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

I.  General Information:
    Lead agency name: Department of Licensing (DOL)
    Partner agencies: N/A

    Improvement project title: Vehicle Wrecker Reports

    Date improvement project was initiated: 3/7/2016

    Project type: New Project

    Project is directly connected to: If applicable, specify the alignment:
    ☒ Results Washington performance measure Goal 5: Efficient, Effective and Accountable Government
    ☒ Agency Strategic Plan Engaged Employees
      Efficient, Effective Services
      Improved Public Safety
    ☒ Other: DOL Fundamentals Map OM1 Employee Engagement
      OM4 Process Improvements
      OM5 Records and Data Integrity
      OM8 Consumer Protection
    ☒ Other: DOL Agency Mission With a strong commitment to great service, we advance public safety and consumer protection through licensing, regulation and education, and we collect revenue that supports our state’s transportation system.

    Report reviewed and approved by: Pat Kohler, Director

II.  Project Summary:
    The Department of Licensing improved the wrecker report process, resulting in reduction of cycle time (turnaround time) from 101 days to 13 days. Vehicle records are updated 88 days faster with information showing the vehicle was wrecked or scrapped. As a result, vehicle records contain more accurate and up to date information for law enforcement and other stakeholders. Accurate and up to date vehicle records connects to our mission of advancing consumer protection.

III.  Project Details:

    Identify the problem: Vehicle wreckers and scrapers send monthly reports to notify DOL which vehicles were wrecked or scrapped. The corresponding vehicle records are then updated. DOL receives approximately 9396 reports per year. Each report contains a list of vehicles, totaling 188,000 vehicle records per year that need to be updated as
wrecked/scrapped. Processing wrecker reports and updating vehicle records is a manual process. DOL had a backlog of 1,800 reports when the project began.

**Problem statement:**

Previously, it took 101 days of cycle time (turnaround time) to process wrecker reports compared to our target of 92 days, which we wanted to reach by 6/1/2016.

**Improvement description:**

A team of employees and process partners (including a member of WSP):

- Implemented sending daily batches to imaging, resulting in smaller batches and decreased cycle time.
- Improved communication with customers and stakeholders regarding what information needs to be included in the reports.
- Established a research process, resulting in a standard and consistent approach.

Note: Temporary help was hired to help eliminate the backlog; the team has since maintained the wrecker report workload without developing a new backlog.

**Customer involvement:**

The Department of Licensing team included a WSP employee (customer of the process) to provide feedback and help develop new, improved process.

**IV. Impact to Washingtonians:**

- We improved the wrecker report process
- Vehicle records are updated 88 days faster
- Law enforcement and others can access more accurate vehicle information
- Improved public safety and consumer protection

**V. Project Results:**

<table>
<thead>
<tr>
<th>Improved process as measured by: (Click those that apply)</th>
<th>Specific results achieved: (Complete the narrative boxes below)</th>
<th>Total Impact: (Actuals; Current Reporting Period)</th>
<th>Results status:</th>
</tr>
</thead>
<tbody>
<tr>
<td>☒ Quality</td>
<td>Decreased errors from 25% to 15%.</td>
<td>10% reduction in errors</td>
<td>Final</td>
</tr>
</tbody>
</table>

Updated: December 2016
Strategic Lean Project Report

| Time | Time Decreased touch time (staff time) from 44 minutes to 43 minutes per report. | Based on the annual demand, staff saved 156 hours per year. | Wrecker reports are processed 88 days faster. | Final |
|------|---------------------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------|
|      | Decreased cycle time (turnaround time) from 101 business days to 13 business days. |                                                          |                                             |       |

**VI. Contact information:**
- **Name:** Sara Crosby  
- **e-mail:** scrosby@dol.wa.gov
- **Phone number:** (360) 902-0135

**VII. Optional Visuals:**
- Saved 156 hours per year
- Reduced cycle time by 88 days
- Eliminated backlog

<table>
<thead>
<tr>
<th>Saved 156 hours per year</th>
<th>Reduced cycle time by 88 days</th>
<th>Eliminated backlog</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before 6,890</td>
<td>After 6,734</td>
<td>Before 101</td>
</tr>
<tr>
<td>Before 101</td>
<td>After 13</td>
<td>Before 1,800</td>
</tr>
<tr>
<td>After 0</td>
<td></td>
<td>After 0</td>
</tr>
</tbody>
</table>