

Strategic Lean Project Report



For Reporting Period: July 1, 2016 through December 31, 2016

I. General Information:

Lead agency name: Department of Ecology

Partner agencies: None

Improvement project title: Ecology Administration of Grants and Loans (EAGL)

Date improvement project was initiated: 11/13/2012

Project type: Previously reported project

Project is directly connected to:

Results Washington performance measure

Agency Strategic Plan

Other

If applicable, specify the alignment:

N/A

N/A

N/A

Report reviewed and approved by: Polly Zehm, Deputy Director

II. Project Summary:

The Department of Ecology improved the grant and loan administration process which reduced math errors in payment requests. Ecology tracked four funding programs after the change was made and recorded math errors dropped from 56 percent to zero percent for that cycle.

III. Project Details:

Identify the problem: Before Ecology developed a web-based grant and loan management system, we had a largely paper process. We asked grant and loan recipients to perform calculations and report the results on paper forms. Frequently, they submitted forms that contained math errors. This required Ecology staff to contact the recipients and rework calculations to fix the errors.

Problem statement: Before implementing EAGL in October 2014, four of our grant programs had a 56 percent math error rate on payment requests compared to our target of zero percent, which we met as soon as payment requests came in.

Improvement description: In 2012, we had a Lean event with a team of subject matter experts, supervisors, and customers. The team mapped the current state for 26 different processes and identified inconsistencies and waste, and created one standard process for the application developers to build a web-based system used by Ecology's grant and loan recipients and our staff who administer the grant and loan programs.

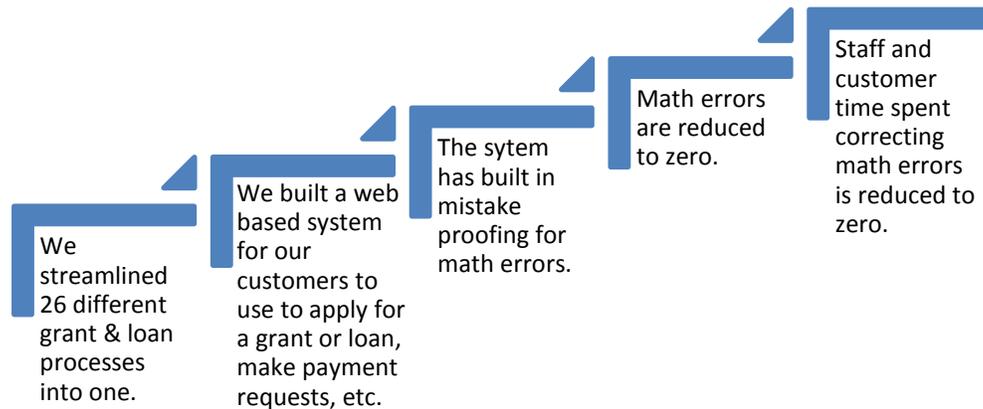
The new EAGL system was implemented on Oct 31, 2014. The system provides "mistake-proof" math on payment requests. In calendar year 2016, Ecology processed 1,555 error-free payment requests for 22 funding programs.

Customer involvement: Ecology invited four customers to participate in the 2012 Lean event. Three were local government and non-profit clients and one representative was from the Department of Commerce's Public Works Board (this is another state agency that also provides grant funding).

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IV. Impact to Washingtonians:



V. Project Results:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input type="checkbox"/> Safety	N/A	<input checked="" type="checkbox"/> N/A	Select from dropdown.
<input type="checkbox"/> Cost	N/A	<input checked="" type="checkbox"/> N/A	Select from dropdown.
<input checked="" type="checkbox"/> Quality	Decreased math errors from 56% to 0%.	56% error rate reduced to 0%	Final
<input type="checkbox"/> Time	N/A	<input checked="" type="checkbox"/> N/A	Select from dropdown.
<input type="checkbox"/> Customer Satisfaction	N/A	<input checked="" type="checkbox"/> N/A	Select from dropdown.
<input type="checkbox"/> Employee Engagement	N/A	<input checked="" type="checkbox"/> N/A	Select from dropdown.

VI. Contact information:

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