

# Strategic Lean Project Report



**For Reporting Period:** January 1, 2015, through June 30, 2015

## I. General Information:

Lead agency name: Department of Early Learning

Partner agencies: None

**Improvement project title:** Mail Processing

**Date improvement project was initiated:** 12/1/2014

**Project type:** New Project

**Project is directly connected to:**

- Results Washington performance measure
- Agency Strategic Plan
- Other

**If applicable, specify the alignment:**

Streamlining mail process and reduce agency mail cost.

**Report reviewed and approved by:** Heather Moss, Deputy Director

## II. Project Summary:

The Mail Processing Lean Project was started to review and determine if there was a solution for a secure and consistent mail procedure for the DEL Headquarters and the Olympia field office. The Olympia field office is located across the street from DEL Headquarters in the Republic building. The goals of the project are to:

- Reduce errors in mail processing and delivery methods;
- Reduce mail costs for the agency;
- Provide a secure location for payments received by the agency through Consolidate Mail Services (CMS);
- Provide more consistent and accurate mail processing and delivery for customers;
- Improve customer satisfaction.

## III. Project Details:

**Identify the problem:**

Mail is delivered by CMS to DEL Headquarters and the Olympia field office. There is not a consistent method of processing the mail. The mail is delivered by CMS in a non-secure area so all staff have access to the mail before it is processed by Fiscal.

**Problem statement:**

There is no standard documented process for the receipt and delivery of mail and packages to DEL Headquarters and the Olympia field office resulting in errors, delays and unsatisfied customers.

1. It takes an average of 2 days for recipients to receive their mail when it should only take an average of 1 day.
2. The average monthly cost for mail services to Headquarters is \$2849.00, and the average monthly cost for mail services to the Olympia field office is \$384.00; average was determined from total invoice charges from Jan-Dec 2014.

# Strategic Lean Project Report



- Improvement description:**
1. Write a procedure for processing mail at DEL Headquarters. (In progress)
  2. Provide training to Finance Division staff on implementing the new procedure. (In progress)
  3. Identify potential junk mail and contact employee or manager to determine if mail is necessary. (In progress)
  4. Contact vendors to discontinue unwanted junk mail or marketing mailings. (In progress)
  5. Eliminated afternoon pickup and delivery at both locations. This has reduced cost to the agency by \$83.00 per month/\$996.00 per year.
  6. Implemented earlier delivery time by CMS to DEL from 10 am to 7 am. This allows Finance Division staff to process the mail and have it available for agency staff before 9 am and process funds received by the agency prior to the daily cash cut off.
  7. Implemented a locked delivery point to ensure funds received by the agency are secured until processed by Finance Division staff.
  8. Communicate mail processing changes to DEL Headquarters and Republic building staff. (In progress)

- Customer involvement:** The top concerns highlighted by the 65 staff responding to the straw poll survey, which included staff from the DEL Headquarters and Republic building:
- Received mail that was not date stamp;
  - Mail delivered to the wrong division/unit;
  - Not familiar with the mail pick-up and drop-off schedule;
  - Not familiar with the pink mail routing slip and how to use it;
  - Don't know who to contact when they have questions or need assistance;
  - No written procedures for staff on how to process the mail;
  - No procedure/policy for mail delivered to DEL Headquarters building that needs to be delivered to the Olympia Field Office;
  - Not familiar with the cost DEL currently incurs for mail or how those costs are calculated.

## IV. Project Details:

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			
<input checked="" type="checkbox"/> Cost	Decreased \$83.00/month <b>from</b> \$146.00/month <b>to</b> \$63.00/month.	Savings of \$996.00/year	Preliminary
<input checked="" type="checkbox"/> Quality	Increased - The project team repurposed existing space in the mail room <b>from</b> an unsecured mail delivery point <b>to</b> a locked and secured delivery point.	Increase internal controls for mail processing.	Final
<input type="checkbox"/> Time			

# Strategic Lean Project Report



<input type="checkbox"/> Customer Satisfaction			
<input type="checkbox"/> Employee Engagement			

**V. Contact information:**

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