WisDOT
Lean Government Initiative
Status Update

November 11, 2014

WisDOT Board of Directors
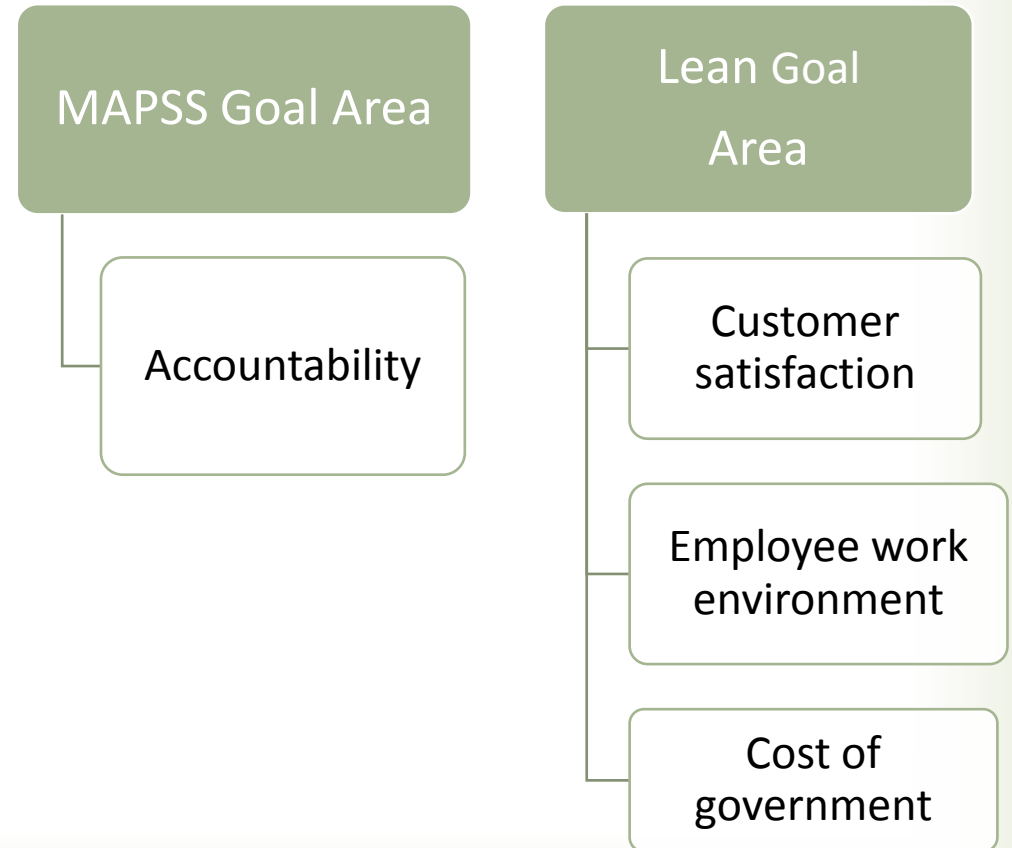
Lean project results

Inactive Projects

Osas Osemwegie

Division of Transportation System Development

Issue and goals – Reduce number of inactive projects

- FHWA tracks project charging inactivity on a quarterly basis
  - A project is flagged as inactive after 12 consecutive months of no charges regardless of the amount of the project
  - FHWA identifies two random focus areas for review on projects flagged as inactive with unexpended balances under $150K
- Staff time is required to investigate and provide justification for inactive projects
- Missed opportunity to reallocate funds tied to inactive projects
- Project goal
  - To reduce the number of federally funded projects without charging activity for 12 consecutive months to less than 2 percent of the department's total annual federal obligation

MAPSS Goal Area
- Accountability

Lean Goal Area
- Customer satisfaction
- Employee work environment
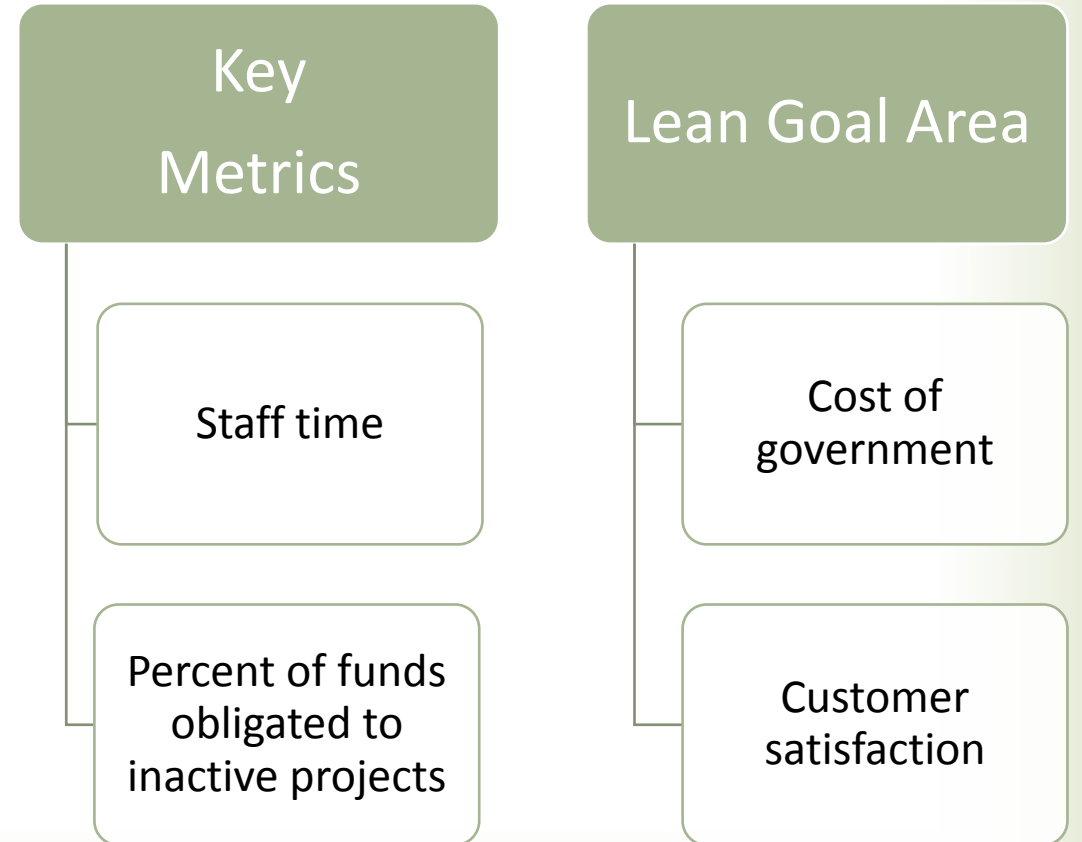- Cost of government

Results and next steps –

- Results
  - Reduced the percent of inactive projects and increased the ability of WisDOT to meet the FHWA target
  - Redirected staff time towards critical efforts
  - Created an opportunity for WisDOT to use the funds for another purpose
- Next steps
  - DTIM chartered a project to reduce turnaround time of project audits
  - DBM will review time it takes for closing out projects from charges
  - DTSD will continue to proactively monitor and address, on a monthly basis, inactive projects

Key Metrics
- Staff time
- Percent of funds obligated to inactive projects

Lean Goal Area
- Cost of government
- Customer satisfaction

Lessons learned

⸨ Having a cross divisional team, subject matter experts helped in mapping the process and identifying multi-divisional ownership and responsibility

⸨ Keeping good documentation and work plan for continuity

⸨ Recognizing the need for a phased execution early

Lean Project Results

Reduce Project Audit Backlog and Turn-Around Time
Jesse Patchak & Justin Kiekhaefer
Division of Transportation Investment Management

Issues and goals

Issues
- Increasing project audit backlog
- Increasing FHWA inactive projects
- Consultant audit inconveniences due to project age
- Increasing workload with static staff resources

Project goals
- Reduce turnaround time of project audits to expenditure accounting, FHWA, and Consultants
  - Meet acceptable levels of 65% of projects older than one year, 25% of projects older than two years, and 10% of projects older than three years
- Reduce project audit backlog to healthy and necessary levels
  - Healthy and necessary levels were determined to be the amount of staff hours needed to complete all project audits within one year with current staff (3200 hours)

MAPSS Goal Area
- Service

Lean Goal Area
- Cost of government
- Customer satisfaction
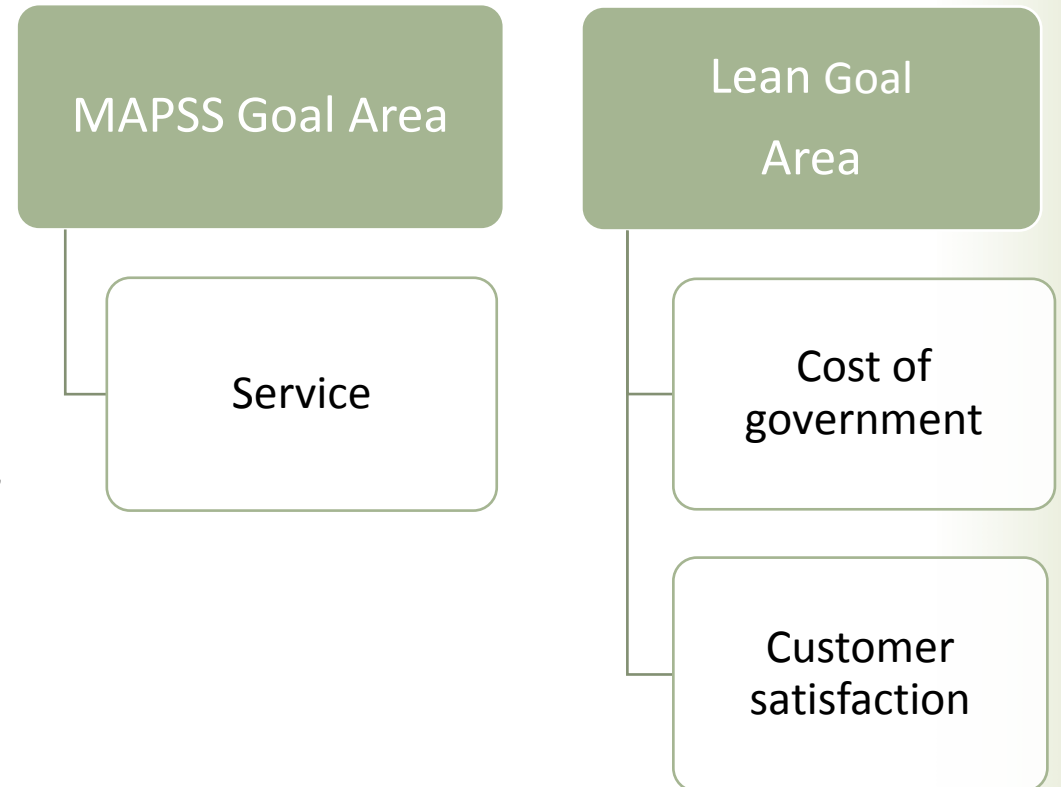
Process Changes

- Close out of projects not requiring audit

- Upload SAS reports in Audit Database

- Compare FHWA inactive list with current audit workload

- Perform subconsultant audits concurrently with prime consultants

- Project audit procedures by risk assessment

Key Metrics
- Lead time
- Backlog

Lean Goal Area
- Cost of government
- Customer satisfaction
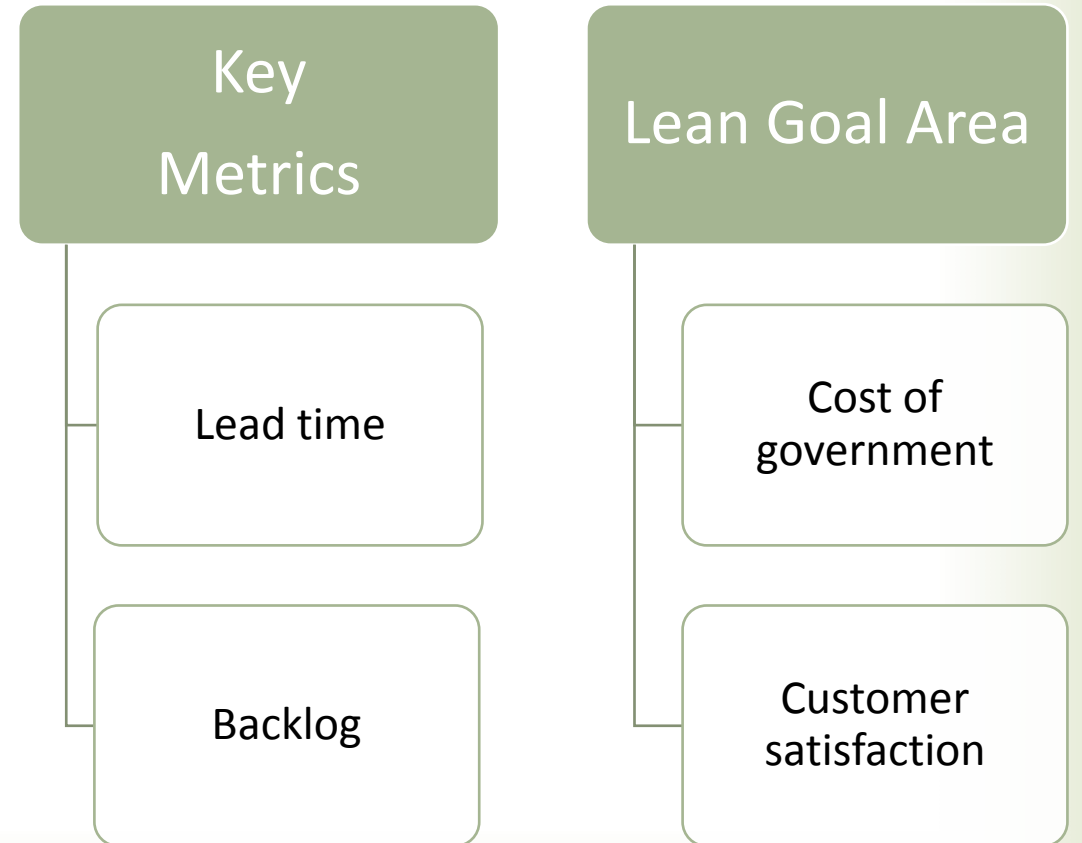
Results and next steps

Results
- As of June 30, 2014, the project age levels were 41.73% for projects older than one year, 15.88% for projects older than two years, and 7.84% for projects older than three years
- As of June 30, 2014, the project audit backlog was 2,116 projects with only 3,174 estimated hours to complete

Next steps
- Work to ensure that process changes remain implemented and monitor project backlog
- Continually review audit processes and implement improvements to all areas of audit

Key Metrics
- Lead time
- Backlog

Lean Goal Area
- Cost of government
- Customer satisfaction
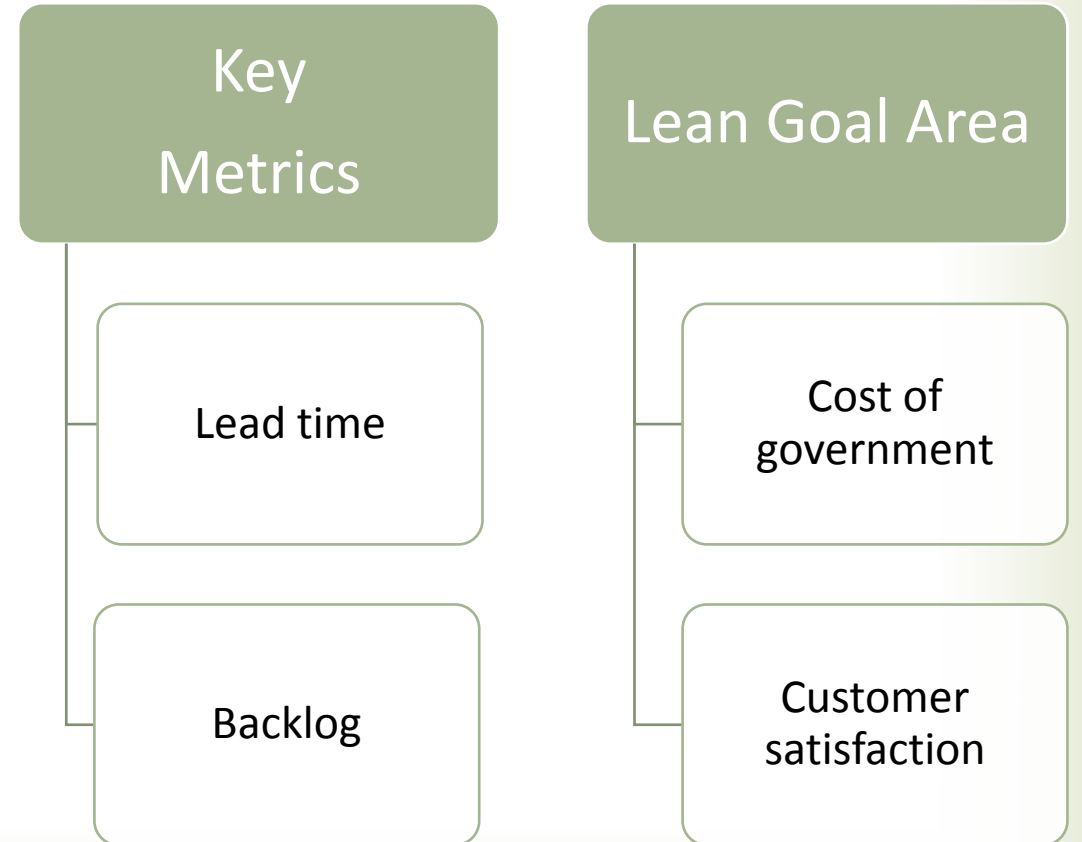
Lessons learned

ۥ Time spent to improve processes has cumulative and impactful results, paying dividends far beyond the initial investment.

ۥ It is important to update and evaluate process maps as processes evolve over time with new savings measures.