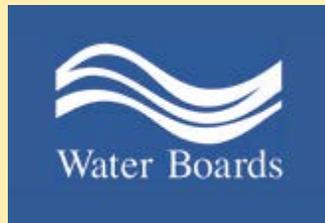




# Lean 6-Sigma Green Belt Project



## *State Water Resources Control Board*

**Micah Reich**  
(Project Greenbelt)

**Lisa Babcock**  
(Project Champion)

# *Reduce Time for Eligibility Determination*

- ❖ **Problem Statement:** < 10% claim eligibility final determinations completed within statutory deadline of 60 days.
  - ❖ Small businesses & residential tank owners rely on funding and often do not perform corrective action until their claim is determined eligible.
  - ❖ Delays in corrective action at the site may result in non-compliance with regulatory agency directives.
  - ❖ Incomplete claim applications require considerable staff time soliciting complete applications which adds to the staff workload.
- ❖ **Objective:** To increase the percentage of eligibility determinations made within 60 days from less than 10% to greater than 25%.



# *Project Team*

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**Lisa Labrado – Eligibility Unit Manager 1**

**Bridget Freeborn – Subject Matter Expert**

**David Norman – Subject Matter Expert**

**Anthony LaChapelle – Technical/Support Role**

**Cindy Davis – Support Role**

**Process Owner:**

**Diana Romero – Eligibility Unit Manager 2**

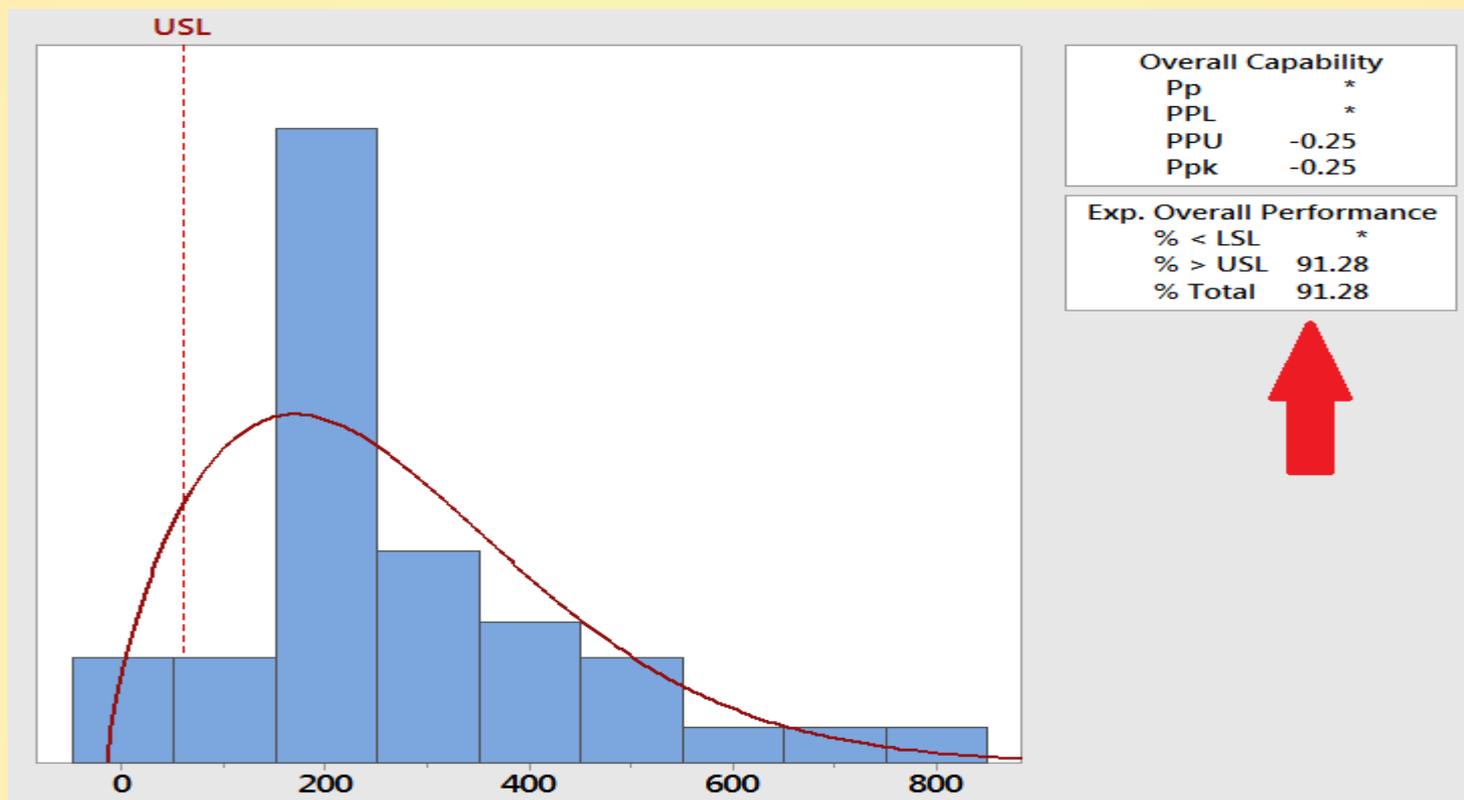
# *Analysis Tools*

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- ❖ Process Map
- ❖ FMEA (failure mode and effects analysis)
- ❖ Fishbone Diagram
- ❖ Stakeholder Analysis
- ❖ SIPOC (suppliers/inputs/process/outputs/customers)
- ❖ Pareto Chart
- ❖ Capability Analysis
- ❖ One-Way ANOVA
- ❖ Boxplot/Dotplot

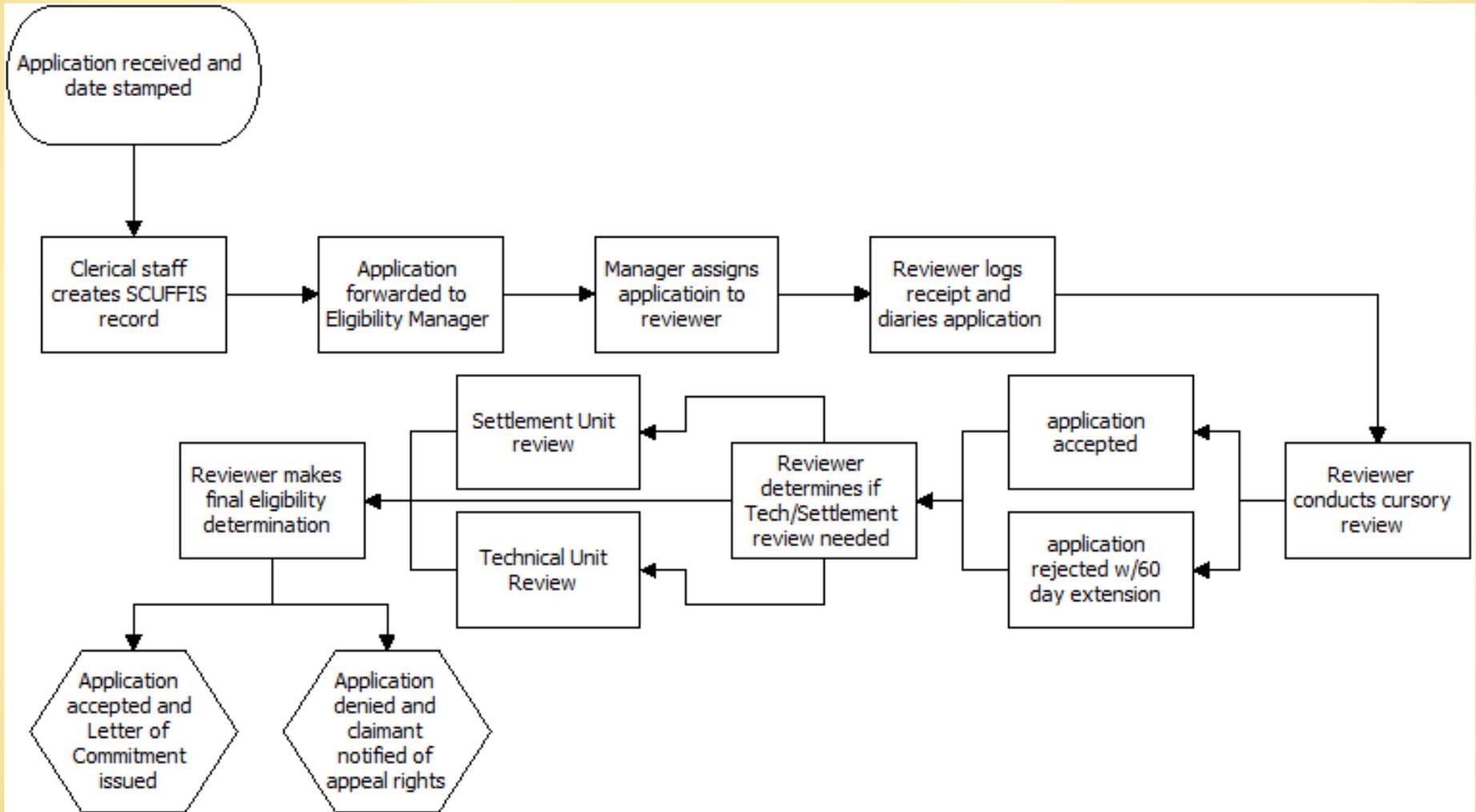


# Baseline Capability

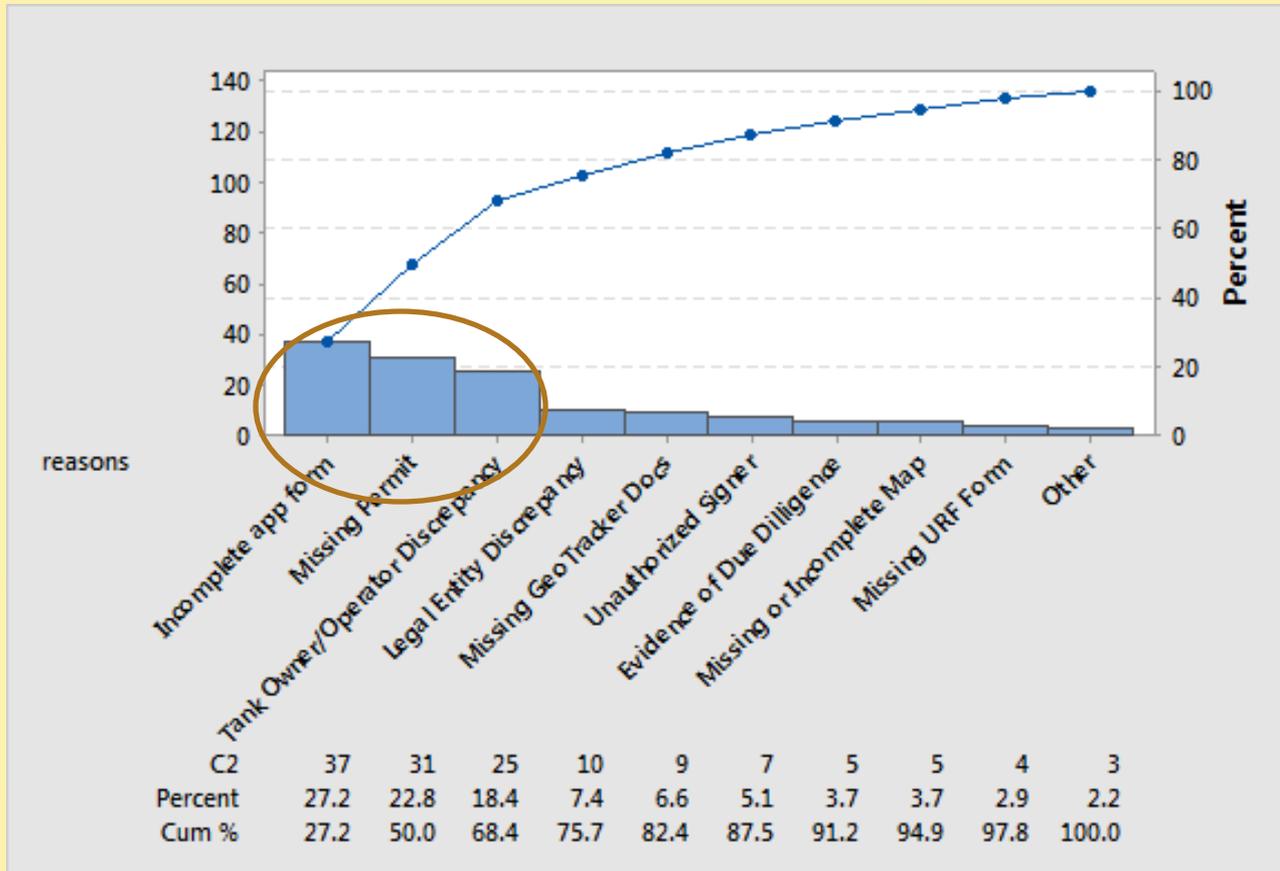


- ❖ Mean number of days for eligibility decision ~ 265 days
- ❖ Maximum number of days for eligibility decision ~ 800
- ❖ Eligibility decisions made within 60 days ~ 9%

# Process Map

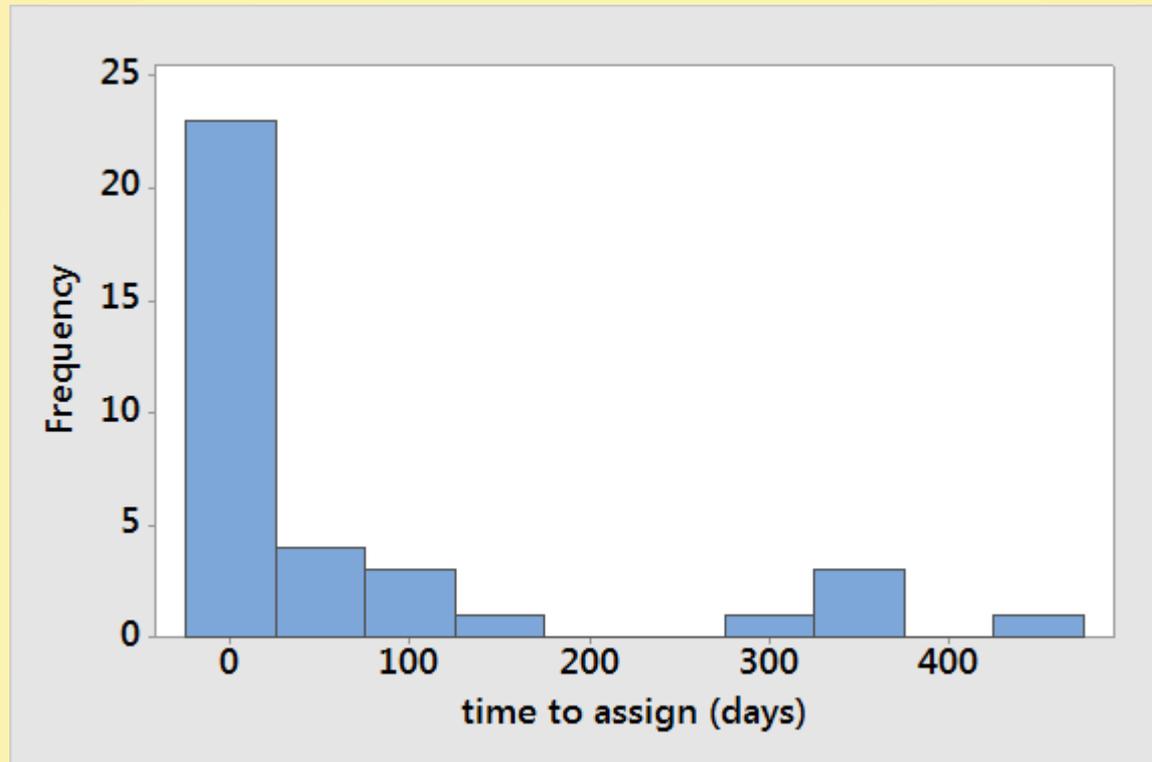


# Reasons for Rejected Applications



- ❖ Nearly 70 % of rejected applications are due to incomplete forms, missing permits, or owner operator discrepancy

# *Staff Assignment Delay*



- ❖ Median time to assign is 19 days
- ❖ Task assignment can take up to 474 days

# *Critical x's (defects/failures)*

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- ❖ Acceptance of incomplete applications
- ❖ Delay in manager receiving applications from clerical
- ❖ Delay in manager assigning applications to staff
- ❖ Delay in staff beginning claim review
- ❖ Delay due to gathering missing/invalid information



# *Improvement Techniques*

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- ❖ Updated instructions, FAQ's & table of contents with hyperlinks to related information. Removed option to print application without instructions
- ❖ Implemented option to submit application package electronically
- ❖ Application package must be bookmarked for faster completeness and full eligibility reviews
- ❖ Each reviewer has an electronic “new assignment” queue for easier management of tasks
- ❖ Tracking slip attached to claim files submitted hardcopy.
- ❖ Manager log to track assignments and deadlines



# *Improvement Techniques*

- ❖ Completeness review done within 7 days of receipt of application
- ❖ Incomplete applications returned to the claimant listing deficiencies (60-day clock stops)
- ❖ Final review of complete application done within 12 days of receipt and claimant notified by letter and email if additional information and/or documentation is needed
- ❖ Reduced from 60 days to 30 days the time given to claimants to provide missing documents
- ❖ Reviewers will follow up a minimum of one time during this period
- ❖ All applications will receive a “final” eligibility determination within 55 days of receipt to ensure 60 day timeframe met. Exceptions are applications that need a secondary settlement or technical review



# *New Capability Analysis*

- ❖ Applications not requiring secondary review (Settlement or Technical) to be completed within 60 day statutory deadline
- ❖ Percent of applications not requiring secondary review ~75% (based on historical data)

**Original % complete within 60 days: ~9%**

**Expected % complete with 60 days: ~75%**



# *Control Plan*

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- ❖ Require applications meet new standards prior to full review
- ❖ Document new procedures to ensure new process followed
- ❖ Monitor and review whether deadlines are met throughout the process:
  - ❖ Track elapsed time per task using tracking slip
  - ❖ Track time for manager to assign claims using log
  - ❖ Automated color-coded report to monitor progress
- ❖ Advertise results to unit for improved awareness
- ❖ Re-evaluate entire process periodically



# *Additional Benefits*

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- ❖ Improved customer satisfaction
- ❖ Improved staff morale
- ❖ Greater staff accountability
- ❖ More organized work stations
- ❖ Improved manager/staff relationship
- ❖ Greater team unity



# *Greenbelt Contact Information*

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