**Business Process Improvement Program: Arapahoe County Government**

**Purpose:** Create a culture of continuous improvement that allows Arapahoe County Government to overcome budgetary challenges and provide the best service possible to our citizens at the best price.

**Process:**
- Step One: department/office contacts DSP regarding specific need for services (process, perceived problems, etc.)
- Step Two: DSP and department/office complete a background meeting to discuss the problem in detail and identify stakeholders who will participate in the A3 problem solving process
- Step Three: develop and invite team members to participate in a day-long BPI training course (optional)
- Step Four: entire team kicks off the A3 problem solving process following one of the below project timelines – this will vary depending upon complexity of process

<table>
<thead>
<tr>
<th>Option 1</th>
<th>Option 2</th>
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<tbody>
<tr>
<td>Phases Covered</td>
<td>Meeting Length</td>
</tr>
<tr>
<td>1, 2, and 3</td>
<td>3 hours</td>
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<td>4 and 5</td>
<td>3 hours</td>
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<tr>
<td>6</td>
<td>1 hour</td>
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**A3 Problem Solving Process Phases:**
- Phase 1: Defining the Problem
  - Create a problem statement and document the impact of the problem, as well as the opportunities that will be created if the problem is solved
  - Identify quantitative metrics and document the qualitative narrative surrounding the problem
  - Define the scope of the project and complete a bounding exercise to ensure the team stays on track throughout the project
- Phase 2: Visualizing the Initial State
  - Document the initial state of the process including the baseline metrics
- Phase 3: Finding the Root Cause
  - Identify the fail points in the process and complete a root cause analysis to ensure the team is not solving for the symptoms of the problem
- Phase 4: Identifying the Target State
  - Review the scope of the project to decide whether or not the project will need multiple Plan, Implement, Evaluate (PIE) cycles to reach the desired target state, or if 1 PIE cycle will suffice
  - Brainstorm solutions that have the potential to take the process from the initial state to the target state
Phase 5: Implementing Solutions
  o Create a plan for implementing the identified solutions to ensure sustainable and long-lasting results

Phase 6: Reviewing the Results
  o If the identified target was reached, create a plan for sustaining the results and engraining the solutions into the culture of the team
  o If the identified target was not reached, review the solutions and create a plan for adjusting implementation to meet the needs of the process

Assessment of Need for BPI Program: The first step to identify whether or not participating in the BPI Program is necessary is to identify the pain points in a team’s current processes. Examples include:
  → Time Consumers
  → Manual Processes
  → Costly Mistakes
  → Resource Drainers
  → Lack of Standardization
  → Frustration

Roles & Responsibilities:
DSP – BPI Experts and Program Facilitators
→ Monitors governance structure across county departments/offices
→ Assists champions in identifying opportunities for BPI
→ Provides expertise to liaisons
→ Tracks progress of BPI projects in ClearPoint
→ Facilitates all BPI background and A3 kick off meetings

BPI Champion – Department Director/Elected Official:
→ Identifies opportunities for participation in BPI Program
→ Monitors governance structure within department/office
→ Tracks progress of internal BPI projects for budgeting purposes

BPI Liaison – Internal BPI Facilitator:
→ Single point of accountability for A3 form
→ Advanced knowledge in the use of ClearPoint used for tracking the progress of all BPI projects throughout the County (complete ClearPoint training)
→ Updates BPI project data for metrics in order to track savings
→ Advanced knowledge of BPI process and tools (complete BPI training)

BPI Team Lead – Subject Matter Expert:
→ Subject matter expert
→ Guides discuss at BPI meetings
→ Implements a plan for sustaining results long-term
→ Presents on the status/results of BPI project at Align Arapahoe meetings

BPI Project Teams:
→ Contributes essential information needed for creating a problem statement, finding the root cause of the problem, and developing solutions
→ Accomplishes tasks developed for the completion plan
→ IT and Finance representation at the forefront of all projects

Considerations for Project Ownership: project teams may be comprised of several departments and offices. The following items should be considered when deciding which department or office will own the project and supply a BPI Liaison:
→ Measure ownership – what are the measures, and which department/office will be responsible for collecting and/or supplying the data
→ Budget – which department/office will supply the funds related to implementing solutions and/or collecting data
→ Participants – is the majority of the project team from a specific department/office?

Buckets of Savings:
→ Money
  ○ Example: cost of resources used to complete a process
→ Time
  ○ Example: amount of time it takes to complete a process
→ Output
  o Example: average number of licenses issued in a specified time frame
→ Errors
  o Example: average number of incorrect permits issued in a specified time frame
→ Satisfaction
  o Example: level of satisfaction citizens experience from a county service

Sustainability: In order to sustain the BPI program within Arapahoe County Government, the following needs must be met:
→ BPI liaisons must update all information
→ BPI Team Leads and Project Teams must complete a BPI training prior to launching the A3 problem solving process
→ Project documents and communications must be stored in the chosen BPI data tracking program
→ BPI participants must be trained on the use of the chosen BPI data tracking program

Development of Performance Measures:

Individual Department/Office-Level:
→ Metrics developed in order to track progress of BPI projects

Department of Strategy and Performance:
→ Percent of projects completed on target
→ Completed BPI trainings – begin with baselining
→ Results of the BPI Participant Survey
  o Value-add question
  o Usefulness of BPI handbook question
When Waste Management picks up the 96-gallon recycling bins they expect each bin to be filled only with materials capable of being recycled. However, staff members consistently dispose of non-recyclable materials in the 96-gallon recycling bins resulting in contamination in 97% of bins in the Admin and APZ buildings.

- **Intervention #1**: Place previously existing trash cans next to each 96-gallon recycling bin.
- **Intervention #2**: Hang simplified and clearer signage above each 96-gallon recycling bins, as well as on the lid of each 96-gallon recycling bin.

- **Results after intervention #1**: 53% contamination
- **Results after intervention #2**: 9% contamination