Opportunity for Improvement
County Master Plan strategies focus on reinvigorating residential recycling. An important first step is understanding and documenting what our current Residential Recycling Grant process is and identifying ways to maximize its effectiveness and streamline it.

Goals for Future State
- Minimize the number of steps, handoffs, and waits
- Determine and assign appropriate staff roles
- Align the process with the Performance Scorecard

Observations of Current State
- A lot of handoffs and tracking of documents
- Insurance review is redundant
- Attorney separately reviews 29 contracts
- A lot of extra steps and waits for grants over $50,000
- Lack of hard deadlines leading to lots of follow-up
- Multiple copies made and stored
- Cities don’t see the whole process and their role
- Multiple signatures
- Performance review is missing

Recommendations for Future State
Issue: Redundant reviewing by attorney
  SOLUTION: Attorney review/approve 1 form
Issue: Wide range of return time for applications
  SOLUTION: Set and enforce application deadline
Issue: Large amount of follow-up required
  SOLUTION: Develop electronic form with hard stops

Issue: Delay in year-end reports
  SOLUTION: Regional approach to obtaining data
Issue: Support staff not currently utilized in process
  SOLUTION: Re-assign application, tracking, mailing
Issue: Support staff will need training on the process
  SOLUTION: Provide training, develop standard work
Issue: Cities do not receive performance feedback
  SOLUTION: Follow-up at the end of the year
Issue: Multiple copies of contract saved in PHE
  SOLUTION: Retain single electronic copy
Issue: Insurance review is redundant
  SOLUTION: Support staff will review once
Issue: Follow-up taking up significant amount of time
  SOLUTION: Automate follow-up, align with tracking

Current and Future Process Swim Lane Metrics

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks</td>
<td>75</td>
<td>52</td>
</tr>
<tr>
<td>Waits</td>
<td>8 [97% of (process time spent waiting)]</td>
<td>7</td>
</tr>
<tr>
<td>Decisions</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Handoffs</td>
<td>25</td>
<td>12</td>
</tr>
<tr>
<td>Storage</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Best/Worst</td>
<td>79 days/282 days</td>
<td>58 days/140 days</td>
</tr>
</tbody>
</table>

Benefits of Future State
- Automated application and reporting
- Reduction handoffs and tasks and overall time
- Appropriate staff roles assigned
- Fewer incomplete applications and follow-up
- Standardized process
- Increased knowledge about process
- More engagement with cities

Lessons Learned
- Good to leave with action plan
- Intense process; 2 days goes really fast!
- Always some waste in a process due to factors out of our control
- Good visual to see current vs. future state
- First time asking “why are we doing it this way?”
- Without mapping, understanding the process as is, more likely to come up with band-aid solutions
- Good to see who is doing what and when
- A lot of people involved in process