

Salmon Recovery Lean Study Project

Background

To maximize the salmon restoration results achieved through grant funding, a study was approved in the 17-19 Capital budget to conduct a Lean study to bring efficiencies to the Salmon Recovery project development and prioritization process as defined in RCW 77.85 (Salmon Recovery Act). RCO has contracted with MC² Consulting through DES Lean Consulting to complete the study, involving SRFB members, regions, lead entities and other stakeholders to assist in identifying improvement opportunities.

Description

The Lean Study project will include an assessment of the current state of the process, from identification of a project to contribute to the Salmon Recovery plan by a sponsor or lead entity, review by local and state technical panels, assurances that the project is consistent with regional recovery plans, and final approval for funding by the Salmon Recovery Funding Board. Based on results of the current state assessment, a future state process will be developed and then an implementation plan to transition from current to future state. To complete the Lean Study project, MC² will work with RCO, the Salmon Recovery Funding Board, Lead entities, regions, project sponsors, and other interested stakeholders to identify opportunities for improvement.

Objectives

The primary objective for this engagement is assisting in the optimization of the RCO Salmon Recovery Program. Specific engagement objectives include:

- Review/Analyze the efficiency, effectiveness and content of the process flow, from conception of a project idea in the lead entities to approval of a project by the funding board
- Identify process improvement recommendations for reduced waste, reduced redundancies, greater efficiencies and more effective development and evaluation of projects
- Develop recommendations for organizational and system enhancements that will support a more efficient process and reduce cost of operations
- Define a set of improvements to be implemented that will enable the Salmon Recovery Funding Board process to provide greater value to salmon recovery in the State of Washington

Approach

The below table describes the activities and deliverables by phase of the Lean Study project, along with the associated fees and an estimated timeframe. We understand the plan is to do a Purchase Order for one phase at a time. At this point in time, the fees for the first phase, project planning, are firm and the fees for the remaining phases are estimates. After each phase, the fees will be re-estimated for the next phase based on learning from the preceding phase and clarification of scope.

Activities and Tasks by Phase	Deliverables/Outcomes	Timeframe
<p>Project Planning: MC² will work with the RCO team to plan the Lean Study project, including the following tasks:</p> <ul style="list-style-type: none"> • Interview RCO Lean Study project team members • Refine Lean Study project goals and objectives • Refine questions to be answered by the Lean Study project • Refine Lean Study project approach and deliverable structure • Establish Lean Study project roles and governance structure • Agree on high level timeline of key Lean Study project milestones • Create Suppliers, Inputs, Process, Outputs, Customers (SIPOC) diagram • Identify stakeholders to be interviewed • Walk through IT systems and review data available for analysis • Review organization structure and financial information to identify areas of potential inefficiency to focus current state analysis on • Identify pockets of success to explore best practices • Develop interview approach and key questions for lead entities • Develop communication plan • Identify Lean Study project success factors and risks • Meet with Lean Study project team to review draft charter and revise based on input 	<ul style="list-style-type: none"> • Project charter (defines project objectives, approach, roles, governance process, timeline, project success factors and risks) • SIPOC diagram • Communication plan • Plan for current state analysis • Interview questions for lead entities and regions • Outcome: Lean Study project will be thoroughly planned for optimal results and efficiency, involving stakeholders to achieve buy-in, which will support a more successful implementation of study recommendations 	6 weeks
<p>Current State Analysis: MC² will work with RCO and Lead Entities to document and analyze the current process utilizing Lean methodologies to identify opportunities for improvement. This stage of the Lean Study project includes the following tasks:</p>	<ul style="list-style-type: none"> • Summary of Current State Analysis (High level flow/value stream map, Description of Best Practices, Opportunities, Data Analysis Results and Conclusions) 	3 months

<ul style="list-style-type: none"> • Interview SRFB members, SRFB review panel, and RCO grant managers • Interview lead entities in groups, organized by region or groups of regions • Interview sponsors • Observe review and on-site visit process • Document value stream map • Review themes from lead entity and other stakeholder interviews with core team • Analyze available data • Work with project team to identify pain points and their root causes • Summarize findings including pain points and best practices • Review summary of current state with team and refine • Review findings with steering committee and refine 	<ul style="list-style-type: none"> • Outcome: Describes current state process so all stakeholders can be on the same page for how things are currently working and identifies issues with process including where they occur in the process and benefits to be achieved through resolving them 	
<p>Future State Development: MC² will work with project team to develop the vision for the future state process incorporating best practices. Counter measures will be developed to address the gaps and pain points. Benchmarking with several organizations will be explored to assist with best practice and counter measure identification.</p>	<ul style="list-style-type: none"> • Summary of High Level Future State process flow, gaps between Current and Future State, Counter measures to address gaps and pain points, Key Challenges and Barriers to achieving Future State 	2 months
<p>Recommendations Development and Evaluation: MC² will facilitate development recommendations for implementation of countermeasures and best practices to close the gaps between current and future state. Countermeasures will be tested. Recommendations will be evaluated and prioritized working with the RCO core team.</p>	<ul style="list-style-type: none"> • List of recommendations with descriptions, purpose, impact, and priority 	4-6 weeks

<p>Developing the Plan: Create a plan for implementing the recommendations in order of priority and achieving some quick wins to build momentum for the change.</p>	<ul style="list-style-type: none"> • Timeline of projects • Project profile for each recommended project including scope, resources etc. 	<p>2 months</p>
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