

## Washington County– Kaizen Event Summary



**Program Area/Unit:** Community Environmental Resource Team

**Project Title:** Municipal Recycling Grant Kaizen Event

**Team:** Gary Bruns, Stephanie Holt, Judy Hunter, Carrie Josephson, Danielle Lesmeister, Nicole Stewart

**Project Start and End Dates:** February 19<sup>th</sup> & 21<sup>st</sup>, 2013

### Opportunity for Improvement

County Master Plan strategies focus on reinvigorating residential recycling. An important first step is understanding and documenting what our current Residential Recycling Grant process is and identifying ways to maximize its effectiveness and streamline it.

### Goals for Future State

- Minimize the number of steps, handoffs, and waits
- Determine and assign appropriate staff roles
- Align the process with the Performance Scorecard

### Observations of Current State

- A lot of handoffs and tracking of documents
- Insurance review is redundant
- Attorney separately reviews 29 contracts
- A lot of extra steps and waits for grants over \$50,000
- Lack of hard deadlines leading to lots of follow-up
- Multiple copies made and stored
- Cities don't see the whole process and their role
- Multiple signatures
- Performance review is missing

### Recommendations for Future State

**Issue:** Redundant reviewing by attorney

**SOLUTION:** Attorney review/approve 1 form

**Issue:** Wide range of return time for applications

**SOLUTION:** Set and enforce application deadline

**Issue:** Large amount of follow-up required

**SOLUTION:** Develop electronic form with hard stops

**Issue:** Delay in year-end reports

**SOLUTION:** Regional approach to obtaining data

**Issue:** Support staff not currently utilized in process

**SOLUTION:** Re-assign application, tracking, mailing

**Issue:** Support staff will need training on the process

**SOLUTION:** Provide training, develop standard work

**Issue:** Cities do not receive performance feedback

**SOLUTION:** Follow-up at the end of the year

**Issue:** Multiple copies of contract saved in PHE

**SOLUTION:** Retain single electronic copy

**Issue:** Insurance review is redundant

**SOLUTION:** Support staff will review once

**Issue:** Follow-up taking up significant amount of time

**SOLUTION:** Automate follow-up, align with tracking

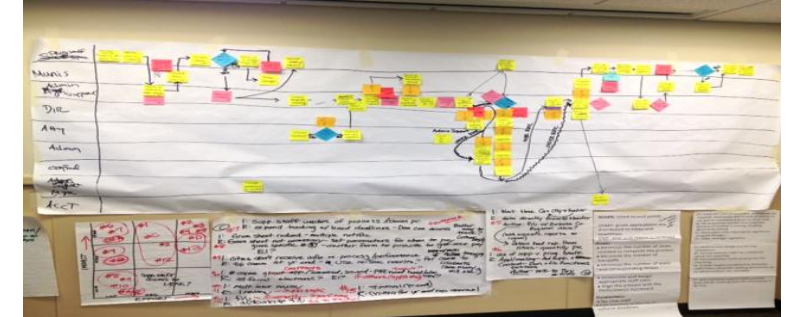
### Current and Future Process Swim Lane Metrics

	Current	Future
<b>Tasks</b>	75	52
<b>Waits</b>	8 (97% of [process time spent waiting])	7
<b>Decisions</b>	6	4
<b>Handoffs</b>	25	12
<b>Storage</b>	10	4
<b>Best/Worst</b>	79 days/282 days	58 days/140 days

- 30% reduction in process time
- 50 % reduction in process time

### Benefits of Future State

- Automated application and reporting
- Reduction handoffs and tasks and overall time
- Appropriate staff roles assigned
- Fewer incomplete applications and follow-up
- Standardized process
- Increased knowledge about process
- More engagement with cities



### Lessons Learned

- Good to leave with action plan
- Intense process; 2 days goes really fast!
- Always some waste in a process due to factors out of our control
- Good visual to see current vs. future state
- First time asking “why are we doing it this way?”
- Without mapping, understanding the process as is, more likely to come up with band-aid solutions
- Good to see who is doing what and when
- A lot of people involved in process

