

# WisDOT Lean Government Initiative Status Update



December 6<sup>th</sup> 2016

WisDOT Board of Directors



# Program updates – Lori Richter



- ☞ **Statewide Lean/Continuous Improvement Cultural Survey conducted by DOA - Meeting with DOA to discuss:**
  - ☞ Survey results
  - ☞ Any needed modifications to WisDOT's Lean Journey Map (LJM) Any requests for LGP
  - ☞ Concept of divisional LJMs
- ☞ **No statewide training contract – will need to assess what we need, based on division business plans**
- ☞ **Lean 101 training published to LearnCenter – this replaces White Belt training**
- ☞ **LDP training/projects**
  - ☞ Training Thursday, December 8 (DOA Lean Government program staff, customized by OPFI)
  - ☞ Capstone projects
    - ☞ (2) Out of state travel process – submittal and approval/reimbursement
    - ☞ (2) Traffic forecasting – pre- and post-forecast phases
- ☞ **Four project summaries today include:**
  - ☞ Chris Dickerson - Functional Classification Update Process
  - ☞ Sarah Simonson - Outdoor Advertising Vegetation Removal Process
  - ☞ Mark Krause and Tanace Matthiesen - Real Estate Valuation
  - ☞ Jenny Cavanaugh - Concept Definition Report

# Lean project results



**Functional Classification Update Process - Lean Project**  
Chris Dickerson

Division of Transportation Investment Management  
Bureau of Planning and Economic Development

# Issue and goals

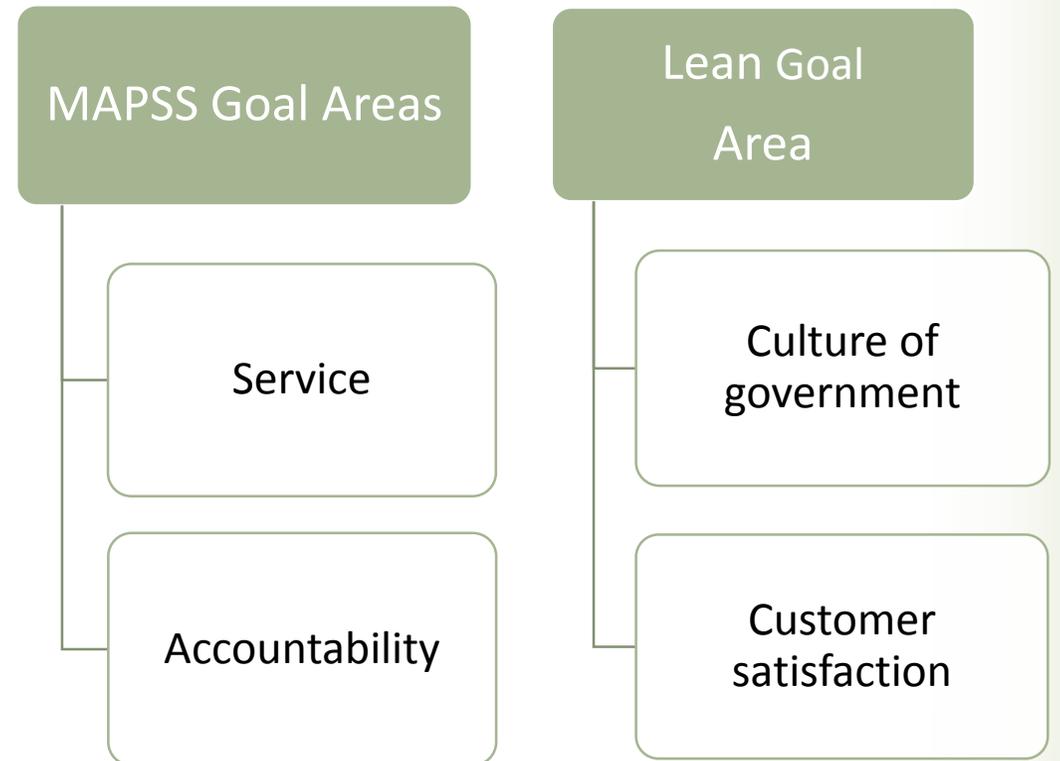


## Issue

- Under the current process, functional classification updates were prone to delays due to multiple iterations with insufficient communication, staff turnover, and insufficient knowledge of the process and criteria. Statewide functional classification updates have taken over five years to complete.

## Project goals

- Increase common understanding of the functional classification process and criteria
- Establish standardized process
- Reduce communication lead time between local stakeholders and WisDOT
- Comply with FHWA Code of Federal Regulations (CFR)

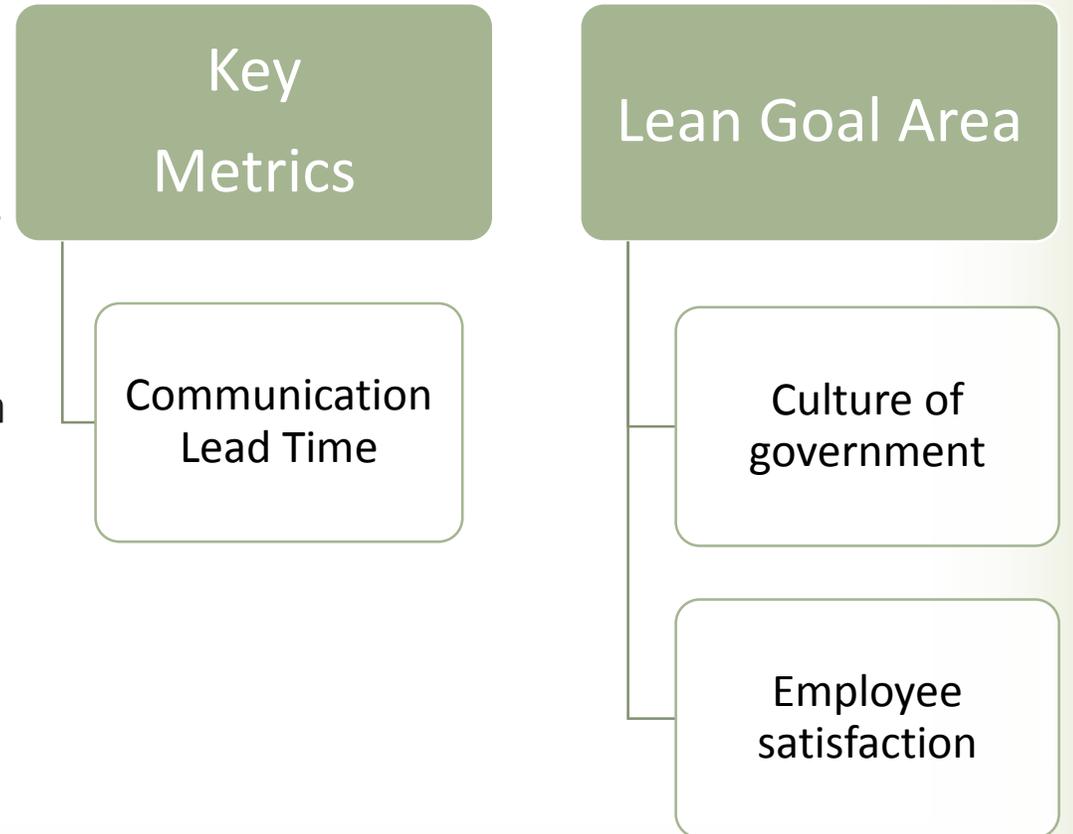


# Results and next steps



## Results

- Publication of two policies
  - Review Timeframe for Functional Classification & Boundary Changes (60-day standard for each iteration of review)
  - Approving Functional Classification & Urban Area Boundary Changes
- Standardized process
- Agreement with FHWA about approval cycle
- Potential performance metrics
- Reduced the need for special traffic counts



# Lessons learned



- ☞ While working on the Functional Classification Update Process Lean Six Sigma initiative, the project provided vast insight into functional classification and the many levels of government that are required to make changes.
- ☞ With no formal measurement standards, measuring success is quite difficult. With standards in place, we can start using data to evaluate and support further changes to the process and functional classification criteria.

# Lean project results



**Outdoor Advertising (OA)  
Vegetation Removal Process**

Sarah Simonson

DTSD, Bureau of Highway Maintenance (BHM)

# Issue and goals

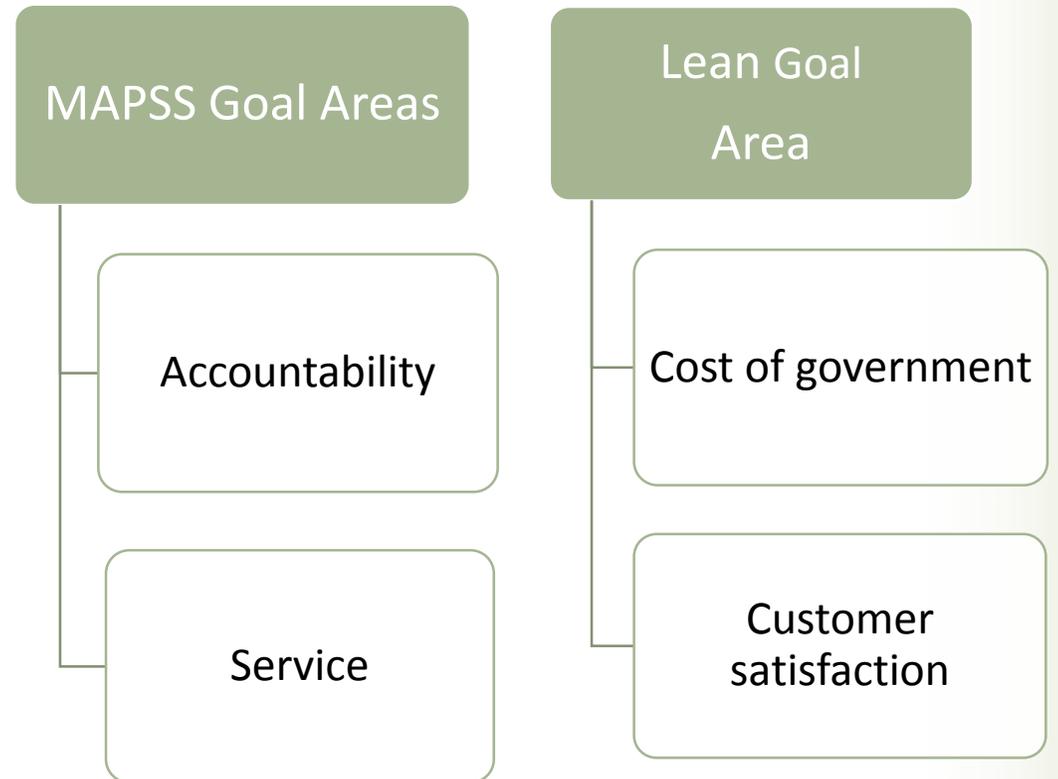


## Issue

- Current process requires:
  - Multiple initial visits to the sign site by various participants
  - Multiple handoffs between central office, the regions and consultants
- Results in:
  - Duplicative efforts and inefficient use of time
  - Additional transportation and administrative costs

## Project goals

- To improve consistency and eliminate duplicative duties
- Reduce time and cost as a result of multiple visits



# Results and next steps

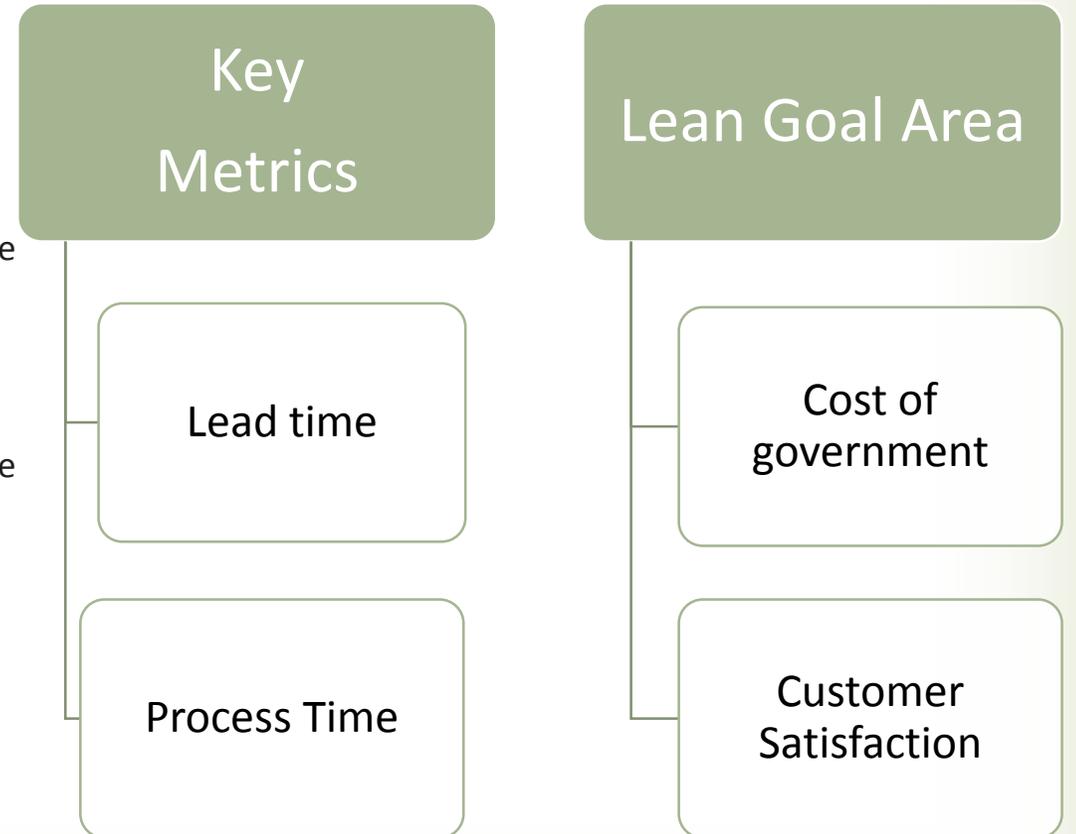


## Results

- Combined three initial site visits into one
- Cost of Government:
  - Reduced regional OA coordinators time spent from eight to zero hours
  - Estimated 400 annual hours in savings (8 hours x 50 applications)
  - Reduced transportation and administrative costs related to multiple site visits
- Customer satisfaction:
  - Reduced sign owners time spent from four to zero hours
  - Estimated 200 annual hours in savings (4 hours x 50 applications)
  - Reduced transportation and administrative costs related to multiple site visits

## Next steps

- Test run is currently on-going
- BHM and other participants will review the process before end of CY16 to identify any additional improvements needed
- Implement process statewide
  - New application form
  - Checklist



# Lessons learned



- ❧ The Lean process provided a framework to outline the current timeline related to the OA vegetation removal application process to identify issues and potential solutions.
- ❧ Developing the timeline illustrated the need to consolidate redundant site visits; however, it was also determined that a test run was needed to ensure the proposed changes were logistically feasible and would yield the anticipated cost and time savings.
- ❧ So far, limiting the process changes to a test run environment has proven to be worthwhile, as BHM is able to work through any snags that occur before implementing the process statewide.

# Lean project results



## **Real Estate Valuation**

Tanace Matthiesen & Mark Krause

Bureau of Technical Services

Division of Transportation System Development

# Issue, Challenges & Goals



## Issue

- Currently over 400 limited & non-marketable parcels on the inventory under  $\frac{3}{4}$  acre with no access and considered low value
- Appraisals take up to two months to complete. Assessed valuation would take one hours time to complete improving preparation time.
- Average appraisal cost is \$2,000, more than some of the low value parcels being sold to abutting property owners
- Valuation of the parcels would be completed using the assessed value of the abutting parcel giving a value to the remnant instead of an appraisal

## Challenges with the review process:

- Rewrite of the Program Manual low value section, training and implementing the Region Property Managers

## Project goals

- Reduce the process hours preparing a parcel for sale
- Reduce appraisal cost by \$600,000 over a 3-5 year period

MAPSS Goal Areas

Accountability

Service

Lean Goal Area

Cost of government

Customer satisfaction

# Results & Next Steps

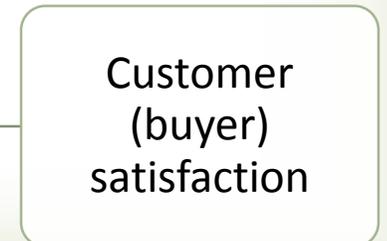
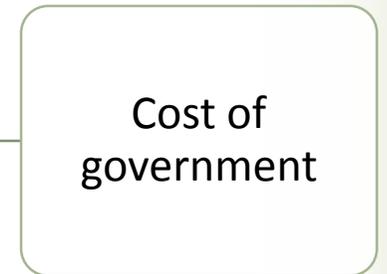
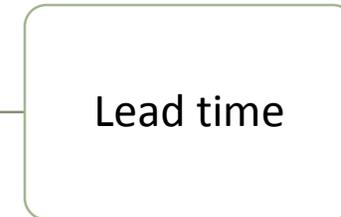


## Results

- Reduce appraisal by \$600,000 over a 3-5 year period
- Reduce time in preparing parcels to be sold
- Return more parcels back to the local tax roles
- Reduce costs of maintenance parcels
- Improved negotiations with abutters because land value is based on their own land value
- Improve customer (buyer) service

## Next steps

- BTS will modify the Real Estate Manual low value surplus land appraisal section and have changes approved.
- BTS will train and work with region property managers on the process and when the valuation would be appropriate.



# Lessons learned



# Single Abutter Assessed Land Value

| PARCEL INFORMATION ?    |                   |
|-------------------------|-------------------|
| Municipality            | Town of Watertown |
| State Municipality Code | 032               |
| Township                | 08                |
| Range                   | 15                |
| Section                 | 17                |
| Quarter-Quarter         | 33                |
| ID                      | 002               |

| PARCEL OWNERS   |                          |      |       |
|---|--------------------------|------|-------|
| <small>(CLICK ON NAME TO LIST PARCELS WITH OWNERS NAME)</small> |                          |      |       |
| Last Name   | First Name               | M.I. | JR/SR |
| <a href="#">GRANGE</a>  | <a href="#">LAURENCE</a> | H    |       |
| <a href="#">GRANGE</a>  | <a href="#">SALLIE</a>   | A    |       |

| PARCEL ADDRESSES ? |           |       |
|--------------------|-----------|-------|
| Address            | City      | Zip   |
| N8507 JEFFERSON RD | WATERTOWN | 53094 |

| BILL ADDRESS   |   |
|----------------|---|
| Name           | LAURENCE HALL GRANGE<br>SALLIE A GRANGE |
| Street         | N8507 JEFFERSON RD                      |
| City State Zip | WATERTOWN, WI 53094                     |

| VALUATION INFORMATION ?  |           |
|--|-----------|
| Assessment Year  | 2015      |
| Assessment Acres   | 11.520    |
| Assessed Land Value  | \$144,600 |
| Assessed Improved Value  | \$285,200 |
| Total Value  | \$429,800 |
| <small>Current year valuations are subject to change until Board of Review final adjournment <a href="#">Assessment Detail</a></small> |           |

| TAX INFORMATION ? |      |      |      |      |      |      |      |
|-------------------|------|------|------|------|------|------|------|
| 2014              | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 |
| 2014 Tax Values   |      |      |      |      |      |      |      |
| Not Delinquent    |      |      |      |      |      |      |      |

| Category       | Assessed Value | Average Assessment Ratio | Estimated Market Value |
|----------------|----------------|--------------------------|------------------------|
| General Taxes: | 6,445.79       |                          |                        |
| First Dollar   | 60.87          |                          |                        |
| Lottery Credit | 103.00         |                          |                        |
| General Tax    | 6,281.92       | 6,281.92                 | 0.00                   |
| Specials       | 206.16         | 206.16                   |                        |
| MFL            |                |                          |                        |
| Tax Totals     | 6,488.08       | 6,488.08                 | 0.00                   |

144,600  
divided by  
11.52 acres  
=  
\$12,552 per  
acre

# Valuation of WisDOT Parcel Based on Abutters Assessed Land Value

| PARCEL INFORMATION ?   |                        | VALUATION INFORMATION ?   |                |                          |
|--|------------------------|---|----------------|--------------------------|
| Municipality   | Town of Watertown      | Assessment Year   | 2014           | 2013                     |
| State Municipality Code  | 032                    | Assessment Acres  | 0.248          | 0.248                    |
| Township   | 08                     | Assessed Land Value   | \$0            | \$0                      |
| Range  | 15                     | Assessed Improved Value   | \$0            | \$0                      |
| Section  | 17                     | Total Value   | \$0            | \$0                      |
| Quarter-Quarter  | 33                     | Current year valuations are subject to change until Board of Review final adjournment <a href="#">Assessment Detail</a> |                |                          |
| ID   | 004                    | TAX INFORMATION ?   |                |                          |
| <b>PARCEL OWNERS</b><br>(CLICK ON NAME TO LIST PARCELS WITH OWNERS NAME) |                        | 2014 2013 2012 2011 2010 2009 2008 2007   |                |                          |
| Business Name<br>WISCONSIN DOT   |                        | 2014 Tax Values <span style="float: right;">Not Delinquent</span>   |                |                          |
| PARCEL ADDRESSES ?   |                        | General Taxes: 0.00   |                |                          |
| Address  | City Zip               | First Dollar 0.00   |                |                          |
| <b>BILL ADDRESS</b>  |                        | Lottery Credit 0.00 <span style="float: right;">Paid Balance</span>   |                |                          |
| Name   | DEPT OF TRANSPORTATION | General Tax 0.00 0.00 0.00  |                |                          |
|  | STATE OF WISCONSIN     | Specials  |                |                          |
| Street   | 2101 WRIGHT ST         | MFL   |                |                          |
| City State Zip   | MADISON, WI 53704      | Tax Totals 0.00 0.00 0.00   |                |                          |
|  |                        | Category  | Assessed Value | Average Assessment Ratio |
|  |                        | Estimated Market Value  |                |                          |

**12,552 X 0.248  
acres = \$3,113  
land value**

# CDR Lean Project Results



## **Concept Definition Report (CDR) Lean Project**

Jeanette Cavanaugh

Division of Transportation System Development, Northeast Region

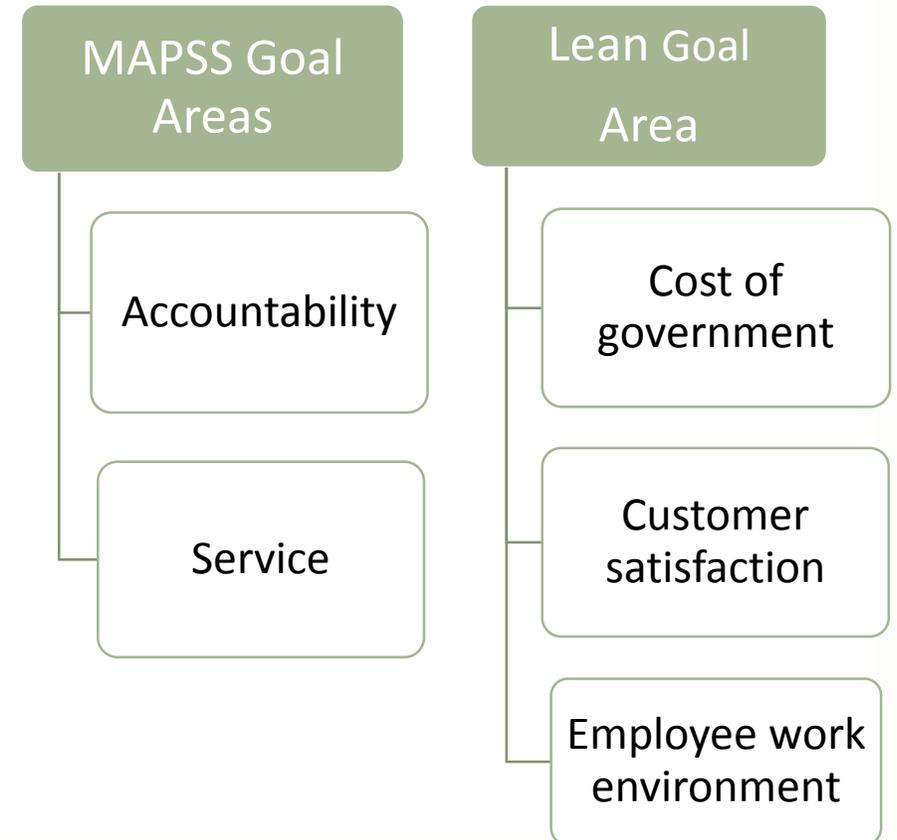
In partnership with the Division of Transportation System

Development, Bureau of Project Development

# Issue and goals



- ❧ Concept Definition Report (CDR) prepared for every improvement project
- ❧ Information on CDR is also entered into the Project Management Plan (PMP)
- ❧ Challenges with the review process included:
  - ❧ Duplicative data entry
  - ❧ CDR not always up to date
- ❧ Project goals
  - ❧ To eliminate duplicative data entry, reduce process time and increase data accuracy



# Results and next steps

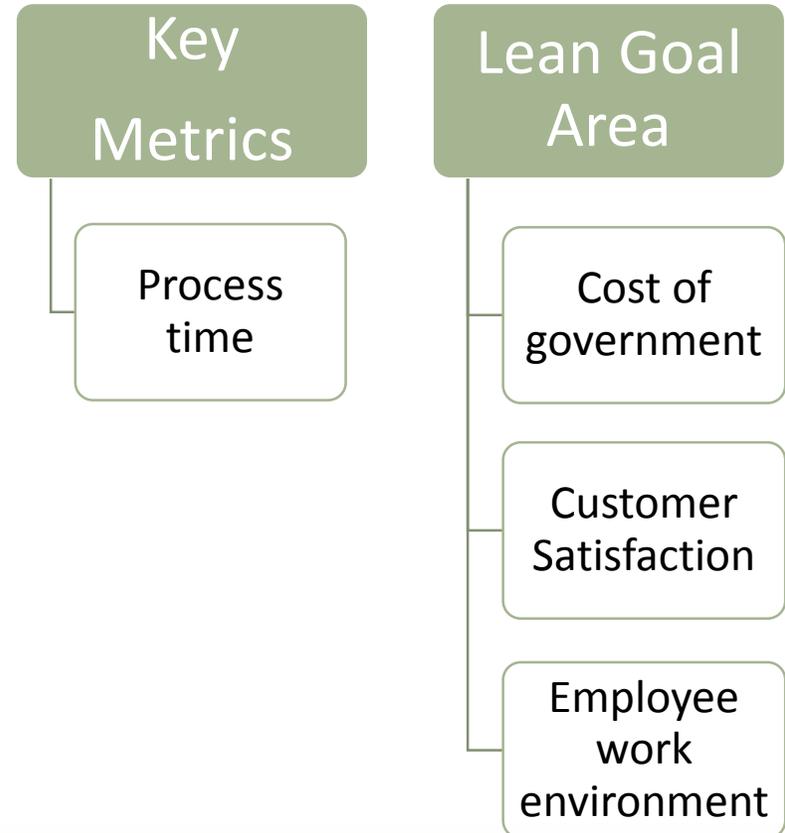


## Results

- Reduced data entry time by approximately 56 annual hours
- Improved project data accuracy by directing staff a live data source

## Next steps

- DTSD team of region programming staff will develop implementation plan
- Updates to manuals (Facilities Development Manual and Program Management Manual) and development of other implementation tools as needed



# Lessons learned



- ❧ Division of Transportation System Development *can* do less complex improvement projects
- ❧ Data and valid measurement of processes allow for credit to be taken for improvement efforts
- ❧ Helpful that we had experience developing project information without using a CDR, which served as pilot