

# PERFORMANCE

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JAYNA GUILFORD, DIRECTOR OF PERFORMANCE & STRATEGIC INITIATIVES  
(802) 917-3828

# Who we are:

## CONTINUOUS IMPROVEMENT (3 FTE)

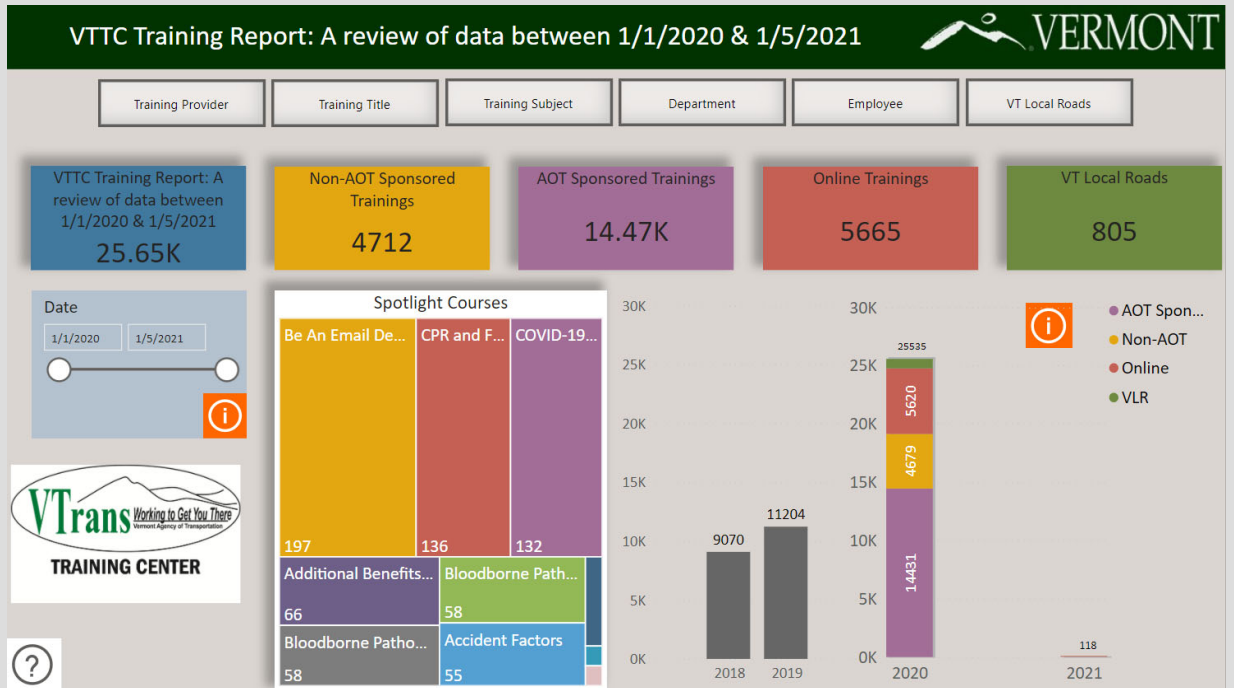
- Reducing Agency risk
- Building a culture of innovation
- Leading efforts to reduce costs in various programmatic areas
- Facilitating process improvements & efficiency engagements

## DATA ANALYSIS AND REPORTING (5 FTE)

- Building tools to measure performance in service delivery
- Developing business intelligence tools for the agency and statewide COVID response
- Leveraging existing technologies to meet business needs
- Managing the VTransparency public information portal

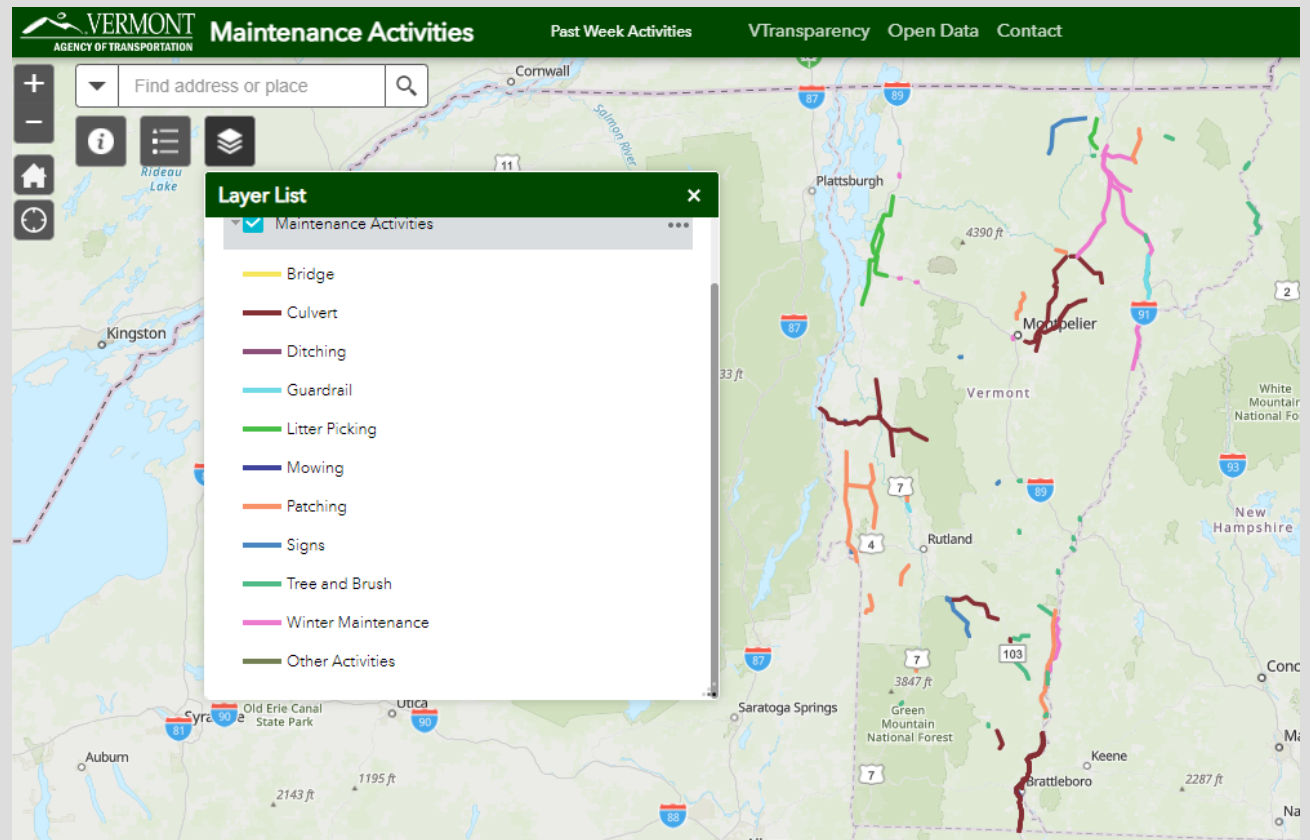
# Defining performance measures: VTrans Training Center

- Measure number of trainings by type
- Identify high volume courses and low volume courses
- View trends over time for training providers, department/division overall and by employee, and VT Local Roads trainings



# Operations Management

- Transparency into daily activities
- Time and materials analysis for all activities
- Year over year comparisons



# Accomplishments - 2020

**A/P Process Improvements:** To reduce COVID risk by limiting office visits, we facilitated a business process modernization using existing technology to convert a paper-based invoice process to paperless. This reduced office visits and is estimated to save approximately \$1,500 per day in staff labor.

**Contract Admin Process Improvements:** Currently modernizing a manual process for drafting finance and maintenance agreements with municipalities. We hope to streamline and shorten the overall time to draft and finalize agreements.

**Project Closures:** Modernized and streamlined the business process to accelerate the close of construction projects on the books with FHWA. Historically, closure of a project required 36 months. With the new process, this is anticipated to take 12 months.

**DOL Support:** Provided 4 employees to support initial call center needs, 2 of which supported DOL longer term with strategic program development for the PUA program.

**Agency COVID Response:** Most team members have played a role with the Agency's Transportation Incident Command Center, in the planning section.

**VTransparency:** Conducted research and interviews to solicit stakeholder feedback to modernize our transportation Agency data portal; VTransparency. See the new look: <https://vtransparency.Vermont.gov>

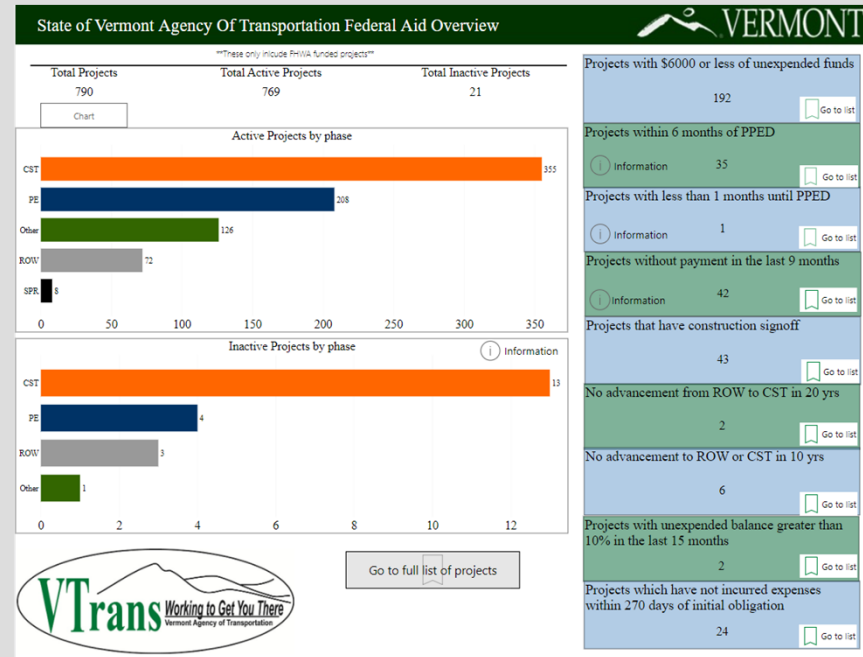
**Salt Management:** Helped to facilitate problem solving activities that have resulted in joining New Hampshire in changing how Vermont bids on salt (Reverse Bidding). This has resulted in a savings >\$4M in purchase of road salt this year compared to previous years.

**VTTC Dashboard Development:** VTTC provides training to the Agency of Transportation. A dashboard reporting tool was developed to capture and visualize all training by VTTC and reported to management, ADS and FHWA. Previously the data cleansing, transformation and visualization efforts to create reports took 10+ hours monthly. With the new dashboard the effort has been reduced to less than an hour a month.

# Project Closures

## Goals:

- Reduce time to close federally funded projects
- Develop operational tool to manage expected outcomes
- Closed over 200 projects within months as a result
- Ongoing management of new closure process



Filters:

- ProjectAcceptanceDate: All
- ConstSignOffDate: All
- STARS Closed Date: All
- Major Program:  Select all,  Other
- Phase:  Select all,  Other
- PROJECT MANAGER: Guilford,Jayna
- PROGRAM MGR: All
- End Date: All

Count of PIN: 2

# of Project Number: 2

**\$39,536.07**  
Unexpended Amount

PROJECT NAME	PROJECT NUMBER	Project Number	PIN	Months to End	Average of % \$ Remaining	Unexpended Amount	PROJECT MANAGER	PROGRAM MGR	ProjectAcceptanceDate
ROW BPM	AIDG(1)	AIDG001	18K074	28	3.95%	\$39,536.07	Guilford,Jayna	Guilford,Jayna	
STATEWIDE	STIC(8)	STIC008	19K326	17	0.00%	\$0.00	Guilford,Jayna	Guilford,Jayna	
<b>Total</b>					<b>1.98%</b>	<b>\$39,536.07</b>			





**Current Road Conditions**

- Road Weather Information Stations
- Plow Finder
- New England 511




**Highway Maintenance**

- Highway Closures
- Maintenance Work
- Maintenance Districts



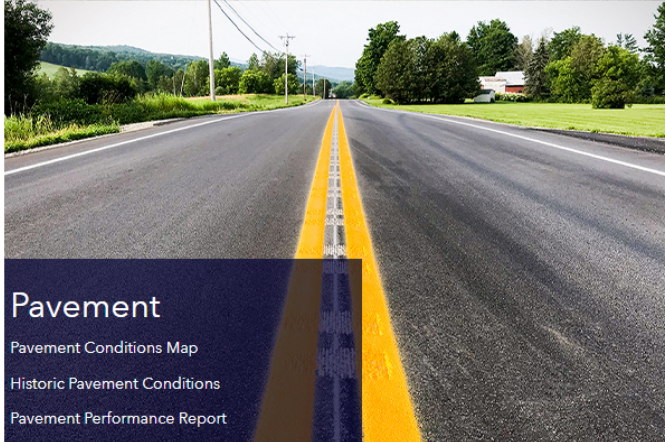
**Projects**

- Project Map
- Current VTrans Projects
- Find a Project




**Rail**

- Rail Crossing Inspection
- Rail Asset Inventory
- Rail Clearance



**Pavement**

- Pavement Conditions Map
- Historic Pavement Conditions
- Pavement Performance Report



**Bridges**

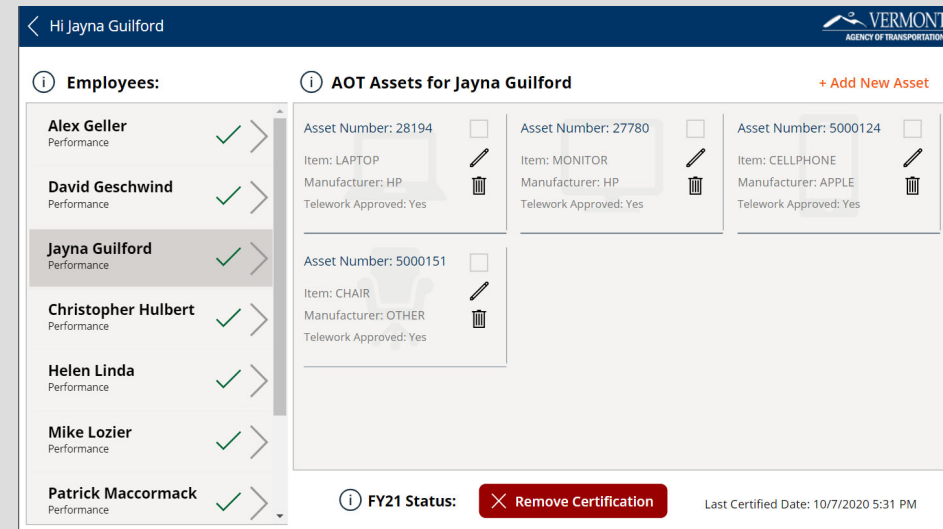
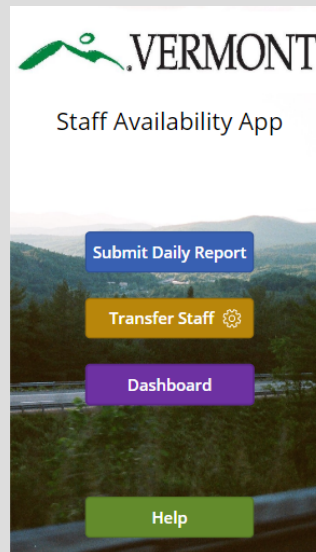
- Bridge Inspection Reports
- Bridge Inspections Map
- Rail Bridge Bridge Inspection

<https://vtransparency.vermont.gov>

# COVID Response Support:

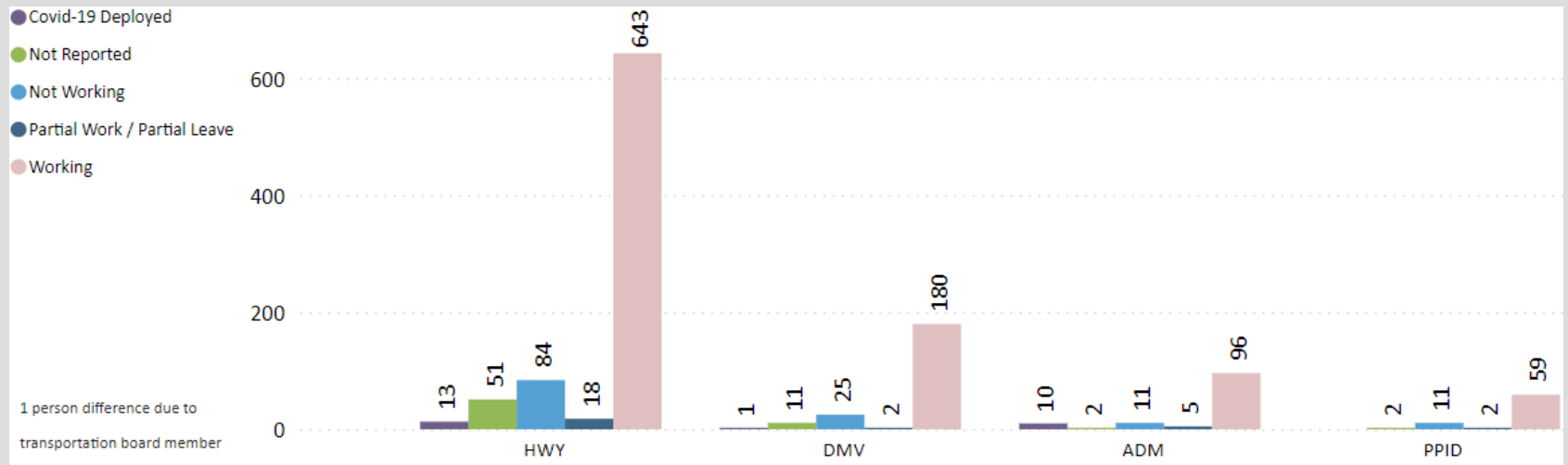
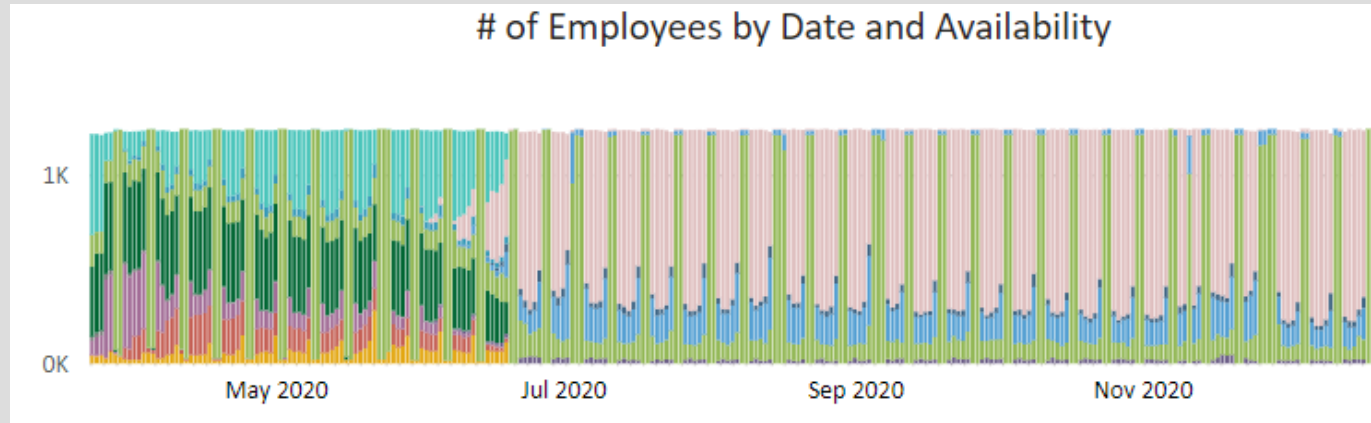
# Personnel & Asset Management:

- Using existing Microsoft solutions, Power BI and Power Automate, developed tools to understand employee circumstances and leverage their skills, and to track state assets deployed in a more efficient manner.





# Employee Availability



# Planned Work - 2021

- COVID-19 Response Activities
- Bridge Maintenance Dashboard
- ePermitting Implementation
- Accounts Receivable Process Enhancements
- Maintenance Division dashboard enhancements and annual revisions
- Continued leadership of the agency transformation to distributed work
- VTransparency Phase II
- Contract Admin. agreement process streamlining/ automation
- DMV Exam System Replacement IT Project Support (Procurement)
- Agency Fact Book and other performance reporting to state and federal entities (annual activities)

# HEARINGS

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KIM INGRAHAM, HEARINGS ASSISTANT EXAMINER

(802) 272-5738

# What we do

Our administrative hearings pertain to individuals who wish to appeal a decision by DMV or the Agency of Transportation.

Two Hearings Examiners are responsible for all aspects of the hearing process:

- Determining eligibility for a hearing
- Gathering evidence for the administrative record
- Scheduling and holding the hearing
- Drafting a decision

# Types of Hearings

- Suspensions of operator licenses
- Appeal of tax or registration fee refunds
- Total Abstinence Program
- Insurance requirements
- Ignition Interlock Devices
- Driver's License Compact
- Minor alterations hearings



# By the numbers

FY 2020 - received over 300 hearing requests to review DMV actions.

- Over 90% of requests were approved for hearing
- Resolved just under half prior to the hearing

FY 2020 - held 153 hearings

- DMV actions were upheld in 75% of the cases
- 25% remaining cases were either DMV decisions that were reversed or were lifetime suspensions that were lifted as part of the Total Abstinence Program.

# More than just numbers

Most of the parties before us are not represented by attorneys

A significant amount of our time is devoted to customer service, often that means just pointing individuals in the right direction.

Helping customers understand the underlying reason for an agency's adverse action early in the process, equips them with information they needed to resolve or simply better understand their issue before a hearing becomes necessary.

# COVID Impact

The Hearings Section was fully staffed going into 2020 and by the time COVID hit we were already holding many hearings remotely, by telephone.

COVID provided the opportunity to re-evaluate our workflows and develop more efficient ways to handle a wider variety of cases remotely by adding video conferencing using Microsoft Teams. This options was used for cases that would have previously been scheduled as in-person hearings.

These methods ensure those without access to technology are still afforded the opportunity for a fair hearing.

# FACILITIES MANAGEMENT

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BRAD MCAVOY, FACILITIES MANAGER

(802) 249-1942

# Who we are/ what we do

- Provide Facilities Management services to the entire Agency related primarily to making repairs and renovations to existing VTrans buildings, and to managing new VTrans building projects including maintenance facilities and salt sheds.
- Provide assistance to the Aviation, Rail, and Dept. of Motor Vehicles Divisions as it relates to facilities. Work with municipalities to provide sample plans for salt/sand sheds, cold storage buildings, and maintenance garages.
- Internal Services oversees, security, lease management, owned facility management, mail and postal services
- Contract management for all construction retainer services as well as engineering consultants.
- Liaison with Dept. Of Buildings & General services for all leased facilities.



# Stats

- 59 Highway maintenance complexes with approx. 350 buildings managed
- 10 State Airports
- 2 Rail facilities
- 11 DMV locations
- 12 Solar arrays
- 19 outdoor wood boilers (2 planned)
- 1 garage completely green by June 2021!