

Transformation Plan & Consultant Report

January 1, 2024



Status of Transformation Funds – Third-Party Expertise

Transformation Initiatives Identified by the CTO	Amount (\$000)		Agency	Intended Uses and Objectives
	Revised Plan	Transferred		
Procurement Reform Phase 1: assessment and initial planning	495	495	DGS	Third party expertise to assess operating model and identify opportunities for process improvement, transparency, accountability, and savings
Procurement Reform Phase 2: detailed planning & implementation	2,700	2,700	DGS	Third party expertise to help implement operating model improvements and capture opportunities for process improvement , transparency, accountability, and savings (revised +1,200 from original plan)
DMV Phase 1: quick wins, focus on customer experience	0	0	n/a	CTO, Deputy CTO, and Associates working directly with Agency personnel to reduce in-person wait times and improve customer experience. No outside resources utilized.
DMV Phase 2: digital/IT, operating model, costs, & performance mgmt	0	0	DMV	Transformation leadership transitioned to new DMV Commissioner. CTO staff providing light support. No outside resources utilized. (revised -500 from original plan)
VEC Phase 1: backlog reduction and best-in-class roadmap	360	360	VEC	Third party expertise to help reduce backlogs, improve customer service, & prioritize key improvement levers to reach best-in-class (b-i-c). (revised downward from original plan to reflect lower actual cost)
VEC Phase 2: streamline front-end intake process, redesign first level of appeals, best-in-class implementation, resiliency plan design	45	45	VEC	Third party legal expertise and technical resources to help reduce appeals backlogs, eliminate manual processing, move towards best-in-class. in all areas (revised downward to reflect lower actual costs)
Behavioral Health Transformation	1,040	1,040	HHR	Third party expertise to work with Secretary of HHR and internal teams to develop the overall 3-year transformation plan (“Right Help, Right Now”) to transform Virginia’s behavioral health system (revised downward -260 as same funds moved to Project Management (PMO) pool for Behavioral Health Project Manager)
Economic Development - strategy & roadmap	970	970	VEDP	Third party expertise to help design the strategy and roadmap to develop a best-in-class economic development approach and organization to help achieve the Governor’s 400,000 employment growth goal (revised downward -30 from original plan to reflect lower actual cost)
Employee Talent Management	0	0	DHRM	Third party expertise to help DHRM and Agency HR develop common tools, metrics and processes for improving and streamlining recruiting, training and employee performance improvement (revised -700)
SOC - process improvement	0	0	SOC	Leverage process improvement expertise and software to consolidate data, streamline, and speed processes for appointments. No outside resources utilized. (revised downward -250 from original plan)
Subtotal Third-Party Expertise	5,610	5,610		



Status of Transformation Funds – Manpower and Other Expenses

Transformation Initiatives Identified by the CTO	Amount (\$000)		Agency	Intended Uses and Objectives
	Revised Plan	Transferred		
Project Management (PMO) pool	1,560	868	Office of the Governor	Provide project managers (PMs) to help lead and manage Transformation projects prioritized by the Governor and CTO (revised +260 from original plan for Behavioral Health Project Manager)
Transformation Office Resources	1,800	415	Office of the Governor	Provide internal team members to help CTO support priority transformation projects. Funds will be used to fund 3 Deputy CTO and other time-limited roles through 12/31/2025
Executive Search	255	254	Office of the Governor	Executive search firm services to find key leadership positions (revised +35 from original plan to reflect actual costs)
Subtotal Manpower	3,615	1,537		
Travel, software, and other	190	18	Office of the Governor	Travel to learn from best-in-class states on key processes and purchase tools to increase productivity and track transformation initiatives
Unallocated - project(s) TBD	5,585	0	n/a	Additional resources for current project(s) or others yet to be prioritized and named (plan increased by 5,000 to reflect funding from 2023 Special Session)
Subtotal Travel, Software, and Other Expenses	5,775	18		
Grand Total	15,000	7,165		
Balance Remaining to Transfer	0	7,835		Balance to be used to fund current projects and transformation and project manager resources



Consultants Utilized for Transformation and Reform Initiatives – Since January 2022

Pursuant to Item 451 J.4 of Chapter 1 (2023 Special Session I), the Chief Transformation Officer, in consultation with the Virginia Information Technologies Agency, shall report on the use of consultants for transformation and reform initiatives since January 2022. The report shall be submitted by January 1, 2024, and then annually thereafter for each calendar year, to the Chairs of the House Appropriations and Senate Finance and Appropriations Committee and shall include for each instance that a consultant was used, the contract utilized, the amount, the purpose, and consultant name.

Date Contract Initiated	Initiative Name	Secretariat/ Agencies	Contract code/Contract Utilized	Purpose	Consultant	Contract Status	Amount Spent (\$K)
7/29/22	Procurement Reform	DGS	CTR005845 e194-101300	Third party expertise to assess operating model and identify opportunities for process improvement, transparency, accountability, and savings	BCG	Completed	495
2/10/23	Procurement Reform	DGS	CTR005845-2 e194-101300	Third party expertise to help implement operating model improvements and capture opportunities for process improvement , transparency, accountability, and savings	BCG	Completed	2,000
5/22/23	Procurement Reform	DGS	CTR005845-3 e194-101300	Third party expertise to help implement operating model improvements and capture opportunities for process improvement , transparency, accountability, and savings	BCG	Completed	700
2/8/23	Behaviorial Health Transformation	DBHDS	CTR008424	Third party expertise to work with Secretary of HHR and internal teams to develop the overall 3-year transformation plan (“Right Help, Right Now”) to transform Virginia’s behavioral health system	McKinsey	Completed	1,040
12/30/22	Project Management Pool	HHR, Education	UCPJMU5759	Provide project managers for various priority initiatives (e.g. Partnership for Petersburg, Right Help Right Now, and others)	Impact Makers		680
7/7/22	Phase 1	VEC	A182-2333	Backlog reduction and best-in-class roadmap	Accenture LLP		360
1/19/23	Phase 2	VEC	Emergency Procurement	Appeals Mailing, Printing, Folding, etc. Notice of Appeals letters plus postage	SLLOK, LLC		25
1/5/23	Phase 2	VEC	Invoiced via Attorney General's Office	Fix front-end intake process, redesign first level of appeals, best-in-class implementation, resiliency plan design	BrownGreer, LLP		20
11/3/22	Economic Development - Strategy and Roadmap	VEDP	23-012	Third party expertise to help design the strategy and roadmap to develop a best-in-class economic development approach and organization to help achieve the Governor’s employment growth goals	McKinsey		970
TOTAL							6,290

1



1. Actual spending may be less than funds transferred due to timing differences