Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Cascadia College
Partner agencies: N/A

Improvement project title: Lean re-design of International Program's work- and paper flow

Date improvement project was initiated: 3/10/2015
Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	Click here to type in the goal number (s) and performance measure(s).
☐ Agency Strategic Plan	Click here to type in the goal(s) or performance measure(s).
☒ Other	Click here to enter details.

Report reviewed and approved by:

II. Project Summary:

Cascadia improved the enrollment and intake of International program students, resulting in a reduction of paper file folders containing pages from ~4,800 pages a year to 480 with no loss of data fidelity. Further, staff captured roughly 40 human hours of work/year from a previous total set of tasks' effort of roughly 400 human hours.

III. Project Details:

Identify the problem:	The College's rapidly-growing International Program reached a scale by Winter, 2014 quarter that made the existing application, enrollment & intake processes no longer functional, degrading focus spent on quality interactions w/customers.
Problem statement:	In the previous method, it took roughly 100 hours (0.83 hrs/student)/quarter to process the data entry, printing and filing of roughly 1,200 sheets of paper forms, compared to our target of 90 hours/quarter and filing of 120 sheets of paper, which we aimed to reach by mid-Fall Quarter, 2015-16.
Improvement description:	Dean of International Programs called an all-staff gathering with a lean process facilitator to hammer out ideas ranging from speculative to sub-tactical to apply a relentless naïve questioning of entire processes as well as each step. The result was a process redesign effort that reduced redundant data entry by about 25%, reduced printed back-ups of students' files as paper in folders by 90% (> a thousand sheets per quarter), eliminated gathering of 100% of the data that was no longer needed in the new workflow. The filing cabinet that holds these records would have run out of room in one or two more quarters, requiring purchase of an additional one, no longer needed. Further, the team helped set up a kaizen process that should yield ongoing improvements as staff observe the new processes in action and fine-tune them.
Customer involvement:	The Vice President of Administrative Services and Dean of International Programs set up a meeting of all International Program staff including student work study talent to collaboratively attack the legacy processes. Participation = do-er buy-in.

Strategic Lean Project Report

RESULTS WASHINGTON

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☒ **Cost**	Avoided printing and filing of student forms **from** ~1,200/quarter **to** 120/quarter, resulting in savings of roughly $86 in paper costs. Avoided purchase of additional 5' filing cabinet, resulting in savings of roughly $350 in furniture costs.	$86 in paper costs & printer operation. Eliminated need for ~$350 for additional office furniture.	Preliminary
☒ **Time**	Decreased quality-neutral data entry **from** ~400 hours/year **to** ~360 hours/year.	roughly $18/hour resulting in roughly 40 hours ($720) reinvested in serving customers more quickly, program design, planning events co-hosted with faculty, etc.	Preliminary
☒ **Employee Engagement**	Increased employee suggestions on workflow **from** zero **to** roughly one woman-day a year/employee investment in initial & ongoing process improvement analysis.	☐N/A (or) Unknowable at this stage	Preliminary

V. Contact information:

Name: Terence Hsiao
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Phone number: 425-352-8196

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Commerce
Partner agencies: None

Improvement project title: Employee Engagement Survey Results

Date improvement project was initiated: 9/1/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal Council 5, Efficient, Effective and Accountable Government: Goal Topic – Customer Satisfaction and Employee Engagement
☐ Agency Strategic Plan	4T
☒ Other	Links to our Fundamentals Map and Key Goals of Entrepreneurial Agency Culture and Conscientious Stewardship. It also links to our Outcome of Engaged Employees.

Report reviewed and approved by: Connie Robins, Deputy Director

II. Project Summary:

The Department of Commerce implemented a project to improve our Employee Engagement Survey process and response rate. We believe that engaged employees are a key component of success. If employees are not responding to the survey then it is harder to assess their level of engagement. This project was focused on increasing our response rate so that we can have better insight into our agency culture and level of employee engagement. This in turn will lead to action for targeted improvements for increasing employee engagement, ultimately leading to better outcomes for our customers.

This work led to increasing our employee participation rate from 49 percent to 72 percent. This increase ranked Commerce in the top quintile (20%) in terms of survey response rate improvement for the state.

III. Project Details:

Identify the problem:	Since 2011, the Department of Commerce has seen a steady decline in the Employee Engagement Survey participation rate. Our response rate went from a high of 85 percent in 2011, to a low of 49 percent in October 2015.
Problem statement:	Currently, 49 percent of employees responded to our Employee Engagement Survey compared to our interim target of 70 percent, which we want to reach by 10/30/2015.
Improvement description:	The approach included first looking at the data for the trend overtime at an enterprise level and division level to identify any specific areas to target improvement and to understand the current state. This data informed our work in

developing and implementing an action plan aimed at increasing communication, awareness, and understanding across all divisions. A variety of communications strategies such as email, IntraCOM, unit meetings, were utilized. We worked with the Union Rep to address participation concerns. As employee anonymity was one of the participation concerns, additional options were made available to employees such as drop boxes and access to lab computers for generic devices and log on. Active participation in the State Point of Contact meetings provided additional support and ideas for improving the process.

Customer involvement: This project involved seeking input from front-line staff, the union, and managers on approaches to improving response rates. This input was incorporated into the overall communications and outreach. In addition, data from earlier focus groups was incorporated into the planning.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Time**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☒ **Employee Engagement**	Increased Engaged Employee survey participation rate **from** 49 percent **to** 72 percent.	☒N/A (or) Click here to enter text.	Final

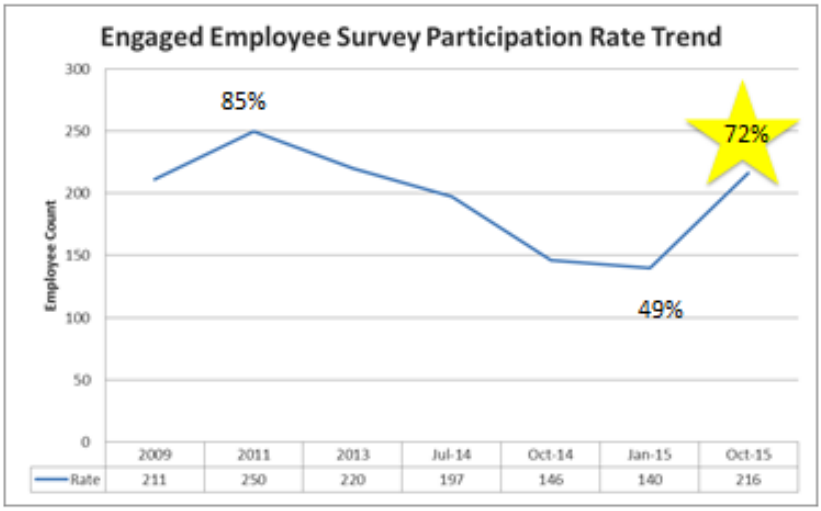
V. Contact information:

Name: Rebecca Stillings
e-mail: rebecca.stillings@commerce.wa.gov
Phone number: 360.725.3123

VI. Optional Visuals: See next page.

Strategic Lean Project Report

Engaged Employee Survey



Department of Commerce
Innovation is in our nature.

Updated: 12-17-15

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Enterprise Services
Partner agencies: Office of Financial Management, Department of Agriculture

Improvement project title: Buildings and Grounds Process for Building Improvement Requests from Tenants

Date improvement project was initiated: 5/1/2014

Project type: Previously reported project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☒ Agency Strategic Plan	Deliver exceptional services; reduce the overall cost of government operations.
☐ Other	4T

Report reviewed and approved by: Chris Liu

II. Project Summary:

The Department of Enterprise Services improved the Buildings and Grounds process for building improvement requests made by tenants, resulting in a reduction of the work-order-submittal to job-completion process (excluding construction due to variable job sizes) from 41 weeks to 11 weeks.

III. Project Details:

Identify the problem:	Buildings and Grounds provides two primary services: project work (like building improvements or modifications) and base services (like preventative maintenance and upkeep of building components). Customers have complained about the time it takes to get the work done and the lack of communication throughout the process.
Problem statement:	In 2014, the time from submitting a work order to completing the job was 41 weeks (excluding construction due to variable job sizes) compared to our target of 11 weeks, which we wanted to reach by 3/1/2015.
Improvement description:	By mapping the process and identifying several areas where non-value-added time was being spent, several countermeasures were put in place including: Standard Operating Procedures, hiring a planner/estimator to support estimate accuracy, 20+ IT enhancements, project tracking tool, standards of services and metrics, contracting guidelines, QA/QC guidelines, web updates, and warranty guidelines.
Customer involvement:	Customer representatives from Office of Financial Management and Department of Agriculture participated in mapping out the current state, future state, and identifying countermeasures.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Time**	Decreased the time from submitting a work order to completing the job (excluding construction due to variable job sizes) **from** 41 weeks **to** 11 weeks.	Eliminated 30 weeks from the process.	Final
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

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Phone number: (360) 725-0034

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Enterprise Services
Partner agencies: 4T

Improvement project title: Training Vendor Invoice Payment Process

Date improvement project was initiated: 12/1/2015

Project type:

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☒ Agency Strategic Plan	Deliver exceptional services; Reduce the overall cost of government operations
☐ Other	4T

Report reviewed and approved by: Chris Liu

II. Project Summary:

The Department of Enterprise Services improved the process for paying private training vendor invoices, resulting in a reduction in the number of days to pay invoices from more than 30 days to 10 days, with initial verification in January 2016, the first month of a two month "check" phase.

III. Project Details:

Identify the problem: DES Learning Solutions Team is responsible for contracting with private training vendors to provide employee development classes to state employees. Instructors complained that their invoices were not being paid within the contractually agreed upon 30 days. The Team realized they needed to address this issue to honor their contractual agreement, to make sure vendors are paid timely, and to ensure a trusting relationship with vendors. DES could also be subject to a 1% penalty for late payment.

Problem statement: Currently, the process to pay training vendor invoices takes more than 30 days, compared to our target of 10 days, which we want to reach by 2/29/2016.

Improvement description: The Learning Solutions Team used 9-Step Problem Solving to grasp the current situation. They observed and documented the steps to process an invoice, and they measured the time each step took. With a problem statement to accurately describe their performance gap, the team used root cause analysis to identify why the problems were occurring. The team then selected countermeasures to address the causes. They were able to eliminate steps and send documents electronically reducing wait time and processing time. The project is currently in the middle of the two month "check" phase, having implemented countermeasures and now collecting data to verify results. During January 2016, all 47 training vendor invoices

were processed in 10 days or less. Verification of processing times will continue through February 29, 2016.

Customer involvement: Initially team members gathered information and consulted with process partners to fully understand the current process and explore improvement options. During the "Do and Check" phases, the team conducted interviews with 16 vendors to monitor vendor satisfaction with the process. All 16 vendors reported satisfaction.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Time**	Decreased the time to pay training vendor invoices **from** more than 30 days **to** 10 days.	Reduced processing time from 30 days to 10.	Preliminary
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Oriana Lewis **e-mail**: Oriana.lewis@des.wa.gov
Phone number: 360-407-7968

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Enterprise Services
Partner agencies: Employment Security Department, Department of Social and Health Services, Healthcare Authority, Labor & Industries

Improvement project title: Mail Equipment Review Purchasing Process

Date improvement project was initiated: 5/1/2014

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	1.2.a. Increase percentage of agencies measuring timeliness for agency core services from 89% to 100% by June 30, 2016
☒ Agency Strategic Plan	Deliver exceptional services; reduce the overall cost of government operations.
☐ Other	4T

Report reviewed and approved by: Chris Liu

II. Project Summary:

The Department of Enterprise Services Consolidated Mail Services improved the mail equipment review process, which is required by RCW 43.19.720, resulting in reducing the review process from 19 days to 5 days and increasing the utilization of the mail equipment review process by state agencies from 9 to 20 (120% increase) from 2014 to 2015.

III. Project Details:

Identify the problem:	The Department of Enterprise Services (DES) Consolidated Mail Services (CMS) Program provides a full range of mail services to state agencies and local governments to streamline government mailings and allow state employees to focus on their agencies' priorities. RCW 43.19.720 states that DES has a responsibility to "review current and prospective needs of state agencies for any equipment to process mail through state government." Customers were dissatisfied with timeliness, the approval/denial criteria for the decision, and communication during the review. Requests could take from several weeks to months prior to a decision being made, impacting customers' day to day operations. Additionally, customers who complied with the legislative requirement expressed frustration that not all state agencies and local governments were complying.
Problem statement:	In 2014, the mail equipment review process took an average of 19 days and did not differentiate separate time standards for small, med, and large equipment purchases, compared to our target of 10 days and distinct time standards for small, med, and large equipment purchases which we intend to reach by Jan 2016.
Improvement	With the input of a range of customers, a standard work process was created. The

Strategic Lean Project Report

description: new process features: A uniform submittal method; clear turnaround times based on the classification of equipment requested; communication through the DES bi-weekly broadcast; outreach to CMS customers; outreach to contract managers and purchasing representatives throughout state government to increase awareness of the need for this process; a request template with clearly defined information requirements, clear explanations of what may or may not impact the customer and why, and an online FAQ guide; implementation of an appeals process in case of customer disagreement; templates for immediate acknowledgement of request acceptance; and expectations for turnaround times.

Customer involvement: We surveyed customers to identify the most prevalent problems with the existing process. Customer representatives from Employment Security Department, Department of Social and Health Services, Healthcare Authority, and Labor and Industries met with process owners to identify issues and agree upon countermeasures.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Quality**	Increased the productivity of the uncontested review process **from** one uncontested review per month **to** twelve uncontested reviews per month.	Increased production from 1 review per month to 12 per month	Final
☒ **Time**	Decreased the mail equipment review process **from** 19 days for all without categories **to** 5 days for small, 10 days for medium and 20 days for large.	Reduced process time to 5 days for small, 10 days for medium and 20 days for large.	Final
☐ **Customer Satisfaction**		☐N/A (or)	Final
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Vanessa Simpson **e-mail**: Vanessa.simpson@des.wa.gov
Phone number: (360) 586-0022

Updated: 12-17-15

Strategic Lean Project Report

Instructions: Use this template to submit at least one project report by January 29, 2016.

Follow these instructions for submitting your report to Results Washington:

- Use this standard naming convention when save your Strategic Lean Project Report
  - Agency Acronym - Project title (Example: LCB - Liquor License Processing)
- Attach the completed report(s) to an email, and send the report(s) to Results Washington at results@gov.wa.gov.

Criteria: These reports should highlight significant, strategic projects with measureable results, especially when the results directly affect Washingtonians.

- Each agency is required to submit at least one Strategic Lean Project Report every six months.
- You do not need to submit a Strategic Lean Project Report for every project initiated during this reporting period. You may, however, submit as many Strategic Lean Project Reports as you want.
- Submit a report when you have measureable results to share. This may mean that some projects initiated during the current reporting cycle are not reported on until a future date when data for measured results is available.
- You may submit multiple reports for the same project when you have achieved additional measureable results in a subsequent reporting cycle.

Purpose: The Strategic Lean Project Report data is one of the ways we assess the state's engagement in pursuing the goal of efficient, effective and accountable government. These detailed reports are available to the public and part of Results Washington's twice-yearly report to the Legislature; they help provide examples of state government using Lean principles and tools to make improvements.

Background: Senate Bill 6002: Section 707[1] mandates that "agencies must report to the office of financial management at least twice per fiscal year process improvements and efficiencies gained through tools such as the lean strategy. The office of financial management must compile and transmit these reports to the appropriate fiscal committees of the legislature at least every six months, beginning January 1, 2014."

Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Financial Institutions
Partner agencies: None

Improvement project title: Securities Division Permits & Acknowledgment Letters

Date improvement project was initiated: 7/30/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: Efficient, efficient, effective & accountable government; Measure 2.1.a. Increase Lean Project
☒ Agency Strategic Plan	GOAL 4: Manage resources and leverage technology to ensure effective and efficient regulation.
☐ Other	4T

Report reviewed and approved by: Gloria Papiez, Deputy Director

II. Project Summary:

The Department of Financial Institutions improved the process for issuing permits and acknowledgement letters for filings submitted to the Securities Division, resulting in eliminating the issuance of approximately 3,715 hard copies of permits and acknowledgement letters every year.

III. Project Details:

Identify the problem: The objective of this project was to evaluate the process of issuing permits and acknowledgement letters for filings submitted to the Securities Division. The Securities Division reviews applications for registration and exemption filings by local, national, and international companies that wish to sell securities, franchises, and business opportunities to ensure compliance with the laws administered by the Division. The Securities Division reviews and processes these types of filings, which includes: setting up a file in our internal database, verifying sufficient payment, identifying deficiencies and working with the filer to resolve any deficiencies. Once the file has been reviewed and all comments or deficiencies have been resolved, then a permit or acknowledgement letter is issued to the filer electronically along with mailing a hard copy.

Problem statement: Annually, approximately 1,200 franchise, 160 franchise broker, and 185 franchise exemptions applications are filed with the Securities Division. In addition, we also receive over 2,200 securities exemption filings. The existing process for issuing permits or acknowledgement letters for these types of filings was to provide them electronically along with mailing a hardcopy. The process for issuing permits and acknowledgement letters was tedious and time consuming. By issuing a hardcopy of the acknowledgement or letter, it required that staff prepare the permit on their

computer, print it out, and walk to the printer to collect it in addition to having to prepare a mailing label. A conservative estimate of the time spent printing, making a label, and collecting the letter from the printer is at least four minutes per letter. This process also impacted our Revenue room as staff in that area sort and send out all of the outgoing mail.

Improvement description: By using value stream mapping, we were able to identify the time, resources and steps we were using to prepare permits and acknowledgement letters and we identified processes that could be eliminated. We determined that we could eliminate the processes associated with sending hard copies of the permits and acknowledgment letters to the filer without any adverse impacts. In doing so, the Division of Securities Registration Unit has eliminated sending approximately 3,715 hard copies of permits every year, saving approximately 250 hours of staff time and $1,880 in postage and paper costs.

Customer involvement: The staff in the Registration Unit participating in this LEAN improvement project. Outside customer involvement was not necessary.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☒ **Cost**	Decreased postage and paper costs annually by an estimated $1,880 in addition to reducing the wear and tear on our printers. The total impact indicated in the column to the right is pro-rated for the five months of 2015 for which the project was implemented.	$783	Final
☒ **Time**	Decreased staff time spent preparing hard copies of permits and acknowledgement letters annually by approximately 250 hours. The total impact indicated in the column to the right is pro-rated for the five months of 2015 for which the project was implemented.	Saved 104 staff hours	Final

V. Contact information:

Name: Faith Anderson, Program Manager
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Name: Trang Pham, Program Specialist
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Strategic Lean Project Report

Instructions: Use this template to submit at least one project report by January 29, 2016.

Follow these instructions for submitting your report to Results Washington:

- Use this standard naming convention when save your Strategic Lean Project Report
  - Agency Acronym - Project title (Example: LCB - Liquor License Processing)
- Attach the completed report(s) to an email, and send the report(s) to Results Washington at results@gov.wa.gov.

Criteria: These reports should highlight significant, strategic projects with measureable results, especially when the results directly affect Washingtonians.

- Each agency is required to submit at least one Strategic Lean Project Report every six months.
- You do not need to submit a Strategic Lean Project Report for every project initiated during this reporting period. You may, however, submit as many Strategic Lean Project Reports as you want.
- Submit a report when you have measureable results to share. This may mean that some projects initiated during the current reporting cycle are not reported on until a future date when data for measured results is available.
- You may submit multiple reports for the same project when you have achieved additional measureable results in a subsequent reporting cycle.

Purpose: The Strategic Lean Project Report data is one of the ways we assess the state's engagement in pursuing the goal of efficient, effective and accountable government. These detailed reports are available to the public and part of Results Washington's twice-yearly report to the Legislature; they help provide examples of state government using Lean principles and tools to make improvements.

Background: Senate Bill 6002: Section 707[1] mandates that "agencies must report to the office of financial management at least twice per fiscal year process improvements and efficiencies gained through tools such as the lean strategy. The office of financial management must compile and transmit these reports to the appropriate fiscal committees of the legislature at least every six months, beginning January 1, 2014."

Send reports to Results Washington by: <u>January 29, 2016</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Financial Institutions
Partner agencies: n/a

Improvement project title: Scanned Document Collaboration

Date improvement project was initiated: 8/18/2015

Project type: New Project

Project is directly connected to:

- ☒ Results Washington performance measure
- ☒ Agency Strategic Plan
- ☐ Other

If applicable, specify the alignment:
Goal 5: Efficient, Effective and Accountable Government, Measure 2.1.a., Increase Lean Projects
Manage resources and leverage technology to ensure effective and efficient regulation.

Report reviewed and approved by: Gloria Papiez, Deputy Director

II. Project Summary:

The Department of Financial Institutions improved the sharing of document images among workgroups, resulting in the reduction of a business unit's document prepping, scanning, and handling process from 80 minutes per day to 5 minutes per day.

III. Project Details:

Identify the problem:	Agency resources are being used to scan the same documents within two different business units.
Problem statement:	Currently, over processing occurs when two different business units duplicate effort by scanning the same documents for different purposes compared to our target of implementing efficient agency business processes, which we want to reach by 6/30/2017.
Improvement description:	A workgroup was created to determine how these two units could eliminate this duplication of effort. The workgroup met and identified a data field captured by one business unit that would allow both to share a single document image. As a result, one business completely stopped their scanning of these documents and will instead rely solely on the document image generated by the other business unit.
Customer involvement:	The workgroup tasked with solving this problem consisted of representatives from both business units, as well as a representative from the agency's IT unit.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Time**	Decreased the amount of time spent prepping, scanning, and handling Securities documents in the revenue room **from** 80 minutes per day **to** 5 minutes per day.	Projected savings of 312.5 hours per year.	Preliminary
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Levi Clemmens **e-mail**: levi.clemmens@dfi.wa.gov
Phone number: 360-902-8818

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Corrections - Correctional Industries
Partner agencies: Department of Corrections - Custody

Improvement project title: Mop Head Usage Reduction

Date improvement project was initiated: 8/1/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	Click here to type in the goal number (s) and performance measure(s).
☐ Agency Strategic Plan	Goal is to reduce mop head usage by 36%. Performance measure is a daily usage tracker
☒ Other	Correctional Industries (CI) Strategic Plan: Improve Core Business Processes

Report reviewed and approved by: Jody Becker-Green, Deputy Secretary for the Department of Corrections

II. Project Summary:

Correctional Industries reduced mop head usage at the Coyote Ridge Corrections Center (CRCC) living units, resulting in $14,400 anticipated annual cost savings. CRCC is located in Connell, Washington.

III. Project Details:

Identify the problem:	The CRCC living units were using excessive amounts of mop heads resulting in added cost to launder.
Problem statement:	Currently, we are laundering approximately 6,177 mop heads per month compared to our target of 3,976 units, which we want to reach by 12/31/2015.
Improvement description:	Improvement efforts included performing a Pareto analysis of mop head usage by living units with a disparity of 75% between the highest and lowest users. The Continuous Improvement office met with the site Correctional Program Managers and Correctional Unit Supervisors to evaluate usage by unit, determine best practices, establish usage goals and develop a daily usage tracker. The CRCC living units have experienced a 40% reduction in total mop head usage along with more consistent usage across the living units.
Customer involvement:	The CI Continuous Improvement office reached out to both CI staff and Custody staff in an effort to involve both business units in the development of cost reduction solutions that will benefit the site, the laundry and the tax payer.

Strategic Lean Project Report

IV. Project Details:

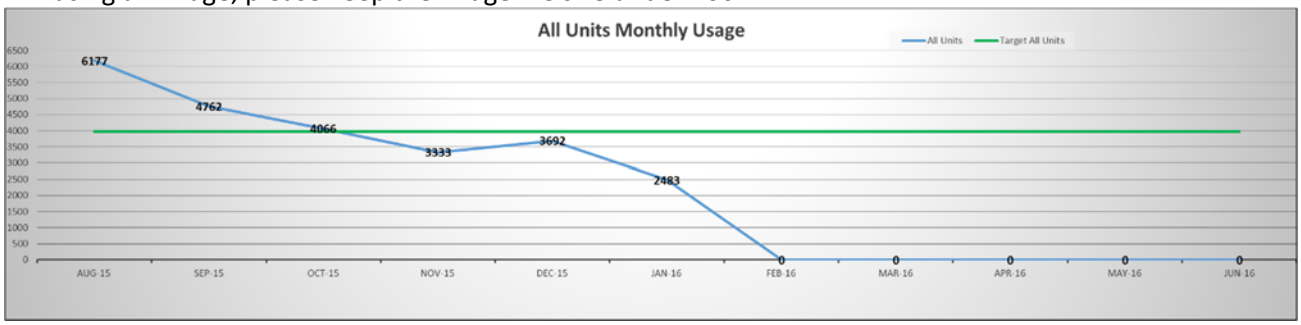
Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Cost**	Decreased mop head usage **from** 6,177 units/month **to** 3,692 units/month.	$4,736 savings through 12/31/15	Final
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Time**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Preliminary
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: James Nelson **e-mail**: jdnelson@doc1.wa.gov
Phone number: 509-543-5901

VI. Optional Visuals:

Delete section if not using. Provide before and after photos or simple charts. If using an image, please keep the image file size under 100KB.



Updated: 12-17-15

Strategic Lean Project Report

	Actual Monthly Usage	Monthly Savings	Cummulative Savings
Aug-15	6177	-$1.07	($1.07)
Sep-15	4762	$756.61	$755.54
Oct-15	4066	$1,129.29	$1,884.83
Nov-15	3333	$1,521.79	$3,406.63
Dec-15	3692	$1,329.56	$4,736.18
Jan-16	0		
Feb-16	0		
Mar-16	0		
Apr-16	0		
May-16	0		
Jun-16	0		

Updated: 12-17-15

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Licensing
Partner agencies: n/a

Improvement project title: Employee Generated Lean Project Recommendations

Date improvement project was initiated: 3/25/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: Efficient, Effective and Accountable Government
☒ Agency Strategic Plan	OM1: Engaged Employees OM4: Efficient Effective Services
☐ Other	4T

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

The Lean Project Recommendation process allows employees statewide to electronically submit an idea for a Lean Process Improvement Project (1-5 Day Workshop). There are approximately 38 submissions per year.

The Department of Licensing improved the Employee Generated Lean Project Recommendations Process, resulting in touch time (staff time) savings from 173 minutes to 154 minutes per recommendation and cycle time (turnaround time) savings from 8-13 days to 2-6 days per recommendation. Time saved as a result of this project allows the Lean Program to increase coaching, consultation, and training to other DOL Programs. The project also resulted in improved quality, reducing ideas submitted that didn't need to go through the process from 68% to 46%. We plan to further evaluate and adjust the process so that we can continue improving quality.

III. Project Details:

Identify the problem: The expectations related to processing and reviewing Lean Project Recommendations were unclear. Many ideas submitted (68%) were errors and didn't need to go through the process: they either didn't meet the criteria of a Process Improvement Project or could have been implemented without going through the process. This caused extra work for Lean Consultants, customers, and reviewers.

Problem statement: 68% of submissions were made in error compared to our target of 50% or less, which we wanted to reach by 10/13/2015.

Improvement description: We implemented the following improvements:

- Clarified roles and responsibilities, and streamlined the process.
- Added transparency by increasing communication with customer.

Strategic Lean Project Report

- Created a template to help reviewers make decisions.
- Simplified the submission form.

Customer involvement: We used a Customer Survey to involve customers, and we included internal customers in the workshop to help improve the process.

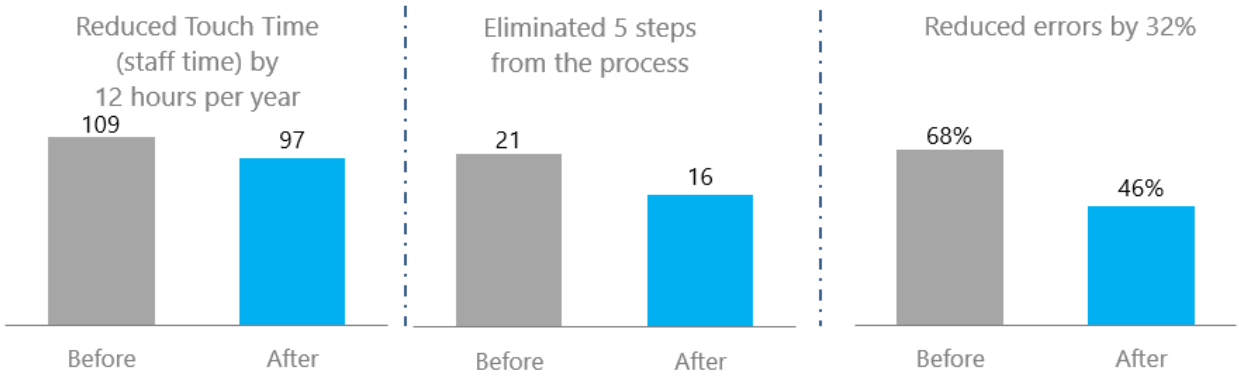
IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☒ **Quality**	Decreased submissions with errors (suggestions that didn't need to go through the Lean Project Recommendation process) **from** 68% **to** 46%.	32% reduction of errors	Final
☒ **Time**	Decreased Touch time (staff time) **from** 173 minutes per recommendation **to** 154 minutes per recommendation.	Annual touch time (staff time) savings of 12 hours	Final

V. Contact information:

Name: Sara Crosby **e-mail**: scrosby@dol.wa.gov
Phone number: (360) 902-0135

VI. Optional Visuals:



Updated: 12-17-15

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Licensing
Partner agencies: n/a

Improvement project title: Ignition Interlock Device Billing and Reimbursement Processes

Date improvement project was initiated: 5/5/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: Efficient, Effective and Accountable Government
☒ Agency Strategic Plan	OM1: Engaged Employees OM2: Customer Satisfaction OM4: Efficient Effective Services
☐ Other	4T

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

In Washington, 14,000 drivers must pay an extra $20 fee (indigence fee) per month for the ignition interlock devices (IID) installed on their vehicles. The IIDs are installed on their cars to detect whether they have been drinking. The indigence fees help pay for devices of drives who qualify for financial assistance. DOL sends a monthly bill to each of the 6 manufacturers to collect the fees, and reimburses the manufacturers monthly for their qualifying customers. The monthly manufacturer bills are complex, and calculated based on thousands of drivers.

The Department of Licensing improved the Billing and Reimbursement Processes, resulting in reduction of touch time (staff time for both DOL staff and manufacturers' staff) from 741 minutes to 637 minutes for each reimbursement, and a reduction of touch time from 1029 minutes to 609 minutes for each billing. Time saved by DOL staff was reallocated to conducting data analysis of current trends and managing contracts with IID Manufacturers. The project resulted in a reduction of cycle time (turnaround time) from 6 business days to 1.5 business days for the billing process, which means less wait time for customers. The percentage of bills containing errors was reduced by two thirds, and the number of errors within each bill was reduced by half. The Department of Licensing continues to work on evaluating the process and improving the quality of these complex bills and reimbursements.

III. Project Details:

Identify the problem: IID manufacturers weren't clear which drivers must pay the $20 fee each month and which drivers qualify for financial assistance. The cycle time for the monthly billing process was 6 business days long, 100% of bills contained some errors.

Problem statement: The billing process cycle time was 6 business days compared to our target of 4 business days, which we wanted to reach by 11/7/2015.

Strategic Lean Project Report

Improvement description: We implemented the following improvements:

- Old records in the system that caused repeated errors were corrected.
- Set up electronic payments between DOL and manufacturers using the Automated Clearing House (ACH) process.
- Procedures, applications, and letters were updated with clear instructions.
- Updated a web application to provide real-time information to manufacturers regarding their customers' IID requirements.

Customer involvement: Five representatives from two IID manufacturers (our direct customers in this process) participated in the workshop to improve the process.

IV. Project Details:

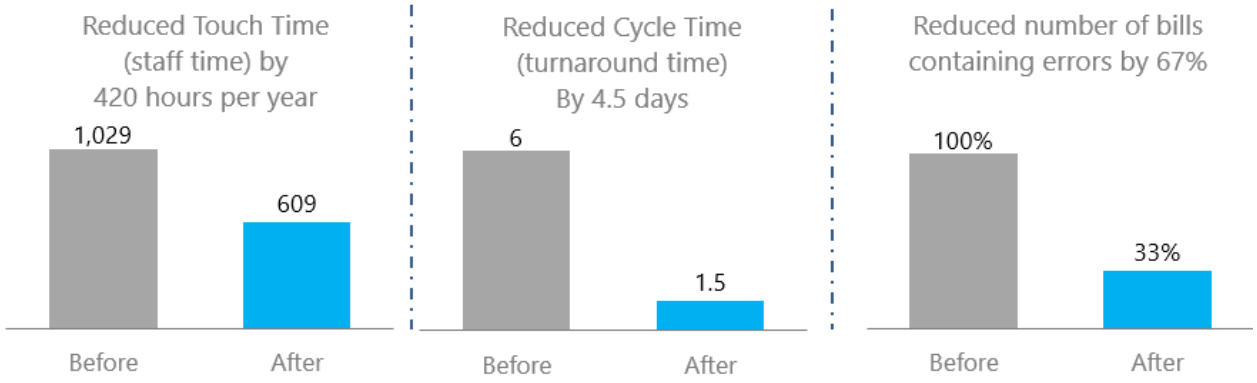
Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☒ **Quality**	Decreased the percentage of bills containing errors **from** 100% **to** 33%. Decreased the number of errors within those bills by 50%, **from** 20 errors **to** 10 or fewer errors.	67% improvement in bills sent without errors	Final
☒ **Time**	Decreased IID billing cycle time (turnaround time, which includes customer wait time) **from** 6 days **to** 1.5 days per billing cycle for each IID Manufacturer. Decreased touch time **from** 1029 minutes **to** 609 minutes for each billing. Decreased touch time **from** 741 minutes **to** 637 minutes for each reimbursement. Time saved was repurposed to managing contracts with IID manufacturers and doing data analysis.	Saved 4.5 days of cycle time for each monthly billing. Saved 420 hours total touch time per year.	Final

V. Contact information:

Name: Sara Crosby **e-mail**: scrosby@dol.wa.gov
Phone number: (360) 902-0135

Strategic Lean Project Report

VI. Optional Visuals:



Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Licensing
Partner agencies: n/a

Improvement project title: Standardized Contract Approval Process

Date improvement project was initiated: 2/23/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: Efficient, Effective and Accountable Government
☒ Agency Strategic Plan	OM1: Engaged Employees OM4: Efficient Effective Services SP2: Manage Goods and Services
☐ Other	4T

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

DOL enters into contracts for various goods and services, including data sharing agreements, and outside vendors for software maintenance. There are approximately 120 contracts that go through the Contract Approval Process per year. Contracts are approved by those with signature authority in the business areas, subject matter experts are partners in the process, and the Contracts Office coordinates and manages the process.

The Department of Licensing improved the Contract Approval Process, resulting in reduced touch time (staff time) from 280 minutes per contract to 95 minutes per contract. Time saved by Contracts Office staff was reallocated towards fulfilling needs of program areas, such as increasing the time spent selecting vendors to contract with.

III. Project Details:

Identify the problem: Contracts Specialists within the Department used their own independent systems and processes for contract approvals. The inconsistency created confusion and frustration with stakeholders and internal customers, caused rework, and caused additional touch time.

Problem statement: There were inconsistent processes which could take at least 280 minutes per contract compared to our target of using a consistent process that takes 210 minutes per contract, which we wanted to reach by 8/25/2015.

Improvement description: We implemented the following improvements:

- Created a cross-division standard process.
- Clarified roles of Contracts Office staff and subject matter experts.

Strategic Lean Project Report

- Increased communication with internal customers and process partners.
- Updated the 4-page Contract Approval document to a simple 1-page form.

Customer involvement: Internal customers were included in the Lean Workshop, provided feedback regarding the current process, and gave input and suggestions regarding the new and improved process.

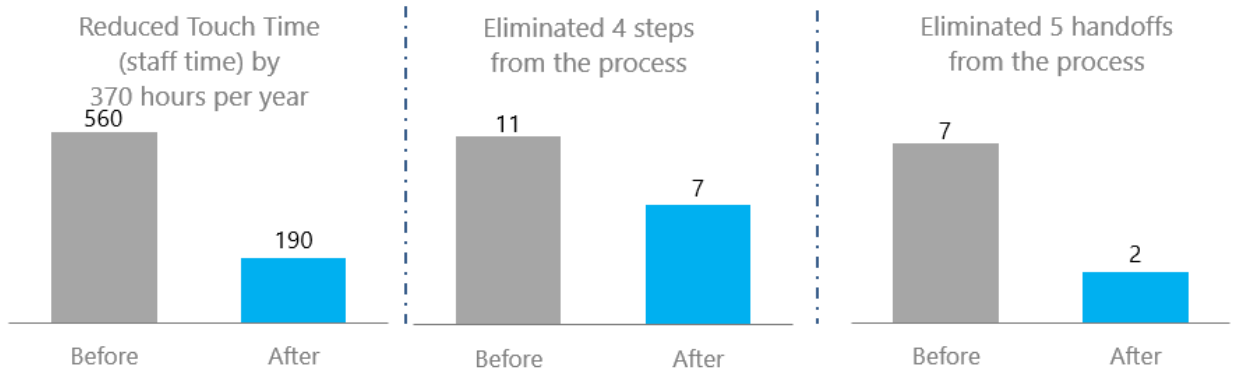
IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☒ **Time**	Decreased Touch Time **from** 280 minutes per contract **to** 95 minutes per contract.	Annual touch time savings of 370 hours	Final

V. Contact information:

Name: Sara Crosby **e-mail**: scrosby@dol.wa.gov
Phone number: (360) 902-0135

VI. Optional Visuals:



Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Licensing
Partner agencies: n/a

Improvement project title: Subpoena Process

Date improvement project was initiated: 7/29/2015

Project type:

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: Efficient, Effective and Accountable Government
☒ Agency Strategic Plan	OM1: Engaged Employees OM4: Efficient Effective Services
☐ Other	4T

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

The Driver and Vehicle Records Section of DOL receives approximately 3,600 subpoenas per year; 5% result in an appearance to testify in court as a witness on behalf of the Department, and the remaining 95% end up with no trial. The Department of Licensing improved the Subpoena Process, resulting in reduced touch time (staff time); it took 62 to 287 minutes per no trial subpoena and now takes 52 to 227 minutes per no trial subpoena. The touch time (staff time) for subpoenas resulting in appearances was reduced from 146-1049 minutes to 133-989 minutes. Staff time saved was reallocated to help with the backlog of another process (Certified Copy of Drive Record Requests) within the unit.

III. Project Details:

Identify the problem: The process took too long.

Problem statement: It took 287 minutes to process a no trial subpoena compared to our target of 52 minutes, which we wanted to reach by 2/6/2016.

Improvement description: We implemented the following improvements:

- Eliminated unnecessary steps and streamlined the process.
- Started processing subpoenas electronically
- Provided cross-training to others on the team so more than one employee was processing the entire workload.

Customer n/a

Strategic Lean Project Report

involvement:

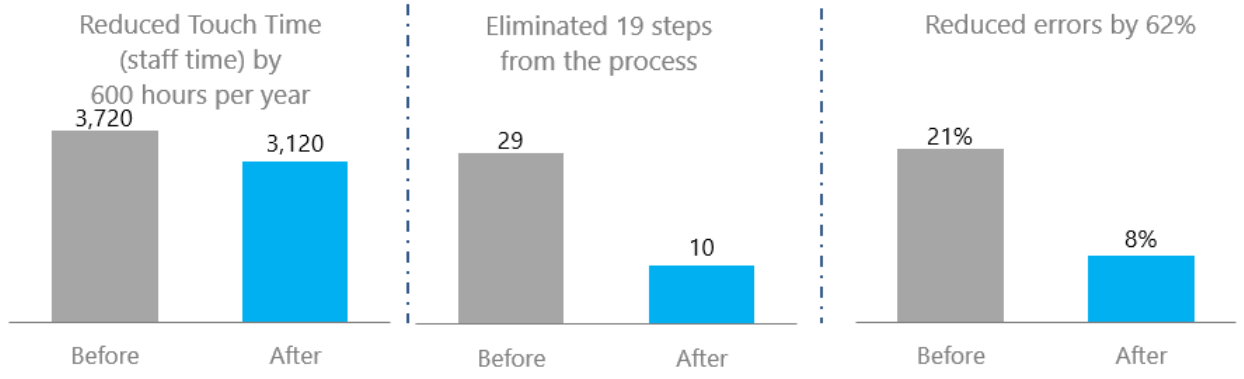
IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☒ **Quality**	Decreased errors **from** 21% **to** 8%.	62% less errors	Final
☒ **Time**	Decreased touch time (staff time) for no trial subpoenas **from** 62-287 minutes each **to** 52-227 minutes each. Decreased touch time (staff time) for personal appearance (trial) subpoenas **from** 146-1049 minutes **to** 133-989 minutes Staff time saved was reallocated to help with the backlog of another process.	Saved 600 touch time (staff time) hours per year.	Final

V. Contact information:

Name: Sara Crosby **e-mail**: scrosby@dol.wa.gov
Phone number: (360) 902-0135

VI. Optional Visuals:



Updated: 12-17-15

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Department of Licensing
Partner agencies: Oregon Department of Motor Vehicles

Improvement project title: Driver's License Suspension and Adjudication

Date improvement project was initiated: 9/2/2014

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Efficient and Effective Government
☒ Agency Strategic Plan	Efficient and Effective Services
☐ Other	Trusted Credible Partner

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

Washington and Oregon have an agreement (Non-Resident Violators Agreement) to hold their own drivers accountable for failure to respond to traffic citations or fail to pay license suspensions received in the other state.

Approximately 24,000 suspension or adjudication (17,500 suspensions and 6,670 adjudications) transactions occur between Oregon and Washington per year.

The Washington State Department of Licensing and the Oregon Department of Motor Vehicles improved the license suspension and adjudication processes, resulting in 100% reduction in errors from as many as 170 per month down to 0.

III. Project Details:

Identify the problem: Oregon and Washington spend too much time processing suspensions and adjudications.

Problem statement: Previously, there were up to 170 errors per month in suspensions and adjudications compared to our target of 0 which we wanted to reach by April 2015.

- Approximately 50% of suspension transactions Oregon processed for Washington were rescinded.
- About 25% of suspension letters Oregon received were in error (non-suspendable violations).

Strategic Lean Project Report

Improvement description:

- Both Oregon and Washington improved their own processes before coming together to look at cross state opportunities.
- Implemented several technology solutions to reduce the errors with processing adjudications.
- Provided accesses to DOL employees so they can easily check status of Washington drivers in other states.
- Imaging suspensions and adjudications, which requires less steps.
- Trained staff to combine records when needed, reducing handoffs.
- Shared and use direct contact information, eliminating calls to the customer service center
- Developed and delivered customized training to our courts and Law Enforcement Agencies so they include correct information.
- Stopped sending non-suspendable posts to Oregon.
- Created customized letters (incorporating format that is consistent with Oregon's data entry), eliminating processing time and reducing errors.
- Added language to the Notice of Suspension letter – your state of record will be notified of the suspension – so that drivers pay and avoid suspension.
- Oregon eliminated proofreading of all adjudications/clearances and staff time was saved
- Oregon stopped stamping all of the documents and staff time was saved.

Customer involvement: While process partners participated in the improvement, direct customers did not participate.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☒ **Cost**	$56.76 savings in paper, $3,251.52 per year in postage, and $38,080 in vacancy savings	$41,387 per year	Final
☒ **Quality**	Decreased Adjudication and suspension errors **from as many as 170 per month to** 0.	100% reduction of errors	Final
☒ **Time**	Decreased touch time (staff time) by approximately 1,664 hours per year. The plan is to redirect the work of this currently vacant position to process collision reports.	Approximately 1,664 hours per year	Final

Strategic Lean Project Report

In addition to the results above, Oregon:

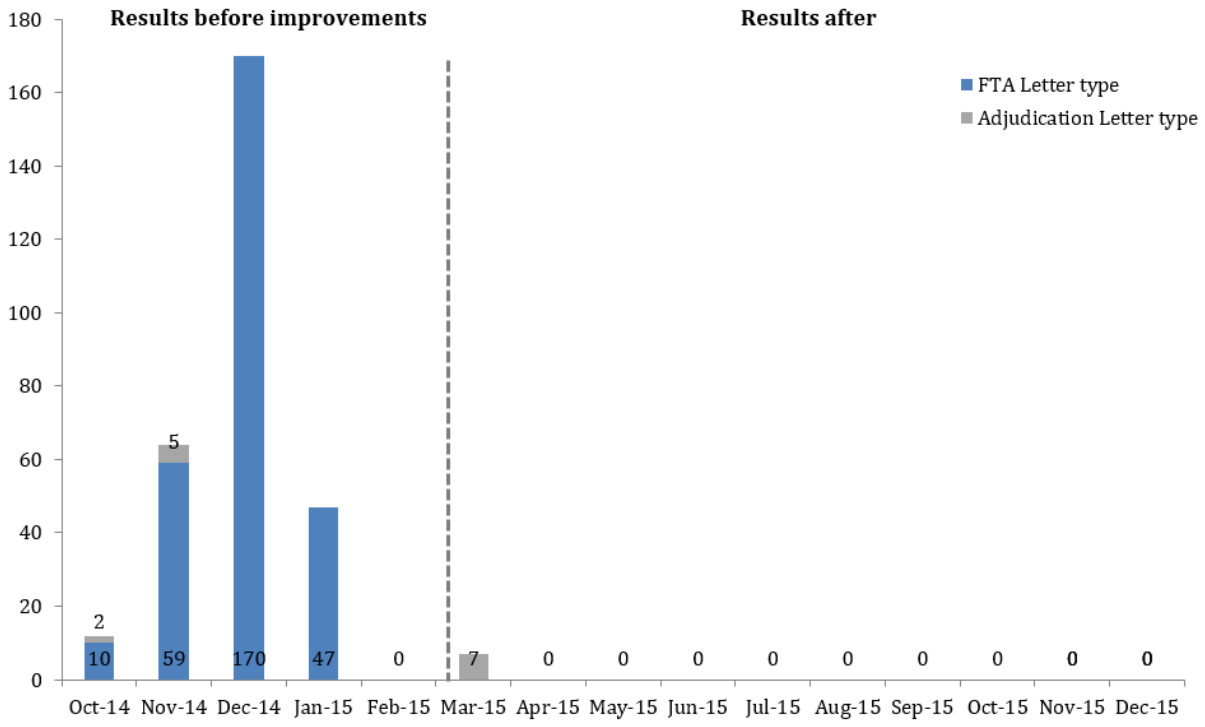
- Saved between 1,738.5 and 1,886.5 hours each year.
- Applied some of the changes to other processes, which have resulted in additional benefits.
- Saved as much as .91 of full time equivalent and redirected staff time to other critical tasks.
- Shared that there were also efficiencies that are more difficult to quantify, but are equally important. The changes are resulting in fewer customer complaints, thereby improving customer service and public perception.
- Overall, Oregon experienced a 17% to 24% reduction in costs associated with the process.

This report provides improvement data for suspension and adjudications between Oregon and Washington. The process with other states has also improved due to this project.

V. Contact information:

Name: Cyndee Baugh **e-mail**: Cbaugh@dol.wa.gov
Phone number: (360) 902-3678

VI. Optional Visuals:



Updated: 12-17-15

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Department of Transportation (WSDOT)
Partner agencies: Washington State Department of Licensing (DOL)

Improvement project title: Resolving vehicle registration holds due to unpaid toll bills

Date improvement project was initiated: 12/31/2014

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: Efficient, effective and accountable government
☒ Agency Strategic Plan	WSDOT Goal 4: Organizational strength DOL Goal: Efficient, effective services DOL Goal: A trusted, credible partner

Report reviewed and approved by: Roger Millar, Deputy Secretary of Transportation and Pat Kohler, Director of the Department of Licensing

II. Project Summary:

WSDOT's Toll Division and DOL improved the process for customers to resolve holds placed on their vehicle registrations (tabs) due to unpaid toll bills, resulting in 33% faster resolution for registration holds from 177 days on average between July 2013 and December 2014 to 118 days in 2015. In addition, the number of registration holds resolved per month nearly tripled, from 720 to 2,140 holds resolved per month.

III. Project Details:

Identify the problem:

In July 2013, WSDOT and DOL began to place vehicle registration holds on vehicles with unpaid toll bills (tolling started on the SR 520 floating bridge 18 months earlier) and immediately began to receive a high volume of negative customer comments regarding the hold resolution process. WSDOT and DOL were receiving complaints from customers who were surprised to discover they had unpaid toll bills when they went to renew their vehicle registration (tabs). Other customers complained that it took too long to resolve registration holds due to unpaid toll bills, and that neither WSDOT nor DOL customer service representatives seemed to have complete information regarding how to resolve the holds.

The state relies on tolling revenue to fund critical infrastructure and public safety efforts. Customers who drive on one or more of the tolled facilities operated by WSDOT have 80 days to pay a toll bill using electronic tolling or toll bills mailed to the vehicle's registered owner (based on a photo of the license plate). If toll bills are not paid within 80 days of the tolled trip, a civil penalty is incurred (similar to a parking ticket) and WSDOT pursues the adjudication process. When unpaid toll bills

are not resolved through adjudication, WSDOT's toll vendor submits data to DOL to place a hold on the vehicle's registration (tabs). DOL issues notices before a vehicle registration is due (tabs expiring) – if there are two or more civil penalties 120 days before the registration expires, the notification includes notice that the registered owner cannot renew the vehicle registration until they pay their tolls. DOL sends these notices about 30 days earlier than typical registration notices.

Problem statement: As of January 2015, WSDOT and DOL were only resolving 29% of the registration holds assigned to vehicle owners due to unpaid toll bills, and it was taking 177 days on average to resolve and release a hold (July 2013 through Dec 2014). In order to reduce the negative impacts to customers, WSDOT and DOL set a goal of a 10% improvement to these metrics (790 holds resolved per month, each within 160 days of the hold being placed).

Improvement description:

- Implemented an online "registration hold" clearance form which WSDOT can send to DOL for same-day registration hold resolution (for scenarios such as when a customer comes in to pay their toll bills in order to renew their tabs which are expiring the next day).
- WSDOT improved language on its *Good to Go!* toll bill notices with the goal of gaining payment compliance prior to the need for a vehicle registration hold.
- Added links to WSDOT and DOL websites which provide customers with better information regarding vehicle registration holds and prompt customers to update mailing addresses with both organizations.
- Changed policy to allow DOL call center staff to provide customers with information about how much is owed for tolls.
- WSDOT's toll collection vendor can now send information to DOL daily regarding which vehicles qualify for registration holds, rather than weekly.
- DOL now prompts customers to renew their vehicle registration address when they renew their driver's license.
- Developed a glossary of terms so that WSDOT and DOL avoid rework loops and misunderstandings, which delay customer registration hold resolution.
- Provided additional training related to vehicle registration hold resolution policies and processes for WSDOT and DOL customer service staff, as well as staff working at independent vehicle licensing offices.
- Developed a contact list for staff at WSDOT and DOL who were in a position to help expedite responses to customers with registration holds, as needed.
- DOL added an email inbox for tolling related concerns so that staff members can expedite response to customers.
- While implementing these improvements with DOL, WSDOT also introduced a new customer service policy offering first-time forgiveness of penalties. Customers receiving a civil penalty for unpaid tolls can request a one-time waiver of all unpaid late fees and penalties as long as they pay the original tolls.

Customer involvement: Customer service staff from WSDOT, DOL and independent licensing offices participated in the inter-agency Lean process improvement workshop and shared examples of how this process was impacting customers.

Strategic Lean Project Report

Additionally, WSDOT conducted a customer focus group in December 2014 related to the language and appearance of its toll bills with the goal of improving customer understanding and compliance.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☒ **Quality**	Increased the number of vehicle registration holds resolved **from** 720 holds resolved per month in 2013-2014 **to** 2,100 holds resolved per month in 2015. However, because the number of holds that were placed on vehicle registrations increased 178% in this same timeframe, the percent of vehicle registration holds resolved increased only two percentage points **from** 29% **to** 31%.	Approximately 16,600 additional registration holds resolved annually. Percent of holds resolved increased two percentage points.	Final
☒ **Time**	Decreased the amount of time it took WSDOT and DOL to notify customers of a registration hold, resolve the underlying issue for the unpaid toll trip, and release the hold by 33% **from** 177 days on average (July 2013 – Dec 2014) **to** 118 days on average in 2015 (Jan-Dec). Decreased customer service center staff time spent answering phone calls regarding tolling issues **from** 8 hours per day in December 2014 (2,090 hours annually) **to** approximately 30 minutes per day on average in 2015 (130 hours annually).	Customers received resolution of their vehicle registration holds on average 59 days sooner. Redeployed approximately 1,960 labor hours annually to meeting the needs of other customers.	Final
☒ **Customer Satisfaction**	Decreased the number of customers that called the customer service center regarding tolling issues **from** approximately 140 calls per day (equal to one person devoted to these calls full time) **to** no more than 10 calls every day.	Approximately 33,900 fewer customers need to contact DOL to resolve tolling issues annually.	Final

V. Contact information:

Name: Jean Denslow (WSDOT) **e-mail**: Jean.Denslow@wsdot.wa.gov
Phone number: 360-705-7731

Name: Cyndee Baugh (DOL) **e-mail**: Cbaugh@dol.wa.gov
Phone number: 360-902-3678

Updated: 12-17-15

Strategic Lean Project Report

Instructions: Use this template to submit at least one project report by January 29, 2016.

Follow these instructions for submitting your report to Results Washington:

- Use this standard naming convention when save your Strategic Lean Project Report
  - Agency Acronym - Project title (Example: LCB - Liquor License Processing)
- Attach the completed report(s) to an email, and send the report(s) to Results Washington at results@gov.wa.gov.

Criteria: These reports should highlight significant, strategic projects with measureable results, especially when the results directly affect Washingtonians.

- Each agency is required to submit at least one Strategic Lean Project Report every six months.
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Background: Senate Bill 6002: Section 707[1] mandates that "agencies must report to the office of financial management at least twice per fiscal year process improvements and efficiencies gained through tools such as the lean strategy. The office of financial management must compile and transmit these reports to the appropriate fiscal committees of the legislature at least every six months, beginning January 1, 2014."

Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Department of Revenue
Partner agencies: 4T

Improvement project title: Transfer Business Licensing Service (BLS) Renewals from U.S. Bank Lockbox to Revenue's Treasury Management operations

Date improvement project was initiated: 1/22/2015

Project type: Previously reported project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☐ Agency Strategic Plan	4T
☐ Other	4T

Report reviewed and approved by: Vikki Smith, Director

II. Project Summary:

The Department of Revenue improved the BLS Renewal process, resulting in the elimination of bank lockbox fees of $1,200 per month.

III. Project Details:

Identify the problem:	Using US Bank lockbox to process 2,000 paper business license renewals with the "tear-off" coupon per month costs $1,200 and creates additional work for the Department's Treasury Management staff. Additional work includes using a separate workflow and special handling for the paper renewals, reconciling multiple bank accounts and monthly statements, sending multiple Cash Journals (A8) to the Office of the State Treasurer to account for revenue, and using multiple unique work processes (e.g. checks that cannot be processed, dishonored checks, ImageLook check lookup, and validation number research). The BLS forms for renewals and applications also have an inconsistent location where DOR prints important identification information onto documents which increases the amount of time to process BLS payments.
Problem statement:	Currently, paper business license renewals are processed by U.S. Bank lockbox costing $1,200 per month compared to our target of no cost per month, which we want to reach by 4/30/2015.
Improvement description:	The Treasury Management staff at the Department of Revenue eliminated the U.S. Bank lockbox for licensing renewals and is now processing the 2,000 paper renewals in house. This is possible because additional work required to manage multiple accounts and workflows has been eliminated. The BLS forms for renewals and applications were revised to have a consistent location on documents where DOR can print identification information, thereby reducing processing time.

Strategic Lean Project Report

Customer involvement: Internal customers from the Taxpayer Services and Taxpayer Account Administration divisions participated in the Lean workshop and provided improvement ideas.

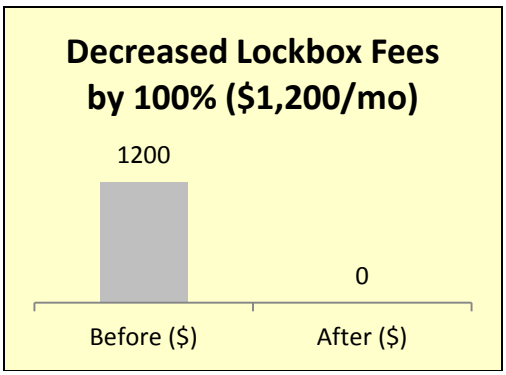
IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Cost**	Decreased bank fees **from** $1,200 per month **to** $0 per month.	$1,200 per month	Final
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Time**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Heather Boe
e-mail: heatherboe@dor.wa.gov
Phone number: 360-534-1607

VI. Optional Visuals: Delete section if not using. Provide before and after photos or simple charts. If using an image, please keep the image file size under 100KB.



Updated: 12-17-15

Strategic Lean Project Report

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[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Retirement Systems
Partner agencies: 4T

Improvement project title: Online Services – Enhance Direct Deposit Options

Date improvement project was initiated: 10/28/205

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	Goal 5 2.1
☒ Agency Strategic Plan	OP2a Self Service Transaction Time Savings
☐ Other	4T

Report reviewed and approved by: Marcie Frost

II. Project Summary:

The Department of Retirement Systems improved The Authorization for Direct Deposit process, resulting in expanding online services for our customers.

III. Project Details:

Identify the problem: Customers who did not set up direct deposit of their pension payments through their online retirement application were required to submit a paper form to DRS. A paper form was also required for updating direct deposit information. Customers are telling DRS through satisfaction interviews that they want more options for online transactions.

Problem statement: Currently, 100 percent of post-retirement direct deposit enrollments or changes are made using paper forms compared to our target of 50 percent being made online, which we want to reach by March 31, 2016.

Improvement description: DRS online services have been enhanced to allow customers to set up or change direct deposit by logging on to their secure online account.

Customer involvement: Customers were involved through monthly Customer Satisfaction Interviews.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Cost**	Decreased TBD **from** (click here to type in baseline data) **to** TBD.	Click here to enter text.	Select from dropdown.
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Time**	Decreased the amount of time processing paper forms **from** 100% of direct deposits being processed by an Office Assistant **to** 80% direct deposits being processed by an Office Assistant, with 138 online updates that required no team member processing from December 10-31st.	This cuts processing time from 4 minutes per form to 0.	Preliminary
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Christine Gee **e-mail**: Christine@drs.wa.gov
Phone number: (360) 664-7209

Strategic Lean Project Report

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Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Services for the Blind
Partner agencies: 4T

Improvement project title: Re-establish Safety and Wellness Team

Date improvement project was initiated: 3/1/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☒ Agency Strategic Plan	4T
☐ Other	4T

Report reviewed and approved by: Lou Oma Durand, Executive Director

II. Project Summary:

The Services for the Blind improved safety and wellness from March – December 2015. . A new Safety Team was established in March of 2015. The team of twelve (12) is made up of representatives from our 6 offices statewide and diverse with regard to gender, job classification and persons with disabilities—one who is blind; two with low vision; and one who is deaf.

III. Project Details:

Identify the problem: The Department of Services for the Blind (DSB) had not had an active Safety and Wellness Team in several years.

Problem statement: Currently, a new Safety Team took on and completed several projects from March – December 2015 including the development of safety protocol with a focus on timely emergency response. Our future targeted projects are: to coordinate Disaster Preparedness training statewide, and research and coordinate in-person "Active Shooter" training for staff in all local offices (21% of DSB employees are blind, low vision, deaf, or hard of hearing.

Improvement description: Improvements included:

- Updating of Emergency Response Procedures – COOP document and Evacuation plans/routes.
- Purchase and distribution of new Emergency Survival backpack kits for: all staff; participants attending the Orientation and Training Center (OTC) -- adaptive skills of blindness; the apartments for residential students; and two person car kits for our assigned motor pool vehicle fleet statewide.
- Purchase and distribution of emergency tool kits for all assigned motor pool vehicles statewide.
- Obtained snow chains for all state vehicles that are compatible with chains.

- For all DSB offices, with no exterior access to ground level, purchased emergency evacuation "stair chairs" for individuals unable to negotiate stairs. .
- Drills: Fire and Earthquake drills were scheduled for two times per year. During the period of July-December 2015. All 6 offices conducted both a Fire and Earthquake drill.
- Trainings: Frist Aid/CPR/AED training statewide; Ergonomics Training at each local office presented by UW Rehab Medicine—3 of 6 offices completed; Active Shooter on-line video training- all staff; Seattle Police Dept. presented a general Disaster Preparedness training for students at the OTC.
- One safety team member completed the comprehensive, intensive 3-day CERT training in December.

Customer involvement: All DSB staff statewide and some of our vocational rehab customers/participants took part in Fire and Earthquake drills and the various trainings stated above. The agency staff response to the Safety Team and its accomplishments have been extremely positive, an additional boost to morale and employee satisfaction.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☒ **Safety**	Increased the number of fire and earthquake drills **from** 3 of 6 offices conducting scheduled drills every 6 months **to** all 6 offices participating in scheduled drills.	100% agency participation	Preliminary
☐ **Cost**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Time**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Customer Satisfaction**	Increased knowledge and information regarding safety and emergency preparedness.	Awareness of safety protocol and procedures in addition to recently purchased survival kits	Preliminary

		for offices and MPVs.	
☒ **Employee Engagement**	Increased	☐N/A (or) There was positive response and 100% participation in the trainings that were offered.	Preliminary

V. Contact information:

Name: Arlene Itou, Assistant Director HR/Operations
e-mail: Arlene.itou@dsb.wa.gov
Phone number: 206-906-5501

VI. Optional Visuals: Delete section if not using. Provide before and after photos or simple charts. If using an image, please keep the image file size under 100KB.

Strategic Lean Project Report

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[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Social and Health Services (DSHS)
Partner agencies: N/A

Improvement project title: Background Check Central Unit Equivalencies Value Stream Mapping (VSM) Event

Date improvement project was initiated: 6/2/2014

Project type: Previously reported project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☐ Agency Strategic Plan	4T
☒ Other	Reducing BCCU background check crime equivalency backlog while identifying areas to streamline and standardize processes.

Report reviewed and approved by: Kathy Marshall, Assistant Secretary, Financial Services Administration

II. Project Summary:

The Department of Social and Health Services (DSHS) improved Background Check Central Unit Equivalencies, resulting in 90 percent decrease in the time it takes to conduct one crime equivalency. Furthermore, a subsequent standard work assessment conducted in July 2015 revealed gaps in procedures and inconsistencies resulting in further streamlining of processes in place.

III. Project Details:

Identify the problem:

When the DSHS Background Check Central Unit (BCCU) receives information, in which an individual discloses a conviction or pending charge from another state or when the FBI criminal history reflects crimes were committed in other states, the BCCU is responsible for requesting an equivalency. An equivalency compares the out-of-state crime to a crime in Washington so that BCCU staff can determine if the out-of-state crime is equivalent to a crime on the Secretary's *List of Disqualifying Crimes and Negative Actions*. Washington State law and regulations disqualify individuals from unsupervised access to vulnerable populations if they have been convicted or have been charged with a crime that is equivalent to a crime on the DSHS Secretary's List or in WAC.

Equivalencies that were more technical were sent to the state Attorney General's Office (AGO) for equivalency review. The more routine ones were done in house. Due to the increased complexity, all equivalencies were sent the AG's office. In December 2013, it was determined the equivalency

review required a specific legal skill set, expertise, and access to legal websites to be completed accurately. Due to the volume and backlog of these equivalency requests, the AGO asked BCCU to refrain from sending any additional requests. This afforded BCCU the opportunity to review its process, identify any waste in the procedures and determine the best party to process the equivalencies.

In December 2013, BCCU collaborated with Central Contracts and Legal Services (CCLS) unit with in DSHS to conduct equivalencies in house. CCLS and BCCU are part of the same division within DSHS and are located close to one another. CCLS staff has the legal skill sets needed to perform the equivalency reviews. BCCU funded one position in CCLS whose sole function was to perform the equivalency review.

In July 2015, a sub-workgroup reviewed the implemented processes to ensure applied changes remained in place. The group found that while the changes were implemented, staff had found various methods of accomplishing the same tasks. The group discussed this and then using the variation identified, determined the best practices and agreed to implement those as new standards.

The team met two more times to guarantee consistency in quality, create standard work and get rid of added steps that weren't necessary. These modifications didn't reduce processing time but did prevent process deviations, work arounds and non-standard work.

During the evaluation of this one process, gaps were identified that impacted other processes. We are continuing discussions to address these gaps.

The group is committed to Plan, Do, Check, Act (PDCA) and is dedicated to ongoing conversations that continuously improve their work and transforming lives.

Problem statement: Our current turnaround time for equivalency analysis is four to six weeks and our target is two days. We want to reach our target goal within 90 days of the Value Stream Mapping (VSM).

Improvement description: As of June 9, 2014 our backlog was approximately 120 equivalency analysis requests. While working on the backlog, we determined that the process, roles and responsibilities needed clarification. Additionally we determined that feedback from program recipients was necessary to understand expectations and determine value-added and non-value-added tasks.

This VSM created standard work that eliminated overproduction and rework loops.

Strategic Lean Project Report

Customer involvement: Customers were involved throughout the planning and execution of the VSM, which improved relationships and helped us better understand their needs. A greater investment of time was also made educating customers about information we need from them to ensure that what's collected is both thorough and accurate. This expedites the process and increases accuracy.

Customers included representatives from Children's Administration, Developmental Disabilities Administration, Home and Community Services, Residential Services, Central Contracts and Legal Services.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement)	Click here to enter text.	Select from dropdown.
☒ **Time**	Decreased **Turnaround time from 4-6 weeks to 1-2 days.**	90% reduction	Final
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

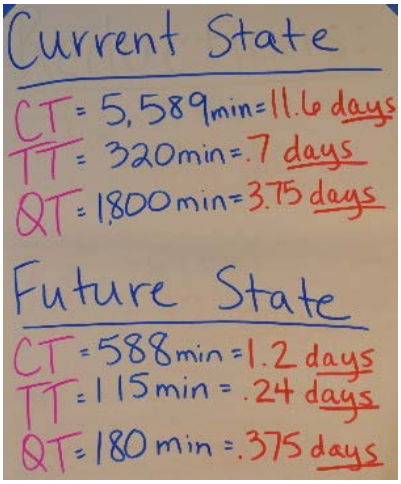
Name: Jennifer Colley (BCCU) **e-mail**: collej@dshs.wa.gov
Phone number: 360.902.7828

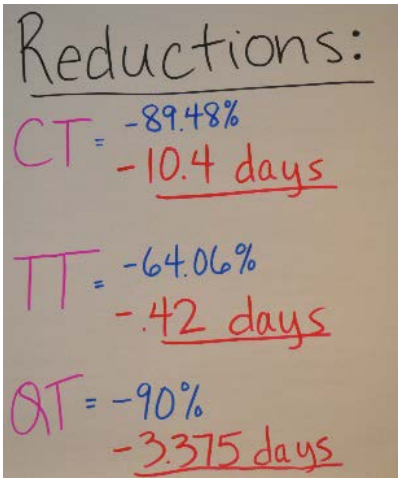
Strategic Lean Project Report

VI. Optional Visuals: Delete section if not using. Provide before and after photos or simple charts. If using an image, please keep the image file size under 100KB.

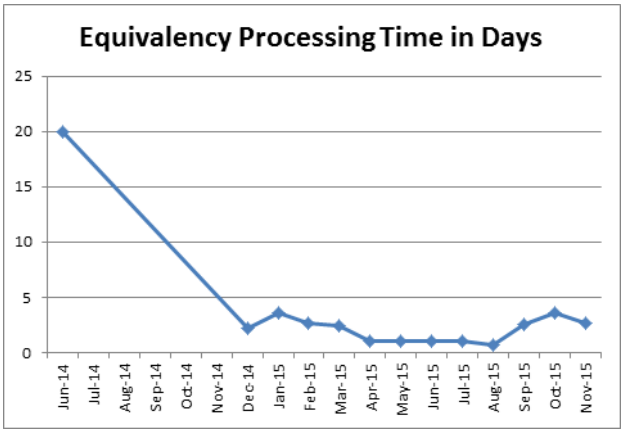
The following image was taken after the future state was created at the VSM event. It shows the total reductions in cycle time (CT), touch time (TT) and queue time (QT).

- Cycle time is the entire amount of time it takes to complete a process, including touch and queue times. It includes time from when an operator starts a process until the work is ready to be passed on.
- Touch time is the amount of time the product is actually being worked on and value is being added. This is typically only a small proportion of the total production time. Most of the time is taken by movement, queuing, etc.
- Queue time is the amount of time between processes, including movement, transfers, and waiting for someone to work on it.





In June 2014, shortly before the Equivalency VSM, BCCU identified a backlog of 120 equivalencies ranging between 4-6 weeks turnaround time. Data collection prior to the VSM was limited. One of the improvement ideas from the VSM was to roll out SharePoint to provide ease in tracking, consistent communication and data collection etc. In late November 2014, SharePoint was rolled out and therefore data was accurately collected after this date demonstrating the decline in the turnaround time to complete equivalencies.



Updated: 12-17-15

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Send reports to Results Washington by: <u>January 29, 2015</u>

DRAFT

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Department of Veterans Affairs
Partner agencies: None

Improvement project title: Spokane Veterans Home transition from paper leave process to electronic leave process.

Date improvement project was initiated: 10/12/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☐ Agency Strategic Plan	4T
☒ Other	Agency's commitment to streamlining existing processes and eliminating waste.

Report reviewed and approved by: Alfie Alvarado-Ramos Director WDVA

II. Project Summary:

The WDVA improved Spokane Veterans Home (SVH) leave request and management process, resulting in elimination of existing paper process and transition to a paperless electronic means for managing the leave process.

III. Project Details:

Identify the problem:	WDVA staff spends too much time initiating, approving, auditing, and completing the current paper process for leave.
Problem statement:	Currently, 142 average work hours per month are utilized managing the leave process compared to our target of 48 average work hours per month, which we want to reach by 1/29/2016.
Improvement description:	Barriers to implementation were identified with a grasp, plan, do, check, act problem solving event with countermeasures identified and an action plan developed.
Customer involvement:	Participants for the problem solving event included WDVA payroll department and SVH front line staff, supervisors, time processors, and local human resource consultants. All of the parties have a customer relationship with one another. Problem solving event allowed for transparency and understanding of roles within the process.

DRAFT

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Time**	Decreased 59 hours **from** 142 hours **to** 48 hours.	Since implementation the teams are accounting for 10 hours to manage leave process.	Preliminary
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Joey Worcester **e-mail**: joeyw@dva.wa.gov
Phone number: 360-725-2153

VI. Optional Visuals:

Delete section if not using. Provide before and after photos or simple charts. If using an image, please keep the image file size under 100KB.

DRAFT

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Ecology
Partner agencies: None

Improvement project title: Electronic Return Receipt for Certified Mail

Date improvement project was initiated: 1/1/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	N/A
☐ Agency Strategic Plan	N/A
☒ Other	Goal 5: Efficient, effective & accountable government, Goal Topic: Resource Stewardship (My money is used responsibly.)

Report reviewed and approved by: Polly Zehm

II. Project Summary:

The Department of Ecology's headquarters and Southwest Regional Office improved the process they use to send certified mail, resulting in an average savings of $2.84 per piece of certified mail for postage, supplies, and labor, and five minutes less staff time spent per piece. This is an expansion of a project that started in Ecology's Northwest Regional Office that we submitted for the January – December 2015 reporting period. Our Northwest office continues to use this new process, and saved an additional $1,243.92 from July to December 2015.

III. Project Details:

Identify the problem: The process for sending letters using certified mail is cumbersome and expensive.

Problem statement: Ecology is spending too much money and time on certified letters.

Improvement description: In 2014, Ecology's Northwest Regional Office Water Resources staff implemented a new electronic process for sending certified mail. The new process reduced postage, supplies, and staff time. Ecology reported on those savings in July 2015, for the January to June 2015 Governor's report.

Since then, our Southwest office and headquarters have started using the new process, resulting in additional savings to Ecology, as detailed in the table below.

Our goal is to expand the use of the new electronic certified mail process to other

Strategic Lean Project Report

programs and offices at Ecology. The Water Resources Program and our Customer Services Specialist who manages the Ecology Mail Center are encouraging other Ecology programs and offices to adopt this new process. We will continue to collect data on this improvement and provide an update for a future reports if applicable.

Customer involvement: We did not include any of our customers in the process improvement, but the customers we have talked to really like the new process because they don't have to write in a date anymore. They only have to print their name and sign.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**	N/A	N/A	
☒ **Cost**	Decreased cost of Certified Mail **from** an average $8.66 per letter (postage, supplies, labor) **to** average $5.82 per letter at SWRO.	Total savings for HQ and SWRO for 592 letters = $1,681.28	Preliminary
☐ **Quality**	N/A	N/A	
☒ **Time**	Decreased time to process Certified Mail **from** 6:30 minutes per letter **to** 1:30 minutes (the cost savings associated with this is accounted for in the "cost" part of this table).	49.33 hours for 592 letters	Preliminary
☐ **Customer Satisfaction**	N/A	☒N/A (or) 4T	
☐ **Employee Engagement**	N/A	☒N/A (or) 4T	

V. Contact information:

Name: Hannah Waterstrat
e-mail: Hannah.waterstrat@ecy.wa.gov
Phone number: (360) 407-7668

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Ecology
Partner agencies: List other agencies involved in the project

Improvement project title: Electronic Permitting for Hanford Cleanup

Date improvement project was initiated: 2012

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	3.1.b. Increase completion percentage of the Hanford tank waste treatment plant from 63% to 86% by 2016.
☒ Agency Strategic Plan	Prevent and Reduce Toxic Threats
☐ Other	4T

Report reviewed and approved by: Polly Zehm

II. Project Summary:

The Department of Ecology improved the process for developing and distributing copies of the Hanford hazardous waste permit, resulting in reduced staff time, fewer supplies, and improved delivery method.

III. Project Details:

Identify the problem:	The Hanford Facility Dangerous Waste Permit (Site-wide Permit) is a very large and complex document that has been distributed in hard copy format to Hanford and the public making it difficult for Hanford employees, Ecology employees, and the public to access. Each time part of the permit is revised, the multiple pages and copies must be managed within the larger document.
Problem statement:	For each 16,476-page copy of the permit, Ecology used 16 reams of paper; 40 divider tabs; 19 five-inch binders; and 600 sleeves for drawings. Initially there were 22 copies of the permit, which totaled 362 reams of paper (362,472 pages)
Improvement description:	The Permit Production Team in the Nuclear Waste Program researched the feasibility of reducing the number of hard copies needed to meet legal requirements. They determined only three hard copies needed to be produced, and the rest could be distributed on DVD.
Customer involvement:	We first consulted the Attorney General's Office to fully understand legal requirements regarding hard copies of the permit. Then we asked the U.S. Department of Energy (permittee) if they wanted to continue to receive a hard copy or if an electronic version would meet their needs.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Cost**	Decreased staff costs **from an average*** of $38,935.00 for 22 hard copies **to an average** of $5,309.00 for 3 hard copies in August 2015 with the Revision 8c Permit.	Average savings of $33,626.83	Preliminary
☒ **Cost**	Decreased supply costs **from an average*** of $40,243.89 for 22 hard copies **to an average** of $5,487.00 for 3 hard copies in August 2015 with the Revision 8c Permit. These savings occur a minimum of 4 times per year.	An average savings of $34,756.89	
☒ **Quality**	By implementing a standard production methodology, which includes a quality assurance phase, the overall quality of the permit was improved.	N/A	Select from dropdown.
☐ **Time**	N/A	Click here to enter text.	Select from dropdown.
☒ **Customer Satisfaction**	Stakeholder satisfaction has improved, now that the permit is available in electronic form on the Ecology website.	☒N/A (or)	
☐ **Employee Engagement**	N/A	☒N/A (or)	

***This data is based on data gathered in 2012 when we first implemented electronic vs. hard copies of permit revisions.**

V. Contact information:

Name: Angel Almaraz **e-mail**: angel.almaraz@ecy.wa.gov
Phone number: 509-372-7958

VI. Optional Visuals:

This is an after picture of the three complete sets of the permit. Imagine what 22 complete sets of the permit looked like before the improvement.

Updated: 5-7-15

Strategic Lean Project Report

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  - Agency Acronym - Project title (Example: LCB - Liquor License Processing)
- Attach the completed report(s) to an email, and send the report(s) to Results Washington at results@gov.wa.gov.

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- You may submit multiple reports for the same project when you have achieved additional measureable results in a subsequent reporting cycle.

Purpose: The Strategic Lean Project Report data is one of the ways we assess the state's engagement in pursuing the goal of efficient, effective and accountable government. These detailed reports are available to the public and part of Results Washington's twice-yearly report to the Legislature; they help provide examples of state government using Lean principles and tools to make improvements.

Background: Senate Bill 6002: Section 707[1] mandates that "agencies must report to the office of financial management at least twice per fiscal year process improvements and efficiencies gained through tools such as the lean strategy. The office of financial management must compile and transmit these reports to the appropriate fiscal committees of the legislature at least every six months, beginning January 1, 2014."

Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Employment Security Department
Partner agencies: NA

Improvement project title: Adjudication Hybrid process

Date improvement project was initiated: 7/15/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☒ Agency Strategic Plan	Improve delivery performance
☐ Other	4T

Report reviewed and approved by: Susan Hettinger

II. Project Summary:

The Employment Security Department improved adjudication process, resulting in lead time to write decision from 25.4 days to 12 days.

III. Project Details:

Identify the problem:	The current adjudication writing process is not meeting the needs of the customer or meeting the Federal requirements for timeliness.
Problem statement:	The lead time for writing adjudication decisions is currently 25.4 and Federal requirements mandate 21 days. This is negatively impact our customers. We will use the Hybrid method to meet and exceed 21 days, which we want to reach by 2/1/2016.
Improvement description:	The intake and adjudication processes were modified to allow potential issues from claimants to be transferred from an intake agent, directly to an unemployment insurance adjudicator for resolution. If both the employer and the claimant agreed to the process adjudicators were able to write decisions in a reduced time frame.
Customer involvement:	This process was a voluntary for claimant customers and employer customers that wished to participate. If both parties elected the service the lead time reduction was achieved.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Time**	Decreased adjudication decision writing lead time **from** 25.4 days **to** 12 days for customers/employers that elected the service.	13.4 days	Preliminary
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Blake Ellison **e-mail**: bellison@esd.wa.gov
Phone number: 360-902-9614

Strategic Lean Project Report

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Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Health Care Authority
Partner agencies: 4T

Improvement project title: Employee Actions

Date improvement project was initiated: 8/26/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☒ Agency Strategic Plan	Supporting the HCA Workforce
☐ Other	4T

Report reviewed and approved by: Dorothy Teeter, Director, Healthcare Authority

II. Project Summary:

The Health Care Authority improved employee actions processing, resulting in quicker turnaround time to process employees actions with better communication. Employee actions include position requests, and Facilities and IT Requests.

III. Project Details:

Identify the problem:	The Health Care Authority utilized different processes and workflows for employee and position actions throughout the agency. The multiple forms are confusing, and add to rework and missing information for all involved.
Problem statement:	Currently, 3 forms are used to process employee and position actions compared to our target of 1 form, which we want to reach by 7/1/2016.
Improvement description:	A cross functional team conducted a 3 day value stream mapping event where the employee and position actions process was improved. The team successfully reduced the number of forms used to process these actions from 3 to 2. The time to process the actions were reduced by 3 days. The also created a concurrent rather than linear process.
Customer involvement:	The project involved representatives from all HCA sections involved in the process.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Time**	Decreased processing time from 7 days to 3 days. Combining the FAIR and EAR forms into one FHAIR form is saving 5-10 minutes per employee action	Current reporting period is December 16-January 1.	Preliminary
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Robert Bouffard
e-mail: Robert.bouffard@hca.wa.gov
Phone number: 360-725-1813

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Labor & Industries
Partner agencies: None

Improvement project title: Improving Growth and Development in L&I's Human Resources Department

Date improvement project was initiated: 1/1/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5 – 1.3.b. Increase the percentage of state employees who respond positively to engagement questions.
☒ Agency Strategic Plan	Ensure L&I is an Employer of Choice

Report reviewed and approved by: Randi Warick, Deputy Director

II. Project Summary:

The Department of Labor & Industries Human Resources division improved its employee growth and development process, resulting in an increase from 64% to 80% of those HR employees indicating they have opportunities at work to learn and grow. This was measured by comparing employee survey results in 2014 and 2015, before and after the change.

III. Project Details:

Identify the problem: The HR division's process for employee growth and development was not providing enough opportunities for employees to design and implement growth and development plans.

Problem statement: Before implementing the Lean project, only 64% of HR employees reported having a growth and development plan compared to the target of 75%.

Improvement description: The Human Resources Lean team implemented the following countermeasures:

- Produced handouts and tools to share with HR employees about what L&I offers for growth and development.
- Created a web page on the internet displaying new employee resources.
- Advertised and linked employee self-assessments to L&I's job classes.
- Developed a separate growth and development tool kit that included a list of opportunities for employees, supervisor guidelines, and an action plan for the supervisor and employee to update and complete.

Customer involvement: The team interviewed front line employees, supervisors, and managers to identify their needs related to improving growth and development.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	Not applicable		
☐ **Cost**	Not applicable		
☐ **Quality**	Not applicable		
☐ **Time**	Not applicable		
☐ **Customer Satisfaction**	Not applicable		
☒ **Employee Engagement**	Increased the percentage of Human Resources employees with growth and development plans **from** 64% **to** 80%. Before the improvement only 6 in 10 employees said they had growth and development plan. After the improvement 8 in 10 reported having a growth and development plan.	Increased results a total of 16 percentage points.	Final

V. Contact information:

Name: Crystal Wade
e-mail: crystal.wade@lni.wa.gov
Phone number: 360-902-6159

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Labor & Industries
Partner agencies: Department of Enterprise Services

Improvement project title: Improving Vehicle Ordering for L&I Field Safety & Health Inspectors

Date improvement project was initiated: 7/15/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5 – 1.2. Increase percentage of agency core services where timeliness is measured.
☒ Agency Strategic Plan	Make Workplaces Safe & Ensure L&I is an Employer of Choice

Report reviewed and approved by: Randi Warick, Deputy Director

II. Project Summary:

The Department of Labor & Industries Field Services and Public Safety division improved its fleet vehicle ordering process, resulting in a decrease from 44 days to 14 days to order a vehicle through the Department of Enterprise Services. This reduced by 30 days the time inspectors in our field offices wait for their customized vehicles to arrive.

III. Project Details:

Identify the problem: L&I's process for ordering and obtaining safety inspectors' customized vehicles was taking an average of 154 days; sometimes as long as 170 days. Inspectors' vehicles are an "office on the road". They hold specialized equipment and are ergonomically designed to reduce on-the-job injuries.

Problem statement: Before implementing the project, it was taking an average of 44 days to complete an order with DES compared the target of 22 days.

Improvement description: The Lean team implemented the following countermeasures:

- Developed a standard ordering checklist with DES, with an order number.
- Assigned single points of contact in L&I to standardize ordering and build positive, stable relationships with DES representatives.
- DES provided updated links for L&I's points of contact to review before placing an order.
- Created an order tracking sheet to monitor order progress and identify breakdowns.
- Designed an escalation strategy to ensure orders stay on track.

Customer involvement: The team involved DES and L&I employees and managers in the value stream improvement process.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	Not applicable		
☐ **Cost**	Not applicable		
☒ **Quality**	Decreased repeated mistakes and time wasted reworking vehicle orders by: (1) implementing standard work, (2) partnering with DES to improve joint processes, and (3) assigning single points of contact for communicating with DES.	96% of vehicles meet inspectors' needs at delivery	Preliminary
☒ **Time**	Decreased time to order safety inspectors' vehicles **from** 44 days **to** 14 days. This is a 68% reduction in delays.	68% reduction in time to order safety inspector vehicles	Preliminary
☒ **Customer Satisfaction**	Not applicable		
☐ **Employee Engagement**	Not applicable		

V. Contact information:

Name: Benita Frost **e-mail**: benita.frost@lni.wa.gov
Phone number: 360-902-6166

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Labor & Industries
Partner agencies: None

Improvement project title: Speed Up Reviews of Employer Requests for Variances from Safety Rules

Date improvement project was initiated: 7/1/2014

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 4 – 2.5. Worker Safety – Decrease workplace injury rates.
☒ Agency Strategic Plan	Make It Easy to Do Business with L&I

Report reviewed and approved by: Randi Warick, Deputy Director

II. Project Summary:

L&I's Department of Occupational Safety and Health (DOSH) improved its process for reviewing and issuing determination letters to employers that request variances from published safety rules. The first phase of this project resulted in a reduction of 18% by reducing the number of days to issue a determination letter from 73 to 60 days. Further improvements are expected when planned IT changes are made.

III. Project Details:

Identify the problem: L&I's occupational safety program allows employers to propose alternative safety protections that are equivalent to published standards. Responses to employer requests were taking 76 days.

Problem statement: Before implementing the Lean project, the process for reviewing and making determinations on employers' requests for safety variances was taking too long. This made it difficult to work with L&I. The team decided to reduce the 76 day timeframe to a target of 36 days.

Improvement description: The Lean team identified and implemented the following countermeasures:

- Update and clarify the application, checklist, and fact sheet to reduce errors.
- Immediately return applications with errors and explain corrections needed.
- Appoint and train someone to be a back-up for the program supervisor.
- Improve letters and templates sent to employers.
- Prepare employers for site visits.
- Develop a standardized report for inspectors.
- Update the employee desk manual.
- Train all DOSH staff on the new process.

Customer involvement: The team interviewed employers, frontline employees, managers, and the AAG involved in the process

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	Not applicable		
☐ **Cost**	Not applicable		
☐ **Quality**	Not applicable		
☒ **Time**	Decreased the number of days to issue a determination letter to employers requesting a safety variance **from** 76 days **to** 60 days. The team expects to see further improvement when planned IT changes are made later this year.	Reduction of 18% or 16 days	Preliminary
☐ **Customer Satisfaction**	Not applicable		
☐ **Employee Engagement**	Not applicable		

V. Contact information:

Name: Janet Kenney
e-mail: janet.kenney@lni.wa.gov
Phone number: 360-902-5430

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Labor & Industries
Partner agencies: None

Improvement project title: Injured Worker Return to Work Future State Pilot

Date improvement project was initiated: 4/1/2013

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 4 – 2.5. Worker Safety – decrease workplace injury rates that result in missing three or more days from work
☒ Agency Strategic Plan	Help Injured Workers Heal and Return to Work

Report reviewed and approved by: Randi Warick, Deputy Director

II. Project Summary:

L&I's Insurance Services division designed a pilot project to speed up services to injured workers at risk for long-term disability. The goal was to reduce worker disability. The pilot entailed a collaborative, multi-disciplinary team design coupled with use of predictive analytics to spot high-risk injuries within 40 days of claim filing. The pilot resolved and closed a higher proportion of claims compared to the control group. The new design reduced the risk of long-term disability for a higher percentage of workers.

III. Project Details:

Identify the problem: L&I's Insurance Services process for managing on-the-job injury claims was not fully integrated before the pilot. The team designed a pilot using value stream mapping, which coordinated services available to injured workers and delivered them at the right time, early in the claim.

Problem statement: Before implementing the pilot, a high percentage of on-the-job injury claims took too long to resolve due partly to lack of service integration and the ability to predict high risk claims.

Improvement description: The Lean team implemented the following countermeasures:

- Developed a collaborative claim unit with all professionals needed to provide the right services early to those workers at high risk of long-term disability.
- Co-located professionals in one work area to reduce delays and communication problems associated with working across silos.
- Developed standard work for early referral to vocational experts and return to work specialists in L&I's field offices where the workers live.
- Created and implemented predictive analytics for identifying high risk injuries within the first 40 days of the claim.

Customer involvement: The team used customer survey research and team member experience with injured workers, physicians, and employers to clarify customer requirements.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**			
☐ **Cost**			
☒ **Quality**	Increased the percentage of high risk claims resolved earlier in the claim **from** 33.1% **to** 42.4%. Decreased the share of high risk claims still disabled (on time-loss payments) at 90 days **from** 66.2% **to** 64.9%. [Note: improvements are based on comparison to a control group. Measurement is not based on a times series design.]	Refer to information to the left.	Preliminary
☐ **Time**			
☐ **Customer Satisfaction**			
☐ **Employee Engagement**			

V. Contact information:

Name: Kirsta Glenn
e-mail: kirsta.glenn@lni.wa.gov
Phone number: 360-902-5049

Strategic Lean Project Report

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- Submit a report when you have measureable results to share. This may mean that some projects initiated during the current reporting cycle are not reported on until a future date when data for measured results is available.
- You may submit multiple reports for the same project when you have achieved additional measureable results in a subsequent reporting cycle.

Purpose: The Strategic Lean Project Report data is one of the ways we assess the state's engagement in pursuing the goal of efficient, effective and accountable government. These detailed reports are available to the public and part of Results Washington's twice-yearly report to the Legislature; they help provide examples of state government using Lean principles and tools to make improvements.

Background: Senate Bill 6002: Section 707[1] mandates that "agencies must report to the office of financial management at least twice per fiscal year process improvements and efficiencies gained through tools such as the lean strategy. The office of financial management must compile and transmit these reports to the appropriate fiscal committees of the legislature at least every six months, beginning January 1, 2014."

Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: **Liquor and Cannabis Board**
Partner agencies: N/A

Improvement project title: Local Authority Notification

Date improvement project was initiated: 3/2/2015

Project type: Previously reported project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☒ Agency Strategic Plan	GOAL: Ensure the highest level of public safety by continually improving and enforcing laws, regulations and policies that reflect today's dynamic environment
☐ Other	4T

Report reviewed and approved by: Peter Antolin

II. Project Summary:

The Liquor and Cannabis Board improved the process of notifying local authorities, resulting in time savings of 123 hours a month.

III. Project Details:

Identify the problem: The Liquor and Cannabis Board is required by statute to send out notifications to local municipal authorities of new liquor and cannabis applications within their jurisdiction. This process involves printing and mailing a notification to the local authority and waiting the allotted time of 20 days for a response from the local authority. The team wanted to look at improving the process by removing the non-value added activity while maintaining the quality of the service as well as upholding the regulation. Our current process is to send these notices via U.S. Mail; using an abundance of time and resources, when other less expensive methods are likely available and acceptable to our customers and stakeholders.

Problem statement: Currently, 2015 the LCB spends $1,145 in resources to mail out notices compared to our target of reducing the cost of the process by 50%, which we want to reach by 10/30/2015.

Improvement description: Automate the Local Authority Notification process by use of email.

- Obtain email contacts for all local authorities
- Invite local authorities to participate in pilot program
- Solicit feedback on new process

Strategic Lean Project Report

Customer involvement: Customers were involved in the pilot program and after statewide implementation. During the pilot program and upon completion of the project, we reached out to several customers requesting feedback on the new process. Here are some examples of their responses:

> Pierce County – "Yes, we much prefer email notification over U. S mail notification. By utilizing email, it gives the County an additional 4-5 days with which the County can inspect, review and respond to WSLCB regarding any concerns the County may have concerning the applicant and/or application location."
>
> City of Everett – "Our agency greatly appreciates the new electronic notification and communications. It enhances our process and ensures we can respond in a timely manner. When mail is sent to a city or county, you are dealing with two mail processes. One is the US mail and the other, the internal mail of our agency, which seems to be slower than US mail. Thank you for the new improvements."
>
> Grays Harbor County – "I have been waiting for you to go digital, so I am very happy with the new process. Thanks"
>
> Clallam County – "Clallam County has been working fine with the new notification procedure and so far has no concerns. I will advise any concerns found down the road, but I don't believe there will be any. It is going great and thank you!"
>
> City of Tumwater – "It's working just fine for me – easy to notice them come in and I can forward them via email rather than having to make paper copies."

City of Fife – "So far it's been great – I would much rather receive notifications via e-mail than hard copy. The e-mails are easier to transmit to the departments that need them. We only ran into one special events permit that wasn't for us – was sent to us in error – but other than that, it's been working very well. Thanks so much for asking!"

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.

Strategic Lean Project Report

☒ **Cost**	Avoided the cost of paper, envelopes and stamps utilized to mail out local authority notices **from** $1145.25 per quarter **to** ZERO.	$1145.25 saved in first quarter of new process	Preliminary
☒ **Quality**	Increased the amount of time the local authority has to review the application **from** 15.76 days **to** 20 days. The new notification process grants local authorities 26.9% more time to consider their response to LCB local authority notices. Statute allots the local authority 20 days to respond, or the application process continues. Results showed that, on average, it took 4.24 days for the local authority to receive their notice, giving them only 15.76 days to review the application and return their response to the LCB. With our new process the local authority now receives their notice instantly, allowing them the full 20 days to review and respond to the notification.	Click here to enter text.	Select from dropdown.
☒ **Time**	Decreased the amount of time for local authority letters to be generated and distributed for mailing/filing **from** 18.5 minutes **to** 1 minute.	422 local notifications in October 2015 sent via email versus USPS = 123 hrs.	Preliminary
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Timothy Lynch, Kaitlin Leeberg **e-mail**: kaitlin.leeberg@lcb.wa.gov
Phone number: 360-664-1643

Strategic Lean Project Report

Instructions: Use this template to submit at least one project report by January 29, 2016.

Follow these instructions for submitting your report to Results Washington:

- Use this standard naming convention when save your Strategic Lean Project Report
  - Agency Acronym - Project title (Example: LCB - Liquor License Processing)
- Attach the completed report(s) to an email, and send the report(s) to Results Washington at results@gov.wa.gov.

Criteria: These reports should highlight significant, strategic projects with measureable results, especially when the results directly affect Washingtonians.

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- You may submit multiple reports for the same project when you have achieved additional measureable results in a subsequent reporting cycle.

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Background: Senate Bill 6002: Section 707[1] mandates that "agencies must report to the office of financial management at least twice per fiscal year process improvements and efficiencies gained through tools such as the lean strategy. The office of financial management must compile and transmit these reports to the appropriate fiscal committees of the legislature at least every six months, beginning January 1, 2014."

Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: **Liquor and Cannabis Board**
Partner agencies: N/A

Improvement project title: Spirits System Accounting Module Enhancement

Date improvement project was initiated: 10/1/2014

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☒ Agency Strategic Plan	Strategy: Use existing technology better and modernize technology where needed.
☐ Other	4T

Report reviewed and approved by: Peter Antolin

II. Project Summary:

The Liquor and Cannabis Board improved the Spirits System Accounting System, resulting in a decrease of 52 hours per month to review and adjust computations for spirit Licensee balance due letters to 3 hours per month.

III. Project Details:

Identify the problem: The Accounting Enhancement Project for the Spirit System was started because the system was miscalculating the penalties at the end of the month for the licensee with an outstanding balance.

Problem statement: Currently, it takes staff 52 hours per month to review and adjust computations for Spirit Licensee balance due letters, compared to our target of 16 hours per month, which we want to reach by 7/1/2015.

Improvement description: Since the system wasn't working correctly, it was taking staff 52 hours per month to review and adjust the penalties for balance due letters. Once the problems in the system were identified, a plan for the development of technical fixes and enhancements was launched. The new Spirits System Accounting Module has allowed us to convert to a running balance, which generates penalties on the outstanding balance on the account instead of relating the penalties to each report. This change allows us to easily look at the amounts on the licensees running balance report to determine any penalties that should be assessed on each licensee account. It also reduced the time spent reviewing balances and adjusting penalties for balance due letters from 52 hours per month to 3 hours month. After the new code was released into the production environment, we continued to monitor this process for 6 months to ensure accuracy.

Customer involvement: Internal system end-users (staff) were involved in the root cause analysis of the why errors were occurring, and they were integral in software testing the new

Strategic Lean Project Report

enhancements and bug fixes prior to being released into production.

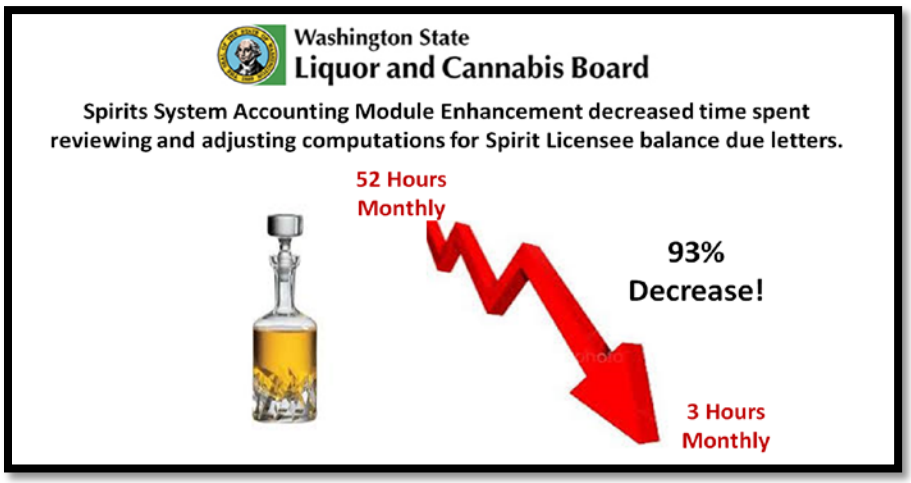
IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Time**	Decreased time spent reviewing balances and adjusting penalties for balance due letters **from** 52 hours per month **to** less than 3 hours.	49 hours per month	Final
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Judy Layne **e-mail**: judy.layne@lcb.wa.gov
Phone number: 360-664-1681

VI. Optional Visuals:



Updated: 12-17-15

Strategic Lean Project Report

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Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: **Liquor and Cannabis Board**
Partner agencies: N/A

Improvement project title: Tapeless Back Ups

Date improvement project was initiated: 2/1/2016

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	
☒ Agency Strategic Plan	Strategy: Use existing technology better and modernize technology where needed.
☐ Other	

Report reviewed and approved by: Peter Antolin

II. Project Summary:

The Liquor and Cannabis Board improved the process of backing up and securing system data, resulting in time savings of 10 hours a month.

III. Project Details:

Identify the problem: Every day the Information Technology Infrastructure Team must secure agency system data and transfer it to a tape back-up. A courier service vendor travels to headquarters and retrieves the tapes for offsite storage. This manual process takes 15 to 30 minutes daily depending on the number of tapes for LCB staff to perform. This process can be automated using existing technologies and reduce the staff time involved.

Problem statement: Currently, the Liquor and Cannabis Board IT Infrastructure Team spends 15-30 minutes every day preparing data tapes for offsite storage compared to our target of less than 1, which we want to reach by 11/1/2015.

Improvement description: Using existing technologies, the improvement team believed that there must be a more efficient way to maintain our critical data in a more automated process. The group established what agency needs the current vendor service was fulfilling, and identified the gaps and challenges that existed because of the current process. They reached out to several other state agencies to see what processes and services they were using for data retention and protection. By way of leveraging the state contract, the LCB entered into a new contract that utilizes cloud-based data storage without any manual processes while meeting all of our security requirements. The team estimates that they are now saving 10 hours per month in reduced time spent on preparing the tapes and securing agency data with no added risk or loss of quality. Added benefits include improved disaster recovery and risk mitigation as the data is now encrypted and stored outside the State of Washington.

Strategic Lean Project Report

Customer involvement: Process partners were involved in the scoping of the project, and other state agencies were interviewed about their experiences and lessons learned.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Cost**	Avoided the replacement cost of the on-site tape back-up hardware that was near the end of its lifecycle, quoted at $42,000.	$42,000 not budgeted in FY15-17	Final
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Time**	Decreased the amount of time to prepared data tape backups **from** 10 hours a month **to** ZERO.	10 hours a month	Final
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Gerard Scheeler **e-mail**: gerard.scheeler@lcb.wa.gov
Phone number: 360-664-1698

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: **Office of Administrative Hearings**
Partner agencies: DSHS Division of Child Support

Improvement project title: DCS On Demand Phone Interpreter Pilot
Date improvement project was initiated: 9/1/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: Resource Stewardship 2.1 Increase percentage of projects with measured improvements in cost and/or, quality, safety, time, customer satisfaction, employee satisfaction as reported in strategic lean project reports from 48% to 100% by December 31, 2015
☒ Agency Strategic Plan	"2.3a Use technology and Lean methods to redesign or improve business processes to meet customer needs."

Report reviewed and approved by: Lorraine Lee, Chief Administrative Law Judge

II. Project Summary:

The Office of Administrative Hearings improved the process used to schedule interpreters for phone hearings, resulting in a cost savings of $12,263.53 from September to November during a pilot project.

III. Project Details:

Identify the problem:

The Office of Administrative Hearings (OAH) holds Division of Child Support (DCS) hearings over the phone. This improvement project focused on phone hearings where one of the parties had limited English proficiency (LEP) and required an interpreter. When an interpreter is required, OAH pays for the interpreter services.

At the scheduled hearing time, an Agency Representative from DCS would call the parties and the interpreter. The Agency Representative would hold a short prehearing conference with the parties. After that conference, the Agency Representative would call the Administrative Law Judge (ALJ) and connect them to the call with all of the parties.

In these cases, the interpreter was needed prior to the OAH ALJ joining the call. This required OAH to preschedule an interpreter to be available for the hearing. If an interpreter is prescheduled, they are more expensive and typically require a minimum payment of two hours. Most of the DCS hearings last between 15 minutes to 1 hour. Significant tax payer money was being wasted in this process because of the requirement to pay interpreters for at least two hours even if their services were only used for ten minutes of work.

Strategic Lean Project Report

Problem statement: Currently, we preschedule interpreters with a two hour minimum compared to our target of using an on demand service that only charges by the minute, which we want to reach by 12/30/2015.

Improvement description: OAH Division Chief Charles Bryant contacted Sharon Redmond, the Chief of Policy at the DCS Virtual Law Office, and discussed a pilot project. After proposing his idea and brainstorming with her, she agreed to a joint pilot project. During the months of September through November, an on demand service from the State Master Interpreter Contract (LanguageLink) was used for the hearings. The DCS Claims Officers used OAH billing codes and called LanguageLink before they connected the LEP party to the conference call.

A time study showed that it requires approximately 35 hours to schedule interpreters for 121 hearings. Using this new process, the staff time required to preschedule interpreters was completely eliminated.

This process also eliminated the two hour minimum payments to interpreters. The pilot was a financial success with an estimated savings of over $12,000.

Monthly Savings	
September	$3,219.40
October	$5,203.96
November	$3,840.17
TOTAL Saved	**$12,263.53**

The new process allows OAH to reduce interpreter costs while still providing an interpreter to accurately interpret what is being said for LEP parties and allow access to due process.

In the final process of gPDCA, an assessment of the quality of the on demand interpreters was evaluated. This initiated a new Lean project that we are currently working on.

Customer involvement: This was a collaborative effort between OAH and DCS. Support staff, administrative law judges, and claims officers were all involved in this project.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**			
☒ **Cost**	Decreased the cost of interpreters used for DCS phone hearings **from** approximately $15,444.85 **to** $3,181.21.	$12,263.53 saved between 9/2015 to 11/2015	Final
☐ **Quality**			
☒ **Time**	Decreased time required by support staff to schedule interpreters **from** approximately 121 hours **to** 0 hours.	121 hours of staff time saved between 9/15 to 11/15	Final
☐ **Customer Satisfaction**			
☐ **Employee Engagement**			

V. Contact information:

Name: Tarisse Injerd **e-mail**: tarisse.injerd@oah.wa.gov
Phone number: 360-407-2750

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: **Office of Administrative Hearings**
Partner agencies: Health Care Authority

Improvement project title: PRISM HCA

Date improvement project was initiated: 5/29/2015

Project type: Previously reported project

Project is directly connected to:	Goal 5: Resource Stewardship
☒ Results Washington performance measure	2.1 Increase percentage of projects with measured improvements in cost and/or, quality, safety, time, customer satisfaction, employee satisfaction as reported in strategic lean project reports from 48% to 100% by December 31, 2015
☒ Agency Strategic Plan	Goal 2: Promote efficiencies and increase customer value. 2.3a Use technology and Lean methods to redesign or improve business processes to meet customer needs.

Report reviewed and approved by: Lorraine Lee, Chief Administrative Law Judge

II. Project Summary:

The Office of Administrative Hearings improved the process for handling and hearing Health Care Authority appeal cases, resulting in a steady improvement in reducing the case age from 62.97 days down to 50.51 days.

III. Project Details:

Identify the problem:

The Office of Administrative Hearings (OAH) conducts appeal hearings for the Health Care Authority (HCA). OAH was struggling to meet their deadline of closing cases within 90 days. This delay directly impacted Washingtonians who needed to use the appeal process to resolve their health care issues.

OAH had multiple case management systems that were limited in their capabilities and were old, unsupported technology. These systems did not capture or provide congruent data and it was extremely difficult to produce reports to show performance metrics.

In November of 2013, a project was initiated to improve the case age for the HCA cases. A 5 Why analysis revealed that system issues were one of the root causes of the high case age. In one system each new case was given a new docket number. In another system, docket numbers were associated but new ones were not created. This created an issue with tracking the age of each case. The legacy case management systems created this artificial restriction and obscured the actual case age.

Strategic Lean Project Report

Problem statement: Currently, case age is obscured and we do not have reports to track how old HCA cases are compared to our target of having performance reports to show exactly how old every case is, which we want to reach by 12/30/2015.

Improvement description: OAH built a new case management system, PRISM. All of our Department of Social and Health Services and HCA cases were consolidated into that system from multiple legacy systems in June of 2015. PRISM's functionalities allow OAH to create reports to see the exact age of each case.
Specific requirements were gathered from HCA as the customer. As a result, new fields surrounding continuance requests were added to PRISM to capture data that HCA needed. Reports were developed using customer input. The reports showed both the total case age as well as the total number of days at OAH. This helps OAH and the customer differentiate where time can be reduced. The reports also include a Report Descriptor that captures the business rule and an associated technical specification that details the query used to pull the data. These artifacts act as anchors to why and how the report was created.

From July 2015 to December 2015 OAH was able to steadily decrease the case age. In 2013 when the project was first initiated, 20 cases were over 200 days old and the average case age was above the agreed-upon goal of 90 days. In the last six months of 2015, the average case age consistently decreased to 50.28 days in December.

Customer involvement: Customer requirements were gathered before designing the reports and they were used to add functionality to the case management system, PRISM.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**			
☐ **Cost**			
☐ **Quality**			
☒ **Time**	Decreased Case Age on the HCA caseload **from** 62.97 days **to** 50.28 days.	Case Age dropped 14.91 day from July-Dec 2015	Final
☐ **Customer Satisfaction**			

V. Contact information:

Name: Tarisse Injerd **e-mail**: tarisse.injerd@oah.wa.gov
Phone number: 360-407-2750

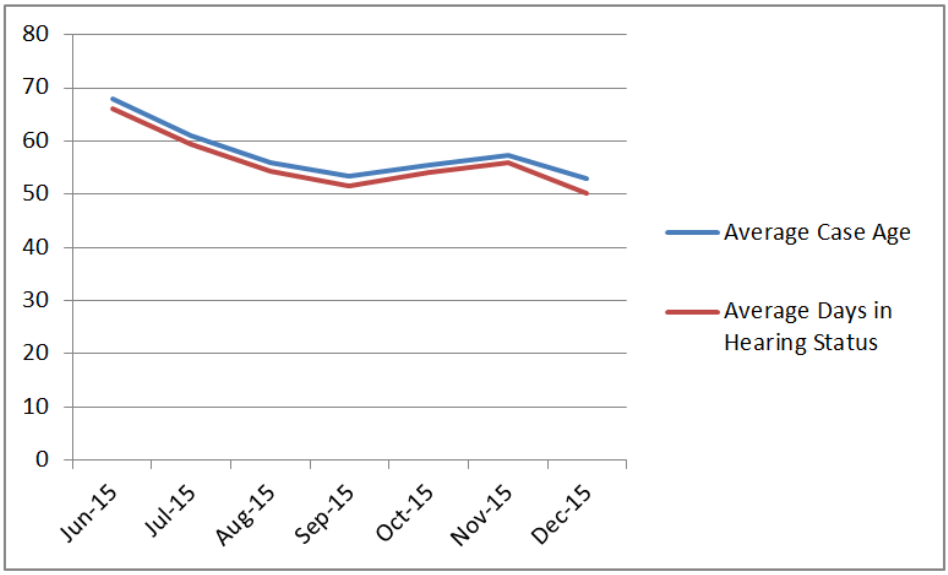
Strategic Lean Project Report

VI. Optional Visuals:

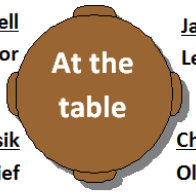
The reduced case age between July 2015 and December 2015:

	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
Total Cases	440	434	464	481	529	425	479
Closed within 90 days	320	329	374	395	437	351	397
Average Case Age	67.96	61.09	56.05	53.33	55.57	57.31	**53.05**
Average Days in Hearing Status	66.14	59.39	54.36	51.6	54.18	55.87	**50.28**

Days In Hearing Status is calculated as the number of days between OAH receiving the appeal request and publishing the OAH decision resolving the appeal.



Original 5 Whys Analysis:



Evelyn Cantrell
HCA Appeals Administrator (Customer)

Jamie Mullenix
Lean Practitioner

Ed Pesik
Seattle Assistant Chief (Expert)

Charles Bryant
Olympia Assistant Chief (Expert)

What? System Issue Why? Each HATS case intake had a new docket number but in CATS no new docket number is assigned but is "associated" therefore impacting how old the case is. Why? This work around was established because CATS system was not built to hold so many cases and this was a way to minimize system failures. Why? Old system with code that is no longer supported and if re-plat formed would fail.	What? Continuances on DDDS cases Why? SHS department representative doesn't have the evidence necessary for hearing Why? Not provided to department representative. Using hearing to facilitate conversation Why? Not sure – outside OAH Control
What? Personnel Performance Issue (loosing CD and holding cases to be scheduled) Why? Support Staff had cases tucked away in desk Why? Not organized Why? No regular case tracking and employee didn't tell anyone Issue resolved	What? Delay in notice of hearing being sent out. Why? Don't know who the department representative is Why? Change in staff at SHS Why? Lack of communication
What? Case was held open "just-in-case" Why? ALJ waiting on additional documents when it may not be necessary Why? Lack of training and consistency across ALJs	What? Cases scheduled out too far. Why? Too few DRs for esp. HCS MPC cases, but also for DDA MPC & Eligibility Why? AAA DRs taking only AAA cases & HCS DRs taking only HCS cases Why? Large number of HCS Financial Eligibility cases taking up dockets Why? DRs not always ready

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: **Office of Administrative Hearings**
Partner agencies: Employment Security Department

Improvement project title: USDOL Reporting

Date improvement project was initiated: 2/1/2013

Project type: New Project

Project is directly connected to:	Goal 5: Resource Stewardship
☒ Results Washington performance measure	2.1 Increase percentage of projects with measured improvements in cost and/or, quality, safety, time, customer satisfaction, employee satisfaction as reported in strategic lean project reports from 48% to 100% by December 31, 2015
☒ Agency Strategic Plan	2.3a Use technology and Lean methods to redesign or improve business processes to meet customer needs.

Report reviewed and approved by: Lorraine Lee, Chief Administrative Law Judge

II. Project Summary:

The Office of Administrative Hearings improved the process for reporting the case age, pending cases, and benefit appeals to the Employment Security Department (ESD) for mandated reports to the US Department of Labor. The process resulted in faster processing, less staff time required to complete the process, and higher data integrity.

III. Project Details:

Identify the problem:	Seven reports about appeals were sent monthly to ESD as separate documents. The reports were manually calculated and frequently had errors. The summary data was filled into a report template by hand and faxed to ESD. There were multiple handoffs and it was a slow process.
Problem statement:	The report process was slow and frequently contained errors compared to our target of an automated process which reduces handoffs and is audited for accuracy, which we wanted to reach by 7/1/2014.
Improvement description:	The Executive Assistant, Barb Cleveland, Rica Helberg, Management Analyst 3, and our IT staff worked to automate the process for tracking and generating reports. The automated preparation of reports saved staff time and made the process more efficient. A monthly audit of the data was also established. Previously, ESD would find errors when they manually entered the data in their system. Now, the data is verified and reconciled each month by our internal compliance auditor before it is sent to ESD. 2015 was the first full year where we saw the results of this improvement effort.

Strategic Lean Project Report

Prior to this automation, ESD would report to OAH that they found errors in the data approximately 80% of the time. The monthly compliance audit has been extremely successful. There have been no errors in the data reported to us by ESD in the calendar year 2015.

Previously, the time required to manually calculate and prepare reports averaged 291 hours each year. After the improvement effort, generating the automated reports and auditing the data for integrity requires an average of 32.4 hours each year. There has been an estimated savings of 258.6 hours of staff time annually. The time saved from automating the process allowed us to add the data compliance component without adding any staff.

This automation saved time and improved quality by eliminating waste from the process.

Customer involvement: Karen Gibeau at the ESD is the person (customer) who receives the USDOL monthly reports from OAH. Barb Cleveland worked with Karen to learn about her needs and understand the customer requirements. This information was used in designing the automated reports. Karen now receives all of the information she needs in one PDF document monthly.

IV. Project Details:

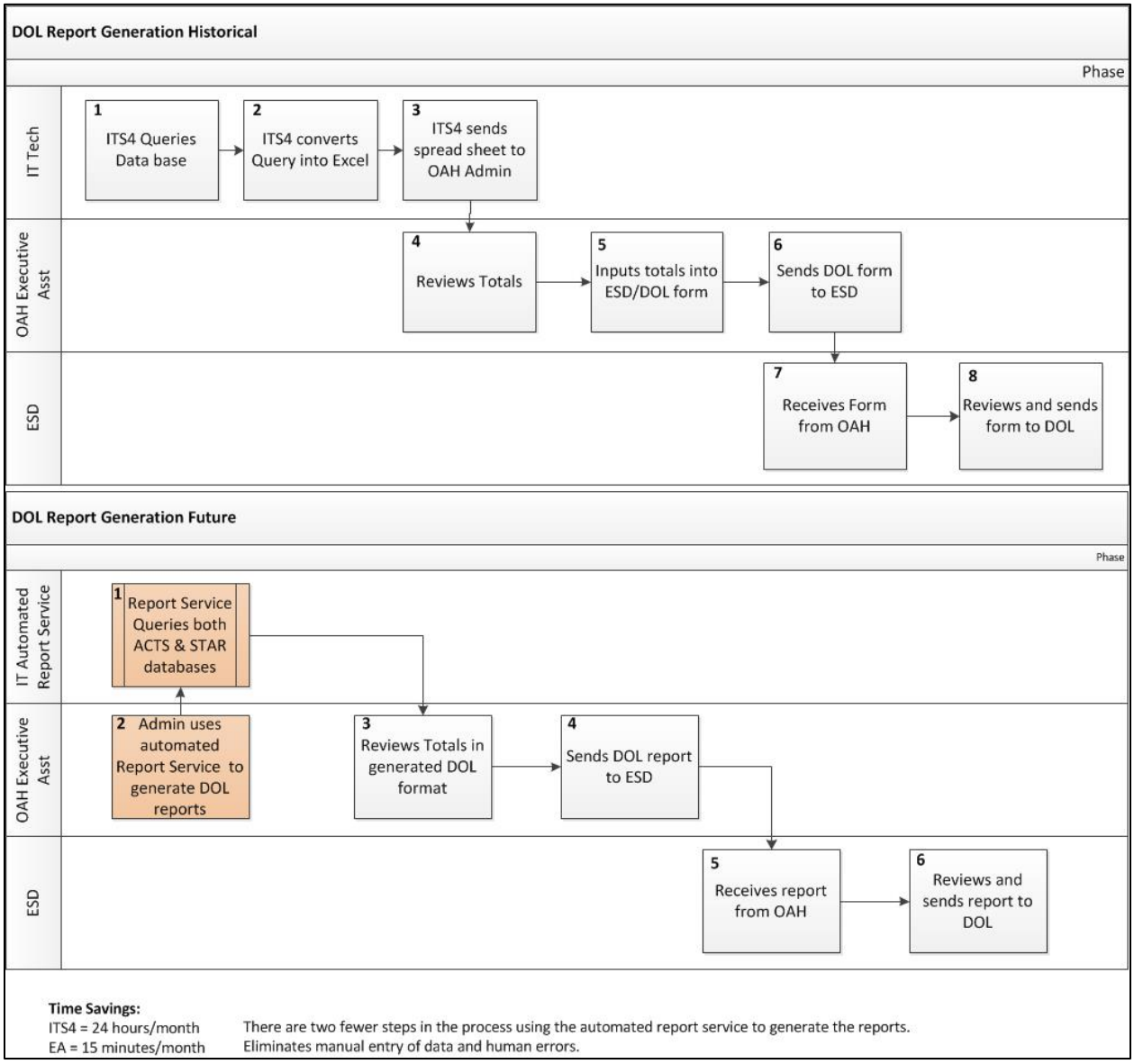
Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**			
☐ **Cost**			
☒ **Quality**	Increased quality **from** an estimated 80% error rate **to** a 0% error rate in the last 12 months.	0% error rate monthly	Final
☒ **Time**	Decreased time required to manually calculate and prepare reports **from** 291 hours annually **to** 32.4 hours annually including the time required for the new activity of auditing the data.	89% reduction in time required	Final
☐ **Customer Satisfaction**			
☐ **Employee Engagement**			

V. Contact information:

Name: Tarisse Injerd
e-mail: tarisse.injerd@oah.wa.gov
Phone number: 360-407-2750

VI. Optional Visuals:

This is a process map that was created at the beginning of the project showing the current state and mapping out the future state.



Strategic Lean Project Report

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Background: Senate Bill 6002: Section 707[1] mandates that "agencies must report to the office of financial management at least twice per fiscal year process improvements and efficiencies gained through tools such as the lean strategy. The office of financial management must compile and transmit these reports to the appropriate fiscal committees of the legislature at least every six months, beginning January 1, 2014."

Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Governor's Office of the Education Ombuds (OEO)
Partner agencies: none

Improvement project title: Data-Driven Outreach to Reduce the Opportunity Gap

Date improvement project was initiated: 10/15/2015

Project type:

Project is directly connected to:	**If applicable, specify the alignment:**
X Results Washington performance measure	Goal 1
X Agency Strategic Plan	Goal 1 of OEO Strategic Plan, available at http://oeo.wa.gov/wp-content/uploads/OEO-Strategic-Plan-2014-2017.pdf
☐ Other	4T

Report reviewed and approved by: Carrie Griffin Basas, Director

II. Project Summary:

The OEO is in the process of improving outreach strategy by comparing its client demographics from last fiscal year to OSPI student demographics and research about the opportunity gap in Washington State. The OEO is focusing on direct outreach to Limited English Proficient families, as well as homeless and foster care students to reach baseline parity with OSPI's student data by July 2016.

III. Project Details:

Identify the problem:	The OEO understands that students that are Limited English Proficient (or have parents that are) or experience homelessness or foster care are disproportionately affected by the opportunity gap in our state.
Problem statement:	Currently, only 4.9% of OEO's clients are Limited English Proficient, compared to our target of 10.5%, which we want to reach by July 1, 2016. For reaching homeless and foster care students, we currently have no formal partnerships with community nonprofits, but our goal is to establish at least 1 collaborative relationship in the form of a clinic or professional development by July 1, 2016.
Improvement description:	The OEO made improvements in three areas: initiating education rights clinics in communities where LEP families reside; targeting our presentation and outreach efforts to the state's ethnic commissions and nonprofit coalitions focusing on race, homelessness, and foster care issues; and creating new outreach posters in over 20+ languages that can be posted in community hubs.
Customer involvement:	The OEO has strengthened its collaboration and outreach with nonprofits tackling these issues, in some cases leveraging their interpretation and translation resources to dually serve families. The OEO also involved community volunteers and stakeholders to create new multi-lingual outreach posters.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**		N/A	
☐ **Cost**		N/A	
X **Quality**	Product/Process: We have changed our outreach strategy to increase our client based from 4.9% Limited English Proficient Families to more than 10% Limited English Proficient Families.	In progress	
☐ **Time**		N/A	
X **Customer Satisfaction**	Participation: We have changed our outreach strategy to create one new partnership with an organization serving homeless and foster care youth and to increase our multilingual outreach posters from 1 to 2, expanding the number of languages by 200%.	☐N/A (or) In progress	
☐ **Employee Engagement**		X N/A (or)	

V. Contact information:

Name: Carrie Griffin Basas, Director **e-mail**: carrie.basas@gov.wa.gov
Phone number: 866-297-2597

STATE OF WASHINGTON
OFFICE OF THE FAMILY AND CHILDREN'S OMBUDS
6840 FORT DENT WAY, SUITE 125
TUKWILA, WA 98188
(206) 439-3870 • (800) 571-7321 • FAX (206) 439-3877

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. **General Information**:
Lead Agency Name: Office of Family and Children's Ombuds

Improvement project title: *Online Complaint System*

Date improvement project was initiated: 10/25/2013
Project type: Strategic Project – Update

Project is directly connected to: Agency Strategic Plan

- *Goal: promote the health, welfare and safety of children in state care, as well as the preservation of families, by investigating complaints in an impartial and timely manner*
- *Goal: increase public awareness of OFCO's mission and enhance the ombuds' effective response to inquiries*

Report reviewed and approved by: Patrick Dowd, Director

II. Project Summary:

The Office of Family and Children's Ombuds improved the complaint process by giving customers more filing options, resulting in an increase of complaints received, from a monthly average of 43 complaints received to 57 complaints. This project also reduced consumption of office resources used in the complaint submission process. The number of complaint forms mailed to complainants was reduced from an average of 43.8 forms mailed per month before the electronic complaint submission system went live to an average of 17.5 forms mailed today.

III. **Project Details:**

Identify the problem: Before OFCO initiates a non-emergent investigation, OFCO asks people to submit an official complaint form. Although the website originally had a downloadable version of the complaint form and allowed complainants to print and mail it to OFCO, many people lack the ability to print the form themselves. Many people called the office to request a form be mailed to them and would then mail the completed form back to OFCO. Either method creates unnecessary steps and costs, burdening complainants,

increasing postage costs and delaying investigations. There were also concerns that people with legitimate child safety concerns might be turned off by this more exhaustive filing process. Drawing from the Lean principles of creating flow and flexibility, OFCO sought to improve the complaint submission process and reduce the use of office resources by providing the option to file complaints more easily and immediately.

Problem statement: Currently, an average of 33 complaint forms are mailed to individuals per month, compared to our target of 29 forms (a 10 percent reduction), which we want to reach by December 31, 2015.

Improvement description: In collaboration with Department of Enterprise Services, a team of OFCO employees revised the complaint submission process, developing a method for electronic same-day submission. Staff members now tell complainants who call about the new electronic complaint form, as well as continue to offer to mail a form if needed. The new online form was launched March 26, 2014.

Customer involvement: All OFCO staff (internal customers) were heavily involved in meetings and discussions to improve the complaint submission process. Together they mapped out internal work processes relating to complaint submissions and identified areas for improvement. They suggested changes to the electronic form and helped gather feedback from complainants (external customers).

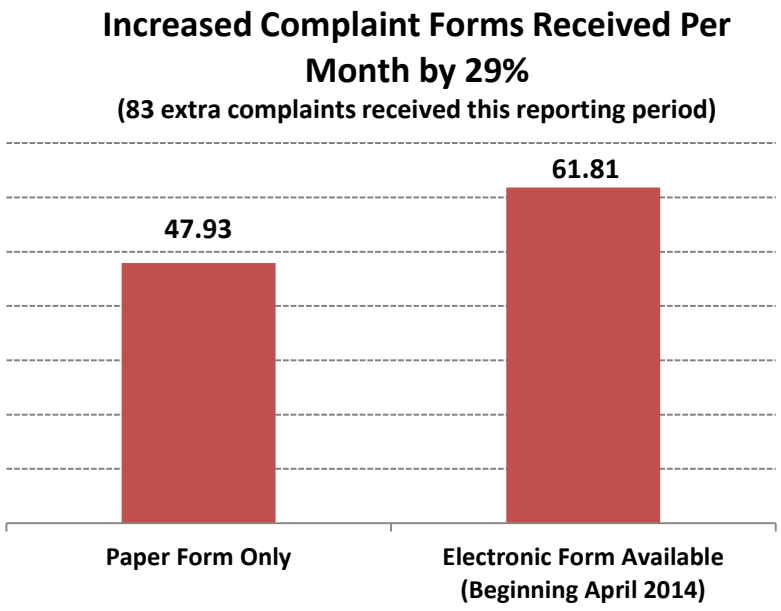
IV. **Project Results**:

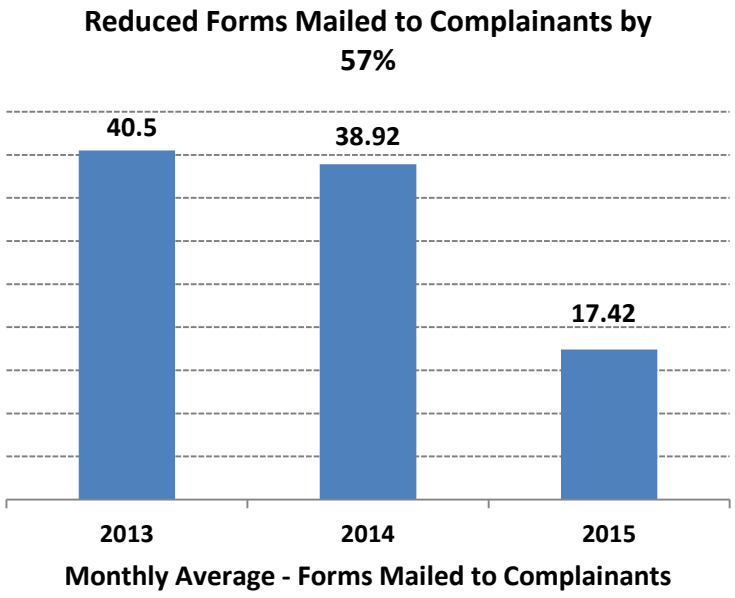
Improved process as measured by:	**Specific results achieved:**	**Total impact** (Between July 1 – Dec 31 2015)	**Results status**
Cost	Reduced average monthly mailing expenses by 16%, from $156.11 to $130.97	$150.84 saved	Final
Cost	Reduced staff time spent processing forms to mail. Average number of complaint forms mailed per month dropped 57%, from 41 forms before the online system went live to 17.5 forms mailed today	282 staff minutes freed for other tasks	Final
Cost	Staff handled 60.5% fewer inquiry phone calls, reducing calls from an average of 57.87 calls per month to an average of 23 calls	1,674 staff minutes (28 hours) saved	Final
Customer Satisfaction	Increased the utilization of OFCO services 32.6%, from an average of 43 complaints filed per month to 57 complaints	84 additional complaints filed	Final
Quality	Reduced inquiry phone calls to OFCO by 60.3% from 57.87 calls per month before the complaint form went live to an average of 23 calls this reporting period	60.3% fewer phone calls to OFCO	Final

V. Contact Information

Patrick Dowd – Director
Office of the Family and Children's Ombuds
206-439-3870
Patrick.Dowd@ofco.wa.gov

VI. Optional Visuals





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[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Office of Financial Management (OFM)
Partner agencies: 4T

Improvement project title: Employee Survey Administration

Date improvement project was initiated: 9/22/2014

Project type: Previously reported project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5.1.3
☒ Agency Strategic Plan	Dynamic Leadership – We provide vision, direction and support for statewide initiatives and efforts internal for OFM Communication and Trust – We are a trusted partner in all interactions because we use clear, open and honest communications
☐ Other	4T

Report reviewed and approved by: Tracy Guerin

II. Project Summary:

The Office of Financial Management improved the Employee Survey Administration Process, resulting in:

1. Special Needs Requests – Increased the percent of agencies with timely response of special needs requests by due date from 50% to 73%.
2. Communication Review Process – Reduced number of handoffs from 23 to 10.
3. Contacting the Right People – Increased the number of agency contacts that confirmed they were correct from 33% to 100%.

I. Project Details:

Identify the problem:

In 2015, the Employee Survey doubled in frequency to every year. Because of the frequency change and no adjustment to resources, there was a need to review the process and make adjustments for an annual implementation. In 2014, in preparation for the change, the team participated in a Lean workshop to improve the process. The pain points they identified in 2014 included:

1. Timely responses from agencies identifying their special needs for administering the survey were low causing delays in building the survey, workload peaks for staff and increased risks to survey quality.
2. The internal review of communication materials for the survey kick-off took too much time and had a lot of rework.
3. The agencies considered "Executive Branch" change yearly, as do the agency deputies (or equivalent) and agency survey contacts. There are no current

Strategic Lean Project Report

Problem statement:

lists for these three groups that are ready and effective for survey.

1. Special Needs Requests – Currently only 50% percent of agencies responded timely with their special needs requests for survey administration compared to our target of 100% which we want to reach by 2017 survey (3 years).
2. Communication Review Process – Currently we have 23 handoffs during the communication review process, we would like to reduce this to our target of 10 hand offs.
3. Contacting the Right People – Currently only 33% of agencies received kickoff survey packet compared to our target of 98% which we want to reach by 2017.

Improvement description:

1. Using g-PDCA cycles, the team worked on improving communication of special needs requests. With a few rounds of tests, they found that in person meetings with agency contacts were especially effective to help agencies with special needs requests related to the survey.
2. The survey administration team clearly identified reviewers' roles and expectations and communicated them to each of the parties involved in the communication review process.
3. The team led an effort to create a new deputy director listserv to ensure that deputies received notices regarding the survey launch – this listserv is updated as soon as changes occur. In addition, all emails to agency points of contact include a brief paragraph to alert contacts to notify OFM SHR when their agency's contact is/has changed.

Note: These improvements, along with agency improvements, contributed to a significant increase in the statewide survey response rate. It increased from 52% to 72% from 2014 to 2015.

Customer involvement:

The team used input and feedback from customers internally and with representatives from Department of Enterprise Services, Board of Accountancy, Parks Department, and Military participated in the initial workshop in 2014 and additional agencies have provided additional feedback and support throughout the 2015 survey process.

II. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.

Strategic Lean Project Report

☒ **Quality**	Increased percentage of agencies with timely response of special needs requests by due date **from** 50% **to** 73%. Increased number of agency contacts that confirmed they were correct **from** 33% **to** 100%. Decreased number of handoffs in communication review **from** 23 **to** 10.	Click here to enter text.	Final
☐ **Time**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

III. Contact information:

Name: Click here to enter text. **e-mail**: Click here to enter text.
Phone number: Click here to enter text.

IV. Optional Visuals

Updated: 12-17-15

Continuous Improvement/"Kaizen" Form

Project: Employee Survey Admin.

Threats identified: Timing, logistics, size, value to customers

Whose Idea is it? Danica, Melissa

Date: 9/25/14

Action Plan for Mini PDCA – be sure to address threats:

Task	Who	By When
Gather agency feedback w/survey	Nichole	4/30/15
Schedule 1st POC Meeting	Nichole	5/15/15
Hold 1st POC Meeting	Team	6/9/15
Schedule shortened 2nd POC Meeting	Nichole	7/1/15
Hold 2nd POC Meeting	Team	7/14/15
Add POC Meetings to process docs	Melissa	8/30/15

V.

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[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Office of Financial Management
Partner agencies: Employment Security Department

Improvement project title: Serve Washington Sub-Grantee Invoicing Project

Date improvement project was initiated: 2/9/2016

Project type:

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☒ Agency Strategic Plan	Dynamic Leadership – We provide vision, direction and support for statewide initiatives and efforts internal for OFM. Communication and Trust – We are a trusted partner in all interactions because we use clear, open and honest communications.
☐ Other	4T

Report reviewed and approved by: Tracy Guerin

II. Project Summary:

The Office of Financial Management Serve Washington division improved the Sub-Grantee Invoicing Process, resulting in increased timeliness from 13/15 programs (87%) to 15/15 programs (100%) on-time and increased accuracy from 7/15 programs (47%) accurate to 11/15 programs (73%) accurate after improvements. Additional improvements included decreased paper use/handling and 100% of customers were satisfied with the improvements to the process which included reducing paper and allowing electronic submissions.

III. Project Details:

Identify the problem:

- Organizations completing and submitting the invoice packages often have multiple people in different roles completing the forms, as forms required include fiscal forms and program-specific forms. This often results in forms submitted separately, at different times, with inconsistent information between them.
- Due to the complexity of the process and a desire to be flexible, Serve WA program officers have not been enforcing the monthly reporting deadline of the 15th of the month.
- Serve WA program officers often do not receive all of the forms at the same time and forms submitted are often missing information or inaccurate, requiring additional effort to follow up with organizations and rework forms submitted.

- Once Serve WA program officers submit invoice packages to OFM fiscal staff, additional issues are often identified, requiring rework by Serve WA

Problem statement: Currently, invoice packages are received timely by 87% of programs compared to our target of 100% of programs, which we want to reach by 2017.
Currently, invoice packages are received accurate by 47% of programs compared to our target of 100% of programs, which we want to reach by 2017.

Improvement description: Using Gemba Walks, a Value Stream Mapping and Problem-Solving Workshop and subsequent iterative testing of countermeasures by the improvement team to eliminate waste, they made the following changes to improve the process:

1. Communicating with sub-grantees to enable fully scanned/digitized invoice submission
2. Eliminated x of x paper copies of invoice packets
3. Build quality at the source through standard work and included fiscal staff on initial submission (concurrent review steps instead of consecutive) to save review time and improve flow of invoice packets through the value stream.
4. Changed from one single due date for entire packet to two separate due dates (one for reports and one for invoices) to improve flow.
5. Eliminated excessive copies and distribution of internal transmittal forms.

Customer involvement: Conducted phone interviews with many sub-grantees and one from Employement Security Department was able to attend the workshop in-person.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
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☐ **Cost**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Quality**	Increased on-time submissions **from** 87% timely **to** 100% timely. Increased accurate submissions **from** 47% accurate **to** 73% accurate.	15 out of 15 programs on-time and 11 out of 15 programs	Final

		accurate	
☐ **Time**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Customer Satisfaction**	Increased customer satisfaction with process **from** under 100% **to** 100% satisfied.	☐N/A (or) 100% customer satisfaction achieved	Final
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Robyn Harris **e-mail**: Robyn.Harris@ofm.wa.gov
Phone number: 360.902.0663

VI. Optional Visuals: Delete section if not using. Provide before and after photos or simple charts. If using an image, please keep the image file size under 100KB.

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[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Parks and Recreation Commission
Partner agencies: None

Improvement project title: Bathroom Cleaning Process Improvement at your ocean beach access points!

Date improvement project was initiated: 4/1/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	
☒ Agency Strategic Plan	Transformation strategies and initiatives #2: Adopt a business approach to park system administration.
☒ Other	The agency Transformation strategy was initiated to drive mission-aligned improvements and ensure park system and financial sustainability, ensuring that the state park system provides sites and services that people continue to choose for recreation and renewal.

Report reviewed and approved by: Don Hoch, Director

II. Project Summary:

State Parks and Recreation Commission improved the bathroom cleaning process at the Northern Shores (Ocean City/Pacific Beach) state parks, by establishing standard cleaning procedures (checklist), creating a Kanban board that lists repairs needed, better organizing and supplying the cleaning rooms, vandal proofing where possible, and increasing signage so visitors are educated about the process and the fees associated with the ocean beach access points. Prior to these improvements, 20 percent of volunteer survey respondents said they were dissatisfied or very dissatisfied with bathroom cleanliness at the parks. After the changes, that dropped to 16 percent. In addition, one of the bathroom cleaning times was cut by 18 percent. The improvements allow staff more time to attend to other park maintenance issues and serve the daily visitor needs.

III. Project Details:

Identify the problem:	Clean bathrooms are a clear priority for visitors to state parks but can be a challenge in the face of high usage. During the summer, more than 60,000 visitors per month use the bathrooms at the Northern Shores management area, an area that consists of 22 miles of ocean beach, six ocean beach access (OBA) points with bathroom facilities and six campgrounds with six restroom/shower facilities.
Problem statement:	In visitor surveys from July 2014 to December 2014, 63 volunteer visitor customer surveys rated “cleanliness/conditions of restroom/showers” as “dissatisfied/very dissatisfied” Our goal, as the stewards of Washington’s parks, is to reduce that

number to zero.

Improvement description: We used several Lean tools to improve cleaning, stocking, maintenance and vandal-proofing. Specifically, we developed visual management tools, including posted cleaning techniques, signage and better organizing stockrooms. We standardized cleaning steps with checklists, cut the amount of rework by organizing bins and carts, used Kanban boards to keep all park staff informed of maintenance issues and vandal proofed paper products. The lessons learned have been expanded to two more parks, with the intent to implement regionally within the next six months and statewide within a year.

Customer involvement: Customer input was the primary driver for this improvement effort. Volunteer customer surveys are available to all campers. At least 63 (out of 310 respondents) expressed their concern with cleanliness while visiting the ocean beach during the survey period. The area park ranger, park aide and a contracts and procurement officer participated on the Lean Team. Additionally, Oregon State Parks was involved in the discussion in order to glean expertise from their methods as many of our visitors liked their Oregon experience.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☒ **Safety**	Increased Safety by allowing staff more time to attend to other park maintenance issues and serve the daily needs of visitors.	4T	Preliminary
☐ **Cost**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	N/A	Select from dropdown.
☒ **Quality**	Increased quality and efficiency by standardizing the cleaning methods .	N/A	Preliminary
☒ **Time**	Decreased the deep clean method **from** 144 minutes at one location's bathroom/shower facility to an average of 117 minutes. This improvement allowed staff more time to attend to other park maintenance issues and serve daily visitor needs.	Saved 9 hours of staff time per month	Preliminary
☒ **Customer Satisfaction**	Decreased "very dissatisfied/dissatisfied" comments regarding cleanliness/conditions of restrooms/showers **from** 20 percent **to** 16 percent	☐N/A (or) Click here to enter text.	Preliminary
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Updated: 12-17-15

Strategic Lean Project Report

Name: Joe Fernandez
e-mail: Joseph.Fernandez@PARKS.WA.GOV
Phone number: 360 913 0241

VI. Optional Visuals:

Updated: 12-17-15

Strategic Lean Project Report

Instructions: Use this template to submit at least one project report by January 29, 2016.

Follow these instructions for submitting your report to Results Washington:

- Use this standard naming convention when save your Strategic Lean Project Report
  - Agency Acronym - Project title (Example: LCB - Liquor License Processing)
- Attach the completed report(s) to an email, and send the report(s) to Results Washington at results@gov.wa.gov.

Criteria: These reports should highlight significant, strategic projects with measureable results, especially when the results directly affect Washingtonians.

- Each agency is required to submit at least one Strategic Lean Project Report every six months.
- You do not need to submit a Strategic Lean Project Report for every project initiated during this reporting period. You may, however, submit as many Strategic Lean Project Reports as you want.
- Submit a report when you have measureable results to share. This may mean that some projects initiated during the current reporting cycle are not reported on until a future date when data for measured results is available.
- You may submit multiple reports for the same project when you have achieved additional measureable results in a subsequent reporting cycle.

Purpose: The Strategic Lean Project Report data is one of the ways we assess the state's engagement in pursuing the goal of efficient, effective and accountable government. These detailed reports are available to the public and part of Results Washington's twice-yearly report to the Legislature; they help provide examples of state government using Lean principles and tools to make improvements.

Background: Senate Bill 6002: Section 707[1] mandates that "agencies must report to the office of financial management at least twice per fiscal year process improvements and efficiencies gained through tools such as the lean strategy. The office of financial management must compile and transmit these reports to the appropriate fiscal committees of the legislature at least every six months, beginning January 1, 2014."

Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Pollution Liability Insurance Agency
Partner agencies: None

Improvement project title: Heating Oil Insurance Notice of Potential Claim

Date improvement project was initiated: 7/20/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
X Agency Strategic Plan	Provide insurance coverage and cleanup oversight so heating oil tank owners have access to the resources needed to conduct effective and efficient cleanups and prevent future releases.
☐ Other	4T

Report reviewed and approved by: Russell E. Olsen

II. Project Summary:

The Pollution Liability Insurance Agency improved the Notice of Potential Claim (NPC) form, resulting in fewer calls from claimants for clarification and~~,~~ faster internal review time.

III. Project Details:

Identify the problem:	This project was designed to increase the clarity of the NPC form our customers fill out when opening a heating oil claim. Information requested on the form is necessary to determine claim eligibility, and it can cause stress for our customers when they are unsure how to fill out the form.
Problem statement:	Previously, the NPC form was confusing for our customers, and the form included questions that could not be answered until later in the process. This resulted in frequent calls by customers who were concerned they might be filling out the form incorrectly. Our target is zero phone calls from claimants due to confusion about how to fill out the NPC form, which we want to reach by 12/1/2016.
Improvement description:	Using plain language we revised our NPC form to remove premature information requests and more clearly identify the information needed for claim eligibility determinations. We reorganized the form into more easily understandable sections, which are referenced and explained in an accompanying cover letter.
Customer involvement:	PLIA took recommendations from claimants and service providers.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Quality**	Increased (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Time**	Decreased (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☑ **Customer Satisfaction**	Decreased frequency of customer phone calls requesting assistance completing the NPC form **from** around 1-2 calls a week **to** around 1-2 calls a month.	☑N/A (or) Click here to enter text.	Preliminary
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Cassandra Garcia
e-mail: Cassandra.garcia@plia.wa.gov
Phone number: (360) 407-0512

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: **Puget Sound Partnership**
Partner agencies: Office of Financial Management

Improvement project title: Puget Sound related budget ranking process

Date improvement project was initiated: July, 2014

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	N/A
☒ Agency Strategic Plan	Mobilize funding
☐ Other	N/A

Report reviewed and approved by: Sheida Sahandy, Executive Director

II. Project Summary:

The Partnership improved the Puget Sound recovery budget request ranking process, resulting in the timely delivery of more meaningful information to the Office of Financial Management (OFM).

III. Project Details:

Identify the problem: Each year the Partnership ranks state agencies' Puget Sound recovery budget requests based upon how closely they relate to the Puget Sound Action Agenda. The time-frame for ranking those requests for OFM is tight. The Partnership's 2013 ranking process consisted of 7 steps and required Partnership staff to individually review and extract cost/benefit information from more than 100 requests. The budget requests did not always provide sufficient information on Puget Sound recovery costs, or link their proposed recovery actions to the Action Agenda sub-strategies or Near-Term Actions. A shorter more efficient process was needed that provided detailed and accurate cost/benefit information linked to the Action Agenda by the required deadline.

Problem statement: Improve the process for collecting the data needed to rank Puget Sound recovery budget requests, so that OFM receives the required information on time.

Improvement description: Agencies were asked to complete a simple online Smartsheet form containing all information needed for ranking. They filled out the Smartsheet at the same time period they were working on budget decision packages. This improved efficiency because it allowed the proposing agencies to define how their proposals support Action Agenda implementation at the same time they prepare their budget packages. The Partnership no longer had to manually extract information from each

budget request thus eliminating a process step that could lead to possible error or misinterpretation. One additional benefit, OFM is able to view the data entered by agencies as soon as it is saved in Smartsheet – as a result, OFM can track the budget requests coming in and identify errors or omissions. This redesigned process resulted in a net time saving

Customer involvement: The Partnership made the changes in the ranking process in collaboration with OFM, to ensure the new process met their needs. The Partnership also actively reached out to key partners to test the new input system as it was being developed and elicited feedback on how it could be improved.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**			
☒ **Cost**	Decreased staff effort related to the budget ranking process by approximately 108 staff hours in a biennia, for a total estimated cost savings of $6,220	Savings related to staff time efficiencies is $6,220 per biennia	Final
☒ **Quality**	Improved level of detail and greater accuracy of data needed to rank budget requests, due to the removal of an additional layer of interpretation.	Increased detail and accuracy	Final
☒ **Time**	It is estimated that the last two budget ranking exercises (biennial and supplemental) have saved 108 hours of PSP staff time.	108 hours saved	Final
☒ **Customer Satisfaction**	The primary customer for the budget ranking is OFM. As a result of the project, the Partnership is able to deliver more accurate and detailed information to OFM. The Partnership received direct feedback from OFM that they were satisfied with the accuracy and timely submission of the report.	☒N/A	Final
☒ **Employee Engagement**	A small team at the Partnership was engaged in developing the new Smartsheet tool and managing the data.	☒N/A	Final

V. Contact information:

Name: Alex Mitchell, Performance Analyst **e-mail**: alex.mitchell@psp.wa.gov
Phone number: 360.464.1220

Strategic Lean Project Report

VI. Optional Visuals

1. An example of a spreadsheet containing a ranked list of Puget Sound budget requests, along with financial information for those requests.

2015-17 Puget Sound Budget Requests by Puget Sound Partnership Prioritization
Governor's Recommended / Final Enacted
(Dollars in thousands)
** Denotes requests linked to Puget Sound Action Agenda Strategic Initiatives*

PSP Prioritizatio	Request Title	Agency	Op/ Cap/ Trans	Agency Request	Puget Sound Portion	Governor's Recommended Budget	Puget Sound Portion Gov Recommended	Final Enacted Budget	Puget Sound Portion Enacted Budget
1				$100,000	$60,000	$74,000	$44,400	$53,000	$31,800
2	Puget Sound Acquisition and Restoration (PSAR)*	RCO	Cap	$140,000	$140,000	$50,000	$50,000	$37,000	$37,000
3	Puget Sound Creosote Removal*	DNR	Op	$1,004	$1,004	$1,004	$1,004	$1,004	$1,004
	Salmon Recovery Funding Board Programs*	RCO	Cap	$100,000	$44,390	$100,000	$44,390	$66,500	$29,519
6	Shoreline Property Owner Assistance*	PSP	Op	$855	$855	$0	$0	$0	$0
7	Improving Shellfish Growing Areas & Related Water Quality*	SCC	Cap	$8,000	$6,000	$4,000	$3,000	$4,000	$3,000
8	Implement Septic Recommendations*	DOH	Op	$155	$155	$155	$155	$0	$0
9	Centennial Clean Water Program*	ECY	Cap	$60,000	$9,720	$40,000	$24,000	$20,000	$12,000
10	PS Estuary and Salmon Restoration Program (ESRP)*	RCO	Cap	$20,000	$20,000	$10,000	$10,000	$8,000	$8,000
11	Floodplains by Design*	ECY	Cap	$50,000	$35,000	$25,000	$17,500	$35,560	$24,892
	Puget SoundCorp*	DNR	Cap	$10,100	$6,060	$8,000	$4,800	$8,000	$4,800
13	Regional Stormwater Monitoring Program*	ECY	Op	$5,181	$4,145	$5,181	$4,145	$5,180	$4,145
14	Assessing Recovery	PSP	Op	$2,722	$2,722	$1,004	$1,004	$1,004	$1,004
	Growth Management Act Plan Updates*	COM	Op	$3,050	$1,830	$1,898	$1,139	$0	$0
	Stormwater - Green Stormwater Infrastructure (GSI)*	SCC	Cap	$1,082	$1,082	$0	$0	$0	$0
	Stormwater Retrofit*	DOT	Trans	$2,703	$2,303	$15,703	$15,303	$2,703	$2,303
19	Implement Chemical Action Plans*	ECY	Op	$3,447	$2,413	$2,671	$1,870	$0	$0
	Tracking Puget Sound Fish Health	WDFW	Op	$1,526	$1,526	$1,526	$1,526	$1,526	$1,526
21	Aquatic Lands Enhancement (ALEA)	RCO	Cap	$6,600	$3,547	$3,660	$0	$5,269	$3,811
	Match for Federal RCPP Program*	SCC	Cap	$24,000	$12,000	$24,000	$12,000	$28,000	$14,000
	Public Works Asst. Acct. Program 2016 Loan List	COM	Cap	$200,000	$55,783	$69,733	$24,200	$0	$0
	Puget Sound Salmon Recovery*	PSP	Op	$1,700	$1,700	$600	$600	$600	$600
	Reduce Oil Spill Risk-Rail/Vessel*	ECY	Op	$1,354	$280	$1,354	$280	$1,354	$280
	Source ID of Toxics in Stormwater	ECY	Op	$1,629	$1,304	$864	$691	$864	$691
	Washington Wildlife Recreation Grants (WWRP)	RCO	Cap	$97,000	$37,954	$70,000	$40,284	$55,323	$31,811
28	Managing Aquatic Invasive Species*	WDFW	Op	$2,414	$1,448	$800	$480	$300	$180
	Seaweed Cultivation and Collection*	WDFW	Op	$625	$625	$0	$0	$0	$0
	Water Pollution Control Revolving Program	ECY	Cap	$191,000	$111,600	$191,000	$111,600	$203,000	$121,800
31	Native Oyster Resilience*	WDFW	Op	$620	$620	$0	$0	$0	$0
	Recover Puget Sound Steelhead	WDFW	Op	$800	$800	$800	$800	$800	$800
	Resource Specific Improvements*	SCC	Op	$2,000	$500	$670	$168	$0	$0
35	Coastal Wetland Federal Funds	ECY	Cap	$10,000	$6,500	$10,000	$6,500	$10,000	$6,500
	WQ Improvement for Toxics	ECY	Op	$1,578	$1,262	$789	$631	$0	$0
37	Community Forest Trust	DNR	Cap	$3,442	$3,442	$3,442	$3,442	$0	$0
	Fish Passage Barrier Retrofit	DOT	Trans	$81,801	$68,975	$111,801	$98,975	$88,322	$75,496
	Forest Practices Compliance	DNR	Op	$3,230	$384	$707	$384	$0	$0

2. A summary spreadsheet containing rolled-up financial information related to Puget Sound budget requests by fund source. Prior to the improvement project, the Partnership was not able to produce this report for OFM in a timely manner.

Snapshot of 2015-17 Puget Sound Recovery Funding
Agency Requests / Governor's Recommended / House Floor Passed / Senate Passed / Final Enacted
June 30, 2015
(Dollars in thousands)

Agency Request / Governor-Recommended / House-Recommended / Senate Recommended / Final Enacted

	Agency Requested	Governor Recommended	House Recommended	Senate Recommended	Final 2015-17 Enacted
Capital	$ 761,791	$ 559,099	$ 478,289	$ 442,097	$ 468,448
Transportation	$ 82,448	$ 125,448	$ 110,473	$ 68,044	$ 88,371
Operating	$ 41,750	$ 30,473	$ 25,355	$ 21,752	$ 21,066
Total	$ 885,989	$ 715,020	$ 614,117	$ 531,893	$ 577,885

Final Enacted Recommendation Detail

Type of Project or Program	Budget Type	GF-S	MTCA	SBCA	Other	TOTAL	% of PS Total
Strategic Initiatives	Capital	$ -	$ 25,800	$ 105,516	$ 33,695	$ 165,011	29%
	Transportation	$ -	$ -	$ -	$ 2,303	$ 2,303	0%
	Operating	$ -	$ 1,004	$ -	$ 6,756	$ 7,760	1%
Other Priorities	Capital	$ -	$ 89,710	$ 24,961	$ 188,766	$ 303,437	34%
	Transportation	$ -	$ -	$ -	$ 86,068	$ 86,068	10%
	Operating	$ 5,894	$ 3,908	$ -	$ 3,504	$ 13,306	2%
Total by Budget Type	Capital	$ -	$ 115,510	$ 130,477	$ 222,461	$ 468,448	81%
	Transportation	$ -	$ -	$ -	$ 88,371	$ 88,371	15%
	Operating	$ 5,894	$ 4,912	$ -	$ 10,260	$ 21,066	4%
Total by Account		**$ 5,894**	**$ 120,422**	**$ 130,477**	**$ 321,092**	**$ 577,885**	
		1%	**21%**	**23%**	**56%**	**100%**	

Updated: 12-17-15

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: State Board for Community and Technical Colleges
Partner agencies: 4T

Improvement project title: Lean Data Steward Training

Date improvement project was initiated: 12/27/2015

Project type: New Project

Project is directly connected to:

- ☐ Results Washington performance measure
- ☐ Agency Strategic Plan
- ☒ Other

Report reviewed and approved by: Marty Brown

II. Project Summary:

The SBCTC improved lean training, resulting in improved agency resources for lean.

III. Project Details:

Identify the problem:	The lean data steward had not had any lean training since completing her MBA in 1995.
Problem statement:	Currently, no one involved in Results WA from the agency had recently completed lean training, compared to our target of having the data steward trained in lean, which we want to reach by 12/31/2015.
Improvement description:	The lean data steward took it upon herself to complete the Lean Six Sigma Yellow Belt Training and get the certificate. She plans to complete the Green Belt this year.
Customer involvement:	N/A

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	(Select from drop down) (click here to enter text) from (click here to type in baseline data) to (click here to type in data improvement).	4T	
☐ **Cost**	Decreased	4T	
☐ **Quality**	Increased the number of enrollment tasks that can be completed on the college portal through a single sign-on from 0 to all.	4T	
☐ **Time**		4T	
☐ **Customer Satisfaction**	Decreased the average quarterly number of visits per students to the One Stop to complete enrollment transactions from 2.55 visits in Fall 2014 to 2.06 visits in Fall of 2015.	☒N/A (or) 4T	
☒ **Employee Engagement**	Increased 1/05/16 **from** no previous Results WA lean reporting **to** completing the 2015 report.	☐N/A (or) Report completed	Final

V. Contact information:

Name: Tina Bloomer **e-mail**: tbloomer@sbctc.edu
Phone number: (360) 970-4566

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

VI. General Information:

Lead agency name: South Puget Sound Community College
Partner agencies: none

Improvement project title: SPSCC – Website Re-Design and Portal

Date improvement project was initiated: 2013

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☒ Agency Strategic Plan	Strategic Objectives: 1A, 1B, and 1C
☐ Other	4T

Report reviewed and approved by: Dr. Timothy Stokes, President

VII. Project Summary:

The South Puget Sound Community College improved Student Enrollment Process, resulting in enabling students to handle more enrollment, financial aid and cashier functions online, minimizing the need to physically visit these departments. Students have experienced a reduction of wait time from 16 to 11 minutes performing enrollment transactions at the college. The implementation of a student portal has resulted in a reduction of the average number of visits students need to make to perform enrollment transactions from 2.55 visits (Fall 2014) to 2.06 visits (Fall 2015) per students per quarter. As well, the improvements on the website allowed the college to reduce the number of staff needed to serve its students resulting in cost savings for the college by transitioning from 4.5 full-time employees to 4 full-time employees.

VIII. Project Details:

Identify the problem:	South Puget Sound Community College's website had developed over many years and continued to provide information as if processes were still paper-bound. This resulted in the majority of students being required to come to campus to complete enrollment transactions with wait times exceeding 25 minutes per student.
Problem statement:	Currently, the average number of quarterly visits per student to the One Stop to perform student services transactions at the college is 2.06 visits compared to our target of less than 2 visits per quarter, which we want to reach by Fall 2016.
Improvement description:	In collaboration with multiple student, faculty and staff focus groups, a team of employees and an outside consultant revised multiple business processes and employed technology to automate processes that had been paper-based.
Customer involvement:	Several student focus groups were conducted. Staff and faculty were provided opportunities for input and feedback. An outside consultant was engaged to improve and simplify the language and flow of student on-boarding on the web.

Strategic Lean Project Report

IX. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	Decreased	Click here to enter text.	Final
☒ **Quality**	Increased the number of enrollment tasks that can be completed on the college portal through a single sign-on **from** 0 **to** all.	Click here to enter text.	Preliminary
☐ **Time**			Final
☒ **Customer Satisfaction**	Decreased the average quarterly number of visits per students to the One Stop to complete enrollment transactions **from** 2.55 visits in Fall 2014 **to** 2.06 visits in Fall of 2015.	☐N/A (or) 0.51 fewer trips to One Stop per quarter by students	Final
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Preliminary

X. Contact information:

Name: Lori Casile, CIO **e-mail**: lcasile@spscc.edu
Phone number: 360.596.5353

XI. Optional Visuals:

Delete section if not using. Provide before and after photos or simple charts. If using an image, please keep the image file size under 100KB.

Strategic Lean Project Report

Blue Eon Solutions
Tuesday, December 29, 2015
3:57 PM

South Puget Sound Community College
Total Visits by Month
From 9/1/2014 to 12/29/2014

Department Name: ESFA One Stop

Month	Total Visits	Total Wait Time	Avg. Wait Time	Total Session Time	Avg. Session Time
September	5518	96 days 4 hrs 50 mins.	25 mins.	27 days 5 hrs 55 mins.	7 mins.
October	2994	24 days 8 hrs 45 mins.	12 mins.	16 days 14 hrs 0 min.	8 mins.
November	3475	31 days 6 hrs 4 mins.	13 mins.	17 days 6 hrs 36 mins.	7 mins.
December	3788	27 days 23 hrs 6 mins.	11 mins.	19 days 20 hrs 17 mins.	8 mins.
Total of Department Visits:	**15,775**	**179 days 18 hrs 45 mins.**	**16 mins.**	**80 days 22 hrs 48 mins.**	**7 mins.**
Grand Total of Department Visits:	**15,775**	**179 days 18 hrs 45 mins.**	**16 mins.**	**80 days 22 hrs 48 mins.**	**7 mins.**

Blue Eon Solutions
Tuesday, December 29, 2015
3:56 PM

South Puget Sound Community College
Total Visits by Month
From 9/1/2015 to 12/31/2015

Department Name: ESFA One Stop

Month	Total Visits	Total Wait Time	Avg. Wait Time	Total Session Time	Avg. Session Time
September	4468	45 days 16 hrs 10 mins.	15 mins.	22 days 15 hrs 4 mins.	7 mins.
October	2432	12 days 5 hrs 33 mins.	7 mins.	15 days 1 hr 57 mins.	9 mins.
November	3000	19 days 13 hrs 45 mins.	9 mins.	14 days 1 hr 48 mins.	7 mins.
December	2678	14 days 17 hrs 42 mins.	8 mins.	12 days 17 hrs 52 mins.	7 mins.
Total of Department Visits:	**12,578**	**92 days 5 hrs 10 mins.**	**11 mins.**	**64 days 12 hrs 41 mins.**	**7 mins.**
Grand Total of Department Visits:	**12,578**	**92 days 5 hrs 10 mins.**	**11 mins.**	**64 days 12 hrs 41 mins.**	**7 mins.**

Strategic Lean Project Report

Olympic College

In order to face economic challenges and academic program cuts, Olympic College has implemented the following LEAN projects over the last few years in an effort to improve processes through the elimination of waste, while also increasing value and improving efficiencies

2014-2015

1. **Minimizing travel costs in HR interview process by using on-line teleconferencing for screening, interviewing, hiring candidates.**
2. **Streamlining key and key card requests –** improves cycle time in fulfilling requests, using less staff time
3. **Standardizing office and work station size to reduce cost and maximizing capacity of existing space**
4. **Using of Outlook calendar for meeting planning,** reducing staff time and improving efficiencies
5. **Using R25 software for classroom & meeting room scheduling,** reducing staff time and improving efficiencies.
6. **Using on-line forms for work order requests, IT help desk requests,** resulting in reduced staff time and improved efficiencies.
7. **Streamlined add/drop process in Registration & Records,** decreasing the amount of invoicing done by Accounting saving approximately 20 hrs. of staff time per quarter
8. **Streamlined tuition payment process,** resulting in an estimated savings of 10 hrs. of staff time per quarter
9. **Streamlined accounts receivable procedures,** resulting in an estimated saving of 10 hrs. of staff time per quarter

Strategic Lean Project Report

LEAN Project Summary Data – Project 2

Agency Name: Green River College

Name of Lean Improvement Project: New Student Entry Process

Summary:

Green River's current new student entry processes require new students to maneuver through a series of steps and check points, often at different locations on campus and over multiple days. This overly complicated process leads to campus inefficiencies, miscommunication and student frustration.

After mapping out the multiple entry processes, four pain points were identified:

1. The new student orientation process (SOAR): provided information that was not necessary to all attendees, was too long in duration, and was not offered frequently enough as some students would need to wait multiple weeks before the first session was available for them to attend.
2. Communications: to prospective new students was inconsistent, redundant, and not targeted to the type of student (e.g., a student trying to complete a GED or a medical doctor just trying to take a class to learn Japanese would receive the same information as someone with a high school diploma attempting to attend for an AA or BAS. Communications need to use consistent branding and verbiage and be targeted at the specific, timely, needs of the new student.
3. Resource Allocation & Collaboration: was found to be inconsistent and inefficient. There are times when additional resources or staffing are required to assist with the new student entry process while at that same time resources and staff in other areas are experiencing ebb times in their processes and could be temporarily re-assigned to assist with the new student entry process.
4. Training: is virtually non-existent for the staff participating in the new student entry process and few to none understand what other departments are doing during the new student entry process. This leads to redundant and confusing information being given to students from multiple departments and confusion for the new student. Training across all departments involved in the new student process would alleviate this and improve communication and coordination.

Project Initiation Date: November 5, 2014

Current Project Phase: Phase = "Do"

The Communications Kaizen was in the process of gathering and revising all new student entry process communications when some of its members were asked to participate in the "New Student Entry Process 2" Lean engagement described above

Strategic Lean Project Report

and identified that there was duplication of effort at which time both Lean engagements were put on hold for the Leadership Teams to have the opportunity to define the scopes of each engagement and avoid duplication of effort. Kaizens for "Resource Allocation & Collaboration" and "Training" will meet after the "Communications" Kaizen has completed their process.

Select Results Achieved: Customer satisfaction:

The current processes (current state mapping) and desired ideal

processes (future state mapping) have been identified. The SOAR Kaizen has met, and proposed solutions to provide only information necessary to all new students, while making the other information optionally available after the meeting, thus reducing the length of the meeting and allowing it to be held more frequently

Lean Improvement Contact Name: LEAN Process Facilitator – Jeremy Hawks

Lean Improvement Project

Contact Email: jhawks@greenriver.edu

Strategic Lean Project Report

LEAN efforts at Everett Community College: 2015 Summary

Project 1: Conference Services

Date: February 2015

Team Members: Esther Moss, Cathie Wamsley, Tiffany Williams, Connie Tune, and Lisa Smith

Facilitators: Katie Jensen and Annette Floyd

Scope: Conference services processes with respect to room setup and distribution of parking passes for guests

Outcome: among other smaller process changes in room setup for internal events, creation of an online Guest Parking application

Impact:

☐ maximized value to the customers by providing them a parking permit at the end of the room reservation process.

☐ relieved the work load on staff in the Conference Services area.

☐saved time: applications take 5-7 minutes per permit if done manually; automated permits eliminate that time. From implementation March 27, 2015 through the end of May 2015, 347 permits were processed, saving 30.6 work hours in just 65 days.

Project 2: Opening Week Poster Session

Date: September 2015

Team Members: Alex Zimmerman, Jennifer Howard; Karen Manley, Sharon Lewis, Annette Floyd, Rosalie Madison, Judy Thomas, Jeffrey Pearce, Katie Jensen, Lisa Fritch, Karen Landry, Kimi Crombie

Purpose: Update campus community on past lean project successes

Outcome: At the opening day breakfast, 16 posters were displayed showing the various projects at EvCC since 2011. Lean Team members were available to explain the outcomes of each project. At the follow up session to explore lean on campus, over 20 employees came to hear more about how lean will help them with department process improvement

Project 3: Logistics Metrics

Date: ongoing

Team Members: Jeff Pearce, Teri Griggs, Leanne Algard, Sharon Schuhow, Ryan Corley

Purpose: After having lean events in past years, the logistics team is using visual metrics to motivate and provide feedback to campus customers about purchasing efficiencies that provide faster, more accurate service to those on campus placing orders

Outcome: Reduced time from order to delivery

Upcoming Project 2016: College in the High School Application Process

Date: February 2016

Team Members: Sharon Lewis; Karen Landry

Purpose: Streamline process for high school students who are interested in earning college credit for their high school coursework

Strategic Lean Project Report

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Background: Senate Bill 6002: Section 707[1] mandates that "agencies must report to the office of financial management at least twice per fiscal year process improvements and efficiencies gained through tools such as the lean strategy. The office of financial management must compile and transmit these reports to the appropriate fiscal committees of the legislature at least every six months, beginning January 1, 2014."

Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Utilities and Transportation Commission
Partner agencies: n/a

Improvement project title: Reduce Time and Paper Used in the Open Meeting Process

Date improvement project was initiated: 12/17/2014

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☒ Agency Strategic Plan	Redesign the commission's business processes to increase the use of electronic documents.
☐ Other	4T

Report reviewed and approved by: Steve King

II. Project Summary:

The Utilities and Transportation Commission conducts the majority of its business at bi-monthly open meetings where the three-member commission considers and acts on requests by regulated companies. The process requires the internal distribution of company-filed requests and staff memos evaluating those requests for the commissioner's review. This project streamlined the process of preparing and distributing open meeting documents, resulting in a 93 percent reduction in the amount of paper printed, an 11 percent reduction in process steps, and a 12 percent reduction in staff time, which equates to annual savings of at least $14,000 in staff time and paper costs.

III. Project Details:

Identify the problem:	UTC regulatory filings require 12-19 paper copies of staff memos and orders distributed internally prior to an open meeting. On average, 600 pages of printed paper are distributed to, and reviewed by, the commissioners, regulatory and policy staff, and attorneys for the commission. While the process has been adjusted to accept electronic submissions from customers (i.e. regulated companies), paper copies were still required for commission staff, leading to paper waste and excessive labor costs.
Problem statement:	Currently, 100 percent of supporting documents for open meetings are printed and distributed internally compared to our target goal of 20 percent printed documents, which we aim to reach by 8/30/2015.
Improvement description:	A team of seven employees from divisions throughout the commission evaluated and streamlined the open meeting process by: eliminating the requirement for paper copies of filings; eliminating unnecessary review steps; and using existing information technology solutions (such as SharePoint and tablet computers) to streamline the review and editing of memos and orders used in preparation for

open meetings. The team used the Plan Do Check Act process to map the process using a Value Stream map; created standard work; identified waste; collected data on printing, processing time, and work steps; performed root cause analysis and developed a desired future state with corresponding countermeasures.

Customer involvement: The director and the assistant directors from the regulatory division were asked to do a trial of the paperless project for open meetings over the course of three months. Staff from the regulatory services division were involved in the effort to eliminate the unnecessary steps in the initial review of filings.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Cost**	Decreased the annual cost of paper and labor by $14,000.	$7000.	Preliminary
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Time**	Decreased total processing time **from** 87 hours per open meeting **to** 77 hours per open meeting. With 26 open meetings a year, this is a decrease from 2262 hours to 2002 hours of staff time per year, a 12 percent reduction.	38.5 hours	Preliminary
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	Increased t **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Jing Roth **e-mail**: jroth@utc.wa.gov
Phone number: (360) 664-1291

Washington Technology Solutions
1500 Jefferson Street, Olympia, WA 98501
watech.wa.gov

WaTech Governor's Agency Lean Report

December 2015

Activity: Twice Yearly Lean Report for the Governor's Office

Due Date: 1/29/16

Report Content:

1. Training Data
2. Project Data

Reporting Period: 7/1/2015 – 12/31/2015

Content Creators: Lauren Ferriby, Cammy Webster, Judy Fitzgerald, David Brummel

1. Training Data

	Data to Report	7/2015-12/2015	Total WaTech
1	Number of employees who have had any Lean knowledge and skill building in Lean in WaTech.	49	103
2	Number of supervisors, managers, executives who have had any Lean knowledge and skill building in Lean in your agency.	8	25
3	Number of employees who have had problem solving training.	10	18
4	Number of supervisors, managers, executives who have had problem solving training.	1	4
5	Number of supervisors, managers, executives who have had coaching training.	1	6
6	Number of employees who have had "facilitator" training.	0	5
7	Number of employees who have participated in an improvement effort.	50	119

2. Project Report

CTS Billing Modernization Project

1. GENERAL INFORMATION:

- Lead Agency Name: Washington Technology Solutions (WaTech)
- Partner Agencies: L&I, DSHS, Thurston county, City of Lacey
- Improvement Project Title: CTS Billing Modernization
- Date Initiated: 10/14 (Ended 10/15)
- Project Type: Agency Strategic Plan

2. PROJECT SUMMARY:

- Using Technology Business Management (TBM) tool, CTS created electronic customer access to billing detail files, resulting in per month savings of:
  - 57 hours of billing coordination.
  - 6 hours submitting and handling Infra trouble tickets.
  - 20 hours of meetings between service owners, subject matter experts and billing specialists reviewing data for billing feed.
- Leveraged TBM software system to automate 19 of 30 manual spreadsheet processes making detailed billing reports available through customer self-service.
- Eliminated duplicate spreadsheets and manual tracking process.
- Resolved multiple billing errors associated with manual spreadsheet.

3. PROJECT DETAILS:

- Identify the Problem:
  Customers:
  - Had only manual access to billing files with potential for inaccurate detail.
  - Experienced numerous billing cut off and release dates resulting in confusion regarding duplicate billing.
  - Received billing language that did not match the state enacted budget.
  - Got little access to billing details; only receiving a dollar due amount.
  - Had no transparency into their agency's IT-related expenditures.
  - Were unable to easily answer constituent questions or address public disclosure requests.
  - Sometimes received boxes of billing files.

4. PROBLEM STATEMENT:

- CTS did not have an electronic Accounts Receivable and Accounts Payable system to accommodate the formation of WaTech. There was no customer self-service or electronic access to agency invoices.

5. **IMPROVEMENT DESCRIPTION:**
   - Customer electronic access to billing files and improved detail to IT expenses resulted in improved customer satisfaction. There is better transparency for agencies to see how they spend IT dollars.
   - Fewer mistakes are made as a result of the electronic process.
   - Billing files language now matches the state enacted budget language.
   - Public disclosure requests and constituent questions for IT-related expenditures can be more easily addressed.

6. **CUSTOMER INVOVLEMENT:**
   - Customers tested all new electronic downloadable billing detail files to ensure there is minimal need for trouble tickets or manual copies.
7. **PROJECT DETAILS:**

Improved process as measured by:	Specific results achieved:	Total Impact:	Results Status:
Cost	• Avoiding costs inherent within manual systems	$500,000 saved annually	**Final**
Quality	• More accurate detail without manual entry • Elimination of duplication	• Automation of 19 out of 30 manual processes • Fewer mistakes are made as a result of the electronic process • Billing files language now matches the state enacted budget language	**Final**
Time	• 57 hours of billing coordination • 6 hours submitting and handling Infra trouble tickets • 20 hours of meetings between service owners, subject matter experts and billing specialists reviewing data for billing feed	• 83 staff hours saved per month, or • 996 staff hours saved annually	**Final**
Customer Satisfaction	• Customer self-service on electric platform – no more manual billing invoices • No more confusion over	• Public disclosure requests and constituent questions for IT-related expenditures can be more easily addressed	**Final**

	multiple bills • Resolution of billing errors from manual process	• Customer tested and approved the new billing process	
Employee Engagement	• Finance staff collaborated with multiple customers on this project	Employees report feeling valued and listened to as well as pleased their customers have and easier and quicker billing solution	**Final**

8. CONTACT INFORMATION:

Name: David Brummel

Phone: 360-407-8816

Email: david.brummel@watech.wa.gov

9. **OPTIONAL VISUALS #1:** The visual below shows how the ABS Invoice language now matches that of the state enacted budget. Customers can now see at-a-glance that their billed amount matches the amount in the enacted budget.

WaTech Washington Technology Solutions
"the consolidated technology services agency" -RCW 43.105.006

Enacted Budget/ABS Invoice

2015-17 As Passed Legislature
Central Services
Statewide Totals

Central Service	2015-17 Budget Billing (Base)	Maint A
92A - State Data Center	27,590	
92C - SOS Archives/Records Management	7,368	
92D - Audit Services	9,623	
92E - Attorney General Legal Services	201,625	
92F - OFM Office of Chief Info Officer	6,252	
92G - Administrative Hearings	37,313	
91 - Workers Comp	224,404	
9X - Self-Insurance Liability Premium	148,971	
Item 92A-9X Totals	663,146	
92J - CTS Security Gateway	5,964	
92J - Enterprise Security Infrastructure	13,407	
92J - Secure File Transfer (CTS)	676	
92J - State Network	33,734	
Item 92J Total (CTS)	53,781	
92K - Access Inside Washington	1,645	
92K - Campus Rent	18,466	
92K - Campus Utilities	14,982	
92K - Campus Employee Parking	1,394	
92K - Capital Project Surcharge	8,431	
92K - Fin Cost Rec	7,924	
92K - Production Support	8,341	
92K - Pub and Hist	8,763	
92K - Real Estate	2,005	
92K - Risk Management	4,833	
92K - Small Agency Financial Svcs	4,293	
92K - Enterprise System Rates	62,789	
92K - GIS	327	
92K - Personnel Services Rates	7,892	
92K - Perry Street Daycare	531	
Item 92K Total (DES)	152,615	
92L - Core Financial Replacement	0	
Item 92L Total (OFM)	0	
92T - TLA Debt Service	0	
92T - TLA Project	0	
Item 92T Total	0	
Central Services Totals	869,542	2

Washington State
Consolidated Technology Services (WaTech)
Consolidated Technology Allocations

Invoice No. 90218

This is a re-print. The original copy of this invoice has been viewed.

Invoice Date: 08-26-2015 **Due Date:** 08-31-2015
For Period of: 07-01-2015 **To:** 07-31-2015
Customer/Account Number: 235 - 902
Reference Number:
PO Number:

Bill to: INFO SRVCS
LABOR & INDUSTRIES

PO BOX 44836
TUMWATER WA 98501-4836

For billing and payment questions: WaTech Service Desk
phone: (360) 753-2454
email: servicedesk@watech.wa.gov

Remit to: Consolidated Technology Allocations
CTS Finance
PO Box 41504
Olympia WA 98504-1504

Payment Information: Agency: 163 Federal Tax Id: 45-2259231

Fund	Statewide Vendor #	Amount
458	0098113-05	$171,460.85

Please Indicate Invoice/Credit Memo Numbers on Payment Document or Return Top Portion With Payment

	Item Code	Item Description	Unit	Total
1		Security Gateway Allocation	ALLOC	$10,936.50
2		Enterprise Security Infrastructure Allocation - Other	ALLOC	$27,527.21
3		Enterprise Security Infrastructure Allocation - Disaster Recovery	ALLOC	$6,742.88
4		Secure File Transfer Allocation	ALLOC	$1,120.00
5		State Data Network Allocation	ALLOC	$52,201.63
6		State Data Center Allocation *	ALLOC	$72,932.63

Total: $171,460.85

Comments:
The source of the above monthly allocation billing is from the 2015-2017 Budget for Central Services. (* If applicable, please see 2015-17 budget step 92A for fund sources to use for the State Data Center. Do not use federal funds. Pay using subobject EL. Use non-IT project type.)

Statements are on-line at https://fortress.wa.gov/ga/apps/watechar/ . **Hard copy statements are available upon request**

OPTIONAL VISUALS #2: Finance celebration for launch of new billing system

Strategic Lean Project Report

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Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington Department of Fish and Wildlife
Partner agencies: N/A

Improvement project title: Scientific Collection Permit Process Improvement

Date improvement project was initiated: 6/25/2015

Project type:

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☒ Agency Strategic Plan	Goal 4. Objective C.
☐ Other	4T

Report reviewed and approved by: Joe Stohr, Washington Department of Fish and Wildlife

II. Project Summary:

The Washington Department of Fish and Wildlife improved the Scientific Collection Permit (SCP) process, resulting in reducing the amount of time used to process a permit from 164 minutes to 67 minutes. The Department processes about 350 permits per year.

III. Project Details:

Identify the problem:	The supervisor of the person processing SCPs asked for help to reduce the amount of SCP processing time to give that person more time for other tasks.
Problem statement:	Currently, the SCP processor averages 164 minutes of processing time compared to our target of 82 min, which we want to reach by 7/1/2015.
Improvement description:	Process participants conducted a value stream mapping workshop to map the process, select improvement opportunities, and implement selected countermeasures.
Customer involvement:	Process participants included a regular SCP customer.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Time**	Decreased permit processing time **from** 164 minutes **to** 67 minutes.	Increased staff capacity by 93 min/permit	Final
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Rob Geddis **e-mail**: Robert.geddis@dfw.wa.gov
Phone number: 360-902-2241

VI. Optional Visuals:

Delete section if not using. Provide before and after photos or simple charts. If using an image, please keep the image file size under 100KB.

Strategic Lean Project Report

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Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington Military Department
Partner agencies: 4T

Improvement project title: C, 1-161 Supply Organization and Ordering Process

Date improvement project was initiated: 9/12/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: 2.1
☐ Agency Strategic Plan	4T
☐ Other	4T

Report reviewed and approved by: Major General Bret Daugherty, Director

II. Project Summary:

The Washington Military Department improved the C, 1-161 Supply Organization process for issuance of gear, resulting in a reduction of Soldier wait time from 5.25 minutes to 1.8 minutes per Soldier.

III. Project Details:

Identify the problem:	The C, 1-161 Soldiers were waiting for their gear for 5.25 minutes. The entire unit waited almost 5 hours for everyone to be issued their gear. This delayed the unit from performing their duties.
Problem statement:	Currently, issue time of 5.25 minutes per Soldier compared to our target of 2 minutes per Soldier, which we want to reach by 8/18/2015.
Improvement description:	By reorganizing the supply area and creating visual management, the team was able to reduce the wait time of the unit by almost 3 hours per drill.
Customer involvement:	3 customers were involved throughout the entire process and were utilized for piloting the new process.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☒ **Time**	Decreased time **from** 5.25 minutes per Soldier **to** 1.8 minutes per Solder.	3.16 hours per month	Final

V. Contact information:

Name: Samantha Einarson
e-mail: Samantha.einarson@mil.wa.gov
Phone number: 253-512-8158

VI. Optional Visuals:

Delete section if not using. Provide before and after photos or simple charts. If using an image, please keep the image file size under 100KB.

Before

After

Strategic Lean Project Report

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Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington Military Department
Partner agencies: 4T

Improvement project title: Capital Asset Management System Year-End Process

Date improvement project was initiated: 8/1/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: 2.1
☐ Agency Strategic Plan	4T
☐ Other	4T

Report reviewed and approved by: Major General Bret Daugherty, Director

II. Project Summary:

The Washington Military Department improved the Capital Asset Management System Year-End Process, resulting in a decrease of work time from 102 hours to 10 hours.

III. Project Details:

Identify the problem:	The Capital Asset Management System (CAMS) Year-End Process was performed by several people who were required to pull information from multiple systems. The process was disjointed and had no set policy or procedure. Because of this, the process was "reinvented" every year which added time to the process.
Problem statement:	Currently, the CAMS year-end process is operating at 102 hours compared to our target of 51 hours, which we want to reach by 8/1/2015.
Improvement description:	The team mapped the current process and realized there was no set process; several groups contributed information, but had not formalized criteria or requirements. This review identified several areas of duplication of effort. The team was then able to map a future state in which only the information that was required was used and in which there were clear roles and responsibilities. They conducted a pilot which was successful and reduced the process time from 102 hours to 10 hours.
Customer involvement:	NA

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☒ **Time**	Decreased process time **from** 102 hours **to** 10 hours.	4T	Final

V. Contact information:

Name: Samantha Einarson
e-mail: Samantha.einarson@mil.wa.gov
Phone number: 253-512-8158

Strategic Lean Project Report

Instructions: Use this template to submit at least one project report by January 29, 2016.

Follow these instructions for submitting your report to Results Washington:

- Use this standard naming convention when save your Strategic Lean Project Report
  - Agency Acronym - Project title (Example: LCB - Liquor License Processing)
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Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington Military Department
Partner agencies: 4T

Improvement project title: Field Maintenance Shop #1 Improved Parts Pulling System

Date improvement project was initiated: 5/29/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: 2.1
☐ Agency Strategic Plan	4T
☐ Other	4T

Report reviewed and approved by: Major General Bret Daugherty, Director

II. Project Summary:

The Washington Military Department improved the Parts Pulling System of the Field Maintenance Shop #1, resulting in the elimination of customer wait time from 113 minutes per week to 0 minutes per week.

III. Project Details:

Identify the problem:	The customers waited for the production controller to pull parts from a location that was over four minutes away. The parts were not organized or tracked which also increased a backlog of work orders.
Problem statement:	Currently, the customer wait time is 113 minutes per week compared to our target of 0 minutes, which we want to reach by 5/29/2015.
Improvement description:	The production controller increased shop stock, sorted parts by type, reorganized and labeled locations which allowed for decreased wait time and reduction of backlog.
Customer involvement:	NA

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☒ **Time**	Decreased customer wait time **from** 113 minutes per week **to** 0.		Final

V. Contact information:

Name: Samantha Einarson
e-mail: Samantha.einarson@mil.wa.gov
Phone number: 253-512-8158

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[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington Military Department
Partner agencies: 4T

Improvement project title: Junior Enlisted Advancement Process

Date improvement project was initiated: 9/1/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: 2.1
☐ Agency Strategic Plan	4T
☐ Other	4T

Report reviewed and approved by: Major General Bret Daugherty, Director

II. Project Summary:

The Washington Military Department improved the Junior Enlisted Soldier Advancement Process, resulting in a decrease of time of completed promotion from 34.9 days to 5.4 days.

III. Project Details:

Identify the problem:	The Junior Enlisted Soldiers of the Washington Military Department were not being promoted in a timely manner. This project reduced the amount of time they had to wait from 34.9 days to 5.4 days.
Problem statement:	Currently, the wait time for completed promotion is 34.9 days compared to our target of 20 days, which we want to reach by 10/1/2015.
Improvement description:	The team was comprised of cross-functional members from all levels of the organization. The new process utilizes several databases to verify information automatically in order to advance Soldiers to the next rank sooner.
Customer involvement:	2 separate personnel offices who use the process were involved in the development and piloting of the new process.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☒ **Time**	Decreased time for completed promotion **from** 34.9 days **to** 5.4 days.	4T	Final

V. Contact information:

Name: Samantha Einarson
e-mail: Samantha.einarson@mil.wa.gov
Phone number: 253-512-8158

Strategic Lean Project Report

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[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington Military Department
Partner agencies: 4T

Improvement project title: Officer Candidate School Phase III In-Processing

Date improvement project was initiated: 7/17/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: 2.1
☐ Agency Strategic Plan	4T
☐ Other	4T

Report reviewed and approved by: Major General Bret Daugherty, Director

II. Project Summary:

The Washington Military Department improved the Officer Candidate School Phase III In-Processing, resulting in a decrease in processing time from 90 minutes per Soldier to 22.67 minutes per Soldier

III. Project Details:

Identify the problem:	The Washington Military Department manages the Officer Candidate School Phase III and is tasked with in-processing the Officer Candidates. The in-processing was taking over 90 minutes on average per Soldier and this delayed the start of the course.
Problem statement:	Currently, the wait time for our customers is 90 minutes per customer compared to our target of 45 minutes per customer, which we want to reach by 7/17/2015.
Improvement description:	The team created a spaghetti diagram to analyze the current state and the waste involved therein. The group noticed that there was an excess of movement and waiting as well as several bottlenecks. By reorganizing the layout of the in-processing center, changing the order of how the troops were in-processed, and providing enough staff for the bottlenecked stations, the team was able to improve the flow of the in-processing.
Customer involvement:	NA

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☒ **Time**	Decreased customer wait time **from** 90 minutes per Soldier **to** 22.67 minutes per Soldier.	4T	Final

V. Contact information:

Name: Samantha Einarson
e-mail: Samantha.einarson@mil.wa.gov
Phone number: 253-512-815

Strategic Lean Project Report

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Background: Senate Bill 6002: Section 707[1] mandates that "agencies must report to the office of financial management at least twice per fiscal year process improvements and efficiencies gained through tools such as the lean strategy. The office of financial management must compile and transmit these reports to the appropriate fiscal committees of the legislature at least every six months, beginning January 1, 2014."

Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington Military Department
Partner agencies: 4T

Improvement project title: Selected Reserve Incentive Program Bonus Payment Process

Date improvement project was initiated: 9/1/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: 2.1
☐ Agency Strategic Plan	4T
☐ Other	4T

Report reviewed and approved by: Major General Bret Daugherty, Director

II. Project Summary:

The Washington Military Department improved the Selected Reserve Incentive Program Bonus Payment Process, resulting in a decrease of late bonus payments for Soldiers from 123 days late to 0 days late.

III. Project Details:

Identify the problem:	The Soldiers of the Washington Military Department were not being paid their retention bonuses in a timely manner. This project reduced the delay of payment from 123 days late to 0 days late.
Problem statement:	Currently, the payment of bonuses is 123 days late compared to our target of 0 days late, which we want to reach by 9/1/2015.
Improvement description:	The team reduced the delay of payment by identifying shortfalls in the current process. They worked with National Guard Bureau and Army National Guard units to create a process that would meet regulatory requirements but that would also pay bonuses on time. They did this by creating standard work for the incentives team and by delegating authority.
Customer involvement:	NA

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☒ **Time**	Decreased delay of payment **from** 123 days late **to** 0 days late.	5,781 days	Final

V. Contact information:

Name: Samantha Einarson
e-mail: Samantha.einarson@mil.wa.gov
Phone number: 253-512-8158

College Bound Scholarship
Cohort Report

6/15/2015

Cohort	1	2	3	4	5	6	7	8	9	
Expected Grad Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total Complete By Academic Year
Eligible Students	28,093	28,600	29,856	30,549	31,923	36,394	36,208	36,587	35,953	
Academic Year 07-08	**8**	**7**								
Complete	9,062	6,199								15,261
Academic Year 08-09	**9**	**8**	**7**							
Complete	6,885	9,871	11,139							27,895
Academic Year 09-10			**8**	**7**						
Complete			9,764	12,356						22,120
Academic Year 10-11				**8**	**7**					
Complete				11,042	13,269					24,311
Academic Year 11-12					**8**	**7**				
Complete					12,003	15,696				27,699
Academic Year 12-13						**8**	**7**			
Complete						13,284	18,338			31,622
Academic Year 13-14							**8**	**7**		
Complete							13,873	20,649		34,522
Academic Year 14-15								**8**	**7**	
Complete								10,150	16,880	27,030
% of Total Eligible	*57%*	*56%*	*70%*	*77%*	*79%*	*80%*	*89%*	*84%*	*47%*	
Total Sign-up By Cohort Year	**15,947**	**16,070**	**20,903**	**23,398**	**25,272**	**28,980**	**32,211**	**30,799**	**16,880**	**210,460**

College Bound Scholarship WASHINGTON

WASHINGTON STUDENT ACHIEVEMENT COUNCIL
EDUCATION · OPPORTUNITY · RESULTS

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I.General Information:

Lead agency name: Washington Student Achievement Council
Partner agencies: N/A

Improvement project title: College Bound Scholarship Application Processing Time

Date improvement project was initiated: 9/1/2015

Project type: New Project

Project is directly connected to:	If applicable, specify the alignment:
☒ Results Washington performance measure	Goal #1 – World Class Education Goal #5 – Efficient, Effective, and Accountable Government
☒ Agency Strategic Plan – STEP UP Internal Strategic Plan	Strive for exceptional work and continuous improvement
☒ Other – Roadmap Plan to Increase Educational Attainment in Washington	Maintain the commitment to College Bound Scholarship students

Report reviewed and approved by: Dr. Gene Sharratt, WSAC Executive Director

II. Project Summary:

WSAC improved the process for processing College Bound Scholarship applications, reducing process time by 67 %. Processing time for 16,000 applications dropped from 408 hours to 135, increasing the number of applications processed from 38 per hour to 119 per hour.

III. Project Details:

Identify the problem:	The total number of students in College Bound has increased 14-fold, from 15,000 in 2008 to almost 227,000 today. Over 32,000 applications were processed in 2015, primarily by one full-time staff person. As the volume of applications increased, a reduction in processing time became necessary in order to complete the review process in the time allowed.
Problem statement:	Currently, 200 applications take 5 hours 6 minutes to process, compared to our target of 3 hours, which we want to reach by late fall of 2015.
Improvement description:	Value stream mapping process, data review, and the PDCA process were utilized for this project. Previous manual processes—such as alphabetization for filing and hand-checking for duplicate applicants—were time-consuming and have been eliminated. Applications are now scanned at the beginning of the process rather than the end, allowing for duplicate checking to be done more quickly via the electronic file.

Strategic Lean Project Report

Customer involvement: The agency lean coordinator worked with program staff to map previous processes and identify areas for improvement. Students benefit from timely processing, which informs decisions regarding college planning. Assurance of College Bound funding has proven results in terms of middle school and high school performance, as well as transitions to postsecondary education.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ Safety			
☐ Cost			
☐ Quality			
☒ Time	Decreased the application process time for 16,000 applications from 408 hours to 135 hours, a 67% improvement in processing time.	67%	Final
☐ Customer Satisfaction			
☐ Employee Engagement			

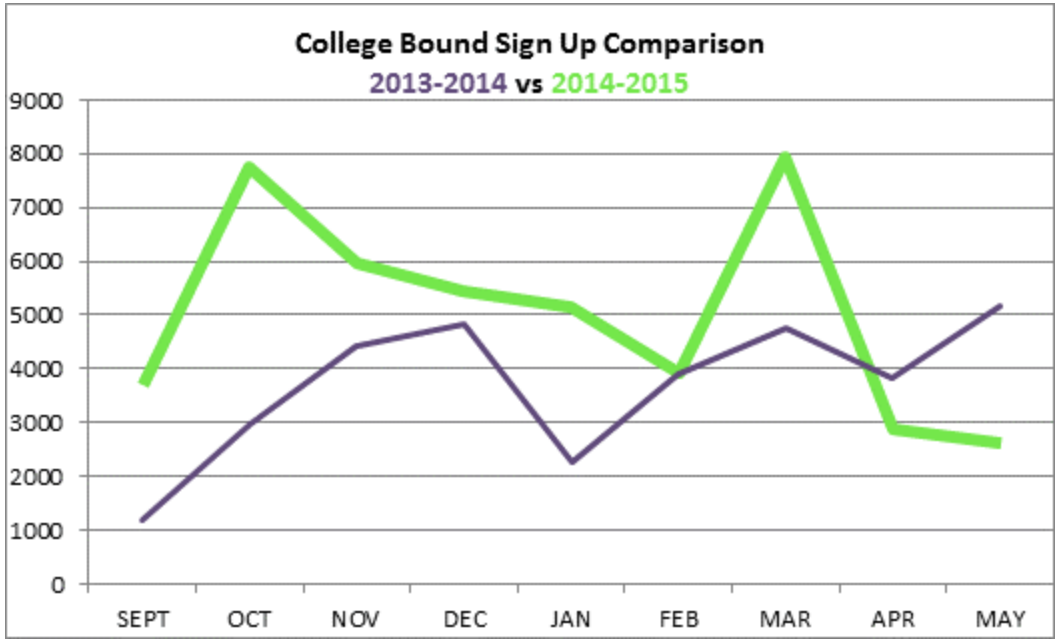
V.Contact information:

Name: Betsy Hagen
Phone number: 360.753.7860
Email: betsyh@wsac.wa.gov

VII.Optional Visuals:

Attached:

- Value Stream Map
- Monthly Data as of June 1, 2015
- Cohort Report

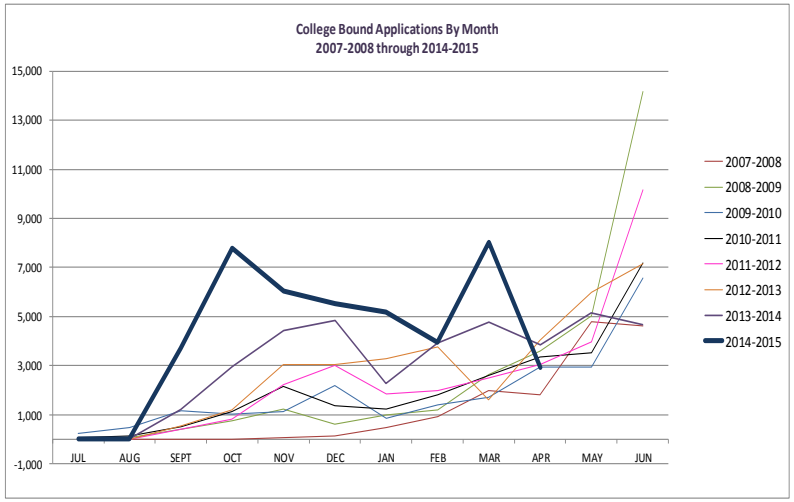


College Bound Scholarship
WASHINGTON

Monthly Data

As of June 1, 2015

ONLINE vs PAPER	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Online Applications	46%	40%	27%	33%	27%	23%	47%	84%
Paper Applications	54%	60%	73%	67%	73%	77%	53%	16%



Sign-up numbers compared to last year as of May 31

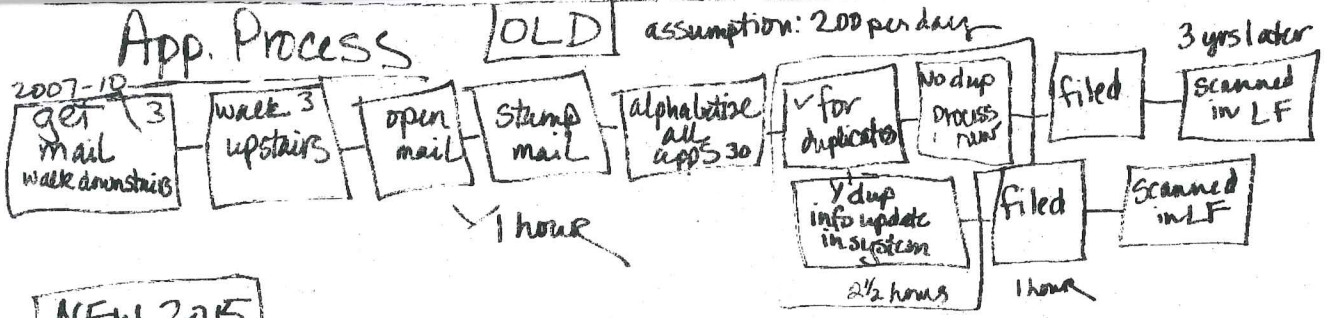
		Online	Paper	Total
2013-2014	April-2014	16,501	16,822	33,323
2014-2015	April-2015	37,121	8,210	45,331
		+20,620	**-8,612**	**+12,008**

WSAC Lean Report
College Bound
Application Process
Current State . Future State
Dec 2015

App. Process OLD assumption: 200 per day

Sept. ↓ apps easier to file
June. ↑ apps - wade through 20K + apps to file

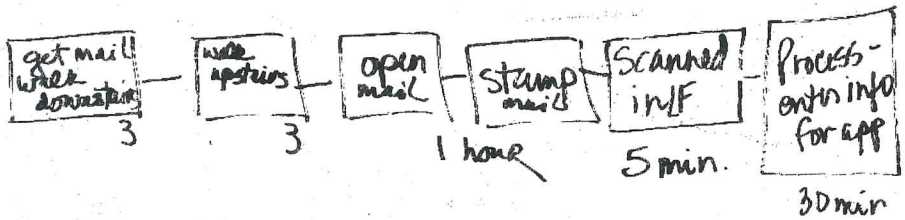
2007-10



= 5 hours 6 min. = 306 min.

'07 - 16K apps done (80)
'15 - 32K apps done (160)

NEW 2015



= 101 minutes = 1 hr. 41 min 101 min

205 min saved = 3.4 hours
per 200

306 min x 80 = 24480 min = 408 hrs. = 2007, 16K apps

new way

101 min x 80 = 8080 min = 135 hrs = 2007
(134.66)

saves 273 hours
67% savings

Strategic Lean Project Report

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[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 – Dec. 31, 2015

I. General Information:

Lead agency name: Washington State Department of Agriculture
Partner agencies: 4T

Improvement project title: IT Purchasing

Date improvement project was initiated: 5/1/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: Outcome Measure 2.1
☐ Agency Strategic Plan	4T
☐ Other	4T

Report reviewed and approved by: Kirk Robinson, Deputy Director

II. Project Summary:

The Washington State Department of Agriculture has improved their IT Purchasing process, resulting in an originally projected time savings of 15 minutes. Reducing the overall IT staff time spent on purchasing from 45 minutes to 30 minutes per item. It standardized the process so the required paperwork is completed and is submitted to Accounts Payable in a timely manner. This project will be tracked to determine actual time savings.

III. Project Details:

Identify the problem: The project team identified when IT items were purchased the process was not always done the same way. In addition, the required paperwork was not always completed or provided to the appropriate parties within required time frames. The team found that often there was a need to track the required paperwork down; this led to even more time spent on paperwork that could have been used in more value added activities.

Problem statement: Currently, it takes 45 minutes to purchase, receive and install an IT item, compared to the target goal of 30 minutes. WSDA wants to achieve this goal by 9/1/2015.

Improvement description: The project team worked together to map out the current state (see visuals) for IT purchasing within WSDA. They analyzed the current state to identify the problem spots. Then the team mapped an ideal state (see visuals) for the same process. Through analysis, the team, determined the steps that were not needed, were in need of reorganization and needed to move to a more appropriate party to ensure that IT team members were doing the value added activities of maintaining IT systems and tools within the organization. The project team then worked to create standard procedures, and identified the individual roles and responsibilities for each

Strategic Lean Project Report

participant in the process.

Customer involvement: The project team worked with their customers to ensure an understanding of their needs while determining mutually agreed upon expectations that would work within the interim ideal state. They also worked with outside stakeholders to ensure their changes would not negatively impact anything their partners found valuable.

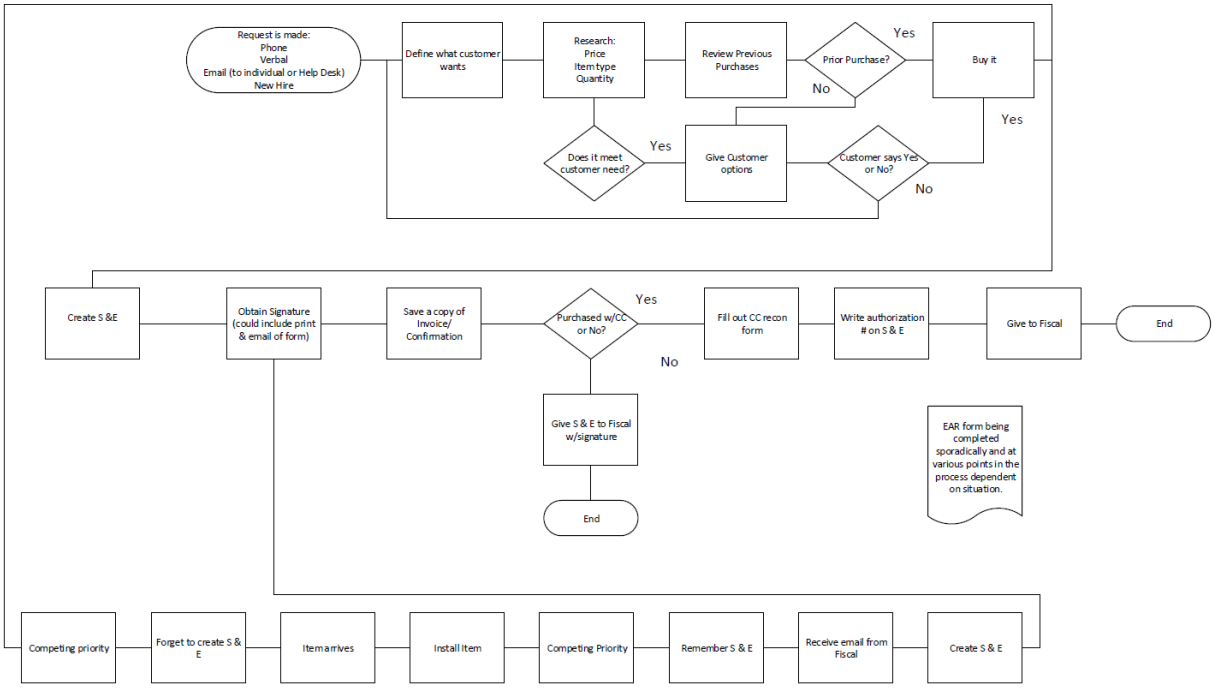
IV. Project Details: *At this time, data is not available for this project.*

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Cost**	Decreased **from** $21.52 per item **to** $5.61 per item.	109 items were purchased between July 1st, 2015 and December 1st, 2015 resulting in a savings of **$1,734.00**	Final
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Time**	Decreased **from** 45 minutes total process time per item **to** 20 minutes total process time per item.	25 minute decrease in total process time per item.	Final
☐ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.
☐ **Employee Engagement**	Increased employee engagement **from** not really engaged in the process **to** excited to learn more about the process and continue cross training.	☐N/A (or) Click here to enter text.	Final

V. Contact information:

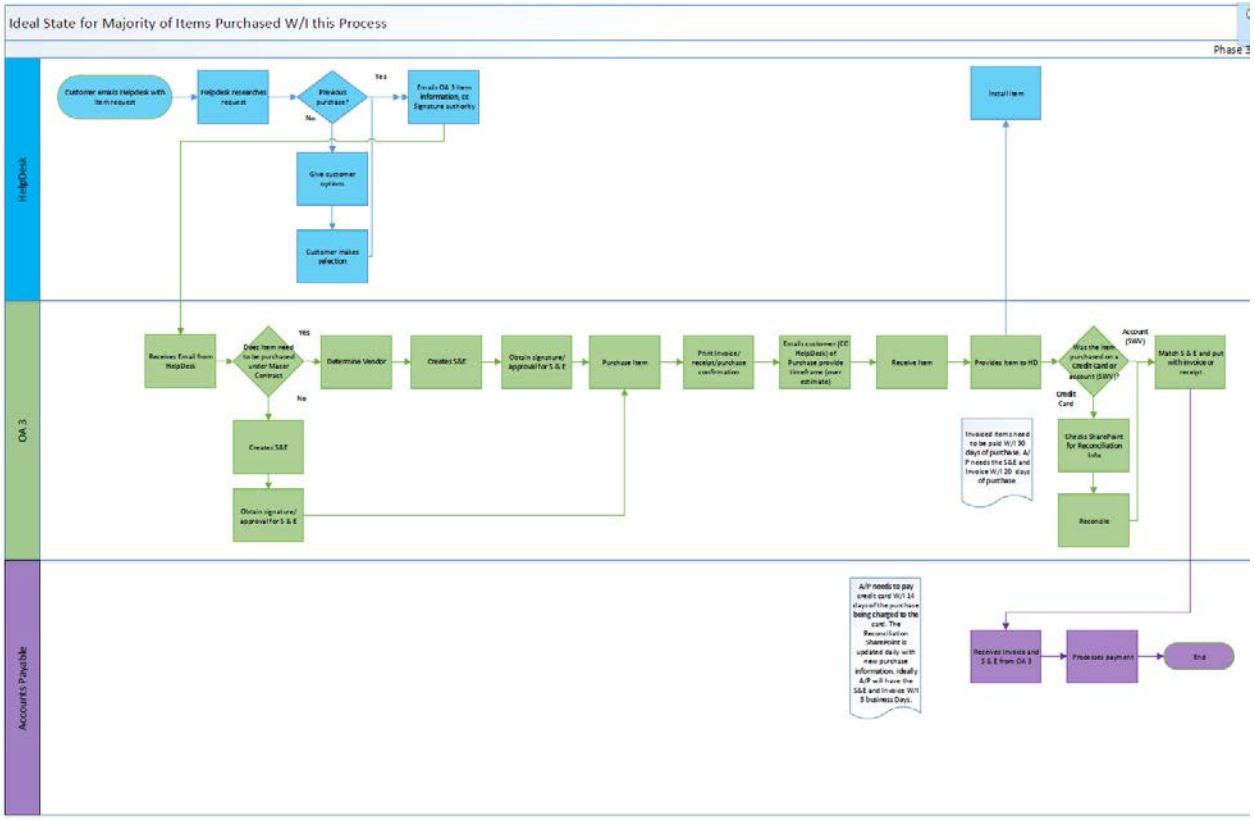
Name: Amy-Jo Shriner **e-mail**: ashriner@agr.wa.gov
Phone number: (360) 725-3891

VI. Optional Visuals:
Current State (IT only)



Interim Ideal State

Strategic Lean Project Report



Updated: 5-7-15

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Department of Transportation (WSDOT)

Improvement project title: Improve processing of aircraft registrations and exemptions

Date improvement project was initiated: 3/31/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: Efficient, effective and accountable government
☒ Agency Strategic Plan	Goal 4: Organizational strength

Report reviewed and approved by: Roger Millar, Deputy Secretary of Transportation

II. Project Summary:

WSDOT's Aviation Division improved how aircraft registrations and exemptions are processed, resulting in approximately 1,300 hours of customer time saved by no longer requiring back-up documentation for 672 non-airworthy aircraft exemptions. Additionally, more than eight hours of staff time was redeployed to process 517 additional non-airworthy aircraft exemptions in the first two months of the annual renewal cycle, compared to the prior year. During the first phase of this process improvement effort, most of the quantified benefits affected owners requesting an exemption for a non-airworthy aircraft.

III. Project Details:

Identify the problem: Processing aircraft registration exemptions and payments for aircraft registrations took too long for both customers and the department.

Background: All aircraft are required to register annually in the state where they are located, unless they qualify for and request an exemption. The most common types of exemptions are for non-airworthy aircraft, aircraft that are sold and moved out of state, and commercial aircraft. WSDOT required that aircraft owners requesting an exemption for a non-airworthy aircraft submit documentation that the aircraft was not fit to fly, such as photographs or other evidence.

Problem statement: Currently, it takes approximately 1.5 minutes to process a non-airworthy aircraft exemption, compared to the target of less than 1 minute for the Aviation Division.

Improvement description:

- Eliminated the requirement for aircraft owners to submit justification documents along with their registration exemption request for non-airworthy aircraft. Many exemptions were delayed in the past because of insufficient or no documentation being attached to these exemption requests.

Strategic Lean Project Report

- Developed and launched an online form for aircraft owners to use when requesting a registration exemption for their aircraft, instead of the paper form as the only option for exemptions (mailed in or delivered in person).
- Enhanced the existing online system to submit and pay for aircraft registrations in an account managed by the aircraft owner.
- Routed aircraft registration payments directly to the cashier in Accounting at Headquarters for input. This eliminated daily bank deposits and cash receipt processing by Aviation division staff, and mitigated risks for the agency by centralizing the handling of cash and checks.
- Trained accounting staff to pend transactions for exemptions in order for accounting staff to continue processing payments for other aircrafts owned by the same person or organization.

Customer involvement: The team used existing customer feedback and experience to guide their improvements to the aircraft registration and exemption processes.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☒ **Time**	Decreased time spent processing a non-airworthy aircraft registration exemption **from** 1.5 minutes **to** 45 seconds (non-airworthy exemption submitted electronically took only 30 seconds). Results are based on 672 non-airworthy aircraft exemptions processed in Nov-Dec 2015 for the 2016 renewal cycle and 1,272 non-airworthy aircraft exemptions recorded for the 2015 renewal cycle.	Redeployed eight hours of staff time in the first two months of the annual renewal cycle; annual savings estimated at 16 hours.	Preliminary
☒ **Customer Satisfaction**	Decreased time required for a customer to compile documentation to support a request for an aircraft registration exemption for a non-airworthy aircraft **from** 2 hours per exemption request **to** approximately 2 minutes. Decreased cost to customers by offering a new online form for aircraft exemptions, which was used by 320 customers in the first two months (eliminated travel, postage and paper costs)	Saved customers approximately 1,300 hours in the first two months of the annual renewal cycle; annual savings estimated at 2,500 hours.	Preliminary

V. Contact information:

Name: Jean Denslow
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Phone number: 360-705-7731

Updated: 12-17-15

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Department of Transportation (WSDOT)

Improvement project title: Improvements to the public disclosure request process regarding change orders on the Alaskan Way Viaduct Replacement program

Date improvement project was initiated: 4/30/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: Efficient, effective and accountable government
☒ Agency Strategic Plan	Goal 4: Organizational strength

Report reviewed and approved by: Roger Millar, Deputy Secretary of Transportation

II. Project Summary:

WSDOT's Alaskan Way Viaduct Replacement program improved how they manage documents and respond to public disclosure requests (PDRs) regarding program change orders. As a result of these improvements, the team provided responses to customers in seven fewer days on average (from 32 to 25 days), and redeployed more than 550 labor hours (from 20 hours to 3.8 hours per PDR) to other program management tasks within the six-month evaluation period ending October 2015.

III. Project Details:

Identify the problem: The time required to collect records in order to respond to PDRs regarding project change orders was too lengthy. Many of these PDRs were similar, but the team was collecting the responsive records for each PDR from scratch, from a variety of document storage systems.

Problem statement: Currently, it takes approximately 20 labor hours per PDR compared to the target of 10 labor hours.

Improvement description:

- Started a weekly PDR meeting to identify the records needed for the response, and used a checklist to define the scope, roles, due dates, etc.
- Developed instructions for record holders on how to search for records.
- Implemented weekly emails to share a PDR tracking sheet.
- Defined storage locations so staff members know where to look for records and what storage locations do not need to be searched.
- One staff member now conducts site-wide document searches using Content Server whenever possible, instead of multiple people searching the repository.
- Procured specialized software that allows program-wide searches across network drives by one staff member.

Strategic Lean Project Report

Customer involvement: Internal process partners were involved throughout the Lean project.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☒ **Time**	Decreased the average number of days, starting at acknowledgment and ending with closure of a PDR, **from** 32 days **to** 25 days, so that customers receive the PDR response seven days faster. Decreased the labor hours required to compile responsive records for a PDR for project change orders **from** 20 hours **to** 3.8 hours. Results reflect 34 PDRs closed in the six-month evaluation period ending October 2015.	34 PDRs delivered seven days earlier and 550 labor hours redeployed to other program management tasks in six-month period.	Preliminary

V. Contact information:

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Phone number: 360-705-7731

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Department of Transportation (WSDOT)

Improvement project title: Supply management improvements in the Eastern Region

Date improvement project was initiated: 1/31/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: Efficient, effective and accountable government
☒ Agency Strategic Plan	Goal 4: Organizational strength

Report reviewed and approved by: Roger Millar, Deputy Secretary of Transportation

II. Project Summary:

WSDOT's Eastern Region improved how they managed maintenance and office supplies, resulting in saving $9,700 annually in unnecessary freight charges, reducing office supply expenditures by $3,800 annually, and redeploying approximately 2,500 labor hours annually to managing critical inventoried supplies for transportation system maintenance and operations.

III. Project Details:

Identify the problem: WSDOT Eastern Region's centralized inventory "Stores" identified that they spent approximately 50 percent of their time managing non-inventoried, low dollar, and/or readily available products instead of assisting maintenance area staff in managing critical inventoried supplies and materials. Insufficient inventory of critical items resulted in frequent small orders of items by maintenance employees, incurring nearly $1,500 per month in unnecessary freight charges.

Problem statement: Currently, the "Stores" team spend 50 percent of their time (3,100 labor hours annually) managing non-inventoried items, compared to the target of 10 percent of their time (600 labor hours annually).

Improvement description:

- Determined which items should be carried in inventory and the quantities necessary, based on customer input and purchase history.
- Began to inventory guardrail and fencing items to reduce freight charges.
- Eliminated stocking non-inventories supplies valued at approximately $20,000 annually. These supplies are now ordered as needed and charged to the requesting office/work order.
- Decentralized the responsibility for ordering office supplies, which were some of the non-inventoried supplies frequently on the shelves at the centralized Stores location.

- Began "drop shipping" orders to outlying offices to avoid unnecessary travel to pick up items from Stores. In the past, all items ordered by Stores would be delivered to their centralized location, and those requesting the order would drive to pick it up.

Customer involvement: The project lead attended the monthly Maintenance Superintendents meeting to request customer feedback. A customer feedback e-mail was sent out to the Maintenance Supervisors and Lead-Techs to monitor how the process is working.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☒ **Cost**	Decreased freight charges during a nine-month period **from** approximately $7,900 for 117 orders **to** approximately $600 for 33 orders, while maintaining the needed level of supplies. Decreased region-wide spending on office supplies **from** approximately $22,200 in nine months **to** approximately $19,300 (excluding ink and toners).	Saved $9,700 in freight charges annually Saved $3,800 in office supplies annually	Final
☒ **Quality**	Decreased the number of non-inventoried items kept in stock **from** 60 items **to** 6 items.	☒N/A	Final
☒ **Time**	Decreased labor hours used for managing non-inventoried supplies **from** 3,100 labor hours annually **to** 600 labor hours annually.	Redeployed 2,500 labor hours annually to managing critical inventoried items	Final

V. Contact information:

Name: Jean Denslow
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Phone number: 360-705-7731

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Department of Transportation (WSDOT)

Improvement project title: Job classification and compensation evaluation process

Date improvement project was initiated: 12/31/2014

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: Efficient, effective and accountable government
☒ Agency Strategic Plan	Goal 4: Organizational strength

Report reviewed and approved by: Roger Millar, Deputy Secretary of Transportation

II. Project Summary:

WSDOT's Human Resources and Safety division improved how job classifications are reviewed and approved, resulting in classification decisions being made 14 days faster by the Headquarters Classification and Compensation unit, from an average of 19 days in 2014 to five days for the six-month reporting period.

III. Project Details:

Identify the problem: Job classification decisions were taking too long to review and determine the appropriate classification for new or existing positions agency wide. This delayed recruitment of new employees to fill vacancies, and impacted existing employees whose job was being evaluated for reclassification.

Problem statement: Currently, it takes 19 days to issue a decision regarding a position's classification compared to the target of 10 days.

Improvement description:

- Transferred position classification analysis to the regional Human Resources offices instead of Headquarters performing the analysis. Regional HR staff members were already completing some of the analysis, and were more familiar with the position's responsibilities and expectations.
- The review process was streamlined by replacing intermittent reviews with a weekly classification determination committee, which enabled the Headquarters staff to provide a reliable estimated timeframe for when they would review any specific classification request.
- The team transitioned to using a shared electronic system, which expedited the classification review process by eliminating hard copy document routing. This also saved paper.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☒ **Time**	Decreased timeline for a job classification decision from the Headquarters HR Classification and Compensation unit **from** 19 days in 2014 **to** five days for the six-month reporting period ending September 2015. Decreased Headquarters Classification and Compensation unit staff time spent reviewing and making a decision on a job classification request **from** 4.3 hours per request in 2014 (28 requests per month) **to** 2.5 hours per request in 2015 (25 requests per month).	300 classification decisions were completed approximately 14 days earlier in 2015 Redeployed 540 hours annually to other HR tasks	Final

V. Contact information:

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Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Department of Transportation (WSDOT)
Partner agencies: Washington State Department of Licensing (DOL)

Improvement project title: Resolving vehicle registration holds due to unpaid toll bills

Date improvement project was initiated: 12/31/2014

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5: Efficient, effective and accountable government
☒ Agency Strategic Plan	WSDOT Goal 4: Organizational strength DOL Goal: Efficient, effective services DOL Goal: A trusted, credible partner

Report reviewed and approved by: Roger Millar, Deputy Secretary of Transportation and Pat Kohler, Director of the Department of Licensing

II. Project Summary:

WSDOT's Toll Division and DOL improved the process for customers to resolve holds placed on their vehicle registrations (tabs) due to unpaid toll bills, resulting in 33% faster resolution for registration holds from 177 days on average between July 2013 and December 2014 to 118 days in 2015. In addition, the number of registration holds resolved per month nearly tripled, from 720 to 2,140 holds resolved per month.

III. Project Details:

Identify the problem:

In July 2013, WSDOT and DOL began to place vehicle registration holds on vehicles with unpaid toll bills (tolling started on the SR 520 floating bridge 18 months earlier) and immediately began to receive a high volume of negative customer comments regarding the hold resolution process. WSDOT and DOL were receiving complaints from customers who were surprised to discover they had unpaid toll bills when they went to renew their vehicle registration (tabs). Other customers complained that it took too long to resolve registration holds due to unpaid toll bills, and that neither WSDOT nor DOL customer service representatives seemed to have complete information regarding how to resolve the holds.

The state relies on tolling revenue to fund critical infrastructure and public safety efforts. Customers who drive on one or more of the tolled facilities operated by WSDOT have 80 days to pay a toll bill using electronic tolling or toll bills mailed to the vehicle's registered owner (based on a photo of the license plate). If toll bills are not paid within 80 days of the tolled trip, a civil penalty is incurred (similar to a parking ticket) and WSDOT pursues the adjudication process. When unpaid toll bills

are not resolved through adjudication, WSDOT's toll vendor submits data to DOL to place a hold on the vehicle's registration (tabs). DOL issues notices before a vehicle registration is due (tabs expiring) – if there are two or more civil penalties 120 days before the registration expires, the notification includes notice that the registered owner cannot renew the vehicle registration until they pay their tolls. DOL sends these notices about 30 days earlier than typical registration notices.

Problem statement: As of January 2015, WSDOT and DOL were only resolving 29% of the registration holds assigned to vehicle owners due to unpaid toll bills, and it was taking 177 days on average to resolve and release a hold (July 2013 through Dec 2014). In order to reduce the negative impacts to customers, WSDOT and DOL set a goal of a 10% improvement to these metrics (790 holds resolved per month, each within 160 days of the hold being placed).

Improvement description:

- Implemented an online "registration hold" clearance form which WSDOT can send to DOL for same-day registration hold resolution (for scenarios such as when a customer comes in to pay their toll bills in order to renew their tabs which are expiring the next day).
- WSDOT improved language on its *Good to Go!* toll bill notices with the goal of gaining payment compliance prior to the need for a vehicle registration hold.
- Added links to WSDOT and DOL websites which provide customers with better information regarding vehicle registration holds and prompt customers to update mailing addresses with both organizations.
- Changed policy to allow DOL call center staff to provide customers with information about how much is owed for tolls.
- WSDOT's toll collection vendor can now send information to DOL daily regarding which vehicles qualify for registration holds, rather than weekly.
- DOL now prompts customers to renew their vehicle registration address when they renew their driver's license.
- Developed a glossary of terms so that WSDOT and DOL avoid rework loops and misunderstandings, which delay customer registration hold resolution.
- Provided additional training related to vehicle registration hold resolution policies and processes for WSDOT and DOL customer service staff, as well as staff working at independent vehicle licensing offices.
- Developed a contact list for staff at WSDOT and DOL who were in a position to help expedite responses to customers with registration holds, as needed.
- DOL added an email inbox for tolling related concerns so that staff members can expedite response to customers.
- While implementing these improvements with DOL, WSDOT also introduced a new customer service policy offering first-time forgiveness of penalties. Customers receiving a civil penalty for unpaid tolls can request a one-time waiver of all unpaid late fees and penalties as long as they pay the original tolls.

Customer involvement: Customer service staff from WSDOT, DOL and independent licensing offices participated in the inter-agency Lean process improvement workshop and shared examples of how this process was impacting customers.

Strategic Lean Project Report

Additionally, WSDOT conducted a customer focus group in December 2014 related to the language and appearance of its toll bills with the goal of improving customer understanding and compliance.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☒ **Quality**	Increased the number of vehicle registration holds resolved **from** 720 holds resolved per month in 2013-2014 **to** 2,100 holds resolved per month in 2015. However, because the number of holds that were placed on vehicle registrations increased 178% in this same timeframe, the percent of vehicle registration holds resolved increased only two percentage points **from** 29% **to** 31%.	Approximately 16,600 additional registration holds resolved annually. Percent of holds resolved increased two percentage points.	Final
☒ **Time**	Decreased the amount of time it took WSDOT and DOL to notify customers of a registration hold, resolve the underlying issue for the unpaid toll trip, and release the hold by 33% **from** 177 days on average (July 2013 – Dec 2014) **to** 118 days on average in 2015 (Jan-Dec). Decreased DOL customer service center staff time spent answering phone calls regarding tolling issues **from** 8 hours per day in December 2014 (2,090 hours annually) **to** approximately 30 minutes per day on average in 2015 (130 hours annually).	Customers received resolution of their vehicle registration holds on average 59 days sooner. Redeployed approximately 1,960 labor hours annually to meeting the needs of other customers.	Final
☒ **Customer Satisfaction**	Decreased the number of customers that called the DOL customer service center regarding tolling issues **from** approximately 140 calls per day (equal to one person devoted to these calls full time) **to** no more than 10 calls every day.	Approximately 33,900 fewer customers need to contact DOL to resolve tolling issues annually.	Final

V. Contact information:

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Name: Cyndee Baugh (DOL) **e-mail**: Cbaugh@dol.wa.gov
Phone number: 360-902-3678

Updated: 12-17-15

Strategic Lean Project Report

Instructions: Use this template to submit at least one project report by January 29, 2016.

Follow these instructions for submitting your report to Results Washington:

- Use this standard naming convention when save your Strategic Lean Project Report
  - Agency Acronym - Project title (Example: LCB - Liquor License Processing)
- Attach the completed report(s) to an email, and send the report(s) to Results Washington at results@gov.wa.gov.

Criteria: These reports should highlight significant, strategic projects with measureable results, especially when the results directly affect Washingtonians.

- Each agency is required to submit at least one Strategic Lean Project Report every six months.
- You do not need to submit a Strategic Lean Project Report for every project initiated during this reporting period. You may, however, submit as many Strategic Lean Project Reports as you want.
- Submit a report when you have measureable results to share. This may mean that some projects initiated during the current reporting cycle are not reported on until a future date when data for measured results is available.
- You may submit multiple reports for the same project when you have achieved additional measureable results in a subsequent reporting cycle.

Purpose: The Strategic Lean Project Report data is one of the ways we assess the state's engagement in pursuing the goal of efficient, effective and accountable government. These detailed reports are available to the public and part of Results Washington's twice-yearly report to the Legislature; they help provide examples of state government using Lean principles and tools to make improvements.

Background: Senate Bill 6002: Section 707[1] mandates that "agencies must report to the office of financial management at least twice per fiscal year process improvements and efficiencies gained through tools such as the lean strategy. The office of financial management must compile and transmit these reports to the appropriate fiscal committees of the legislature at least every six months, beginning January 1, 2014."

Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Patrol
Partner agencies: Results Washington-Darrell Damron provided project mentorship

Improvement project title: Improving the Effectiveness of Forensic DNA Testing Services through the Application of Lean Principles

Date improvement project was initiated: 10/27/2014

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	4T
☒ Agency Strategic Plan	Goal 3.3: Maintain quality and enhance the agency's forensic and investigative services. 2014 Crime Laboratory Division Operational Plan Objective 1.8: Decrease time from request submission to finished report for all disciplines while maintaining excellence.
☐ Other	4T

Report reviewed and approved by: /S/ Larry D. Hebert, Director, Forensic Laboratory Services Bureau

II. Project Summary:

The Washington State Patrol Marysville Crime Laboratory increased efficiency by 26% after improving the process of forensic DNA testing. The process improvements resulted in the highest case output in the lab's history. The number of completed requests increased from 436 to 550 requests. This Lean Project has been shared with the leadership team of the WSP's seven additional Crime Laboratories to determine how this process or some variation of it can be implemented statewide for increased performance.

III. Project Details:

Identify the problem: Before the process improvements, the Washington State Patrol Marysville Crime Laboratory's DNA unit faced average turnaround times exceeding three months. Other crime labs across the nation face similar untested inventories.
Forensic DNA testing, which involves the generation of DNA profiles from genetic material collected from crime scene evidence, provides investigative leads to law enforcement to help identify and prosecute perpetrators of violent crimes and to exonerate the wrongfully accused. Timely DNA typing results are essential elements of many criminal investigations ranging in severity from homicides and sexual assaults to property crimes, and serve ultimately to enhance the public's safety. The

effectiveness of forensic DNA testing is directly related to the quality of the scientific testing as well as the timeliness of that testing. The Marysville Crime Laboratory's DNA unit's effectiveness was being challenged due to a constant increase in demand for services under constrained resources.

The process for DNA testing and the management of the DNA unit is a very complex situation with multiple points of cause contributing to the timeliness and capacity shortfalls. Problems were rooted in administrative and laboratory-based processes, including the inconsistent case assignment and prioritization system, interrupted casework flow, unbalanced workloads, little to no emphasis on accountability for monthly productivity and turnaround times, insufficient communication of performance goals and meaningful metrics, a lack of a team-based mentality, a reluctance of scientists to adopt newer and more efficient methods out of habit, and a confusing, redundant, and non-specific case supplemental form causing incoming requests to be incomplete and require extra communication with the customer.

Problem statement: Historically, the DNA section completes only 436 requests annually compared to our target of 504 requests, which we want to reach by 12/31/2015.

Improvement description: In an attempt to improve the effectiveness of DNA testing for customers of the Marysville Crime Laboratory, a Lean project was conducted in 2015 with the goals of increasing overall productivity and decreasing the turnaround time for DNA typing results. Several Lean principles and tools were implemented to analyze and modify the workflow and management of DNA casework. Root cause analysis led to the identification of twelve improvement strategies. These new strategies were systematically implemented over ten months and impacted both the laboratory and administrative aspects of the DNA testing process. Changes included a new case assignment system, leveling the work load, hiring a laboratory technician, visual management, team huddles, modifying the case supplemental information form the customers fill out to provide case information, simplifying worksheets the scientists use to document their evidence examinations, and optimizing laboratory procedures with already validated methods.

The Lean process improvements led to a decrease in the average turnaround time for DNA lab request from 88 days to 70 days. This was a 20% decrease. The process also decreased the average age of pending, untested DNA lab requests from 87 days to 49 days which was a 44% decrease.

Customer involvement: Over four hundred end-user customers such as detectives, other law enforcement representatives, and prosecuting attorneys were surveyed at both the start and end of the project to collect feedback on turnaround-time, service capacity, and quality of services.

Internal customers consisting of the entire Marysville DNA unit (7 scientists total) were involved throughout the project with constant communication via weekly huddles and periodic group meetings to set goals, monitor current metrics, and to brainstorm and decide on process improvements. Collaboration was regularly obtained between the project facilitator and the DNA unit supervisor before any process changes were proposed to the group. Any changes affecting other DNA units throughout the state were discussed with the DNA Management liaison and then the entire DNA functional area.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☒ **Safety**	Increased the number of DNA profiles entered into the CODIS (Combined DNA Index System) database **from** 117 **to** 175. -Increased the number of CODIS database hits **from** 49 **to** 81.	The number of CODIS-generated investigative leads provided to law enforcement to identify criminals increased by 65%	Final
☒ **Cost**	Decreased the number of hours that DNA staff spent conducting overtime for casework **from** 156 hours **to** 68 hours.	>$5000 avoided in grant money expenditures for overtime	Final
☒ **Quality**	Decreased the backlog (pending DNA requests that are older than 30 days) **from** 48 requests **to** 43 requests. -Increased annual productivity of the DNA section for the number of completed DNA requests **from** 436 requests **to** 550 requests. -Increased the number of samples processed for DNA **from** 1308 samples **to** 1548 samples. -No significant change to error rate observed.	DNA results were provided to law enforcement in an additional 114 requests, and the backlog was reduced by 10%, all without compromising the integrity of testing results.	Final
☒ **Time**	Decreased the average turnaround time for a DNA lab request **from** 88 days **to** 70 days. -Decreased the average age of the pending, untested DNA lab requests from 87 days to 49 days.	DNA results were provided to customers 18 days sooner on average,	Final

		and the average age of a pending request is now 1.6 months old instead of 3 months old.	
☒ **Customer Satisfaction**	Increased the percentage of end-user customers who rate the turnaround time for DNA services as "satisfactory" or "excellent" **from** 73.4% **to** 81.2%.	☒N/A (or) 4T	Preliminary
☒ **Employee Engagement**	Increased DNA scientist retention rate **from** 86% **to** 100%.	☒N/A (or) 4T	Final

V. Contact information:

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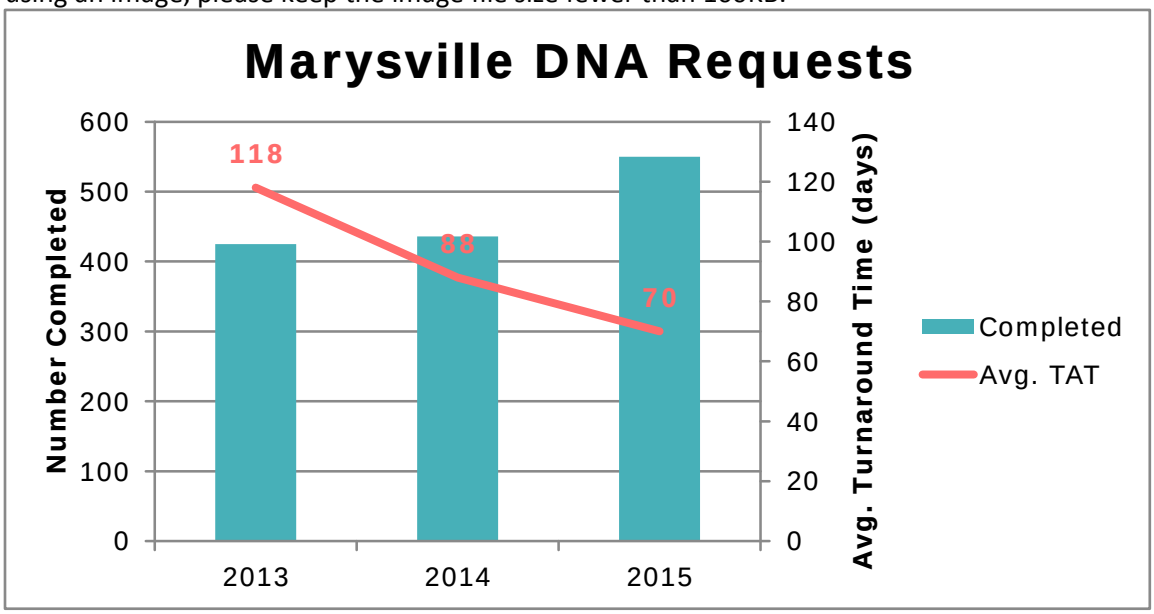
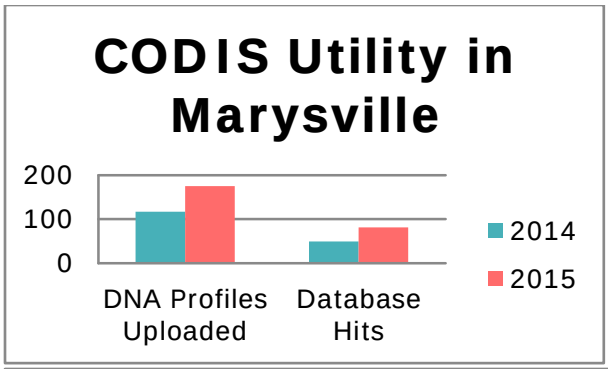
Phone number: 360-654-1197

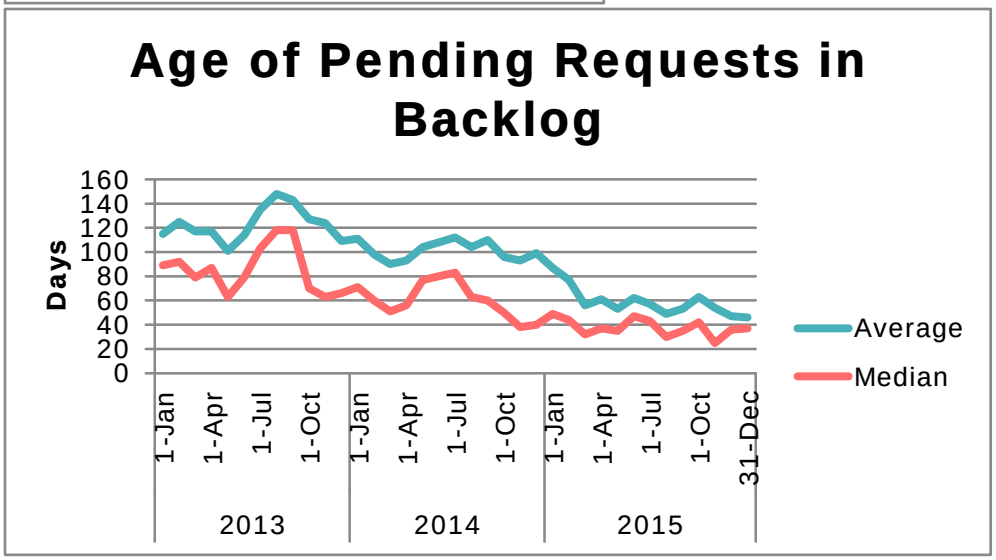
VI. Optional Visuals:

Delete section if not using. Provide before and after photos or simple charts. If using an image, please keep the image file size fewer than 100KB.



Strategic Lean Project Report





Updated: 1/22/2016

Strategic Lean Project Report

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Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State School for the Blind
Partner agencies: N/A

Improvement project title: Automated New Employee Orientation

Date improvement project was initiated: 9/1/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal Number 5
☐ Agency Strategic Plan	4T
☐ Other	4T

Report reviewed and approved by: Dean O. Stenehjem, Superintendent

II. Project Summary:

The Washington State School for the Blind improved new employee orientation, resulting in less paper and accurate, up to date information.

III. Project Details:

Identify the problem:	Too much wasted paper and out of date information.
Problem statement:	Currently, approximately 10 pieces of paper are being printed compared to previous new employee orientation which entailed over 35 pieces of paper.
Improvement description:	In collaboration with HCA, PEBB, etc. we identified the need to not only reduce the number of paper copies that were given to new employees by providing a flash drive with the information, but this also resulted in providing new employees accurate and up to date information by providing direct links to the forms required by the state.
Customer involvement:	WSSB's Human Resource Department, which consists of 2 FTE's identified the problem and created a process to alleviate this inefficiency.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Cost**	Decreased the cost of paper and printer wear and tear **from** 35 pieces of paper **to** 10.	Still being measured.	Preliminary
☐ **Quality**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☐ **Time**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Customer Satisfaction**	Increased the ease of receiving information from paper to a flash drive, as well as ensuring that the documents are accessible for our blind and visually impaired staff (no need to create braille) **from** 0% **to** 100%.	☒N/A (or) Click here to enter text.	Final
☐ **Employee Engagement**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) Click here to enter text.	Select from dropdown.

V. Contact information:

Name: Janet Kurz **e-mail**: janet.kurz@wssb.wa.gov
Phone number: 360.947.3302

VI. Optional Visuals: Delete section if not using. Provide before and after photos or simple charts. If using an image, please keep the image file size under 100KB.

Strategic Lean Project Report

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Send reports to Results Washington by: <u>January 29, 2015</u>

[1] http://leap.leg.wa.gov/leap/Budget/Detail/2014/COBill0314.pdf

Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: **Washington State Workforce Training and Education Coordinating Board**
Partner agencies: **Employment Security, State Board for Community and Technical Colleges, Department of Social and Health Services, Department of Services for the Blind, Department of Commerce and local Workforce Development Councils**.

Improvement project title: *Adoption of Washington State Workforce Plan: Talent and Prosperity for All -- The Strategic Plan for Unlocking Washington's Workforce Potential*

Date improvement project was initiated: 7/1/2015

Project type: *New Project*

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 1. **World Class Education**: 1.3 Increase annual attainment of certificates, apprenticeships and degrees from 72,000 to 149,000 by 2023; Goal 2: **Prosperous Economy**- Increase percentage of high school graduates who during the 3rd quarter after graduation are either enrolled in post-secondary education or are employed from 86.7 for 2011-12 graduating class to 90.1% for 2015-16 .
☒ Agency Strategic Plan	The three main goals for the strategic plan to accomplish as outlined by the governor include: 1. Help more people find and keep jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations; 2. Close skill gaps for employers, with a focus on in-demand industry sectors and occupations, including apprenticeships; and 3. For the workforce "system" to work together as a single, seamless team to make this happen
☒ Other	5T

Report reviewed and approved by: Patrick Woods, Director of Operations WTB

II. Project Summary:

The Workforce Board improved the State Workforce planning and development process, resulting in: ***Establishing a new comprehensive strategic state workforce plan that meets both the state and federal agency directives required by state and federal laws. The Plan is titled Talent and Prosperity for All—The Strategic Plan for Unlocking Washington's Workforce Potential***

III. Project Details:

Strategic Lean Project Report

Identify the problem:

Identify Opportunity: The state Workforce Board was identified by the Governor to be the lead agency in developing the new federal workforce plan as required under the federal Workforce Innovation and Opportunity Act of 2014. In addition the Workforce Board has an ongoing responsibility to produce Washington State's 10 year strategic plan for workforce development. There is a unique opportunity to align both plans into one comprehensive document and in doing so not only reduce unnecessary duplication but to also better align the policy goals of each plan into an integrated and effective workforce system. This will result in achieving the system's goals that include: every customer of the workforce system has the education, employability skills, work experience, and credentials needed to move into sustained employment and economic self-sufficiency; and each program participant receives the wraparound services needed to pursue his or her career pathway.

Problem statement:

Currently, 5T compared to our target of: **Opportunity Statemen**t: To produce a comprehensive strategic workforce plan for the state of Washington that meets the expectations of state and federal policy makers and is actively supported by workforce service providers and stakeholders. The project os scheduled to be completed by 3/1/2016, and no later than April 1, 2016

Improvement description:

The development and approval process for a single comprehensive and aligned state and federal strategic workforce plan in order to meet the policy and legal expectations of state and federal policy makers, funding federal agencies and stakeholders.

Customer involvement:

The development process involved internal customers and end users in the following manner:

A. Diverse Committees and Taskforces Established: The Board established a series of committees and taskforces on specific subject areas with representation from partnering agencies, business representatives and labor, all of which reported up to a single steering committee which was co-chaired by business and labor representatives. The Steering committee provided their recommendations to the full Workforce Board. Six of the Workforce Board's nine voting members are comprised of business and labor representatives.

B. **Collaborative State-Wide Public Forums**: Eight public forums were held across the state to share the outline of the strategic plan with stakeholders and representatives of end users. These events were organized in collaboration with local workforce agencies and state agency partners. Over 450 stakeholders attended these events with over 290 providing comprehensive survey feedback at the following locations: Vancouver, Spokane, Everett, Mount Vernon, Seattle, Port Orchard, Moses Lake and Yakima. In addition to the public forums multiple presentations were provided to specific stakeholders communities (Immigrant and Refugee Service Providers, Tribes and Ports Association).

C. **Weekly Writing Team Huddles**: On a weekly basis 42 writing team members were invited with approximately 15-20 attending a team huddle in order to collaborate on plan writing assignments, provide progress updates and assist team members in completing plan components.

D. **Input and Approval from Invested Partner and Stakeholders**: At each phase of the plan, drafts were distributed (emailed and posted online) and edited by key partners and stakeholders prior to approval by the Workforce Board. An online survey response and comment instrument continues to be used throughout this process.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	**Specific results achieved:** *(Complete the narrative boxes below)*	**Total Impact:** *(Actuals; Current Reporting Period)*	**Results status:**
☐ **Safety**	(click here to enter text) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Click here to enter text.	Select from dropdown.
☒ **Cost**	(Select from drop down) The strategic plan is still in process (please see chart below) as result cost savings are not finalized) **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Not yet finalized	Preliminary
☒ **Quality**	(Select from drop down) The strategic plan is still in process (please see chart below) as a result quality is not yet finalized. **from** (click here to type in baseline data) **to** (click here to type in data improvement).	Not yet finalized	Preliminary
☒ **Time**	(Select from drop down) The strategic plan is still in process (please see chart below) as a result time savings are not yet finalized **from** (click here to type in baseline data) **to** Not yet completed.	Not yet completed and therefore not yet finalized. On course to meet all state & federal timelines.	Preliminary
☒ **Customer Satisfaction**	(Select from drop down) (click here to enter text) **from** (click here to type in baseline data) **to** Not completed and so not yet finalized. The preliminary results from survey responses to draft plan indicate between a 92% and 80% Extremely or Very Supportive of Plan	☐N/A (or) Not completed and so not yet finalized. The preliminary results from survey responses to draft plan indicate between a 92% and 80% Extremely or Very Supportive of Plan	Preliminary

Strategic Lean Project Report

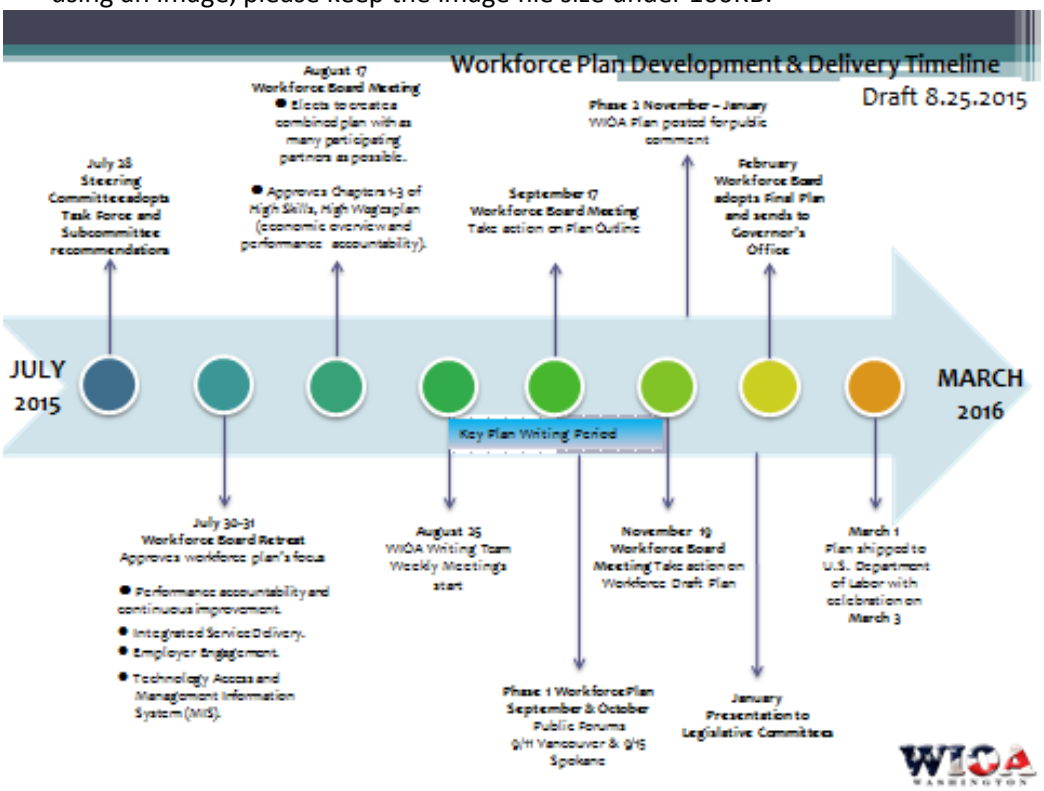
☒ **Employee Engagement**	(Select from drop down) The strategic plan is still in process (please see chart below) as a result employee engagement is not yet finalized The plan *development* process to date has involved a very high level of employee engagement **from** (click here to type in baseline data) **to** (click here to type in data improvement).	☐N/A (or) The plan *development* process to date has involved an very high level of employee engagement	Preliminary

V. Contact information:

Name: Patrick Woods **e-mail**: Patrick.Woods@wtb.wa.gov
Phone number: 360.709.4622

VI. Optional Visuals:

Delete section if not using. Provide before and after photos or simple charts. If using an image, please keep the image file size under 100KB.



Updated: 12-17-15

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Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Yakima Valley Community College
Partner agencies: None

Improvement project title: Updated the YVCC Website to Include Transfer Course Equivalencies

Date improvement project was initiated: Fall 2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	n/a
☐ Agency Strategic Plan	n/a
☒ Other	Student Achievement

Report reviewed and approved by: DR. Linda Kaminski, President

II. Project Summary:

The Yakima Valley Community College, Office of Enrollment Services improved Transfer Course Equivalency Information via the Web, resulting in faster student access to information and the saving of staff time.

III. Project Details:

Identify the problem:	Students would call or email the admissions staff to access course equivalencies information requiring hand-on staff and student time thus slowing down timely access to information.
Problem statement:	Students did not have access to course transfer articulations, so they could not determine how their courses would transfer to YVCC before they applied.
Improvement description:	The website was updated and includes course transfer articulations for over 40 Washington State colleges and universities. Staff can now refer students to the website for that information. This saves the staff time and reduced the number of phone calls received by Admissions.
Customer involvement:	It allows the student to access the information quicker. The student can go to the website themselves at any time of the day for that information.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**			
☐ **Cost**			
☒ **Quality**	Increased access to information. Process is too new to have quantitative data.		Preliminary
☒ **Time**	Decreased time required to access information. Process is too new to have quantitative data.		Preliminary
☒ **Customer Satisfaction**	Increased staff and student satisfaction and decreased staff and student frustration. Process is too new to have quantitative data.	☐N/A	Preliminary
☐ **Employee Engagement**		☐N/A	

V. Contact information:

Name: Quinn Hale **e-mail**: qhale@yvcc.edu
Phone number: 509-574-4702

Strategic Lean Project Report

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Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Yakima Valley Community College
Partner agencies: None

Improvement project title: Paper Admission Letter and Checklist

Date improvement project was initiated: Fall 2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	n/a
☐ Agency Strategic Plan	n/a
☒ Other	Student Access

Report reviewed and approved by: DR. Linda Kaminski, President

II. Project Summary:

The Yakima Valley Community College, Office of Enrollment Services created a paper admissions process and admissions checklist.

III. Project Details:

Identify the problem:	Students were applying to YVCC and then not attending.
Problem statement:	Students would apply to attend YVCC but do not complete the next steps to enrollment.
Improvement description:	This new process improves our communication to students and will enable us to decrease the number of students that apply but do not complete the next steps to enrollment.
Customer involvement:	After the change, we now send every student that has applied and paid the admissions fee a paper Letter of Admission. Along with the letter is a rack card that contains a checklist of all the student's next steps up to enrollment at YVCC. This has reduced to almost zero the number of students that said they never received information from YVCC.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**			
☐ **Cost**			
☒ **Quality**	Increased access to information and communication to encourage students access to higher education. Process is too new to have quantitative data.		Preliminary
☐ **Time**			
☒ **Customer Satisfaction**	Increased staff satisfaction and student access to higher education. Decreased student requesting admissions but enrolling. Process is too new to have quantitative data.	☐N/A	Preliminary
☐ **Employee Engagement**		☐N/A	

V. Contact information:

Name: Quinn Hale **e-mail**: qhale@yvcc.edu
Phone number: 509-574-4702

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Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Yakima Valley Community College
Partner agencies: None

Improvement project title: Customized Student HTML Emails

Date improvement project was initiated: Fall 2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	n/a
☐ Agency Strategic Plan	n/a
☒ Other	Student Achievement

Report reviewed and approved by: DR. Linda Kaminski, President

II. Project Summary:

The Yakima Valley Community College, Office of Enrollment Services Customized Student HTML emails.

III. Project Details:

Identify the problem: YVCC was unable to create and send customized HTML emails to students.

Problem statement: Students were not attending the required New Student Orientation for admission to YVCC or were having to contact staff for needed information.

Improvement description: New email allowed YVCC to send correspondence to students about New Student Orientation and to notify students of their advance registration appointment times. This has reduced email and call volumes from students to YVCC.

Customer involvement: For Advanced Registration, students received a customized HTML email with all of the required information including their advisor name, registration date, and registration time. In the past, we sent a postcard, but the postcard only told the students to log into the Student Portal to get the information.
For New Student Orientation, the students receive a customized HTML email with their student ID, appointment date, and appointment time. We also include their Pathway, and if the student has not yet selected their pathway, they are given instructions on how to do that.
The HTML email looks more official and thereby we get more students opening and reading them.

Strategic Lean Project Report

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**			
☐ **Cost**			
☒ **Quality**	Increased access to information and communication. Process is too new to have quantitative data.		Preliminary
☒ **Time**	Decreased time required to receive information. Process is too new to have quantitative data.		Preliminary
☒ **Customer Satisfaction**	Increased staff and student satisfaction and decreased staff and student frustration. Decreased student no-show rate to new student orientation. Process is too new to have quantitative data.	☐N/A	Preliminary
☐ **Employee Engagement**		☐N/A	

V. Contact information:

Name: Quinn Hale **e-mail**: qhale@yvcc.edu
Phone number: 509-574-4702

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Strategic Lean Project Report

For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Yakima Valley Community College
Partner agencies: None

Improvement project title: Department Signatories for Travel under $1,000

Date improvement project was initiated: Fall 2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☐ Results Washington performance measure	n/a
☐ Agency Strategic Plan	n/a
☒ Other	Efficiency

Report reviewed and approved by: DR. Linda Kaminski, President

II. Project Summary:

The Yakima Valley Community College, Office of Budget Services changed Department Signatories for Travel under $1,000.

III. Project Details:

Identify the problem:	YVCC Travel Signatory required duplicate approvals and was not efficient.
Problem statement:	Inefficiency in processing travel creating wasted time and effort on the part of employees.
Improvement description:	New Process removed duplicate approval (already approved on authorization); signature time saving for staff, directors, deans and VPs; cut routing time (now a direct route to travel desk).
Customer involvement:	The request for this change was taken to our administrative council for discussion and approval. When approved, this change was emailed to administration, managers and staff involved in the travel signature process.

IV. Project Details:

Strategic Lean Project Report

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☐ **Safety**			
☐ **Cost**			
☐ **Quality**			Preliminary
☒ **Time**	Decreased processing time for travel documentation. Process is too new to have quantitative data.		Preliminary
☒ **Customer Satisfaction**	Increased staff satisfaction and decreased staff frustration. Process is too new to have quantitative data.	☐N/A	Preliminary
☐ **Employee Engagement**		☐N/A	

V. Contact information:

Name: Judy Morehead **e-mail**: jmorehead@yvcc.edu
Phone number: 509-574-4650