



2018 Lean Transformation Conference
Washington State Government

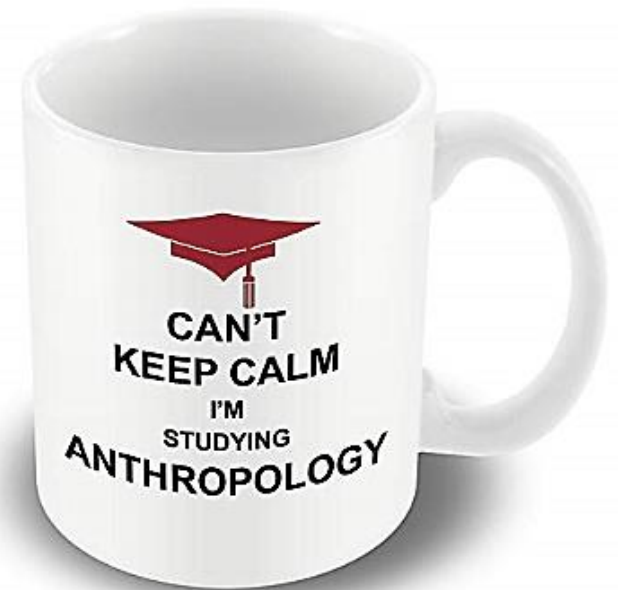
**Customers are people, too!
Insights from local governments
beyond the Cascade Curtain.**

November 6, 2018

Debra Hentz, BSME, MPA

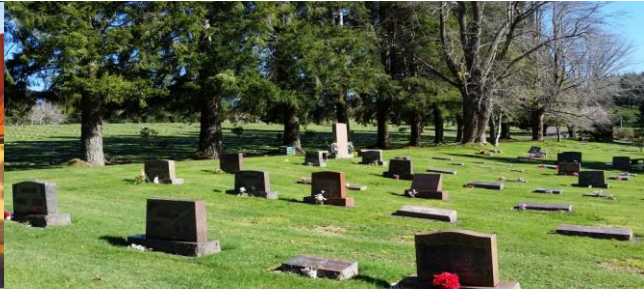
Steven Thomson, PhD

Multiple Perspectives



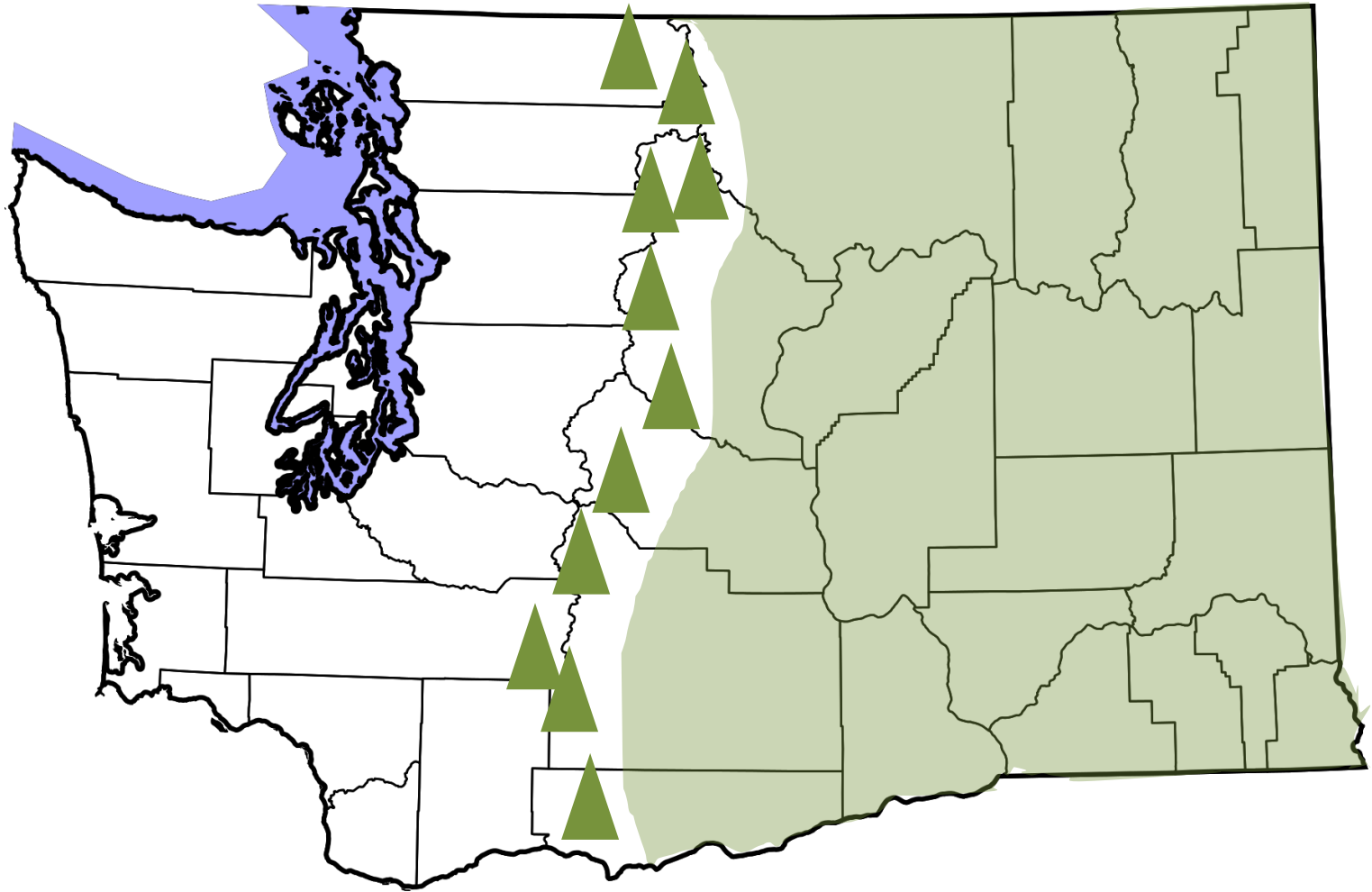
2,000 Local Governments in WA

37 different types of local governments

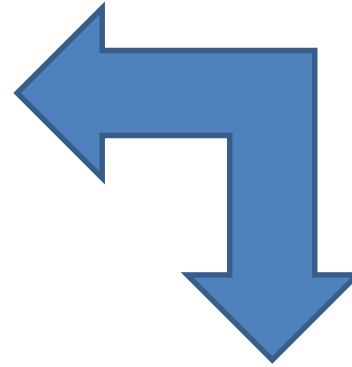


And Beyond the Cascade Curtain

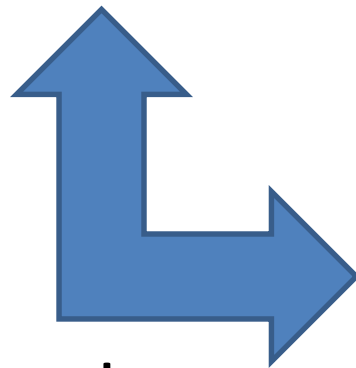
Opportunity to Focus on Smaller Governments



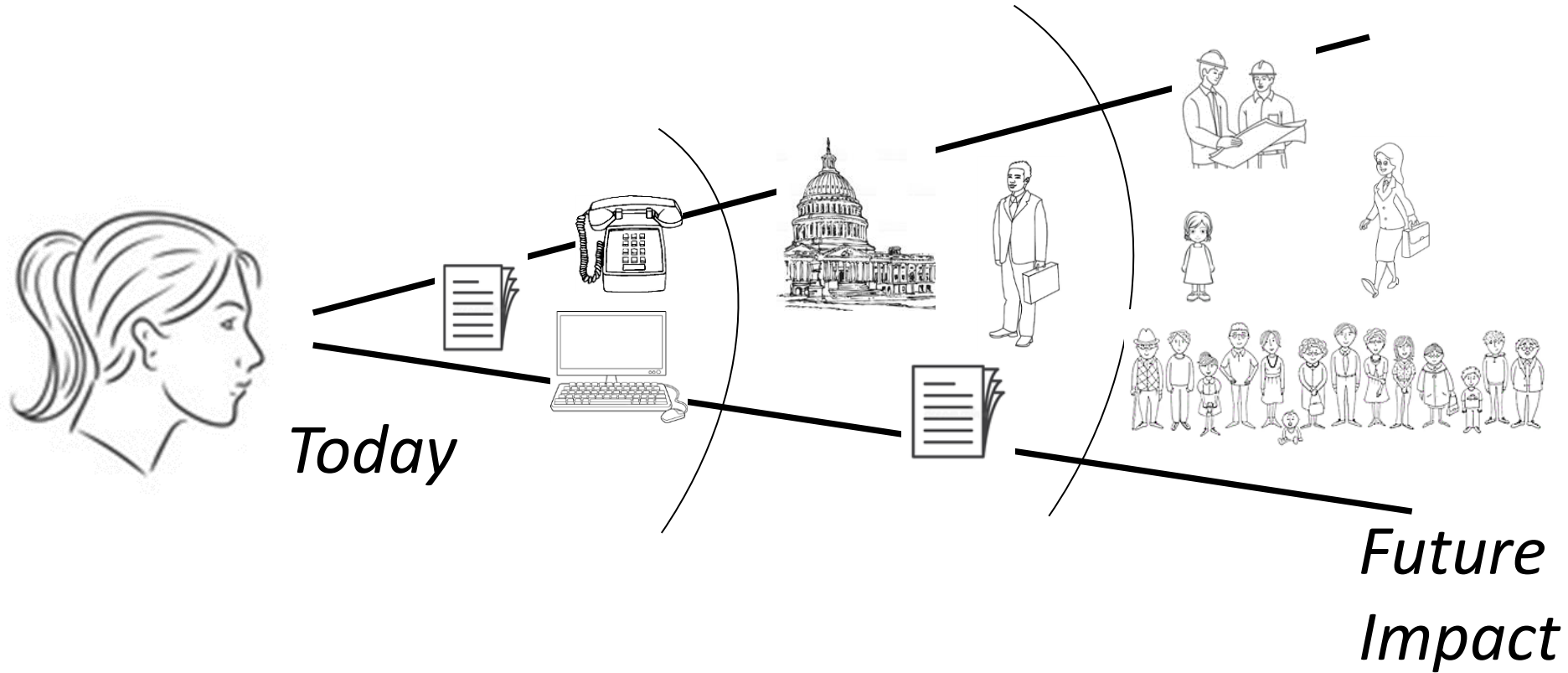
The Center Serves Local Governments



Focus on the
world of
Local Government



State Government: SME Line of Sight



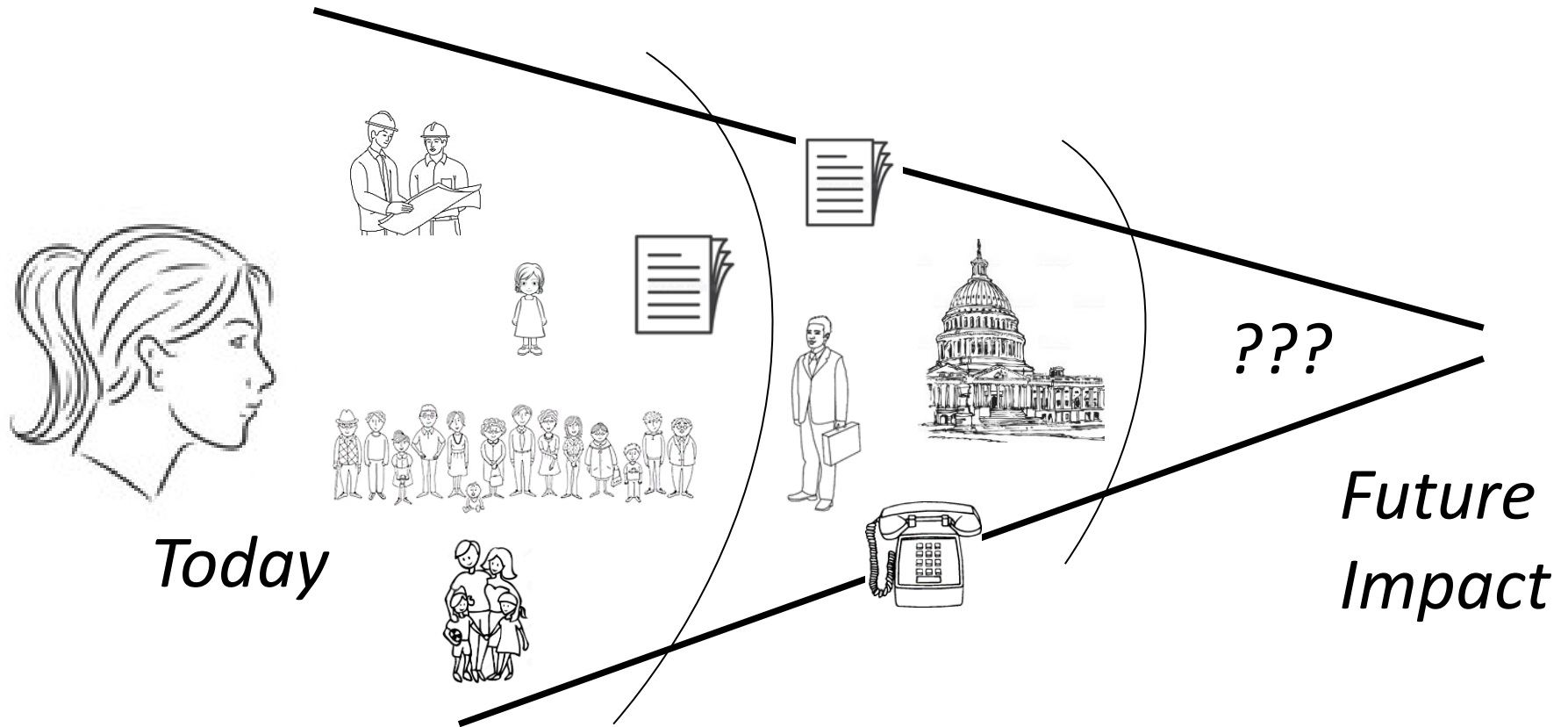
State Government: SME Line of Sight

Relative to Local Government:

- ✓ layers of approval
- ✓ change takes longer
- ✓ distance to customers



Local Government: SME Line of Sight



Local Government: SME Line of Sight

Relative to State Government:

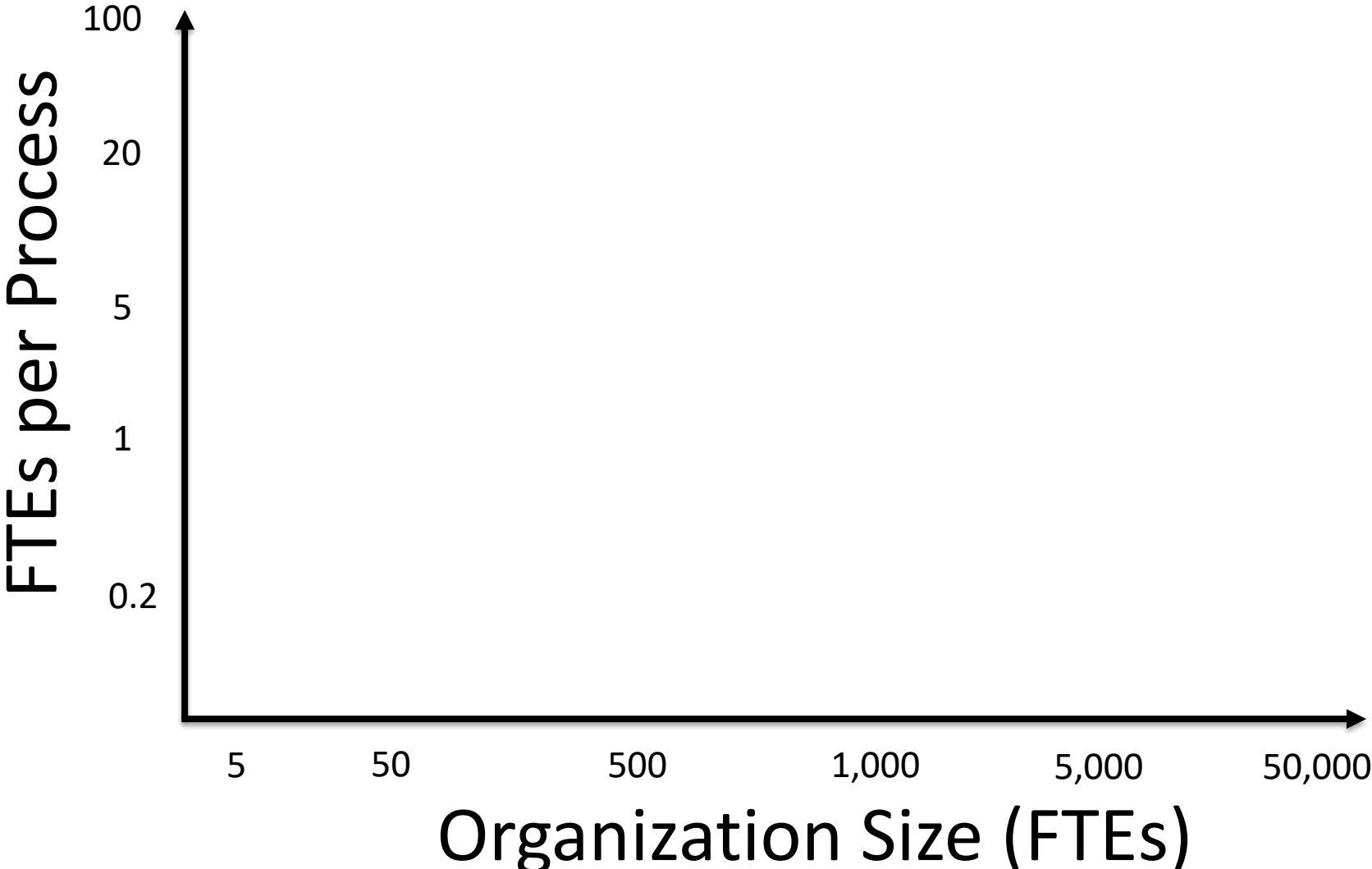
- ✓ breadth of responsibilities
- ✓ regional environment and economics
- ✓ *I know them and they know me.*



Wait, Lean doesn't apply me!



Scale Makes a Difference



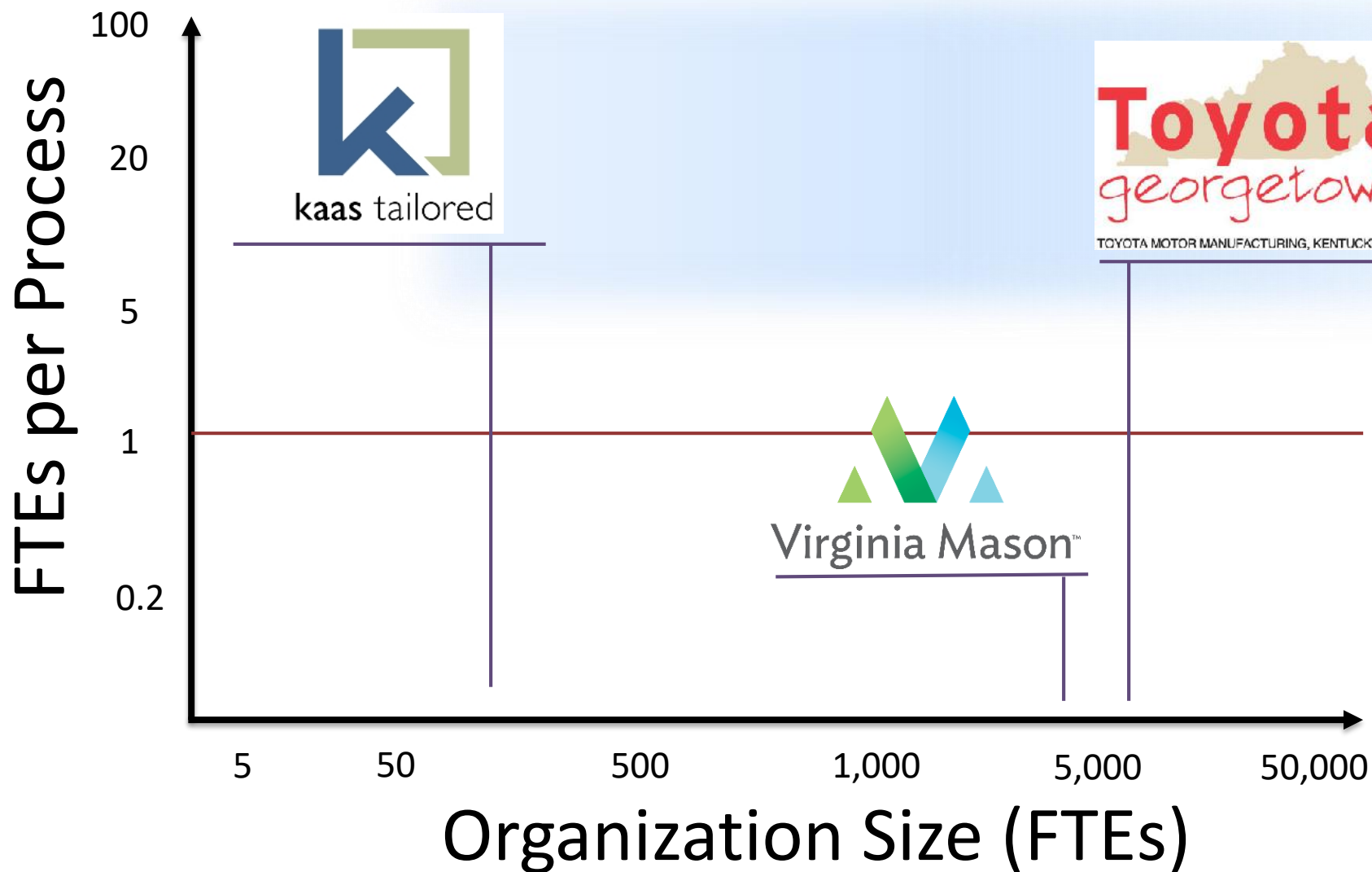
Scale Makes a Difference



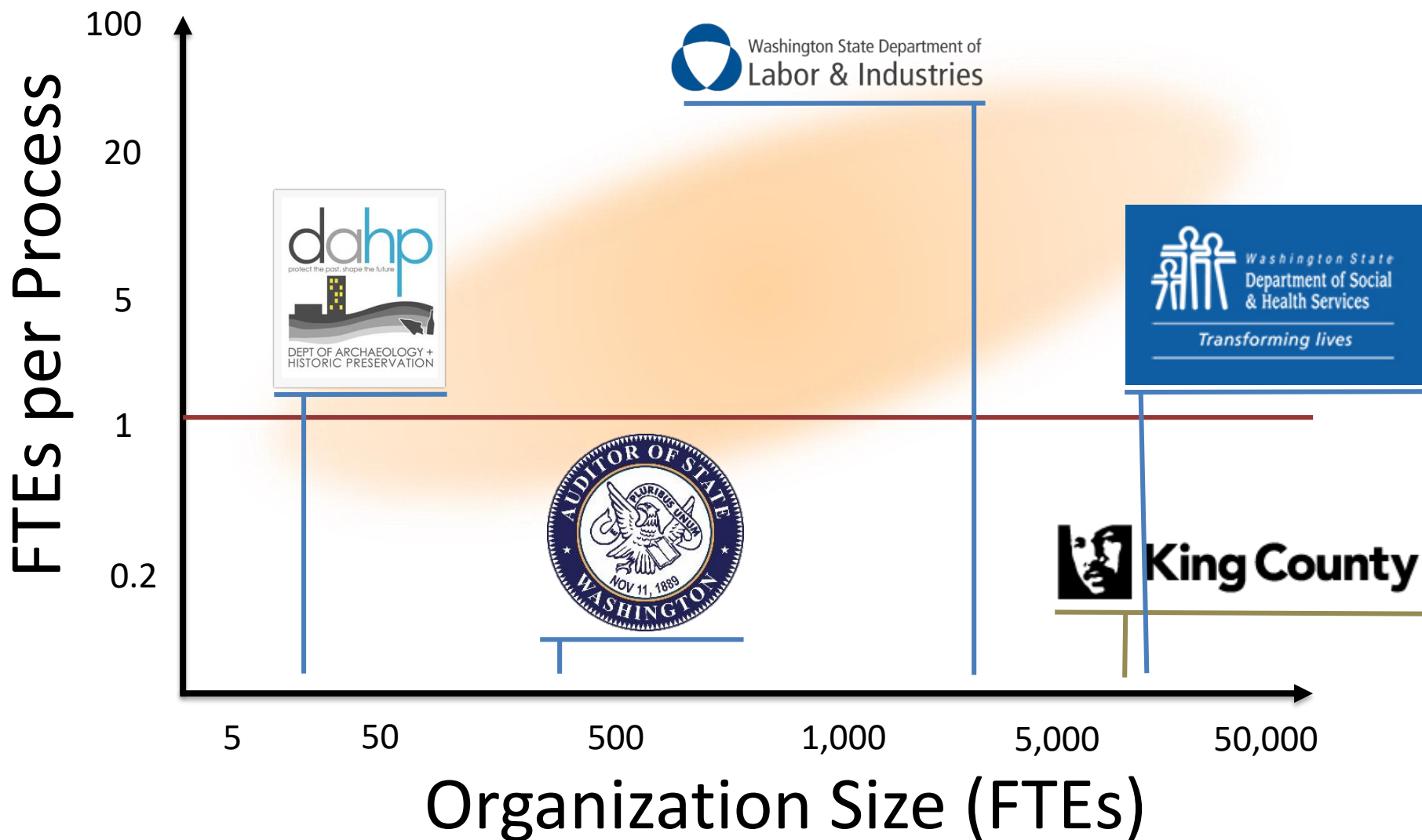
Scale Makes a Difference



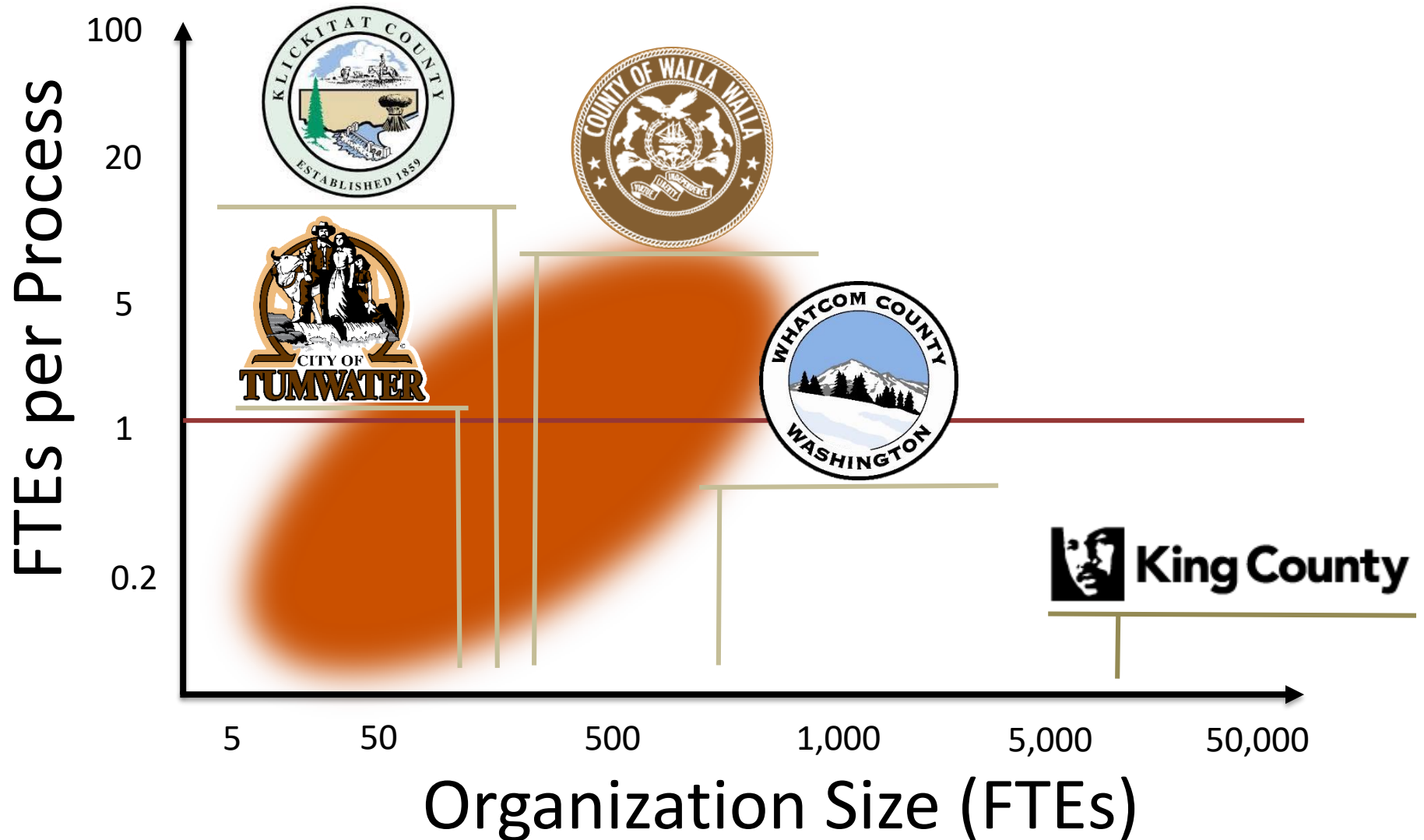
Scale: Mass Production & Service



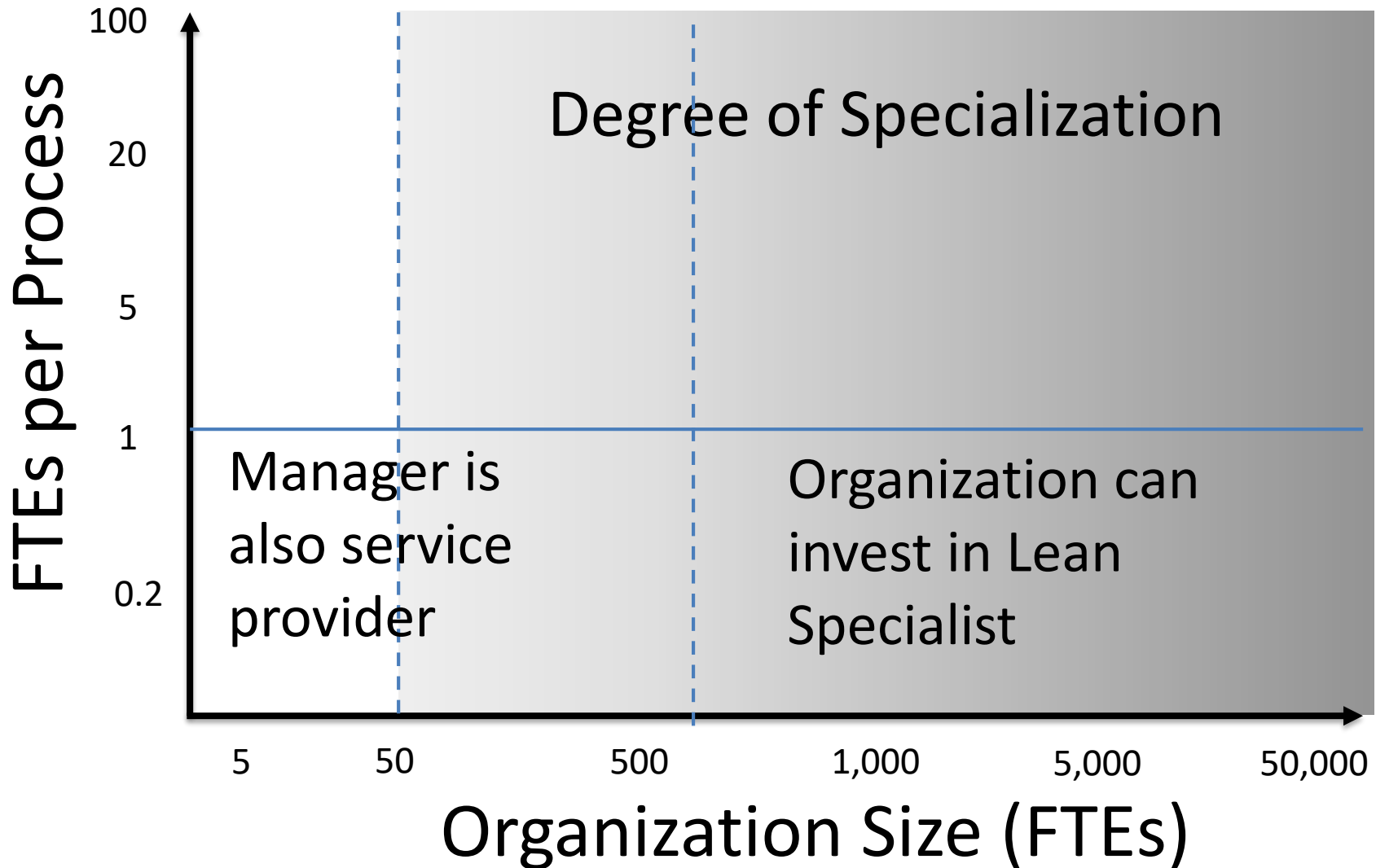
Scale: State Government



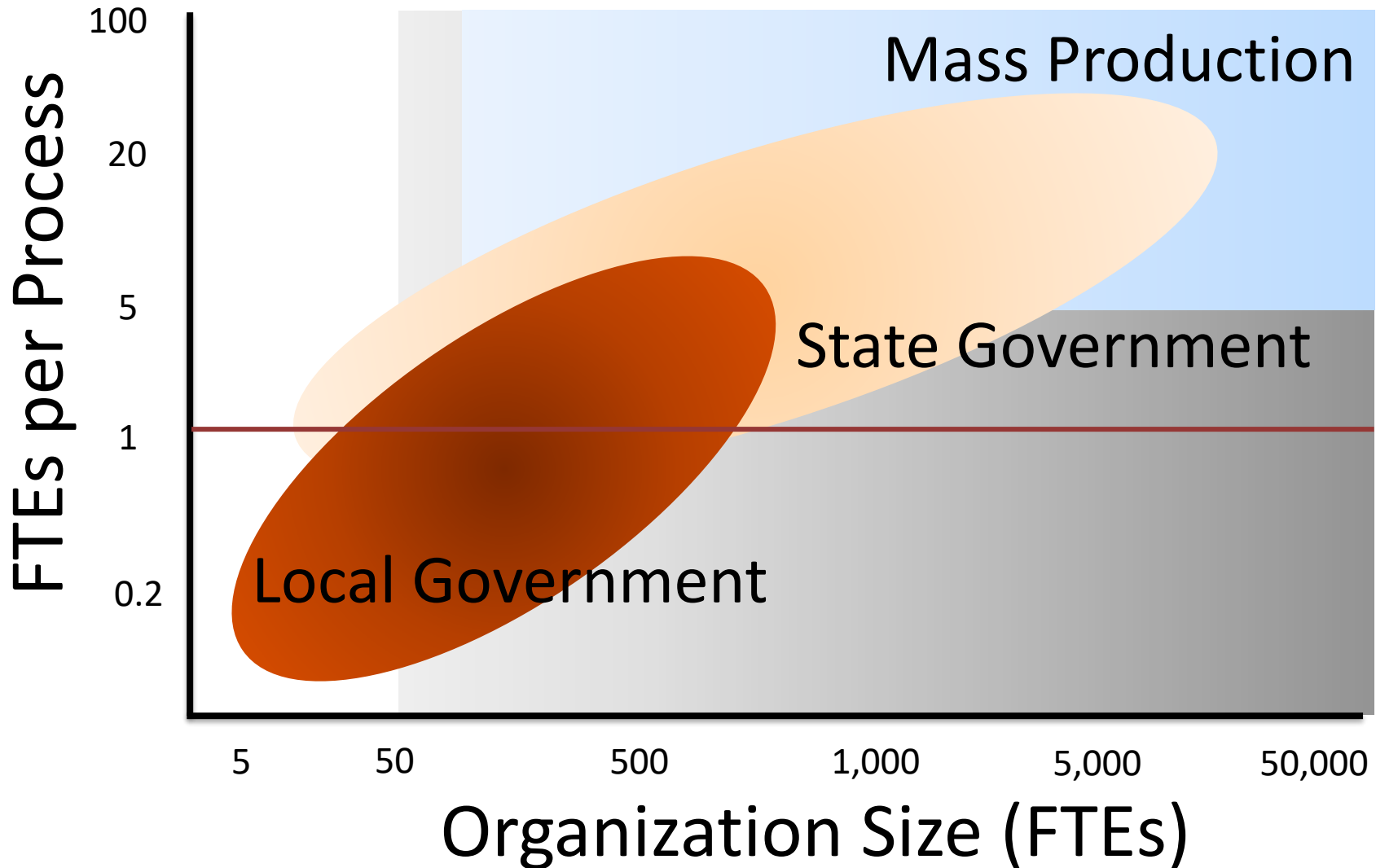
Scale: Local Government



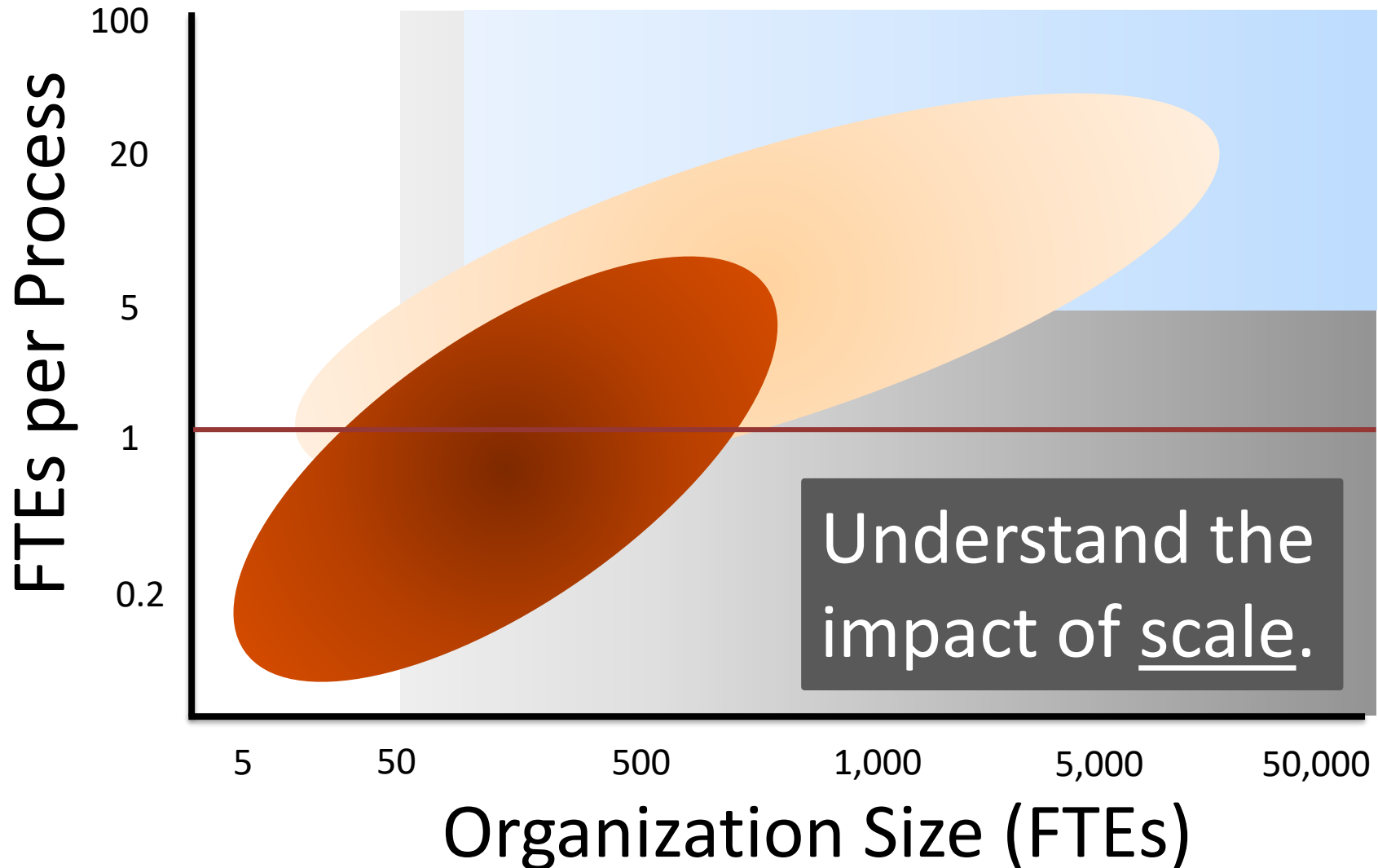
Scale Makes a Difference



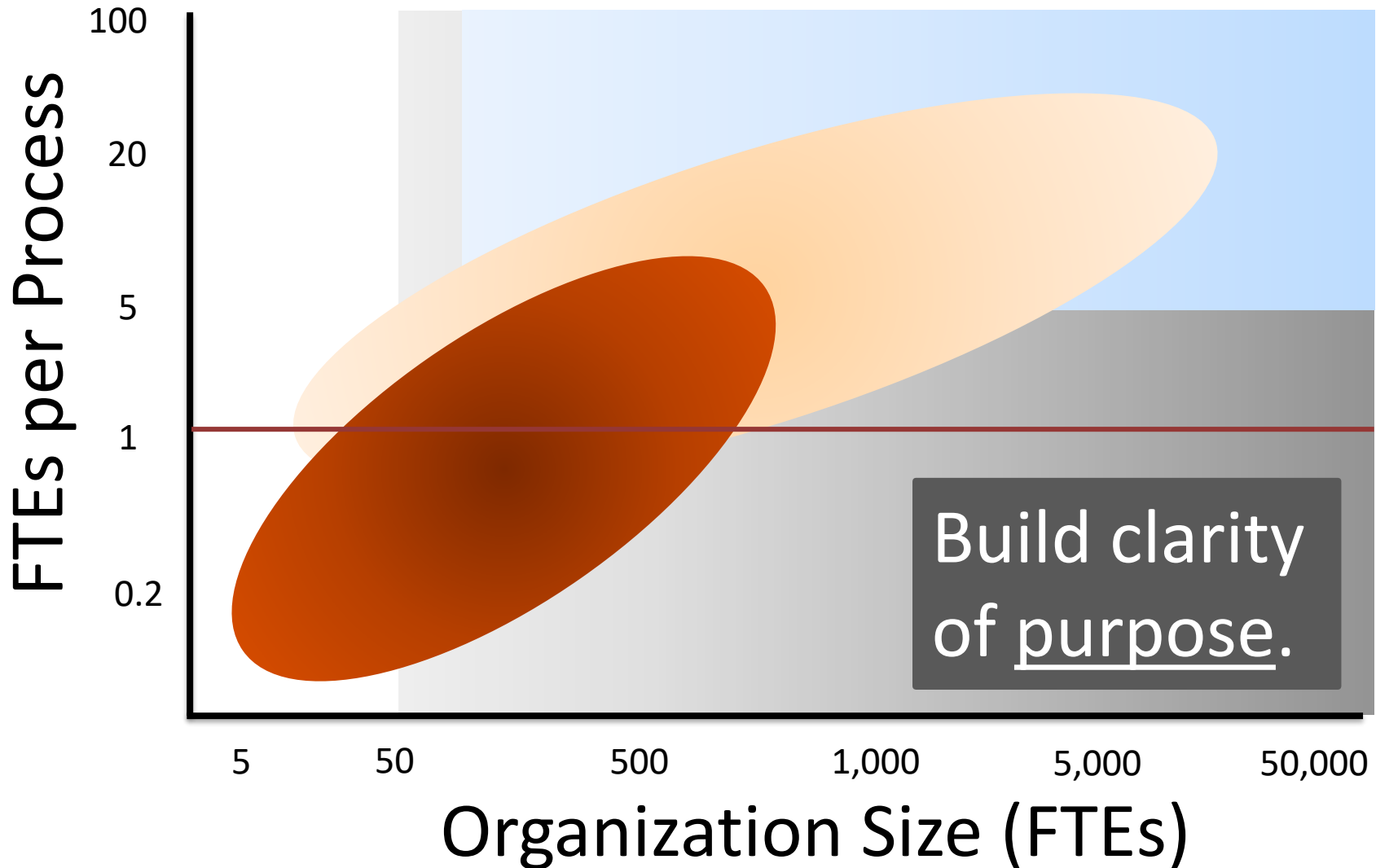
Differences that Make a Difference



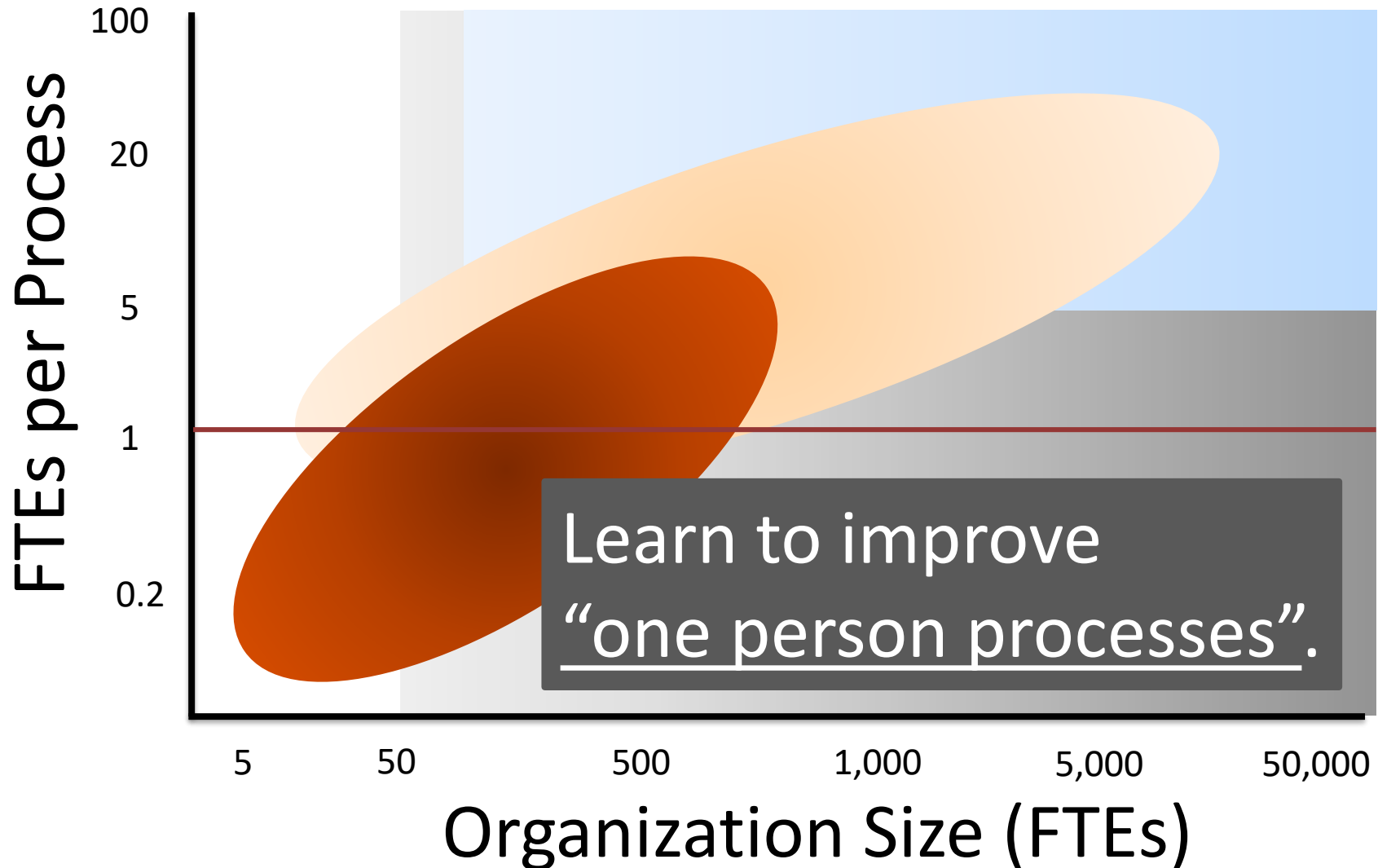
Differences that Make a Difference



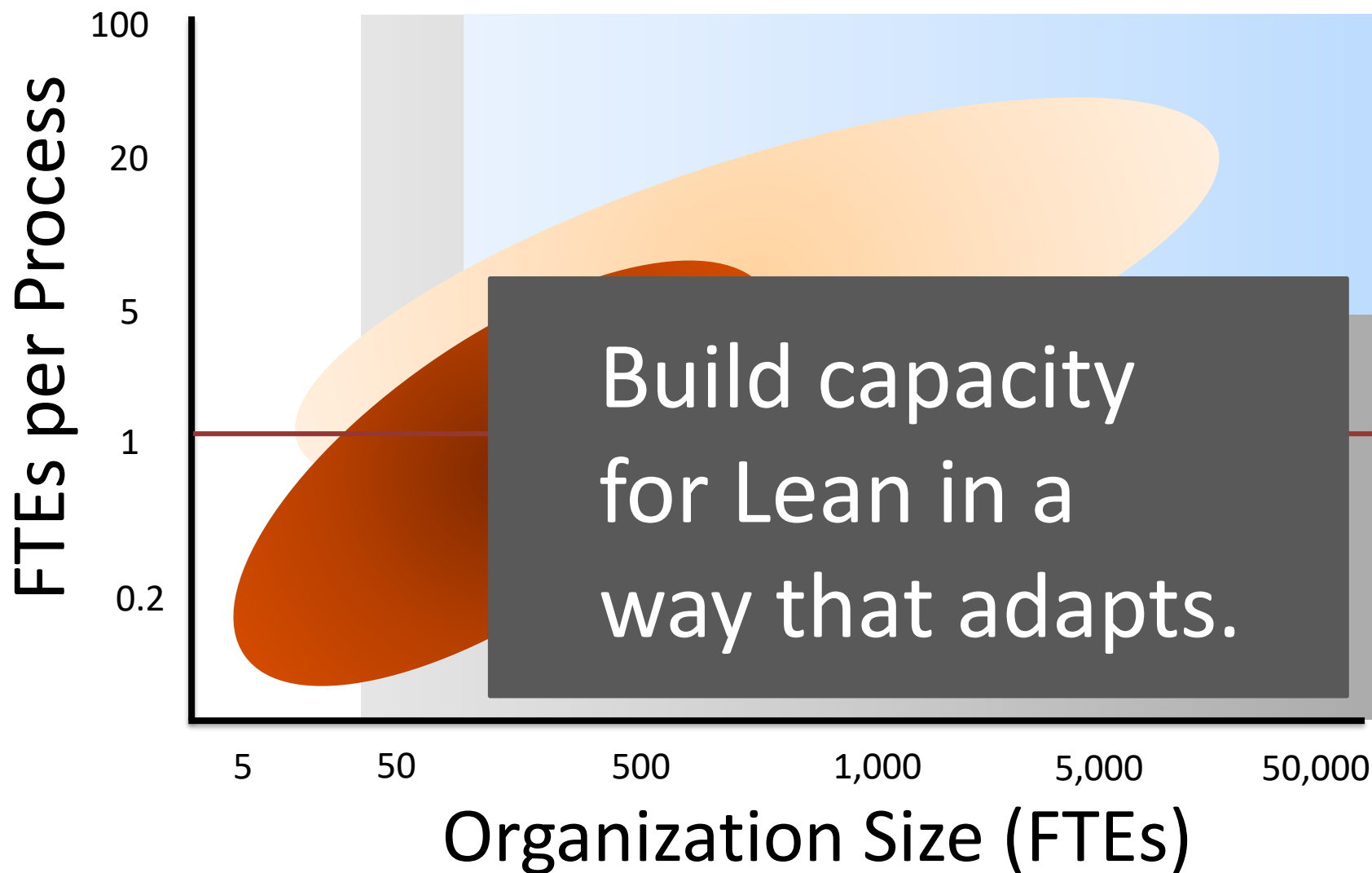
Differences that Make a Difference



Differences that Make a Difference



Scale + Purpose + 1 Person Process



Customer are People, Too



BFHD Immunization



Walla Walla County Receipts

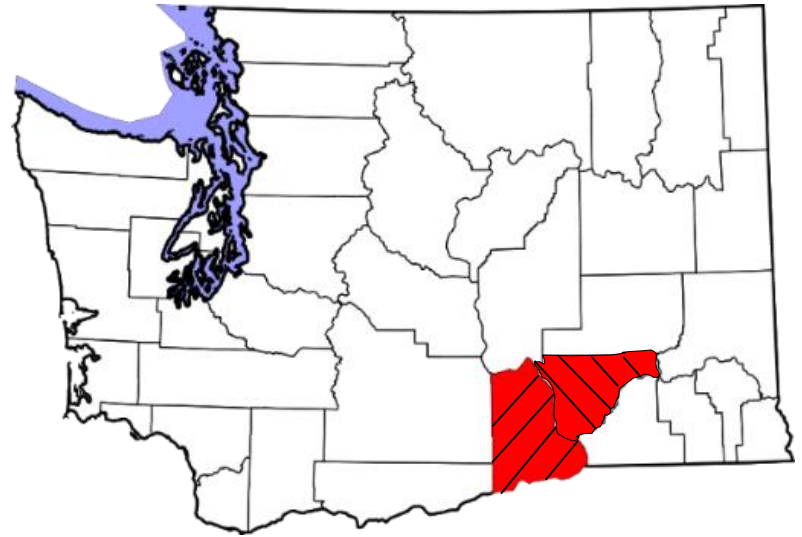
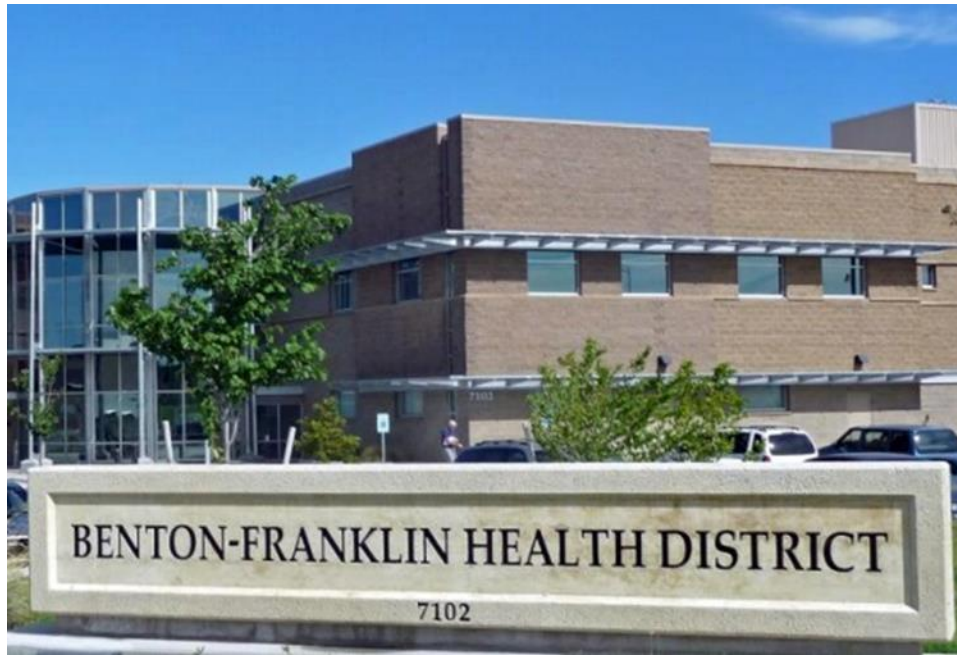


Klickitat County Fairgrounds



Whatcom County Autopay

Benton Franklin Health District



9 person process

- Team provides immunizations for 260,000 people
- Process purpose is clear and deeply held in team
- 3 silos creating multiple billing errors

Challenge of *System* Change

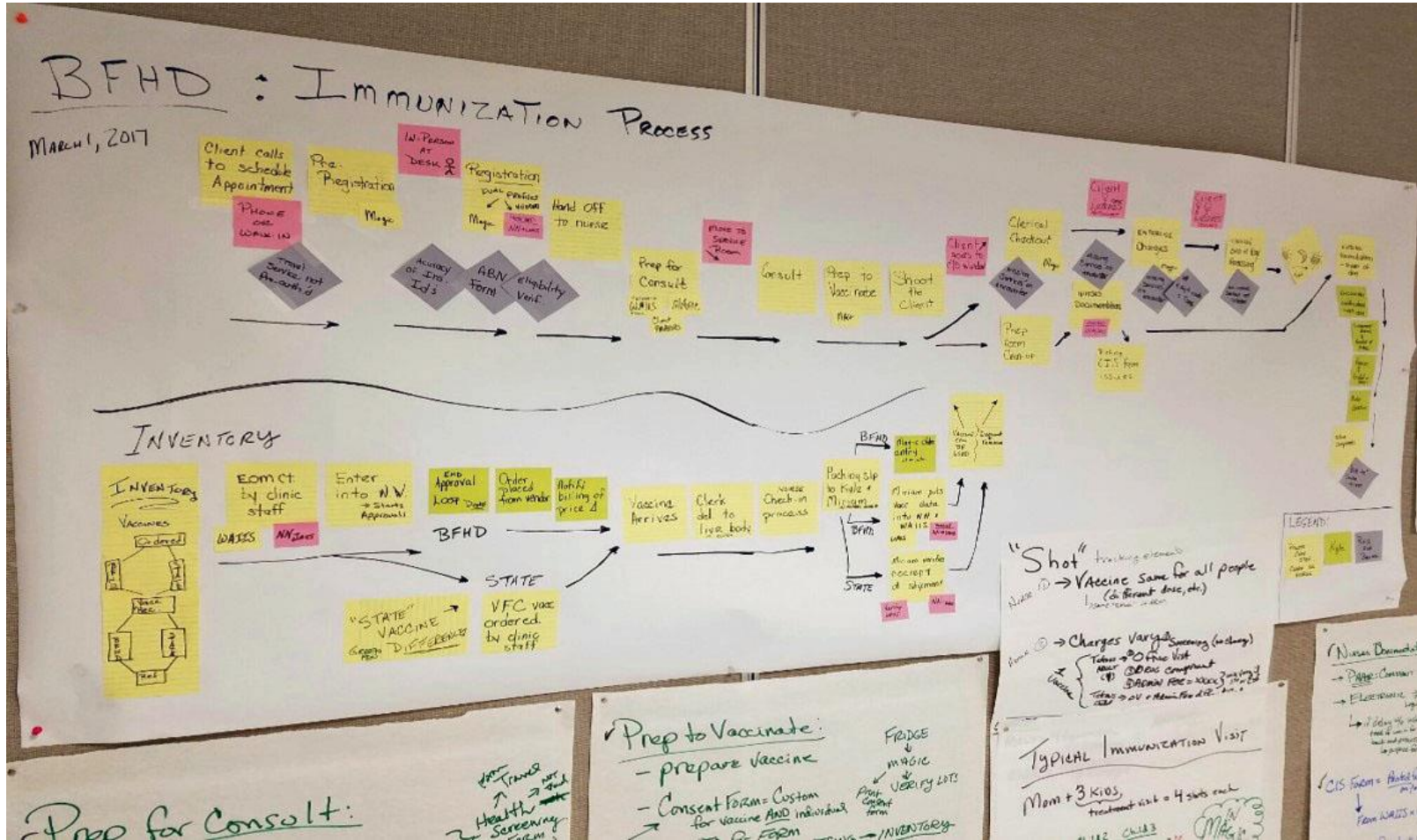
At the start:



After 3 days:



Challenge of Change



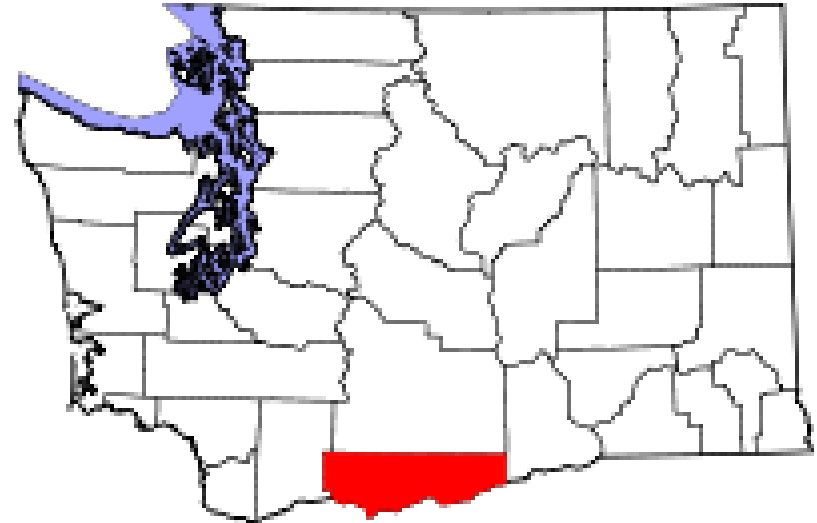
Challenge of Change

Lessons:

- ✓ high-level mapping
- ✓ make stories the key
- ✓ zero defects goal



Klickitat County Fairgrounds Rental



5 person process

- Significant staff turn over
- Increasing number of fairground events
- New, stable team needed a clear rental process

“I Know My Job”



“Stay In Your Lane”



The Emergence of "The Board"

Event	Event Dates	Requested FORMS	Pre-Event Meeting	To BOCC	Pre/Post Event Walk-through	Finalized	Question/Comments
Demo Derby	Set up 6/31 Event 7/1 Clean up 7/2	Application ✓ Insurance ✓ Food ✓ Liab ✓ Lic ✓	4/20	6/20 - No BOCC	1:30 walk Pre 12:30 walk Post 1:30 7/3 Post	Invoice Sent Damage Pending.	
Back to School Bash	No Setup Event 8/5 No Clean up	Application ✓ Insurance ✓ Food ✓ Liab NA	None	7/25/17	8/5 @ 10:30 No Post	Invoice Sent 8/6/17	
Goldendale Orang Make Night	No Setup Event 8/2-5-12 No Clean up	Application ✓ Insurance ✓ Food ✓ Liab NA	No	8/6/17	8/11 @ 11:30 No Post	Invoice Sent 8/14	
2017 CO UNTY FA		IR	6/28 @ 10 am 8/14 @ 9am	NA	7/21/17-PEG 8/29/17-POST	NA	
Solar Eclipse Viewing CH Lawn	Setup: NA Event: 8/21 @ 11 Cleanup: NA	Application ✓ Insurance ✓ Food ✓ Liab NA	NA	8/10/17	NA	PA 8/10/17	
The Well That Heals Fairgrounds	Setup: 8/30 Event: 8/31-9/3 Cleanup: 9/4	Application ✓ Insurance ✓ Food ✓ Liab NA	8/11/6 @ 2pm 2/4 8/23 @ 1:30 3/4 8/30 @ 2pm 4/4 8/28 @ 4pm	?	8/28 @ 4pm	No Charge	
Walters Wedding Fairgrounds	Setup: 9/22 Event: 9/23 Cleanup: 9/24	Application ✓ Insurance ✓ Food ✓ Liab ✓	9/22/23 2/4 9/2 @ 5pm			PA 1/2 2/23	
4 H Adult Horse Camp Fairgrounds	Setup: 9/28 Event: 9/29-10/1 Cleanup: NA	Application ✓ Insurance ✓ Food ✓ Liab NA					
Fairgrounds 4-H RV Camping Quilt Retreat	Setup: NA Event: 9/18-9/19 Cleanup: NA	Application ✓ Insurance ✓ Food ✓ Liab NA	N/A		NA	NA	
Switz - Evans Wedding	Setup: 10/20 Event: 10/21 Cleanup: 10/22	Application ✓ Insurance ✓ Food ✓ Liab ✓	7/3/17			PA 1/2 7/3	
PRE SIBS Policy/Rabbit	8/15						

On The Same Page, uh Board

Event	Event Dates	Requested FORMS	Pre-Event Meeting	To BOCC	Pre/Post Event Walk-through	Finalized	Question / comments
Demo Derby	Set up 6/31 Event 7/1 Clean up 7/2	Application ✓ Insurance ✓ Food ✓ Liquor ✓	4/20	6/20 - No issue	1:30 Liza Pre 11:30 Gret Post 1:30 7/3 Post	Invoice Sent Damage Pending.	
Back to School Bash	No Setup Event 8/5 No Clean up	Application ✓ Insurance ✓ Food NA Liquor NA	None	7/25/17	8/5 @ 10:30 No Post	Invoice Sent 8/6/17	
Goldendale Oreg Movie Night	No Setup Event 8/2 5-12 No Clean up	Application ✓ Insurance ✓ Food NA Liquor NA	No	8/8/17	8/11 @ 11:30 No Post	Invoice Sent 8/14	
2017 COUNTY FA	IR		6/28 @ 10 am 8/11 @ 9 am	NA	7/21/17-PEG 8/29/17-POST	NA	
Solar Eclipse Viewing Ctr Lawn	Setup: NA Event: 8/1 @ 11 Clean up: NA	Application ✓ Insurance ✓ Food NA Liquor NA	NA	8/10/17	NA	PI 8/10/17	
The Wall That Heals Fairgrounds	Setup: 8/30 Event: 8/31-9/3 Clean up: 9/4	Application ✓ Insurance ✓ Food NA Liquor NA		?	8/28 @ 4pm	No Change	
Walters Wedding Fairgrounds	Setup: 9/22 Event: 9/23 Clean up: 9/24	Application ✓ Insurance ✓ Food ✓ Liquor ✓			1st 11/6 @ 2pm 2nd 9/23 @ 1:30 3rd 8/10 @ 3pm 4th 8/28 @ 4pm	PI 1/2 2/23	
4-H Adult Horse Camp Fairgrounds	Setup: 9/20 Event: 9/21-24/1 Clean up: NA	Application ✓ Insurance ✓ Food NA Liquor NA					
Fairgrounds 4-H RV Camping Quilt Retreat	Setup: NA Event: 9/18-9/19 Clean up: NA	Application ✓ Insurance ✓ Food NA Liquor NA	NA		NA	NA	
Swift - Evans Wedding	Setup: 8/30 Event: 8/31 Clean up: 9/1	Application ✓ Insurance ✓ Food ✓ Liquor ✓	7/3/17			PI 1/2 7/3	
PRE SHOW County/Rabbit	8/15						

“It is a great way to *not* have to track someone down.”

Gordon Kelsey,
Director of Public Works

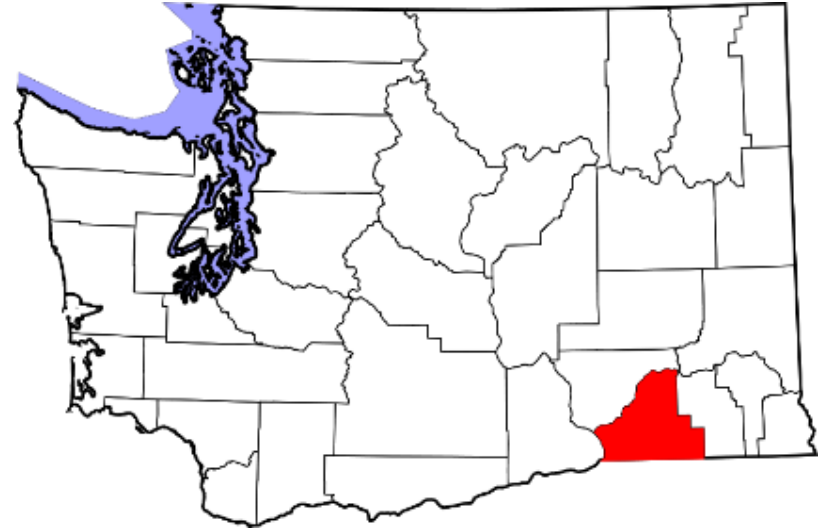
On The Same Page, uh Board

Lessons:

- ✓ Don't huddle, just know and go.
- ✓ Clear purpose → focus on communication.
- ✓ My job is to make my job transparent.
- ✓ 10 minutes of teaching and leave.



Walla Walla County Treasurer



3 person process

- Responsible for recording revenue accurately
- Current system relied on many double checks
- Network with neighboring County suggested Lean

Walla Walla County Treasurer

to

Job

Purpose



Date	Description	From/To	Earnings	Spendings
1/7/14	Rate for cleaning stalls: \$5 per hour			
1/10/14	Cleaning stalls		\$40.00	
1/10/14	Paying Dad for cat litter			\$3.00
1/27/14	Paper organizing thing	Thrift store		\$2.00
2/3/14	Payment for horse scooping (10 days)	Johnsons	\$10.00	
2/19/14	Paying sis for loading dishes twice			\$0.75
2/27/14	Cleaning stalls		\$100.00	
3/2/14	Cleaning stalls		\$20.00	
3/2/14	Tithing for Jan/Feb 2014/\$200	CCoS		\$20.00
3/15/14	Halter and lead for Feather	4th Tack Shop		\$5.00
4/4/14	Selling Breyer horse		\$12.46	
4/5/14	Cleaning stalls		\$40.00	
			\$200.00	\$52.46
			\$252.46	\$10.75
				\$221.71



Walla Walla County Treasurer

Whiteboard conversations and verbal explanations ...

INPUT

Supplier →

Tax-Property
 Excise
 Misc Receipts

GOAL:
Match CASH
w/ Receipts in
System

• Counter Money at Bank
Deposit Slip matches CASH
• The checks

1 sheet for all Cashier Balance

NSF
+ No Money
+ Fee NSF
- New Payment

Process

??

Misc Receipts
Daily Summary - from PACS
↳ Reconc Cashier's Balance

FEW-DEK
No Need

OUTPUT

Costs

PACS → detailed into

- Need to Add
Checks from
Deposit Slips

CASH
Currency
Coin

Checks
EFT
Direct Deposits

Separate Lines

? Need for Auditor's Change Check
1 x / month

Check # 1 → W/W County
 Check # 2 → Individual OUT

	A	B	C
x	11		11
y		11	
z			

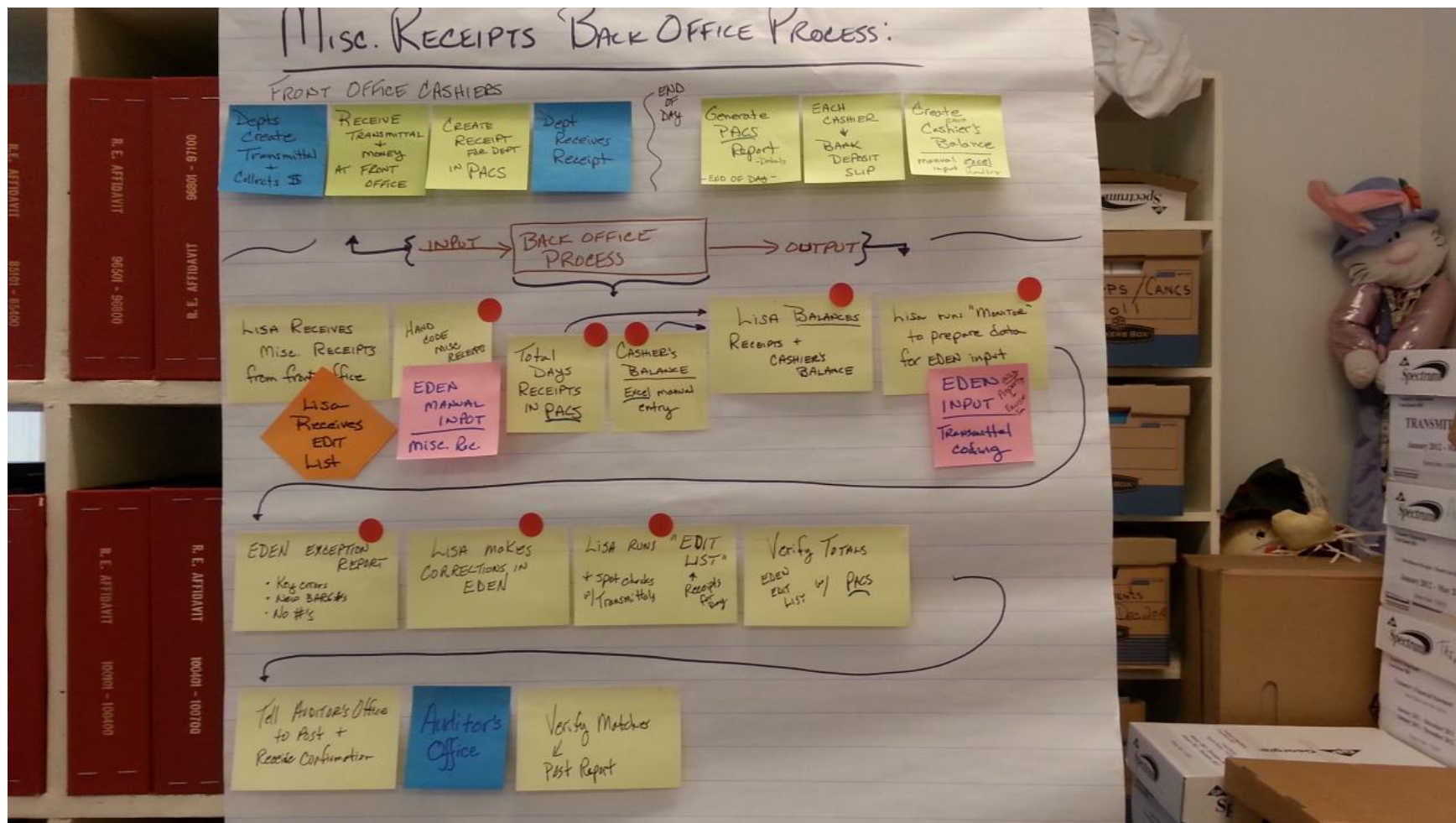
Daily Summary vs Cashier's Balance

+ Auditor's Change Checks
+ NSF → State mail notification
↳ as they happen
↳ Running Total
LIST

? How Deposit into
Basic? Adds auto spreadsheet

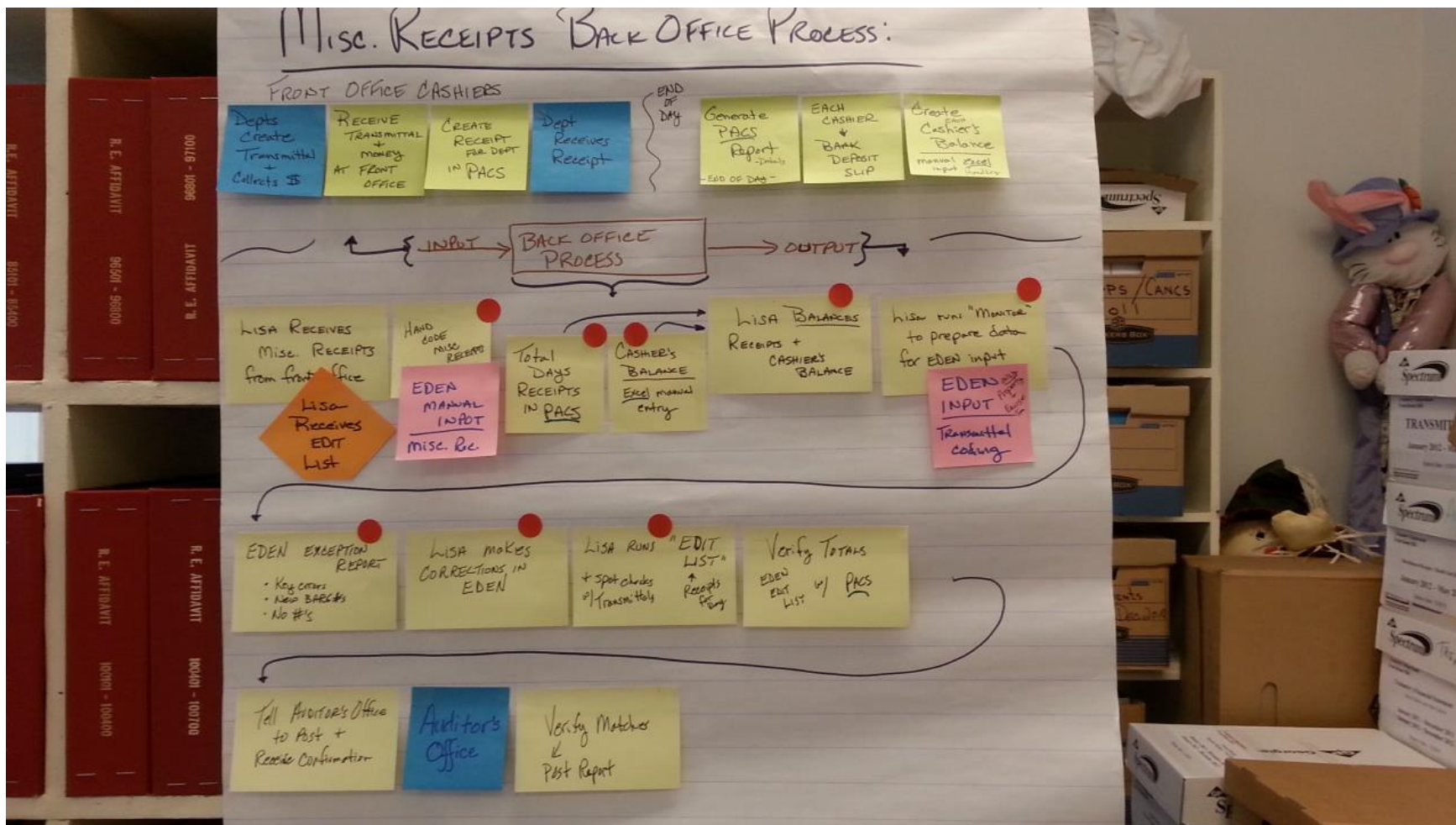
Walla Walla County Treasurer

led to a current state map of a 1 person process ...



Walla Walla County Treasurer

with red dots identifying overprocessing steps.



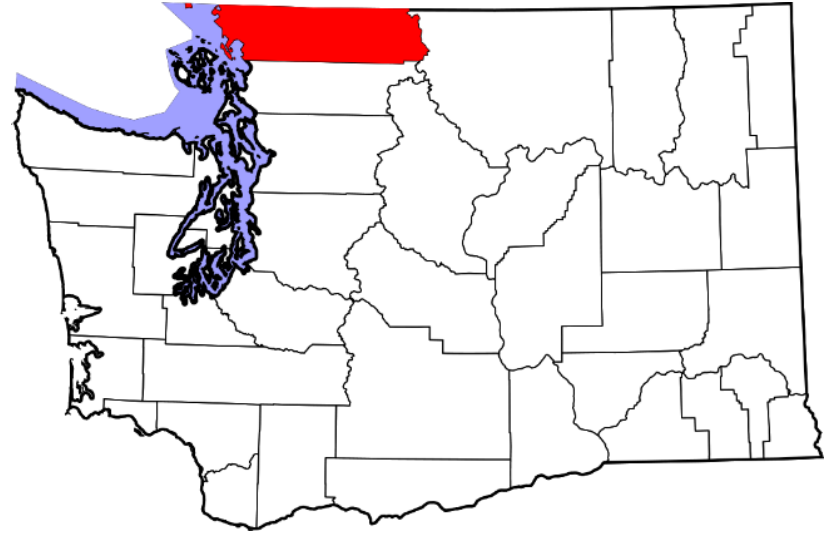
Walla Walla County Treasurer

Lessons:

- ✓ don't map if purpose isn't clear
- ✓ one-person sub-process
- ✓ duplicate data entry eliminated



Whatcom County Treasurer



1 person process

- Auto-pay debits property taxes directly from a taxpayer's bank account
- One person does it all
- He 'just knew' it could be better

Improving a One Person Process

to



Improving a One Person Process

Auto-Pay

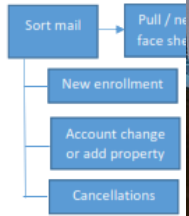
BACKGROUND

Auto-pay provides convenience and provides the assurance that payments will be made. Auto-pay is a benefit to taxpayers.

CURRENT CONDITIONS

Taxpayers generally sign up at the counter.

New enrollments are cut off and received after the cut off.



GOAL

Make it easier and more efficient.

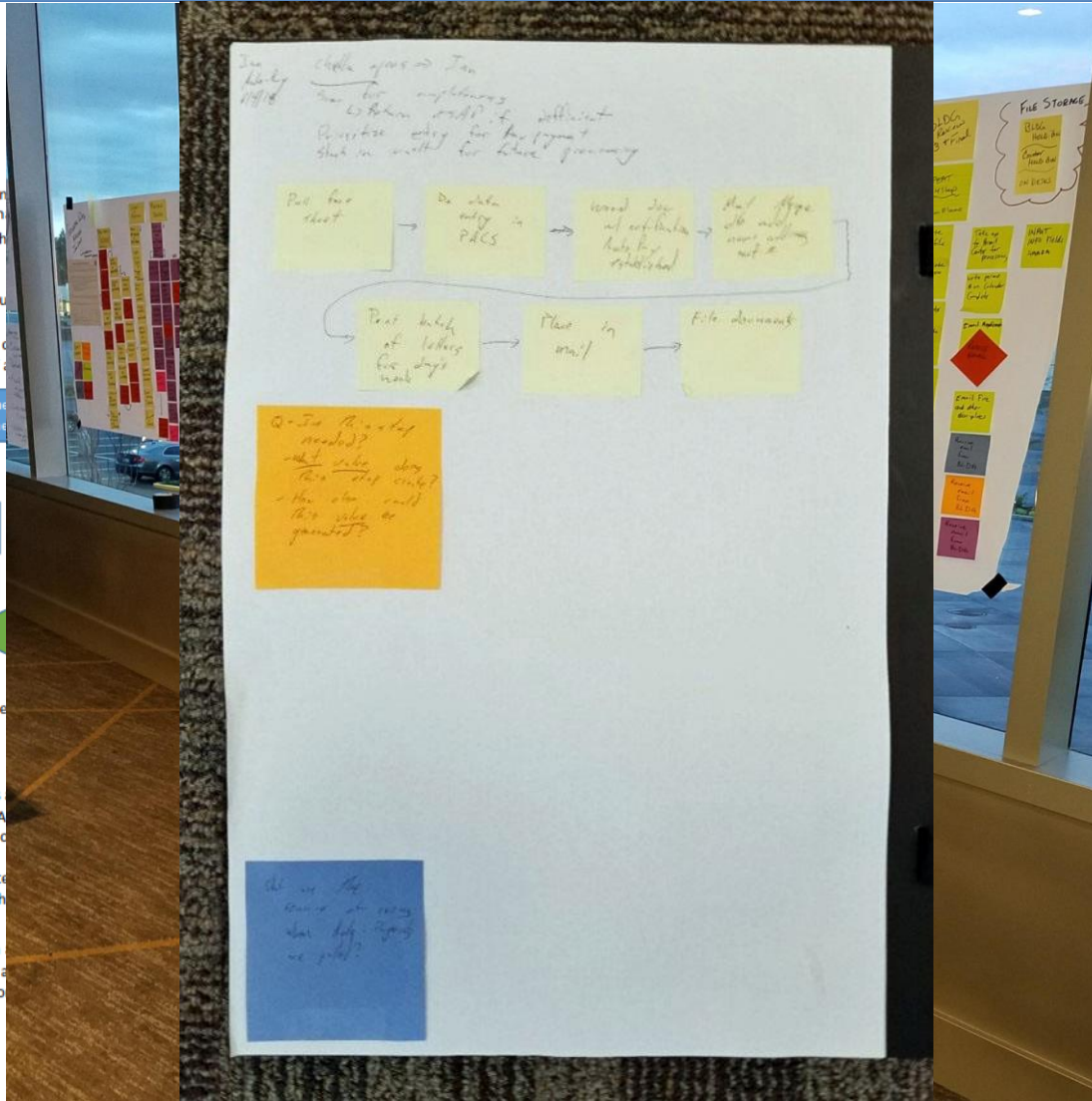
ANALYSIS

Sort Mail

- Incomplete forms
- Most changes to Auto-Pay forms for change of address are rarely used.
- The taxpayer's intent is not clear.
- Processing a batch of mail is difficult.

Documentation

- For accounts with Auto-Pay, documentation is not always provided.
- Some taxpayers have Auto-Pay on file but do not have documentation.
- Data would be more accurate if documentation was provided.

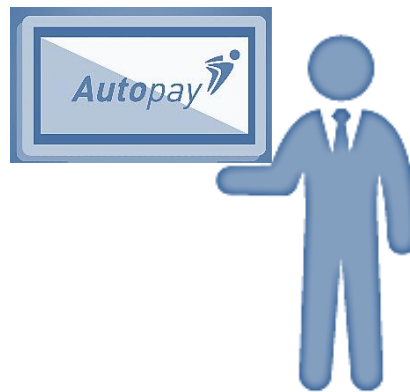


Check-in	Target for Implementation
	9/1/18
8	12/31/18
	12/31/18
	11/15/18

Improving a One Person Process

Lessons

- ✓ When purpose is clear, go straight to mapping.
- ✓ Work is short, sweet and 'on the side'.
- ✓ Sustain change by working with managers.



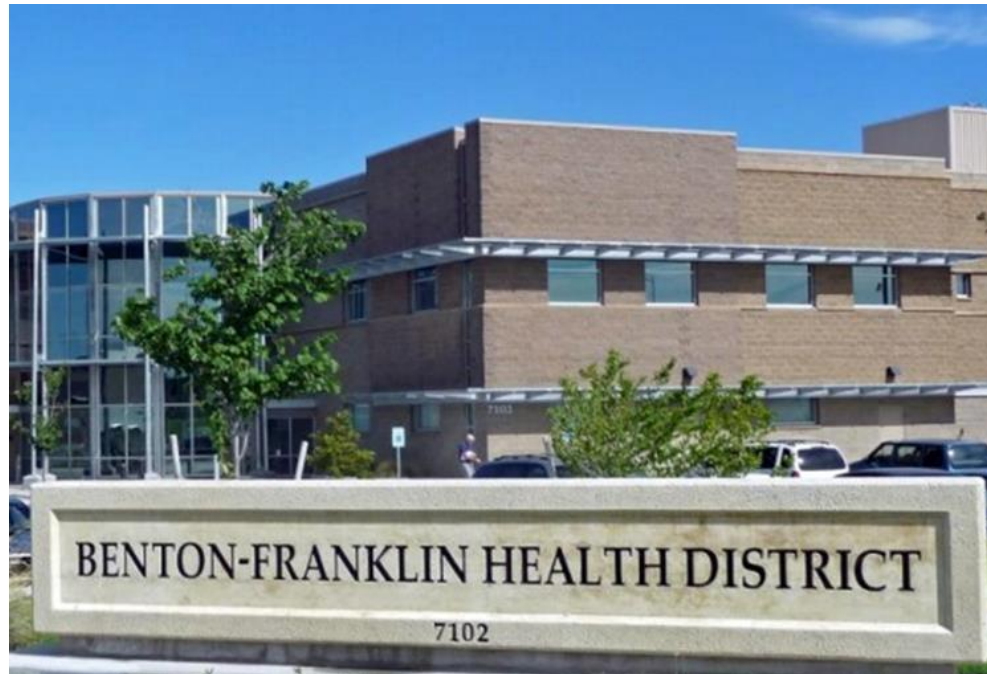
Lean and small local governments

- One person processes are more common, mission critical, and harder to see.
- Purpose is often hidden.
- Map at the right scale.

Why is all this important?

We all serve Washingtonians!

“My family got their immunizations, the nurses were wonderful, and the billing was clear!”



Why is all this important?

We all serve Washingtonians!

“My rental of the fairgrounds was seamless!”



Why is all this important?

We all serve Washingtonians!

“My county manages its finances accurately and efficiently.”



Why is all this important?

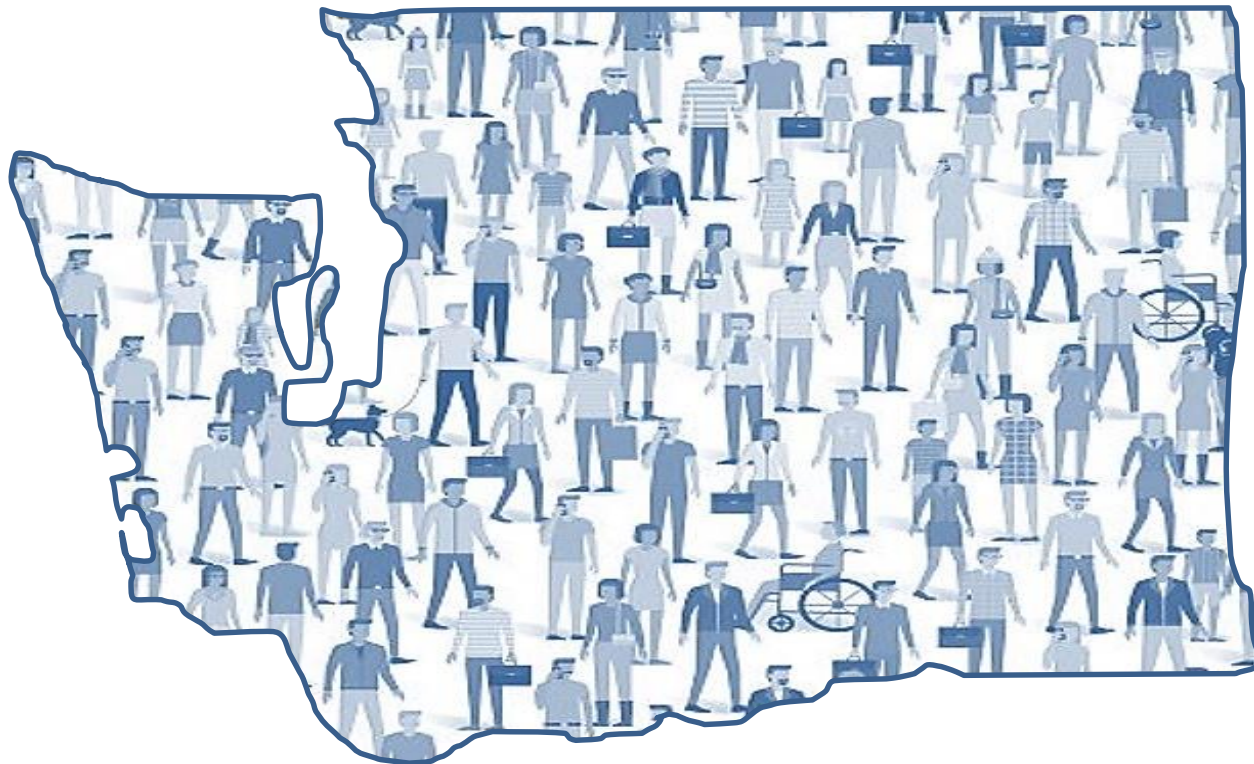
We all serve Washingtonians!

“My taxes were processed without a problem!”



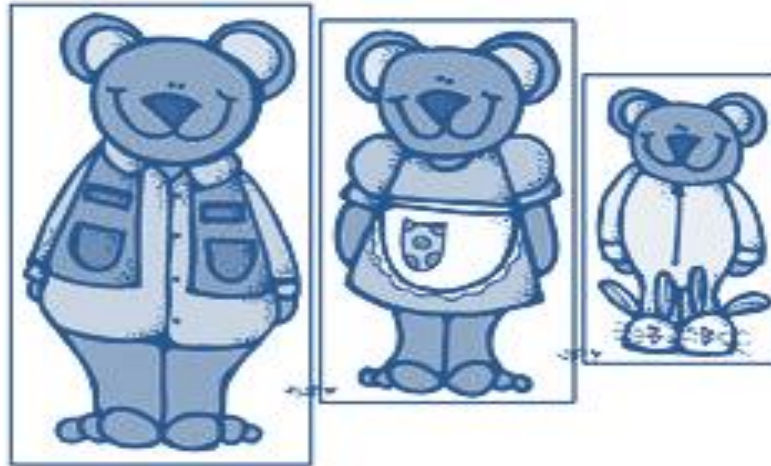
Conclusions

It is all about the Residents of Washington – who are customers – and people just like us!



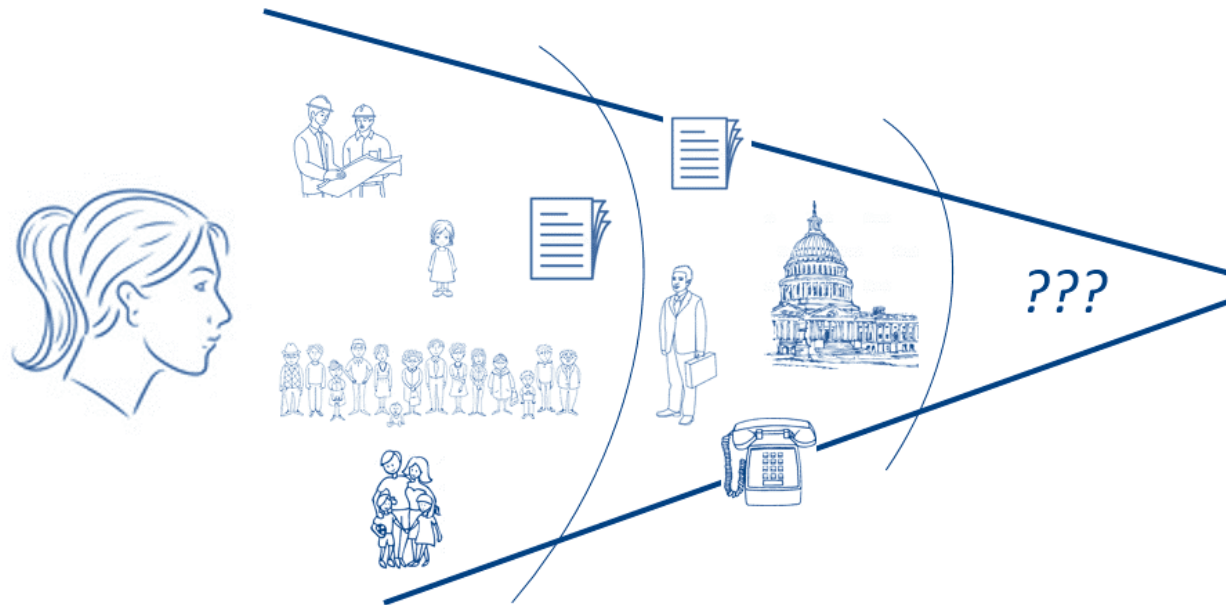
Conclusions

Lean = Lean = Lean



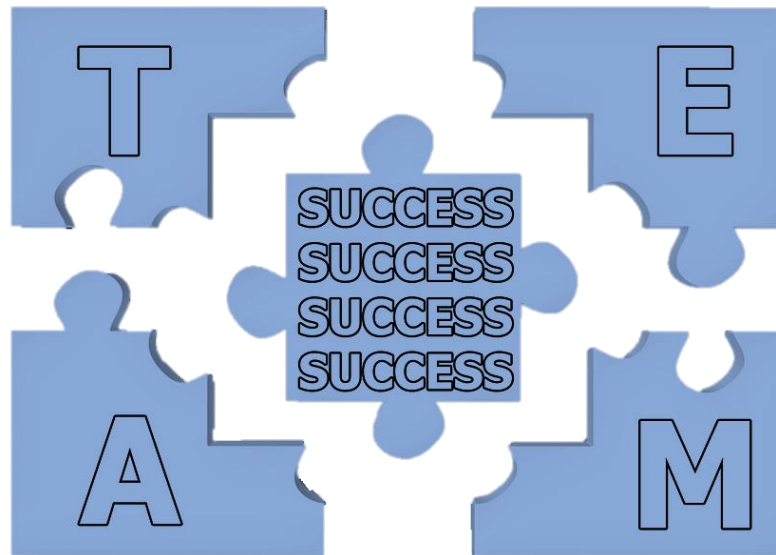
Conclusions

Local government is profoundly local.



Conclusions

We are building models, training, and tools for small local governments to improve their own processes at the frontier of Lean.



Questions?



Contact the Performance Center at
performance@sao.wa.gov or (360)725-5621.