

Strategic Lean Project Report



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

I. General Information:

Lead agency name: Washington Military Department

Partner agencies: N/A

Improvement project title: Armory Rental Process Improvement

Date improvement project was initiated: 3/3/2016

Project type: New Project

Project is directly connected to:

Results Washington performance measure

Agency Strategic Plan

Other

If applicable, specify the alignment:

Goal 5, 2.1 Timeliness

Report reviewed and approved by: Major General Bret D. Daugherty, The Adjutant General

II. Project Summary:

The Washington Military Department improved the process of renting armory space to the public, resulting in decreasing each transaction from 104 minutes to 1 hour per month.

III. Project Details:

Identify the problem:

The WMD has facilities in locations all over the state, and the public has the opportunity to rent space in many of them. Rental proceeds are used for general maintenance of the facilities, and the transaction is mutually beneficial to the renter and the WMD. Unfortunately, the process that has been used to rent space in our facilities has been filled with inconsistencies, inefficiencies and is a drain on full-time staff in the facilities themselves. As a result, the cumbersome process exposes the organization to unnecessary risk, costs disproportionate time for the task, and can cause the public unnecessary wait times.

Problem statement:

Currently, time to process an armory rental from start to finish takes 104 minutes compared to our target of 1 hour, which we want to reach by 9/30/2016.

Improvement description:

A team of 5 employees from Armories located across the State collaborated to develop one standard process of renting armories to the public. The team created custom fliers which displayed pricing and location details for each Armory. Shared calendars were also developed among staff in the Armories in order to maximize staff time and eliminate confusion upon receiving requests. These improvements facilitated quicker and more efficient responses to public rental inquiries. Additionally, the processing of both damage deposits and rental fees was improved.

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Building managers began to mail all funds and contracts directly to the Construction Facilities Management Office. This resulted in better record-keeping, faster processing and quicker damage deposit refunds to the customer. This also helps reduce risk, and lost revenue to maintain the facilities.

Customer

involvement: Chief among our internal customers was the WMD Finance Department, who processes the rental payments. They were consulted during the project in order to find a more efficient and secure method of processing rental payments. We developed the practice of collecting the entire payment as one transaction, which resulted in quicker refunds and less exposure to lost revenue.

IV. Impact to Washingtonians:

The impact to Washingtonians can be viewed in the impacts to those who rent space in our Armories, and in a macro-view of good stewardship of tax-payer time and resources. Prospective renters have clearer and more accessible information; the rental process moves more quickly and efficiently. Renters receive faster responses and receive their deposit refunds in less time. As a result, they can make decisions more quickly where it concerns the events and activities they want to conduct. In addition, the people of our State have at their disposal a safe and cost-effective venue. They also know that the staff time and tangible resources their tax dollars fund is being used in a far more efficient manner.

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 checked="" type="checkbox"/> Quality | Decreased steps required to complete armory rentals from 22 steps to 10 steps. | Reduced 12 non-value added steps per rental | Final |
| <input checked="" type="checkbox"/> Time | Decreased Processing time of armory rentals from 104 minutes to 57 minutes. | 9.4 hours annually | Final |

VI. Contact information:

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