

Ecology LEANing Ahead

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WASHINGTON STATE

Department of Ecology

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Summary of earlier LEAN and Kaizen processes and results:

- 2002 – Water Quality Certifications
- 2007 – Water Quality Grants and Loans
- 2007 – Pollution Prevention Planning

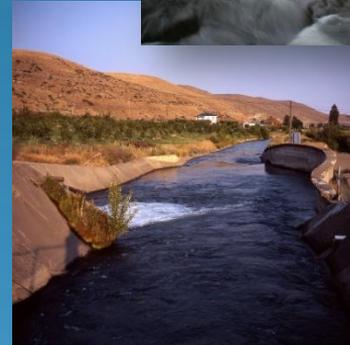
Phone survey of permit applicants every two years:

- **On-going since 2002**
- **Use information to target process improvement efforts**

Water Resources Reform Legislation (ESSSB 6267)

Engrossed Second Substitute Senate Bill (ESSSB) 6267, Sec. 2 states:

Sufficient resources to support the department of ecology's water resource program are essential for effective and sustainable water management that provides certainty to processed applications. The department of ecology shall review current water resource functions and fee structures, and report to the legislature and the governor by September 1, 2010, on improvements to make the program more self-sustaining and efficient.



Ecology Report to the Legislature

Ecology has prepared and submitted a report to the Legislature to present options and recommendations for reform of water resources activities



Recommendations Included LEAN

“Undertaking a comprehensive approach to further improve the water rights program. Consistent with the concepts of continuous quality improvement and continuous process improvement, Ecology is committed to rigorously evaluating its current practices and developing additional cost-effective improvements across the board.”

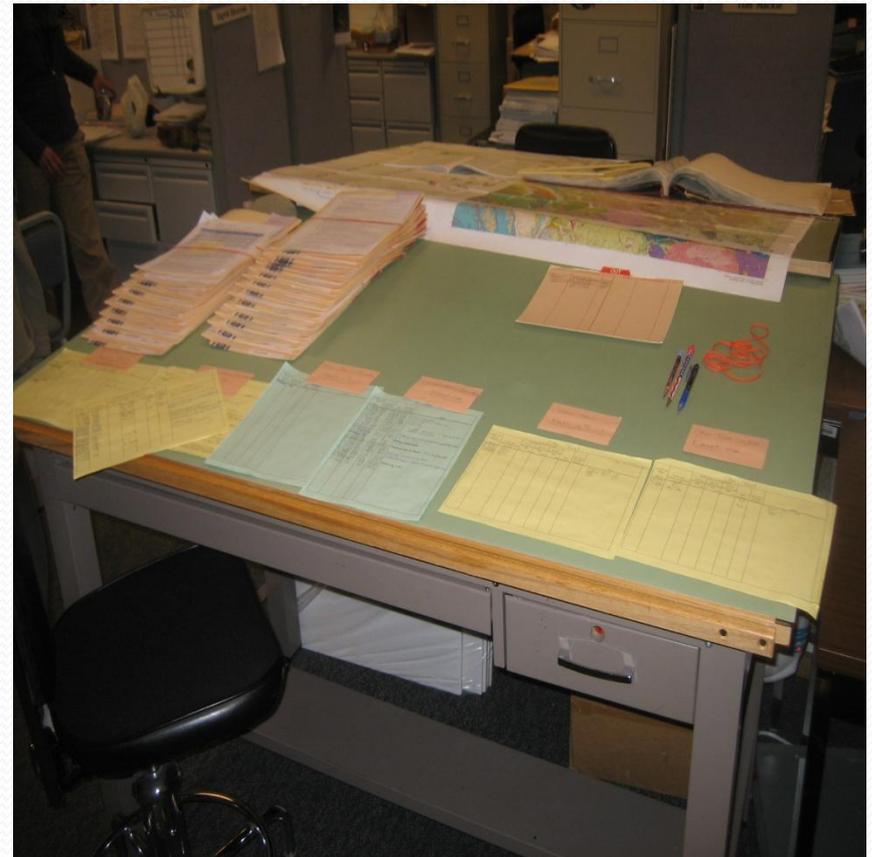
LEAN Event Pilot Project



- November 4, 2010
- Water Budget Neutral Application Process
- Goals:
 - reduce application process “cycle time”
 - better manage applicant expectations
 - provide staff with efficiency tools

Pilot, cont.

- Approx. 15 efficiency recommendations generated
- Number of decisions increased by 40%
- Communication strategy launched to manage applicant expectations
- Staff appreciated effort to find efficiency tools



Training Water Resources Staff

- “Process Improvement—Lean Methods” training hosted by David Norman of Department of Personnel in November & December of 2010
- 24 Water Resources Program staff trained
- Cross-cut of staff from a variety of activities and functions performed by the Water Resources Program
 - Administrative Support
 - Permit writers
 - Scientists & Engineers
 - Managers

Two LEAN Events Conducted Following DOP Training

- Cost Reimbursement Contract Process for Water Rights Applications
 - General Goal: decrease time for developing and implementing cost reimbursement agreements
 - Performance Outcome Goal: 50% reduction in processing time (from 60 days to 30 days)
- Trust Water Right Transfer Application Process
 - Goal: decrease time for processing trust water right applications

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Yakima River



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<http://www.ecy.wa.gov/ecyhome.html>

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