

Strategic Lean Project Report



Business Licensing Service Partner Change Request

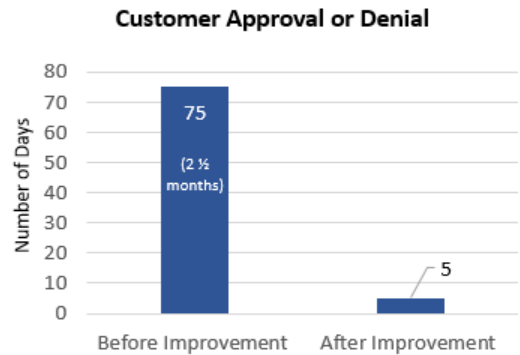
Agency: Department of Revenue

Partners and Customers: While city and state agency partners did not participate in the Lean workshop, Revenue gathered feedback from them using a survey, and used it during this workshop. Revenue gathered additional feedback from customers following implementation of improvements.

Project Impact

Revenue improved its Business Licensing Services (BLS) partner change request process. As a result, customers receive approval or denial of their change request quicker, from 2 months and 15 days to just 5 business days after receiving the request.

BLS is Washington's one-stop service for business licensing. This service allows city businesses to apply for hundreds of state and city registrations in one system. Partnership with BLS supports city and state agency employees by simplifying and reducing workload. This also saves local businesses time when they apply for and renew city and state licenses. When a city or state agency has a business licensing change, it requires a change in BLS. Partner cities and other state agencies now receive approval or denial of their requested change much quicker, allowing them to determine their next steps.



Project Summary

The 2018 Legislature provided funding for BLS to increase the number of new cities partnering with BLS from 9 cities per year to 32 per year. With more partners, the number of change requests increased.

In 2017, it took on average 2 months and 15 days to approve or deny a change request. Changes were not implemented timely or were missed entirely.

It took about 2-and-a-half months to inform partners of a decision, compared to our target of 30 calendar days, which we wanted to reach by 10/1/2018.

The Taxpayer Services division:

- Established a standard, streamlined process.
- Established and communicated when to use the Partner Change Request process.
- Developed standard communication email templates for changes approved, denied or completed.

Project Results



Decreased errors **from** 25% **to** less than 5%.



This is an 80% decrease in errors.



Time

Decreased the amount of time it takes to process a partner change request **from** 8 hours and 46 minutes **to** 2 hours and 55 minutes.



Processed 34 partner change requests from October through December. Revenue avoided an average of 5 hours and 41 minutes of processing time per request, resulting in 193 hours saved.

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Customer Satisfaction

Decreased the number of days it takes to obtain approval or denial **from** 2 months and 15 days **to** 5 days.



34 customers received their approval or denial within 5 days.

Customer Testimonials:

“Thanks Partnership Services, for all the help with the Model Ordinance and the Partner Change Request regarding the city’s Fee-Exemption endorsement. I am impressed with how quickly we you were able to work my PCR and update our city’s webpage on the BLS website.” - Beverly Bruesch, city of Vancouver

“Thank you for explaining Model Ordinance and helping come up with verbiage for the PCR for Social Purpose and Certified B endorsements.” - Margaret Redd, city of Spokane

“Thank you for helping submit the partner change request marijuana infused edibles to be the same as the Liquor and Cannabis Board marijuana endorsements.” - Jessica Ogden, Department of Agriculture

Project Details

Date improvement project was initiated: 4/24/2018

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Report reviewed and approved by: Vikki Smith, Director