

## 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

Option 1		Option 2	
Phases Covered	Meeting Length	Phases Covered	Meeting Length
1, 2, and 3	3 hours	1 and 2	1.5 hours
4 and 5	3 hours	3	1.5 hours
6	1 hour	4	1.5 hours
		5	1.5 hours
		6	1 hour

### A3 Problem Solving Process Phases:

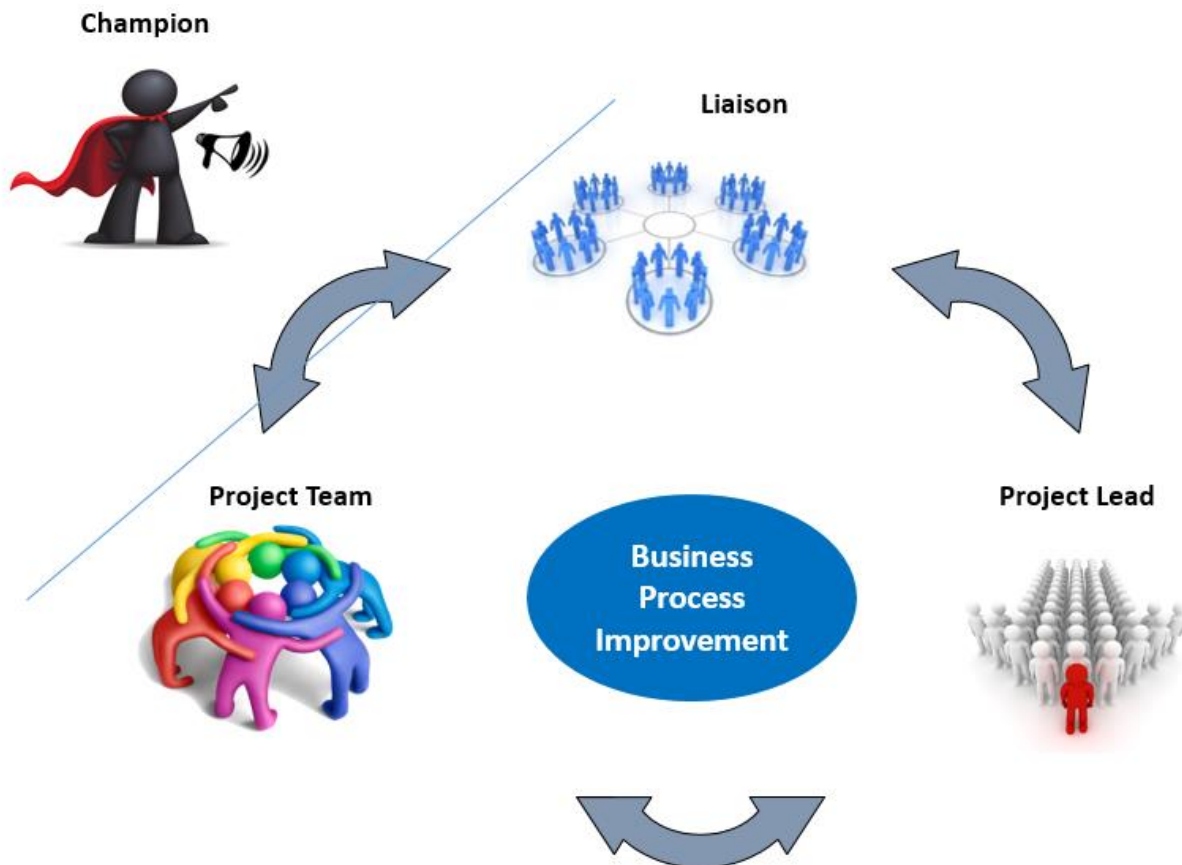
- Phase 1: Defining the Problem
  - Create a problem statement and document the impact of the problem, as well as the opportunities that will be created if the problem is solved
  - Identify quantitative metrics and document the qualitative narrative surrounding the problem
  - Define the scope of the 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
  - Create a plan for implementing the identified solutions to ensure sustainable and long-lasting results
- Phase 6: Reviewing the Results
  - If the identified target was reached, create a plan for sustaining the results and engraining the solutions into the culture of the team
  - 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
  - Example: average number of licenses issued in a specified time frame
- Errors
  - Example: average number of incorrect permits issued in a specified time frame
- Satisfaction
  - 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

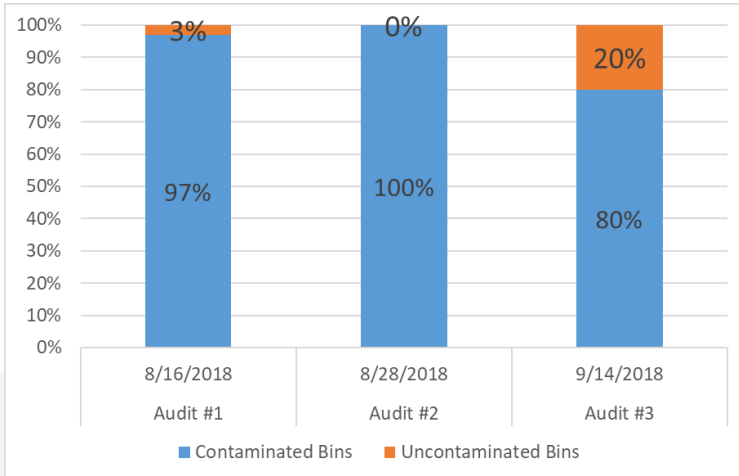
Department of Strategy and Performance:

- Percent of projects completed on target
- Completed BPI trainings – begin with baselining
- Results of the BPI Participant Survey
  - Value-add question
  - Usefulness of BPI handbook question



PROBLEM

**FFM: Recycle Right – 11/14/2018**



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.

ACTIVITY

- **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.

RESULT

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

