

# Strategic Lean Project Report



**For Reporting Period:** July 1, 2015 through December 31, 2015

## I. General Information:

Lead agency name: Utilities and Transportation Commission

Partner agencies: n/a

**Improvement project title:** Reduce Time and Paper Used in the Open Meeting Process

**Date improvement project was initiated:** 12/17/2014

**Project type:** New Project

**Project is directly connected to:**

- Results Washington performance measure
- Agency Strategic Plan
- Other

**If applicable, specify the alignment:**

Redesign the commission's business processes to increase the use of electronic documents.

**Report reviewed and approved by:** Steve King

## II. Project Summary:

The Utilities and Transportation Commission conducts the majority of its business at bi-monthly open meetings where the three-member commission considers and acts on requests by regulated companies. The process requires the internal distribution of company-filed requests and staff memos evaluating those requests for the commissioner's review. This project streamlined the process of preparing and distributing open meeting documents, resulting in a 93 percent reduction in the amount of paper printed, an 11 percent reduction in process steps, and a 12 percent reduction in staff time, which equates to annual savings of at least \$14,000 in staff time and paper costs.

## III. Project Details:

**Identify the problem:** UTC regulatory filings require 12-19 paper copies of staff memos and orders distributed internally prior to an open meeting. On average, 600 pages of printed paper are distributed to, and reviewed by, the commissioners, regulatory and policy staff, and attorneys for the commission. While the process has been adjusted to accept electronic submissions from customers (i.e. regulated companies), paper copies were still required for commission staff, leading to paper waste and excessive labor costs.

**Problem statement:** Currently, 100 percent of supporting documents for open meetings are printed and distributed internally compared to our target goal of 20 percent printed documents, which we aim to reach by 8/30/2015.

**Improvement description:** A team of seven employees from divisions throughout the commission evaluated and streamlined the open meeting process by: eliminating the requirement for paper copies of filings; eliminating unnecessary review steps; and using existing information technology solutions (such as SharePoint and tablet computers) to

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streamline the review and editing of memos and orders used in preparation for open meetings. The team used the Plan Do Check Act process to map the process using a Value Stream map; created standard work; identified waste; collected data on printing, processing time, and work steps; performed root cause analysis and developed a desired future state with corresponding countermeasures.

**Customer involvement:** The director and the assistant directors from the regulatory division were asked to do a trial of the paperless project for open meetings over the course of three months. Staff from the regulatory services division were involved in the effort to eliminate the unnecessary steps in the initial review of filings.

## 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 checked="" type="checkbox"/> <b>Cost</b>	Decreased the annual cost of paper and labor by \$14,000.	\$7000.	Preliminary
<input checked="" type="checkbox"/> <b>Time</b>	Decreased total processing time <b>from</b> 87 hours per open meeting <b>to</b> 77 hours per open meeting. With 26 open meetings a year, this is a decrease from 2262 hours to 2002 hours of staff time per year, a 12 percent reduction.	38.5 hours	Preliminary

## V. Contact information:

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