

## **Transfer Group Accomplishments for Lean Event**

In early December 2009, the Transfer Group initiated a Lean Event to reduce the processing time for transfer applications. The primary focus of the event was to eliminate deficiencies in transfer applications. At the time of submittal, 30% of all applications are currently missing information when submitted. Once the application gets forwarded to the caseworker for processing, 65% of transfer applications must have at least one deficiency letter sent to the applicant. Of those deficiencies, 35% are related to mapping. A remaining 55% are related to inadequate documentation, water right conflict issues, evidence of use issues, and insufficient fees.

### **Lean Improvements – Taking in New Applications**

- The team developed a new, easier to understand transfer application form. With the new form, we estimate a savings of 12% in processing time for staff that accept new applications. Cycle time for initial application receipt and completeness review will be reduced from 210 minutes to 185 minutes per transfer application.
- Estimated that 30% of all applications are currently missing information upon initial completeness review when submitted to the Department. Developed new application checklists that will notify the applicant of requirements with a user-friendly method of checking off each requirement. New checklist should reduce the percent of applications that are missing information to 5%.
- Currently 25% of all submitted applications are held for up to 1 week while the department waits for the applicant to submit missing information. New checklist process eliminates this completely.
- Time for reviewing and returning rejected applications reduced from 50 minutes to 35 minutes.

### **Lean Improvements – Caseworker Processing of Applications**

- Currently 65% of all applications have a deficiency letter sent. With a new, easy to use application form, we expect that only 16% of application will need a deficiency letter. This improvement will save a minimum of 900 minutes per month of caseworker time and will also save 30-90 days of delay per deficiency letter.
- Developed new caseworker and peer review checklists and staff-friendly templates. With these new tools, we estimate a reduction in cycle time by caseworkers from 750 minutes per file to 605 minutes, a 20% reduction in time. Reduced time spent in peer reviews by 50% to 65% and reduced review by case workers by 70 minutes. (145 minutes/application savings)

- Revamped internal peer review process so that files are automatically and immediately sent on to the next available peer reviewer. Current process results in an average 3 day delay. New process eliminated this delay.

#### **Tracking the Effectiveness of our Improvements**

- Visual management implemented where Department has indicators tallied daily to display department output per milestones. Backlog of transfer cases are also updated weekly.

**Opportunity - As the new transfer application form is implemented and old transfer applications process out of the system, the percent of Transfer Final Orders issued within 120 days of filing should rise in 2012 to 70% from current 32%. Also, Reimbursement Authority should not be necessary.**

## **Certifications Group Accomplishments for Lean Event**

In December the Certificates Group met to discuss improvements for the Claim of Beneficial Use process. Currently there are 2 case workers assigned to the standard process, one case worker for Reimbursement Authority and one administrative support. They handle upwards of 700 Water Right Certifications per year.

### **Proposed COBU Form changes**

- Change in Contact Information format. The new claim form will match both Transfers and Water Rights Applications for format. This will provide a consistent face of the department to the consumer.
- Definitive “Yes/No” questions have been added for the first question of each section so that there will be a record for each section, and that there is confirmation if a section was deleted that it was done for a purpose.
- Shadowing as added to the tables to make it clearer for the applicant where to fill in information.
- Relocated an illustration for “Physical Characteristics of the Dam” directly below the question to clarify the requirements.
- Reference material was moved to the back of the application.
- Separated “Measurement, Reporting and Recording” into sections for clarity.
- The section on “Fish Screening” has been reformatted for better clarity.
- The section on “By Pass Devices” has been expanded to allow a CWRE to describe the diversion structure and provide a rationale for the device to not be required.
- The section for “Other Conditions” now includes additional yes/no questions to aid clarity.
- A map checklist was included following the map request to be sure all information required is included.

**Benefits: Estimated savings are 7 hours per week of caseworker time based on 18 cases.**

### **Letters**

The caseworkers spend much of their time on the phone responding to questions from the public, taking them away from processing certifications. The current letters sent to the public with completed certifications are confusing and promote excess phone calls. A project was undertaken to rewrite the letters in more simplified language to aid in the understanding of the letter(s) to reduce questions after receipt.

**Benefits: Estimated time savings is 1+ hours per week of caseworker time,**

**Total time savings: 8 hours per week, or one man day. 7% of available caseworker time.**

## Visual Management

The following items were listed as needing to part of Visual Management:

- |   |                                       |
|---|---------------------------------------|
| 1. New Claims.  | <u>Connie to update daily/weekly.</u> |
| 2. Phone Calls Received/Answered related to COBU.             | <u>Caseworkers to update daily</u>    |
| 3. Peer Reviews completed.                                    | <u>Caseworkers to update daily</u>    |
| 4. Proposed Certifications/Cancellations Prepared.            | <u>Caseworkers to update daily</u>    |
| 5. Certification or Cancellations signed and sent out.        | <u>Connie to update daily/weekly</u>  |
| 6. Also need a method to measure and update backlog visually. | <u>Leona to update monthly.</u>       |

## Agreements

Each Thursday Case Workers will clear any claims awaiting Peer Review from their desk to allow time for rewrites on Friday and Monday. Administrator will sign on Tuesday. Reimbursement Authority claims will continue to be expedited daily.

## Certificates Kaizan Newspaper

Task	Assignee	Date Due	Status
Finalize and Preview for comments the new claim form with internal and external customers.	Bob Rice	1/29/2010	
Develop new letter format.	Gerry Clark	1/8/2010	
Review all letters for new format and replace	Gerry Clark	1/29/2010	
Prepare Visual Management Board	Connie/Jerry	1/8/2010	
Reminders to staff re: File Mgt., (year on outcard, chronological order, superseded stamps, use of outcards)	Dwight	1/15/2010	
Order "Superseded" stamps	Leona Albin	1/8/2010	
Start Project to migrate Permit Files to electronic protocol	Dwight	1/29/2010	
Request Scott Kudlemyer to put the Final Extension Orders and Final Orders into WRIS once the Final Order has been approved	Dwight	1/29/2010	
Provide Bob limited authorization to approve Proposed Certs.	Dwight	1/29/2010	Completed 12/30/09
Insure Connie is getting results of Pump tests from Groundwater group.	Dwight	1/15/2010	
Talk to the Extensions Work Group about saving their documents in the current Water Resources File protocol. Explore scanning or saving the files as ".pdf" so CWRE's can see them.	Jerry/Gerry	1/29/2010	

## **Water Rights Group Accomplishments for Lean Event**

In December of 2009 the Water Rights Group initiated a lean event to reduce the time of processing Ground Water applications from the date of Application to Initial Review. The primary focus of the event was to eliminate barriers to the processing and the delays in the process. At the time of submittal 45% of the applications are deficient by either missing information or improper information. Once the application is accepted the technical aspects of the information requires significant research and comparisons. Input from other groups will be requested based on the information in the application, so gathering complete information and having it in a standard order is necessary to allow the caseworkers to make a determination expeditiously.

### **Lean Improvements- Accepting/Organizing new applications.**

The team developed a new application form that is easier for the applicant to fill out, and sequenced in a more logical manner which aids the caseworker. A checklist was also developed to aid the applicant in verifying that all of the required information was included, and that maps were supplied in the correct format. This should reduce the number of deficient applications from 45% to 5%.

-Based on 40 Ground Water applications per month this should eliminate a minimum of 6 hours of labor to contact the applicant for information. Also lead time for these applications should be reduced by an average of 7 days.

The organization of the application is very important. In developing the checklist and revising the application, all new applications will be sequenced the same so that caseworkers do not have to search for information. Also there is extraneous information in the applications that the caseworker does not need to review, such as superseded maps, e-mails, etc. These are now filed separately at the back of the application.

This should reduce review time by at least 10%. Based on 40 applications per month, savings of 800 minutes per month are estimated.

When applications are submitted they also include monies to pay for the processing. The current process is to receipt the monies at the start of the process. If the application is not accepted, then there is a process to file for a reimbursement for the monies accepted. The new process does not accept the money into the system until it is accepted by Customer Service.. This will eliminate the need to request reimbursement, a savings in administrative time by both Customer Service and Fiscal Departments.

### **Lean Improvements- Minimizing Delays in the Process**

To assist in maintaining a standard process for decision making during the process and to insure proper presentation to the customer, a Peer and Manager checklist was developed . This will help the caseworker by providing consistent feedback from their co-workers

and manager during the review stages. This should reduce the time spent on Peer Reviews and the Editing by 990 minutes per month by reducing Peer Review cycle time by 33% and editing by 25%.

During the Lean event some agreements were reached between team members. Due to the high volume of applications and associated tasks, Peer Reviews could take up to 7 days to complete, and Manager Reviews up to 14 days. Agreement was reached to reduce the delays to no longer than 3 days for Peer Review and 7 days for Manager Review.

### **Voice of the Customer**

There are several positive outcomes from this lean event for the Applicant

- The application will be much easier for the applicant to fill out.
- Applications returned to the applicant will be reduced by 90%.
- Overall lead times will be reduced, more applications will be processed through Initial Review. within the 45 day period.

### **Tracking the Effectiveness of our Improvements**

Visual Management has been implemented to depict daily the flow of applications through the department. A measurement of how many applications are meeting the 45 day statutory requirement has been included.

### **Opportunities/Concerns**

By modifying the current Surface Water Application to mirror the Ground Water Application with the addition of the checklists at the beginning of the application, labor savings will increase by 33%, and lead times for Surface Water applications will be reduced by nine days. Currently 43% of the Surface Water applications are meeting the 45 day goal.

In providing the tools to insure a complete application is initially submitted, the processing time can be as low as 11 days. However there are numerous steps where the Ground Water application may be diverted to another department. such as Enforcement, Water Masters or Ground Water. Having more complete information in a standard format will assist other departments in reducing their process time.