

Strategic Lean Project Report



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

I. General Information:

Lead agency name Washington State Parks and Recreation Commission

Partner agencies: Transform. Action. Strategy (TAS) Linda Kleingartner

Improvement project title: Discover Pass Supply Chain

Date improvement project was initiated: 6/16/2016

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan
- Other

If applicable, specify the alignment:

Goal 5: Outcome Measure 2.1

Strategic Plan initiative No. 2: Adopt a business approach to park system administration.

The agency's strategic initiatives is based on a Transformation Strategy that was initiated to drive mission-aligned improvements and help ensure park system health and to improve sustainability, by ensuring that the state park system provides sites and services that people continue to choose for recreation and renewal.

Report reviewed and approved by: Don Hoch, Director

II. Project Summary:

The Washington State Parks and Recreation Commission improved its Discover Pass distribution process, resulting in the establishment of a standard procedure. The procedure provides staff with the knowledge necessary to assure pass availability for visitors, pass accountability and a reduction in defects that enter the system.

III. Project Details:

Identify the problem:

The team identified that there were communication problems and lack of clarity and understanding about the number of permits appropriate to order, lack of consistent standards for permit handling in the parks and stress from working in crisis mode. Customers were dissatisfied due to lack of Pass availability at times. These conditions created inefficiencies and resulted in duplicative work in many programs, and inventories were incorrect.

Problem statement:

Currently, there is lack of adequate processes to ensure quality control, good inventory management and accountability for the Discover Pass program, which will be corrected by the target date of 10/31/2016.

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Improvement description: Operations, Fiscal and Parks Development staff coordinated in partnership (no cost) with Linda Kleingartner of (TAS - Transform. Action. Strategy), a private business, to establish standard quality control measures and inventory management procedures for handling annual and one-day Discover Pass permits. The new procedure was communicated with State Parks area managers in October 2016, so they could help with training. In November, the procedure was shared by email with park managers and staff. The procedure is included in the agency's current (2017) Revenue Manual. Additionally, we streamlined communication for the parks by creating an email distribution group list (Parks DL Discover Pass) to ensure that communications about the distribution process include all the programs involved. The list also helps ensure that program staff are notified and available to help the field when needed.

Customer involvement: The team surveyed parks to identify all process owners and to understand the current restocking and inventory methods being used.

IV. Impact to Washingtonians:

Park visitors now can obtain the Discover Pass in parks when they want it. Park staff will determine monthly amounts needed and will re-order supplies while they still have a month's worth of passes on hand. By improving and standardizing the process for park staff to order supplies of Discover Pass permits to be sold in the parks, we can make sure we can meet demand and satisfy our customers. This in turn helps us to secure the earned revenue from the Discover Pass to put back into operations of high-quality parks for our customers.

V. Project Results:

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"/> Quality	Increased accountability and availability of Discover Pass permits by standardizing the methods of inventory management in all parks.		Preliminary
<input checked="" type="checkbox"/> Customer Satisfaction	Increased satisfaction in customer experience when passes are available to purchase at park locations.		Preliminary

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