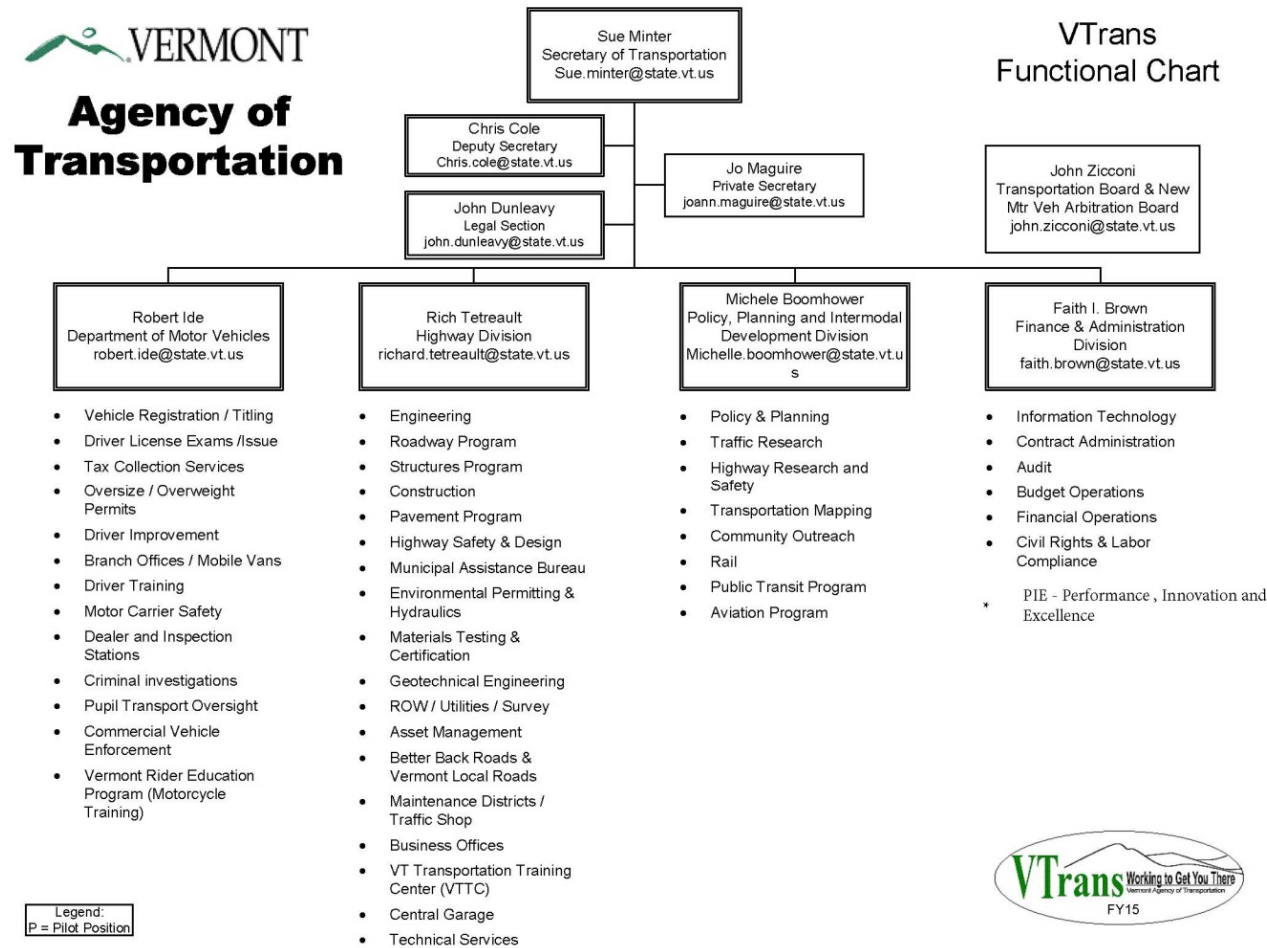
**June Burr** – Business Process Manager

**Rich Ranaldo** – Construction Service Engineer

## AOT PIE Section

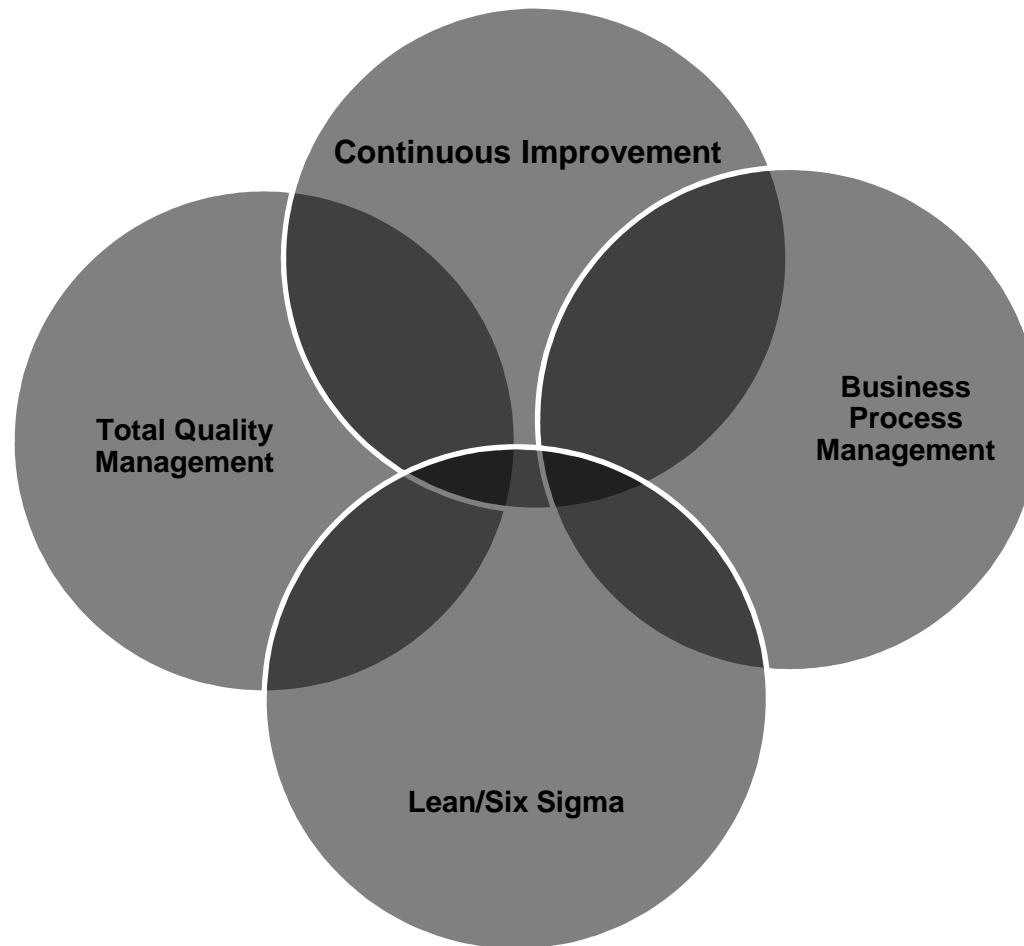
# Performance, Innovation and Excellence !!

Process Improvement at VTrans



# Process Improvement

## What is it?



# Why do we need it?

**Constrained  
Resources**

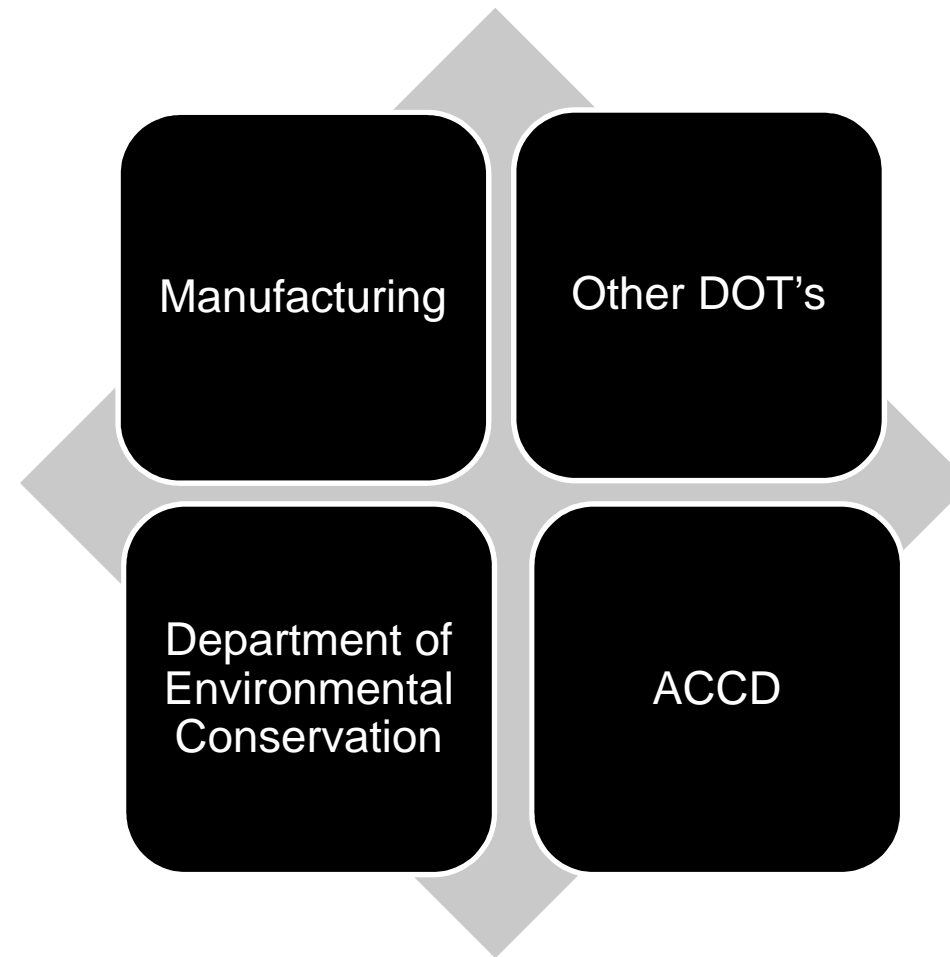
**50 year old  
processes**

**Busy doing the  
work**

**Employees  
eager to make  
improvements**

**Greater  
Customer  
Satisfaction**

# Who else is doing it?



# Who else is doing it?



JANUS



# What does it look like?

**Put a good performer in a bad system and the system will win every time. - Rummler**

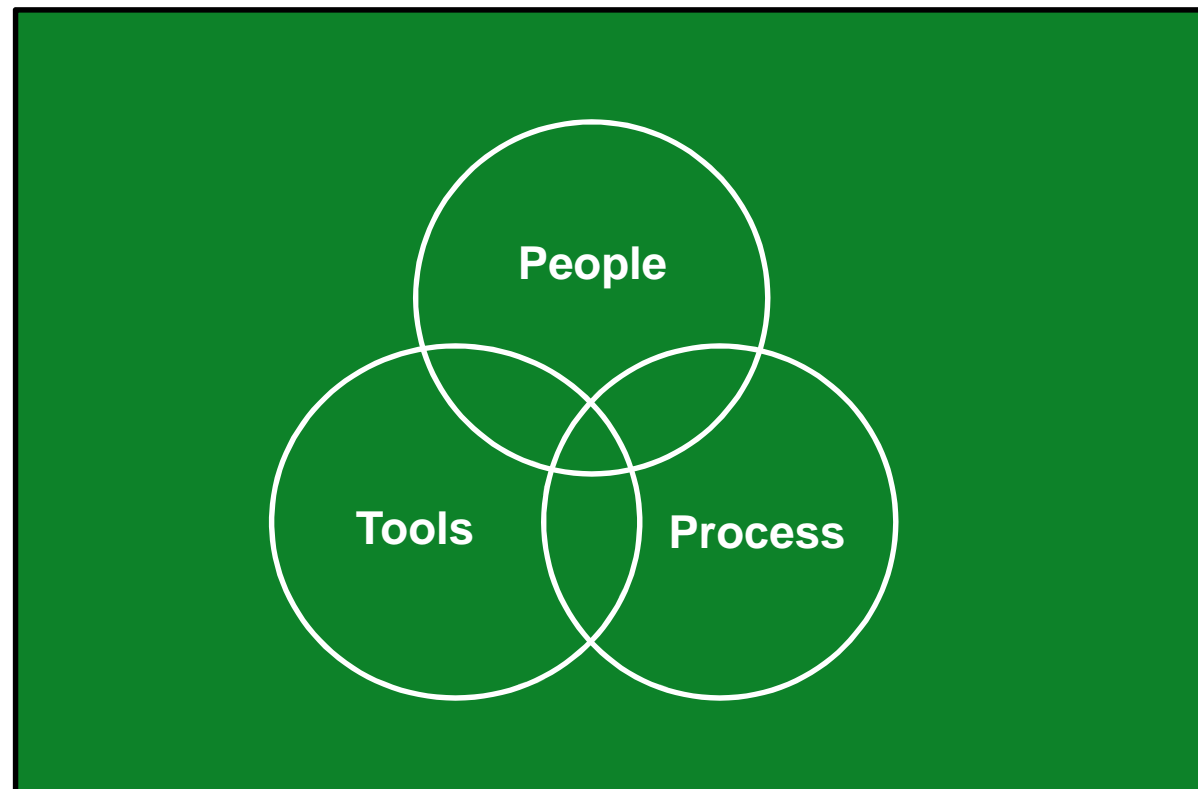




# What does it feel like?



# Systematic Approach



# Performance Dimensions



# Overall Cost Benefit

Project	Federal & State Combined Cost	20 YR Overall Efficiency Gain
Finals Process	\$467,435	\$712,500
Right-of-Way Process	<u>\$1,444,590</u>	<u>\$18,540,000</u>
<b>Overall Combined</b>	<b>\$1,912,025</b>	<b>\$19,252,500</b>

Source: Independent Review of a Proposed Contract Extension for a Vendor Providing BPMS Technology  
(Coeur Group, October 2014)

## 20 YR Net Gain

Efficiency Gain                      \$19,252,500

Cost                                      - \$1,912,025

Net Gain                                **\$17,340,475**

Source: Independent Review of a Proposed Contract Extension for a Vendor Providing BPMS Technology  
(Coeur Group, October 2014)

# Construction Contracting Finals

Step 1



Intake  
Project Box



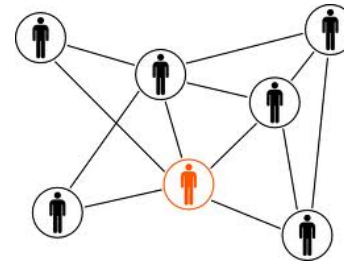
Field

Step 2



Contractor  
Approval

Step 3



Routing



Final  
Voucher

Prior to 2007 17.4 Months

2013 ~12.2 Months

Future: Automated System <10 Months

# Performance Dimensions



# Resources

- M. Beckley, *“Control the Playing Field With Business Process Management”*, (2008)
- Government Finance Officers Association, *“A Guide to Starting The Lean Journey”*, (2014)
- D. McLane, *“State of Vermont, Independent Review Of A Proposed Contract Extension For A Vendor Providing Business Process Management System Technology”*, (2014). Missouri: PMP Coeur Business Group
- K. Taylor, Assistant Secretary Strategic, Enterprise and Employee Services, (2013). *“Synthesis of Lean Information and Practice in Government”*. Washington State Department of Transportation
- U.S. Environmental Protection Agency. *“Lean in Government Starter Kit Version 3.0”*,(2011)
- *“White Paper from The Economist Intelligence Unit Limited”*. Providing Value in the Age of Austerity – New Normal For US Government Programmes, (2013).