

Lean 6 Sigma – Project Charter

Project name: Recycling Annual Report Submittal Process

Date Chartered: October 2013 **Expected Completion Date:** Spring 2014

Team Sponsor/ Leader: Brad Wolbert/Cynthia Moore

Background: Wisconsin's recycling law requires every municipality in Wisconsin to either have a municipal recycling program or be a member of a multi-municipality recycling program. Each recycling program, called a Responsible Unit, must submit an annual report to the DNR outlining their achievements for the past year or risk losing the ability to dispose of their municipal solid waste in a Wisconsin landfill. The annual report is a critical component of the state compliance assurance program; it is an efficient mechanism to ensure that all 1060 responsible units are in compliance with state law without requiring an extensive and labor intensive site inspection program.

Problem Statement: Approximately 15% of the 1060 community recycling programs regularly submit their annual report late, with a final 25-30 requiring excessive staff time in follow up warning letters and, in about 5 instances, issuance of Notices of Noncompliance and Notices of Violations.

Team Goal/Mission: This team will develop a more effective means of obtaining timely submission of annual reports, as required of responsible units under NR 544.10, Wisc. Adm. Code. The overall goal is to reduce staff workload associated with repeated efforts to obtain these required reports. Particular emphasis will be on habitual late-filers.

The team will implement improvement to accomplish the following:

1. Reduce DNR staff workload
2. Improve customer satisfaction
3. Simplify the process
4. Reduce lead time

Measures used to determine success:

1. 100% of responsible unit annual reports are received on time
 - a. 2014 annual report cycle (for 2013) – see improvement, e.g. reduce late filers 50%
 - b. 2015 annual report cycle (for 2014) – achieve 100% compliance
2. DNR staff time (project and lead) spent on the total annual report process reduced by 30%
3. Customer satisfaction is improved because process is clearly defined and achievable
4. No need to issue NONs or NOVs because all reports are submitted on time and are complete.
 - a. 2014 annual report cycle (for 2013) – no NOVs
 - b. 2015 annual report cycle (for 2014) – no NONs
5. Publishing of annual report data is completed by the end of September each year (about 1 month earlier than pre-Lean project).

Team Members:

1. Brad Wolbert – Sponsor
2. Cynthia Moore – Leader
3. Dan Werner
4. Kari Beetham
5. Casey Lamemsky
6. Waneta Kratz

Issues to be addressed:

1. Difficulty ensuring we have most complete and updated contact information at the onset of the report cycle.
2. Difficulty in securing the attention and support of local decision makers.
3. RUs do not have a consistent and reliable system in place to obtain data from haulers or MRFs in a manner that allows them to submit reports completely and on time.
4. Whether to follow up with late filers more than one time and the potential ramifications for failure to submit after one reminder.
5. Are we willing and able to revoke landfilling privileges and how would this be enforced?
6. If these are not enforceable, what other alternatives could be examined?

Expected Results:

1. 100% of RUs will submit complete reports on time.
2. CO and regional staff will spend 30% less time in total on the annual report process.
3. No NONs or NOVIs will be issued for late or incomplete submittal of annual reports.
4. Customers (responsible units) will clearly understand submittal needs and process and the ramifications of filing late and therefore be better prepared to complete the annual report process in a timely manner.

Support/Resources People:

1. Select RU, hauler and MRF representatives
2. Steve Drake and Jill Slain (AWaRe Division IT)
3. Regional recycling staff
4. CFA (note: Kari Beetham is designated as team member)

Responsibilities and Boundaries:

The objective is to develop a more effective means of obtaining annual reports from habitual late filers. The team will not focus on changes to the content of the report form, or the overall submittal process for “on-time” filers unless these prove to be essential to an improved process or will result in a significant improvement to the overall process and not be any more burdensome to RUs, haulers and MRFs than the existing report.



DNR Lean Project - Final Report

Project Name: Recycling Annual Reports

Project Team Leader: Cynthia Moore

Project Sponsor: Brad Wolbert

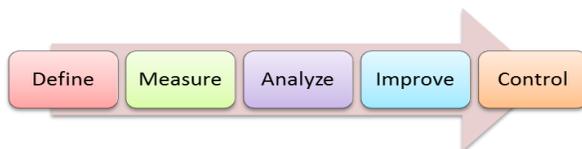
Project Purpose: Reduce overall time spent on the annual report process (January – June each year) by significantly reducing time spent following up with late filers

Project Team Members: Dan Werner, Waneta Kratz, Kari Beetham, Casey Lamensky

Summary of Improvements: Eliminate steps in process that do not add value and are not essential, eliminate steps required in follow up with late filers, commit to exploring additional training options and redistribution of staff resources, add steps and hours to process to obtain tonnage data for late filers (DNR completes report).

Project Results:

Goal	Baseline	Target	Expected After Improvements	Goal Met?
Reduce DNR staff workload of obtaining late reports	123 hours	86 hours	40	yes
Reduce time (lead and project) obtaining late reports by 30%	1000 hours	700 hours	208	yes
Improve customer satisfaction	Survey of RUs conducted to identify problems and solutions found: <ul style="list-style-type: none"> • on time filers satisfied with report format and process • late filers have problems managing time, documentation and training staff 	Survey RUs after 2014 annual report process (in June 2015) to determine if late filers were better equipped to submit on time	Late filers say they are better equipped to submit reports on time; less late filers overall	yes
Simplify the process (for all filers, those on time and late).	26 steps	Unknown	19 steps	Yes



Amount of staff time saved on late filers, per year in hours: 83 hours project time
83 hours/3 staff- about 28 hours/staff person

How will that time be reinvested? Upfront work by staff with local governments on ways to improve program implementation and efficiencies.

Project Cost:

	Hours	Dollars
Project Team Leader	138	\$4,230
Project Team Members	298	\$6059
Meeting Costs		\$326
Improvement Costs		\$0
Total	436	\$10,651

Recommendations for Future Code/Statute Changes: See attached Opportunity Chart

Lessons Learned:

The root problem in the process to dealing with late filers is limited compliance enforcement capability and the large number of very small recycling programs that lack resources and/or well trained staff. Most of the late filers are very small programs which have a high rate of staff turnover.

The current process flow is already very efficient; staff spend minimal time (e.g. 15 minutes) handling each of over 800 reports that are submitted on time. The drag on the process is late filers, especially those RUs that do not receive state grant assistance. Despite measures to be implemented as a result of the Lean project, such as additional outreach and immediate invoicing of late filers that receive a state recycling grant, we expect to there will continue to be problems with late filers. The measures we will implement will significantly reduce the amount of staff and lead time in dealing with these.

Project hand-off:

The project will be handed over to Brad Wolbert, as team sponsor and Chief of the Recycling and Solid Waste section. He will ensure that project recommendations are implemented and controls instituted to ensure continued monitoring and improvements.