



Transition Management and Performance Review

September 2011

Background

- **The Tollway initiated Transition Management and Performance Review to inform organizational improvement efforts, with a focus on maximizing the effectiveness of existing resources.**
- **Conducted over a five-month period.**
- **Completed analysis in early June, just received final report.**



Key Results

- **The Tollway's operations generally are sound, with some key opportunities for cost savings and efficiency gains.**
- **The Tollway has been a leader in the tolling industry, but must continue to examine and consider emerging trends as the industry continues to grow.**
- **The Tollway's key systems are outdated, impacting almost all daily processes, including customer service, procurement, and financial tracking and reporting.**



Key Cost Saving Opportunities

Key Opportunities

- Standardize contract management roles and responsibilities.
- Leverage a benefits consulting firm to identify cost savings.
- Update ERP planning for system procurement.
- Consider methods for workers compensation costs to be carried by department.



Key Anticipated Gains

- Increased consistency and predictability for improved decision-making cycle times and decreased risk.
- Potential for new savings opportunities, as well as third-party verification of existing structure.
- Improved accuracy, transparency, transaction cycle times, reporting cycle times, and overall decision-making.
- Hold departments responsible for innovations that would decrease incidents.



Key Cost Saving Opportunities (cont.)

Key Opportunities

- Use reverse auctions to improve pricing competitiveness when CMS establishes rules. →
- Enhance training for procurement personnel. →

Key Anticipated Gains

- Improved competitiveness in pricing, especially of goods.
- Improved cycle times due to faster decision-making and less back-tracking. Also possible savings from new innovations in approach.

Key Efficiency Gain Opportunities

Key Opportunities

- Redesign procurement process.
- Establish a service order system linked to the issuance of work orders.
- Establish IT as an approval entity for all technology purchases, as well as manager of all technology contracts.
- Establish an interim accounting solution before full ERP .



Key Anticipated Gains

- Increased cycle times for procurements, as well as enhanced transparency, control, and predictability.
- Improved transparency and control of maintenance work requested and executed.
- Improved consistency in technology purchased, and subsequent improved system performance.
- Increased cycle times for financial reporting.

Key Efficiency Gain Opportunities (cont.)

Key Opportunities

- Relocate key planning and performance management functions to Executive Office
- Implement stronger controls around FMLA.



Key Anticipated Gains



- Enhanced executive capacity for establishing Tollway-wide strategy and tracking Tollway-wide performance.
- Enhanced employee productivity due to fewer days absent.



THANK YOU