Strategic Lean Project Report

For Reporting Period: January 1, 2016 – June 30, 2016

I. General Information:

Lead agency name: WA State Department of Ecology
Partner agencies: N/A

Improvement project title: Washington Conservation Corps Electronic Router Process

Date improvement project was initiated: 9/10/2014

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Agency Strategic Plan	Deliver efficient and effective services.
☒ Other: OFM performance measures	WCC Interagency agreements fund projects to complete the following: 002004: Number of native trees and shrubs planted by WCC members 002005: Acres of habitat created or improved for fish and wildlife by WCC members

Report reviewed and approved by: Deputy Director, Polly Zehm

II. Project Summary:

The WA State Department of Ecology improved the Contract Receivables routing process, resulting in a decrease in average turnaround time for Agency approval for Washington Conservation Corps receivable agreements. The average processing time decreased from 11.7 days to 5.7 days.

III. Project Details:

Identify the problem:	Ecology's Shorelands and Environmental Assistance (SEA) Program processes over 100 Washington Conservation Corps (WCC) receivables agreements each year. This is twice the number of agreements processed by the rest of Ecology. These agreements fund WCC crew time to local, state, and federal partners. Delayed agreements result in work not being completed on schedule.
Problem statement:	Currently, Ecology averages 11.7 days process time on receivables agreements. The SEA Program averages 14 days. The WCC section in the SEA Program implemented an electronic process that is now being scaled to the program level. Agency wide implementation is still to be determined.
Improvement description:	Using a customized workflow in SharePoint, SEA staff created an automated routing process to notify and collect initials from the six approvers required, prior to final signature. The processing time for WCC agreements routed electronically averaged 5.7 days. Because the approvers and process are almost identical for all SEA Program agreements, we can estimate the electronic improvement resulted in a 59 percent reduction in processing time.

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Customer involvement: External customers were not involved in process improvement, because this is an internal 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 days **from** 14 **to** 5.7.	59% reduction	Preliminary

V. Contact information:

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For Reporting Period: January 1, 2016 through June 30, 2016

I. General Information:

Lead agency name: Washington State Department of Ecology
Partner agencies: No other agencies

Improvement project title: Dimethylmercury site-wide analysis

Date improvement project was initiated: 1/14/2016

Project type: Type of 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

Report reviewed and approved by: Deputy Director, Polly Zehm

II. Project Summary:

The Department of Ecology reduced the amount of time used to approve the emissions of dimethylmercury when issuing Notice of Construction air permits for the Hanford tank waste treatment plant. This improvement accelerated Ecology's permit evaluation schedule by 2.5 to 6 years, it saved at least $90,000 in permit fees, and a substantial amount of U.S. Department of Energy (USDOE) contractor time that would have been spent preparing application materials.

III. Project Details:

Identify the problem: Each dimethylmercury second-tier analysis takes about three months for Ecology to approve and about nine months for the USDOE to prepare. Each second-tier analysis costs the USDOE at least $10,000, and that amount could be higher depending on the complexity of the application. The second-tier analysis is required for high toxicity emissions like dimethylmercury. This analysis is traditionally performed to support individual Notice of Construction permits (NOC).

Problem statement: The USDOE informed Ecology of its intent to have 10 projects containing emissions of dimethylmercury over the next five years. Ecology was concerned the processing time for evaluating the dimethylmercury emissions 10 times would exceed staff capacity needed to complete the applications promptly and could delay the USDOE's proposed tank waste treatment plant modifications. Because each permit was associated with a similar air emission and different points in the USDOE treatment processes, Ecology developed a protocol to perform a single cumulative sedond-tier review to support all 10 Notices of Construction permits.

Improvement description: Chapter 173-460 Washington Admininstrative Code requires increases of dimethylmercury to be evaluated as a second-tier analysis each time emissions increase. Ecology combined the emissions from all 10 projects into one analysis. Performing the technical and administrative tasks associated with evaluating

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Improvement description: Con't

emissions of dimethyl mercury once instead of 10 times saved a significant amount of time. It also resulted in cost savings to tax payers for contractors and Ecology staff to perform this work.

Customer involvement:

Ecology worked with the USDOE and its contractors to evaluate site wide emissions. Meetings were held to ensure the application contained adequate information to address the proposed 10 projects. Finally, USDOE modeled the emissions of dimethylmercury using an advanced air dispersion model.

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 the cost for dimethylmercury site-wide analysis **from** $100,000 **to** $10,000. Note: This does not include the significant savings from decreased contractor time.	Savings of $90,000	Final
☒ **Time**	Decreased permit preparation and issuance time **from** 30-90 months **to** a one time three-month processing time.		Preliminary

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