

# Strategic Lean Project Report



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

## I. General Information:

Lead agency name: Department of Ecology

Partner agencies: None

**Improvement project title:** Billing and Revenue Tracking (BART) Drop Box

**Date improvement project was initiated:** 2/21/2014

**Project type:** Previously reported project

**Project is directly connected to:**

Results Washington performance measure

Agency Strategic Plan

Other

**If applicable, specify the alignment:**

N/A

N/A

N/A

**Report reviewed and approved by:** Polly Zehm, Deputy Director

## II. Project Summary:

The Department of Ecology improved the process for receiving customer payments by placing a drop box in our lobby. This reduced staff time to receive walk-in payments from an average of 3.1 hours/month to 1.9 hours/month.

## III. Project Details:

**Identify the problem:** Customers who walked into Ecology headquarters to make a payment had to wait for a Fiscal staff person to walk to the lobby to receive the payment.

**Problem statement:** Currently, we spend an average of 3.1 hours/month to receive walk-in payments, compared to our target of 0 minutes, which we want to reach by 12/29/2017.

**Improvement description:** In February 2014, Ecology held a Lean event focused on how we bill and track revenue. One of the improvement ideas, from the event, was to place a secure drop-box in the headquarters lobby for customers to drop off payments. Before the drop-box, customers had to wait for a Fiscal staff person to walk to the lobby to receive the payment. Many customers also wanted a manual receipt on the spot. The goal was to reduce staff time used to walk down to receive payments and customer wait time.

**Customer involvement:** This change focused on saving the customer time, as well as Ecology staff time. We discovered an unexpected benefit during our pilot. Not only did we save staff and customer time by allowing customers to securely deliver their payments, we actually received fewer walk-in payments. We believe this is because, when we implemented the drop-box, customers became aware that they did *not* require a receipt for their payment, so more customers chose to mail their payments rather than physically deliver them.

# Strategic Lean Project Report



## IV. Impact to Washingtonians:



## V. Project Results:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input type="checkbox"/> Safety	N/A	<input checked="" type="checkbox"/> N/A	Select from dropdown.
<input type="checkbox"/> Cost	N/A	<input checked="" type="checkbox"/> N/A	Select from dropdown.
<input type="checkbox"/> Quality	N/A	<input checked="" type="checkbox"/> N/A	Select from dropdown.
<input checked="" type="checkbox"/> Time	Decreased Ecology staff time used to receive walk-in payments <b>from</b> avg. 3.1 hours/month <b>to</b> avg. 1.9 hours/month.	Total savings of 9.5 hours over an 8-month period.	Final
<input type="checkbox"/> Customer Satisfaction	N/A	<input checked="" type="checkbox"/> N/A	Select from dropdown.
<input type="checkbox"/> Employee Engagement	N/A	<input checked="" type="checkbox"/> N/A	Select from dropdown.

## VI. Contact information:

**Name:** Carla Clarey  
**Phone number:** 360-407-7075

**e-mail:** [Carla.Clarey@ecy.wa.gov](mailto:Carla.Clarey@ecy.wa.gov)