

# District of Columbia Business Transformation Project Improves Processes, Policies, Culture, and Technologies

## Keane Streamlines Washington DC's Cross-Agency Business Operations and Modernizes IT Systems

### Abstract

The District of Columbia (DC) has embarked on a renewed mission to be an efficient, cost-effective, world-class organization offering superior services to its constituents. This goal required a complete modernization of its administrative business processes and IT systems across its agencies. Evaluating and improving these functions required a partner with expertise in business transformation, process improvement, organizational change management, and results-driven project management. DC partnered with Keane to develop the strategy and implement consistent, enterprise-wide business and systems processes. As a result, it will benefit from \$60M in annual savings.

### Client

Serving over 570,000 citizens, the Government of the District of Columbia (DC) is a unique entity within the country's political system, functioning as a state, county, and city. The complexity of its operations is evident through the extensive functions performed by its agencies, including state courts, driver's licenses, liquor control, unemployment compensation, food and drug inspection, and healthcare. DC's mission is to be the best among American cities in the quality

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**"Keane's process improvements are driving an expected \$60 million in annual savings. Most importantly, we are positioned to match private industry in the quality and speed of our services."**

Suzanne Peck, Chief Technology Officer, District of Columbia Solution

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of government and services it provides to its residents, businesses, and visitors.

### Challenge

With each of its almost 60 agencies utilizing disparate manual IT processes, business rules, and technology systems, the overall operations of DC had become cumbersome and expensive. After his election in 1999, Mayor Anthony A. Williams and his leadership team recognized the need to radically enhance enterprise-wide administrative processes and systems to ensure DC's continued financial health and ability to effectively serve its citizens. In support of these objectives, DC committed to becoming a more efficient and responsive government while simultaneously improving the productivity of its more than 30,000 employees.

Based on Keane's continuous process improvement and industry-proven project management methodologies, DC partnered with Keane to devise a roadmap to transform its business operations and establish consistent practices for all agencies across its functional areas. A cross-agency, business transformation project, the Administrative Services Modernization Program (ASMP) was launched to improve the processes, policies, culture, and technologies for DC's key functions, which includes:

- Procurement
- Payroll/Time and Attendance
- Human Resources
- Property Management
- Budgeting

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**"As a result of Keane's solution, the District of Columbia has increased efficiencies and established uniform, cross-agency processes. The savings generated from these process improvements empower us to redirect efforts to initiatives that will provide a greater level of service to citizens."**

Suzanne Peck, Chief Technology Officer, District of Columbia

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Keane employed its proven business process reengineering methodology and rigorous project management practices to the ASMP program. The solution included:

- Establishing the vision and strategy for the ASMP program
- Aligning DC agencies with clear direction and focus
- Capturing and analyzing user needs through "Voice of the Customer" sessions
- Developing a new operations model that identified and detailed processes for all administrative services across agencies
- Defining the integrated technical architecture required to support the new operations model
- Creating the roadmap to modernize and automate back-office operations

With the strategy firmly established, Keane created a Program Management Office (PMO) to oversee the initiative. The PMO championed the vision, ensured senior management support, set software design standards,

## Client Story: District of Columbia

and implemented training. Keane incorporated a benefit realization management process to proactively track and quantify benefits from each project. Keane provided the project management expertise to implement the roadmap and manage more than 50 vendors. Weekly project meetings were held to review status, mitigate risk, and track change management.

### Benefit

The operational improvements achieved have resulted in enhanced service delivery and greater efficiency for DC, generating substantial cost savings and increased customer satisfaction. DC is realizing cost benefits that more than double its investment, as a result of:

- Reduction in procurement cycle times from 14 days to two days
- Lower per-transaction costs and significantly reduced errors due to automated, common processes
- Enhanced district-wide reporting capabilities and shared information across systems, enabling better business decisions and improved communication among agencies
- Reduction in resources required for administrative functions enabling resources to be redeployed to critical service-related initiatives
- Ability to leverage strategic sourcing and offer enhanced services to buyers and suppliers due to integrated systems

Keane's solution has improved employee productivity due to streamlined processes, more efficient work distribution, and access to up-to-date information. According to Sandy Lazar, Director of Key Systems, DC, "By partnering with Keane, we are now able to quickly and seamlessly deliver services to customers, leveraging automated systems, unprecedented access to information, and enhanced processes and procedures."

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*Keane is a global services firm that specializes in enabling transformation of its clients' business and IT functions.*