

State of Wisconsin Enterprise Continuous Improvement Program



Annual Report Fiscal Year 2026

Prepared for the Office of Governor
Evers by the Department of
Administration



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Introduction

The CI Performance Measure Areas



Engagement & Knowledge Sharing

Strengthen interagency networks, promote collaboration, and accelerate the spread of evidence-based practices, fostering a government that learns, adapts, and delivers.



Operational Efficiency & Financial Stewardship

Promote service excellence by reducing costs and streamlining government operations, ensuring the responsible stewardship of public resources.



Workforce Capability & Learning

Develop the knowledge, skills, and behaviors of employees and leaders to grow long-term capacity for innovation and sustained improvement.

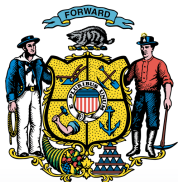
For more than a decade, Wisconsin has measured the impact of employee-led continuous improvement (CI), demonstrating the resourcefulness and innovation of its workforce. CI has been an investment of state government because it equips employees with the skills to identify and implement opportunities, turning ideas into measurable results. By using these data-informed approaches, Wisconsin agencies are strengthening processes and operations for the people they serve.

The Enterprise Continuous Improvement Program brings these efforts together, capturing the results of improvements across the agencies and developing the skills for continued growth. Our three performance areas, established in FY25, provide a consistent framework for measuring CI progress and impact: Engagement & Knowledge Sharing, Operational Efficiency & Financial Stewardship, and Workforce Capability & Learning. Together, these areas capture participation, operational results, and the workforce capabilities needed to sustain improvement.

This report presents FY26 results across the performance areas, demonstrating how 17 state agencies are building the capacity to continuously improve, translating that ability into measured results.

Executive Summary

The Enterprise Continuous Improvement Partner Agencies



FY26 marked a year of strong momentum for the Enterprise CI Program. Across Wisconsin, agencies increased their participation, strengthened internal CI networks, and expanded their use of improvement practices, demonstrating how employee knowledge and innovation can translate into data-supported operational improvements.

The growth in engagement was accompanied by significant financial and operational results. The program reported 104 improvement projects across state agencies, a 22% increase from FY25, resulting in \$378,000 in one-time savings and over \$7.75 million in annual cost savings. These results represent the strongest financial impact reported in recent years, demonstrating how agencies are strengthening operations while responsibly stewarding public resources through CI implementation.

Executive Summary

The program continued to expand the knowledge and skills needed to sustain improvement. FY26 introduced a new Foundational CI training, while Yellow Belt certifications increased by 50%, and a standardized training survey saw participants reporting 90% training satisfaction. Together, these efforts strengthen the workforce’s ability to identify and apply CI methods to achieve project results.

Looking ahead, the focus will shift from building momentum to sustaining progress and embedding CI for long-term impact. The Enterprise CI Program will strengthen project tracking and data integrity, expand training opportunities, and help agencies build greater self-sufficiency in their CI practices.

The following section provides an overview of the three performance areas. Where historical data was available, benchmarks were based on performance averages; new measures were assigned defined targets, providing consistency for assessing progress over time. Each performance area is examined in greater detail in its corresponding section.

ENGAGEMENT → CAPABILITY

104

PROJECTS COMPLETED

\$7M

ANNUAL COST SAVINGS

14

AGENCIES REPORTING

107

TRAINING COMPLETIONS

IMPROVEMENT → IMPACT

Engagement and Knowledge Sharing

	Benchmark	FY23	FY24	FY25	FY26
Agencies Reporting	17	5	5	9	14
Newsletter Subscribers	350	-	139	325	379
CI CoP Average Attendance	150	-	73	74	70
Average Monthly Website Visitors	350	-	179	210	325

Executive Summary

Operational Efficiency and Financial Stewardship

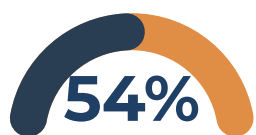
	Benchmark	FY23	FY24	FY25	FY26
Annual Cost Saved	\$1,000,000	\$222,050	\$654,365	\$1,609,722	\$7,751,961
One-time Cost Saved	\$320,000	\$232,582	\$7,370	\$25,277	\$378,378
Annual Hours Repurposed	38,000	26,654	23,618	26,863	18,010
Projects Completed	100	70	66	83	104

Workforce Capability and Learning

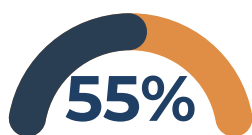
	Benchmark	FY23	FY24	FY25	FY26
Yellow Belt Certificates	60	3	11	16	24
CI Foundational Training	125	-	-	-	34
Training Satisfaction	≥ 85% satisfaction	-	-	-	90%
Total Training Completion	210	40	110	47	107

Engagement & Knowledge Sharing

The Engagement & Knowledge Sharing performance measure assesses the strength of the program's CI culture. FY26 showed continued momentum, with agencies increasing engagement with program resources and networks. Fourteen agencies reported in 2026, up from nine during FY25 and significantly higher than the program low of three, due to the large impact of COVID, in FY22. This increased focus on identifying, tracking, and sharing improvement efforts demonstrates the stewardship our state government has towards public resources. Moreover, it highlights the resiliency of state employees and their dedication to increasing service and performance excellence.



**Increase of monthly
website visitors**



**Increase in reporting
agencies**



**Active newsletter
subscribers**

The Enterprise CI Program's knowledge-sharing resources continued to support this growth. In the third year of the CI Newsletter, subscriptions grew by 16%, and average monthly website visitors reached 325 people. As FY27 began, the enterprise's first annual CI Forum brought Wisconsin's CI community together to build momentum for the year ahead. The first in-person enterprise CI event, the CI Forum, featured presenters with more than 120 combined years of strategic operations and improvement knowledge. The event also celebrated the first annual Enterprise CI Project Award program, recognizing outstanding project teams and their contributions to continuous improvement across state government.

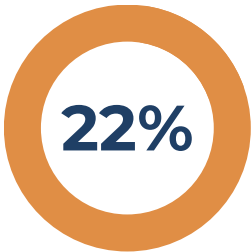


Strengthening Agency CI Networks

- **Strengthening internal CI networks:** DNR, DOC, DHS, and DFI are investing in CI communication channels, committees, and opportunities for employees to learn, share ideas, and participate in improvement initiatives.
- **Empowering employees:** Leadership continues to identify efficiency opportunities, empowering staff to prioritize project implementation and demonstrate measurable, data-supported results.
- **Increasing project reporting:** DWD, Tourism, DOC, DNR, and DSPS saw increases in reported improvement projects.
- **Integrating CI into agency priorities:** Increased reporting was supported by continued engagement with the CI community, integration of CI practices into strategic planning, and greater emphasis on improvement goals within agency objectives.

Operational Efficiency & Financial Stewardship

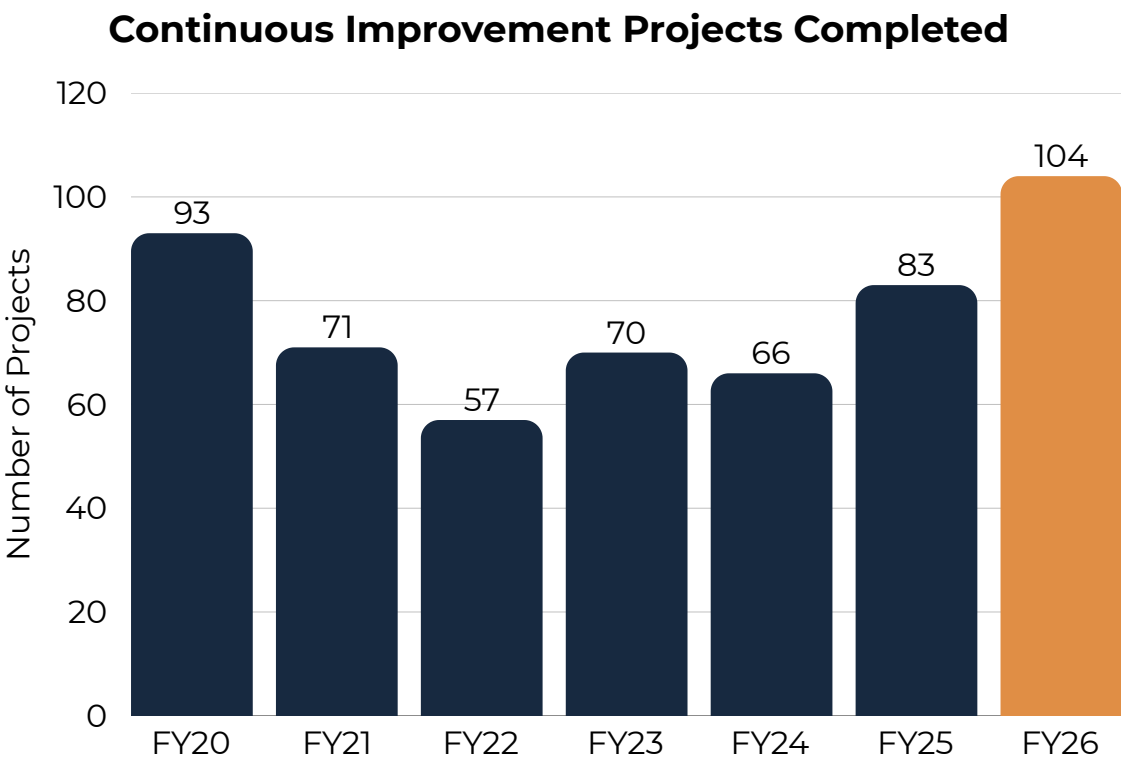
The program’s CI efforts delivered significant impact across state government, with performance exceeding several Operational Efficiency & Financial Stewardship benchmarks. Agencies reported 104 improvement projects, which generated more than \$378,000 in one-time savings and \$7.75 million in annual savings, surpassing the program benchmark and reaching a financial level not reported since FY18.



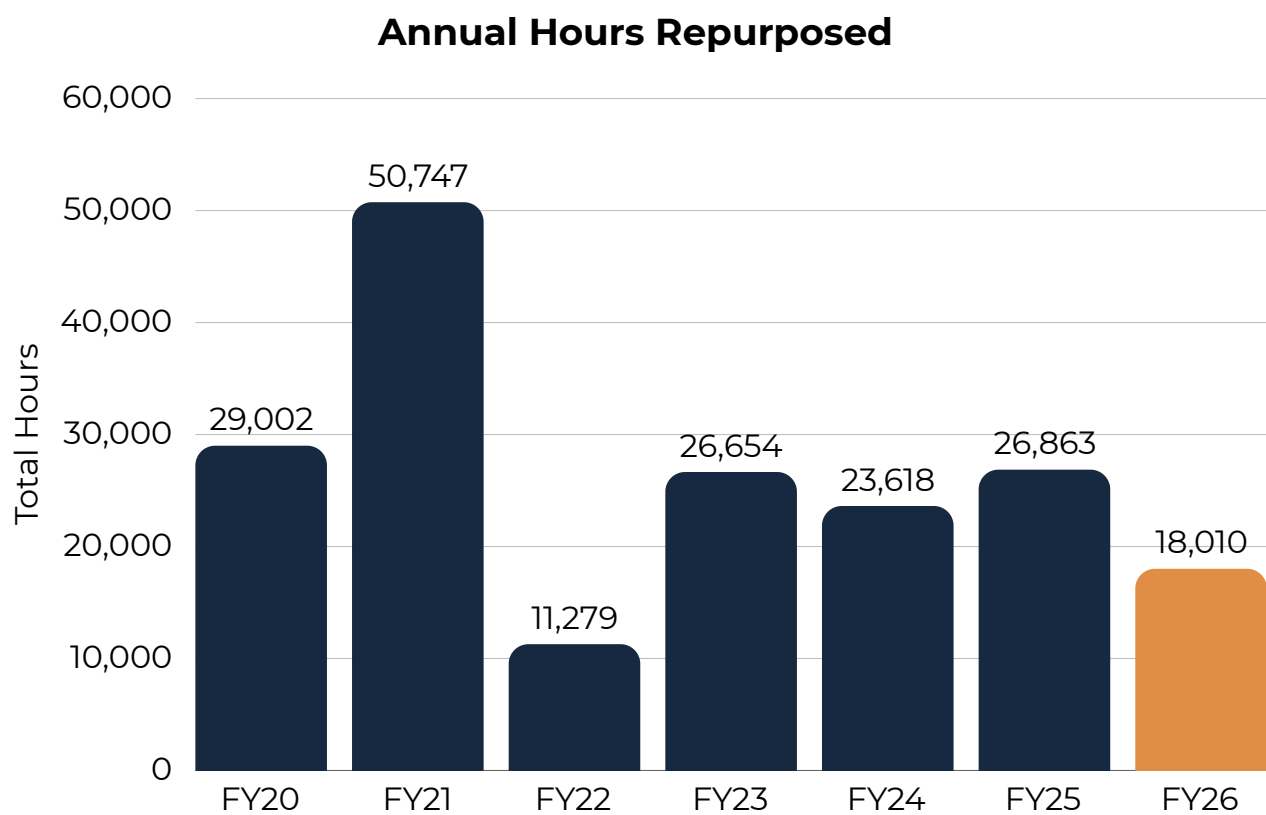
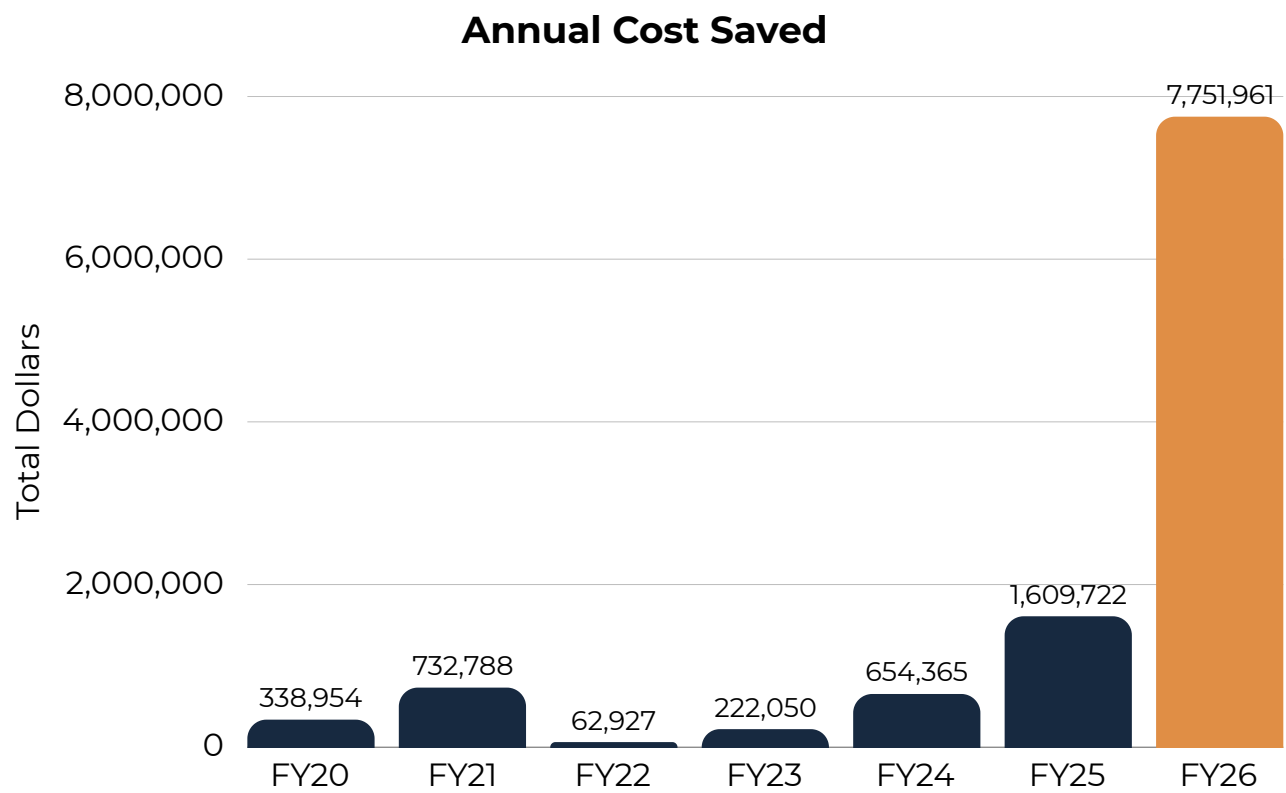
Increase in projects reported

Agencies continued to identify innovative ways to improve operations and reduce costs. The Department of Workforce Development (DWD) reported sizeable savings through a space consolidation initiative, while the Department of Administration (DOA) reduced ongoing software contract costs through improved procurement practices. The Departments of Transportation (DOT) and Corrections (DOC) also reported recurring financial reductions, and the Department of Children and Families (DCF) simplified business requirements to achieve significant one-time savings.

FY26 also introduced metric categories to provide greater structure for the types of data associated with Enterprise CI projects. The program accepts a wide range of project outcomes, and the new categories provide a consistent way to organize and aggregate these initiatives. Beginning in FY27, the categories will be incorporated into project reporting, providing a stronger foundation for demonstrating and understanding enterprise-wide impact.



Operational Efficiency & Financial Stewardship



Each agency self-reports and reviews the data shown in the visualizations, though not every improvement is reported within a fiscal year. [The Enterprise CI Project Database](#), on the improvement website, provides documentation of all reported initiatives.

Project Spotlights

Department of Corrections: Extraditions Contracting Improvement

The Department of Corrections is using continuous improvement to strengthen fiscal stewardship while maintaining critical public safety operations. Faced with rising extradition costs, DOC partnered with its Central Purchasing Section to redesign its procurement process, moving from reliance on a single transportation vendor to a competitive, multi-vendor bidding model. By soliciting quotes for each

extradition and selecting the lowest-cost qualified provider, the department introduced greater competition and more strategic purchasing decisions. During a two-month pilot, nearly half of all tracked transports were awarded to lower-cost vendors, demonstrating substantial savings potential. The new approach is projected to avoid approximately \$300,000 in annual transportation costs while creating a sustainable procurement model that ensures taxpayers receive the best value without compromising service or safety.

\$300,000

in annual savings

1 Vendor



Multi-Vendor

Competitive bidding model

Department of Safety and Professional Services: Interstate Medical Licensure Compact

The Department of Safety and Professional Services (DSPS) continues to demonstrate how investing in continuous improvement creates lasting value for employees and the people they serve. By automating the renewal process for Physician Compact licenses, the agency replaced a time-intensive manual process with a secure, scalable solution that reduced renewal times from more than a month to just days for most physicians. The improvement reduced 10 process steps,

saved \$24,448, and achieved 100% stakeholder satisfaction. Staff are now able to focus on licensing activities and customer service instead of repetitive administrative work, while healthcare professionals experience faster, more reliable renewals with less risk of interruptions to their licensure. Designed as a sustainable solution, the project establishes a foundation for expanding automation to additional credentialing programs and interstate compacts. Its data-supported results and potential for enterprise-wide impact earned the project an FY26 Enterprise CI Leadership Award, recognizing it as a model for innovation and CI across Wisconsin state government.

1,060

staff hours repurposed

Manual
Process



API
Integration

Automating licensing process

Project Spotlights

Department of Natural Resources: Simplifying State Park Pass Purchases

The Departments of Natural Resources (DNR), Transportation (DOT), and Administration (DOA) partnered to simplify how residents purchase annual state park passes by adding the option directly to the vehicle registration renewal process, creating a more seamless transaction for customers. Previously, residents needed to complete a separate purchase, but the new option removes an additional step while streamlining operations behind the scenes. More than 12,000 state park passes have been launched,

demonstrating strong customer use of the improved process. The change has also improved the state's mailing process by allowing park passes to be mailed alongside vehicle registration materials, resulting in a 50% reduction in park pass mailings, the elimination of five process steps, and projected savings of more than \$20,000 in postage costs. DOA's mail distribution services have also benefited from the reduced volume of materials processed and distributed across state agencies.

The improvement makes it easier for Wisconsinites to access and enjoy the state's outdoor recreation opportunities while showing how agency collaboration can reduce administrative work and improve government services. By rethinking the process and using each agency's specialty, DNR, DOT, and DOA created measurable benefits for residents and state operations.

50%

reduction in pass mailings

Separate
Process



DOT
Intergration

Streamlining public services



Workforce Capability & Learning

Applying CI Capability

In FY26, the Enterprise CI Program expanded opportunities for employees to build practical skills in continuous improvement, growing our Workforce Capability & Learning performance area. The program developed and launched a new CI Foundational training, teaching staff how to view CI as a framework within their work environment. This training provides foundational tools for any state employee to take innovative action and complements the intense Yellow Belt curriculum. This year, 74 employees completed Yellow Belt training, and 34 completed the new CI Foundational training, expanding the program's reach to a broader segment of the workforce. To achieve this reach, the program continued to evolve on two fronts:

- **Delivery:** Yellow Belt training remained available through virtual modules and Instructor-Led Training, providing online and in-person options.
- **Access:** CI Foundational training was developed and launched to expand core CI methods and skills across state government.

Employees translated CI training into practice by applying improvement methods to real-world projects, earning certification through demonstrated skill development and project implementation. In FY26, 24 Yellow Belt certificates were awarded, a 50% increase from FY25. This was matched by 24 approved and reported Yellow Belt projects, reflecting expanded opportunities for employees to apply CI tools and methods to workplace improvements. The Yellow Belt Curriculum provides state employees with access to Lean Six Sigma methodologies, training them in hands-on project work. An awarded certificate demonstrates a recipient's ability to implement the methodologies of Lean, establishing a strong foundation for continued project success.

Yellow Belt projects approved

24

Increase in Yellow Belt certificates

50%

127% Increase in people trained

Training Effectiveness: Measure and Improve

The program established a consistent approach to measuring participant experience and using feedback to strengthen training over time. A standardized post-training survey was implemented, achieving 90% overall training satisfaction in the first year of this performance measure. Participant feedback was used to refine curriculum, instructional delivery, and the overall training experience.

90% Overall training satisfaction

Workforce Capability and Learning

Shared Learning and Recognizing Success

The program created new opportunities for employees to learn from successful improvement efforts and provided a platform to recognize teams that demonstrate outstanding project practices and results. In FY26, the program launched the Enterprise Continuous Improvement Project Awards, recognizing six project teams for results achieved through innovation, collaboration, and process improvement. Six winning projects were showcased at the inaugural Enterprise Continuous Improvement Forum, creating opportunities to share successful practices across state government.

- 1. Project Innovation and Efficiency Award:** Proposal Management Section (WisDOT)
- 2. Mission-Driven Servant Leadership Award:** BSHP/BITS Pavement Data Migration Team (WisDOT)
- 3. Mission-Driven Servant Leadership Award:** Training Room Inventory Reduction (WisDOT)
- 4. Mission-Driven Servant Leadership Award:** Guidelines & Examples for Exceptional Ratings on Evaluations (DOR)
- 5. Mission-Driven Servant Leadership Award:** DATCP Bureau of Laboratory Services
- 6. Continuous Improvement Leadership Award:** Interstate Medical Licensure Compact-Renewal API Integration (DSPS)



Pictured above are project team members from winning CI projects across the Department of Revenue (DOR), Department of Transportation (DOT), Department of Agriculture, Trade, and Consumer Protection (DATCP), and Department of Safety and Professional Services (DSPS).

The Year Ahead

The past three years have marked a significant evolution of the Enterprise CI Program, strengthening its focus on collaboration, adaptability, and transparency with partner agencies. Agency engagement has grown by 180%, one of many indicators of renewed participation and the resilience of continuous improvement practices across state government. This report has demonstrated the impact of that momentum through increased training, project reporting, and cost savings. The year ahead will focus on sustaining this momentum while strengthening the framework that helps agencies embed CI into their operations, building greater self-sufficiency. Together, these efforts will strengthen teams' ability to develop and deliver improvement projects, expand collaboration around operational excellence, and establish consistent continuous improvement practices across state government, advancing a more efficient, effective, and high-performing Wisconsin state government.



Engagement & Knowledge Sharing

- Strengthen statewide identity and engagement in continuous improvement
- Launch and maintain the annual Wisconsin Continuous Improvement Forum



Operational Efficiency & Financial Stewardship

- Develop and implement consistent agency project tracking infrastructure
- Increase data integrity with updated project requirements and approval process guidelines



Workforce Capability & Learning

- Provide increased support for YB program participants through a soft cohort structure
- Identify a pathway for accredited certification of the YB program

improvement.wi.gov

FORWARD