

The Kaizen Project

What is our vision for continuous improvement in Puget Sound processes?

The Funding System

How does Kaizen apply to "The Funding System" and why start there?

What is Waste?

What are kinds of waste in our funding system

The Standard Budget

What is the Standard Budget project and how does it support a standard application?

A Standard Application

How do we suspect a standard application will help us reduce waste?

A3 Process

What is an A3 process and how will it get us to a Standard Budget

The
Kaizen
Project

Kaizen Team 2020

Paul Cereghino, NOAA
Laura Rivas, PSP
Kathy Woodward, TNC
Kit Crump, LE Coordinator
Marta Green, LIO Coordinator

Federal Task Force

Action Agenda
Salmon Recovery

State Lead Entities

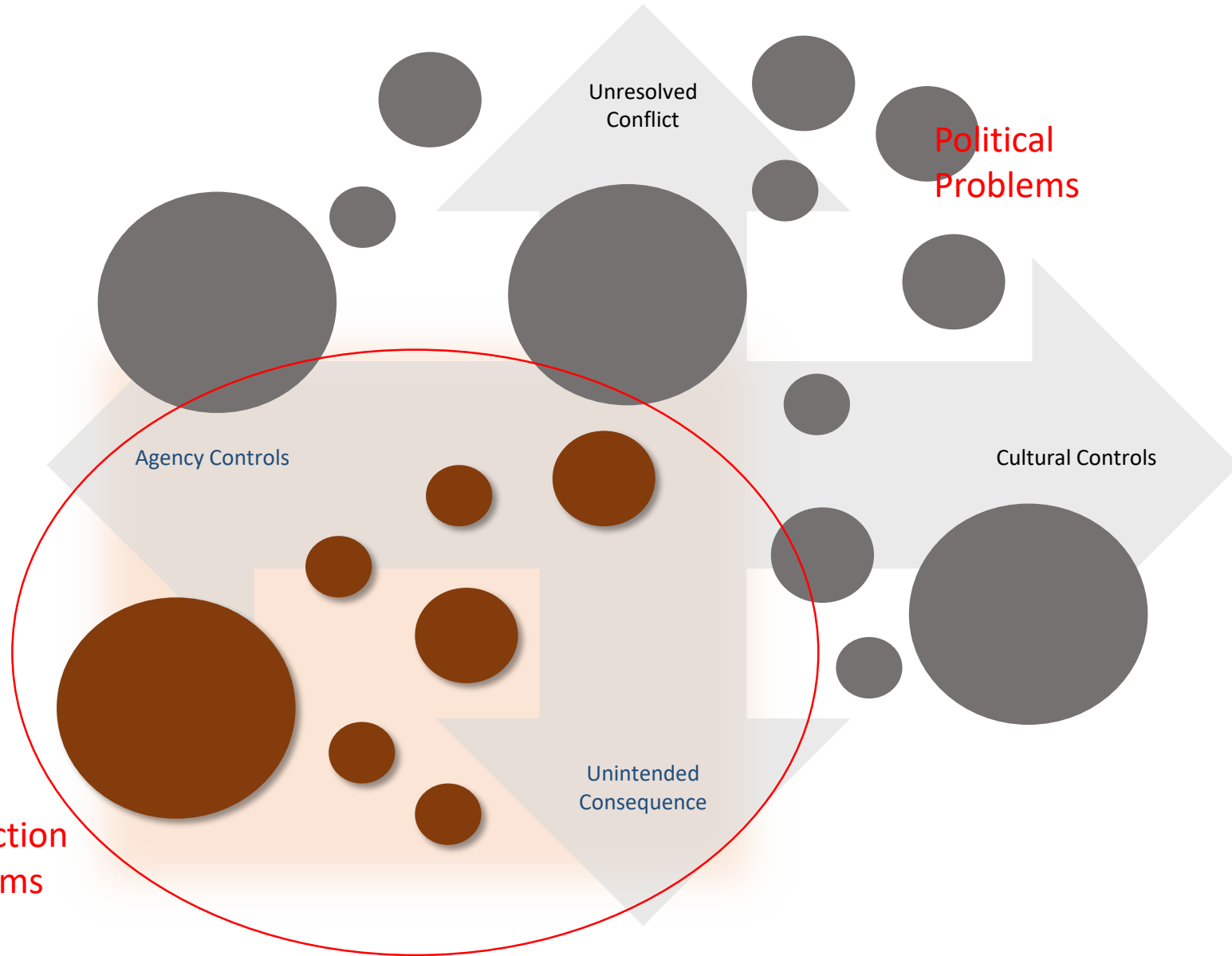
Floodplains by Design

Puget Sound Local
Integrating Organizations

The
Kaizen
Project

**Funding
System
First!**

Production
Problems



The
Standard
Budget

Phases

Tasks

Budget Elements

Funding Sources

One Application

Funding Sources

[illegible]

A Standard
Application

Importance

Program dependent

Technique Reliability

Team Credibility

Technical Detail

Budget

Common

Community Support

Community Benefits



Our Proposal

The List

Collaborate with project
sponsors to define
opportunities

The Application

Define a Pathway Towards
Project Lifecycle Standards

The MOU

Develop Protocols for Shared
Align Improvement Work

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Obstacles to Implementing Important Capital Projects for Salmon Recovery

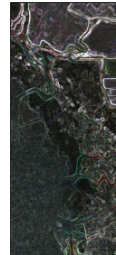
Report to the Puget Sound Partnership
November 23, 2009

Recommendation Estuary Restorat

Paul Cereghino, NOAA

June 2015

Prepared for the River Del
Puget Sound Partnership,
Office, National Oceanic &



Summary:
Development of Puget Sound wetlands and associated services. The people who develop and work. To evaluate barriers to directly involved with actual complete future planned wetland landscapes. Sociopolitical conflicts over changing land use, and the inefficient process for securing full project funding puts a severe strain on very limited capacity available for the project development phase of work. Sixteen recommendations are proposed that may accelerate restoration of estuaries in Puget Sound.

[Phase One Final] Implementation Strategy for Puget Sound's Estuaries Recovery Target

Using Salmon & Water Quality Dollars Better **DRAFT**

Recommend printing on 11x17 paper

BACKGROUND:

- Washington is a national leader in protecting & restoring salmon & water quality through a suite of state and federal grant and loan programs. Ecology and the Recreation and Conservation Office are the largest grantors of state resources to protect water quality, restore salmon and their habitats, protect and enhance floodplains, and support local communities in these efforts.
- Supported by partner agencies who help guide how and where some of these funds should be invested, partners include Fish & Wildlife, State Conservation Commission, Dept. of Natural Resources, and Puget Sound Partnership.
- Coordination among state grant programs is essential to maximize the benefits of public investment, while minimizing administrative burdens on local recipients. Experience in coordinating state programs will enhance our capability to improve coordination with federal and NGO funding programs that support local actions to restore habitat and water quality.

CURRENT STATE

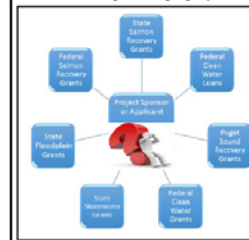
SCOPE OF GRANTS:

Grant and Loan Programs	Agency	2015-17 Biennium \$	# of Grants currently open
Water Quality Combined*	Ecology, EPA	\$314.4M	600 and 20+ for F&D
Salmon Recovery Funding Combined*	RCO, WDFW, PSP, NOAA	\$107M	1043 (from PRISM "in-progress")

*Includes SRF, Centennial, 319, Stormwater, Floodplains by Design. \$160M is federal pass-through, \$154M is state.
* Includes state and federal salmon grants, PSAR, ESRP, and FFFPP. \$40M is federal pass-through, \$67M is state.

WHAT GOES "WRONG":

Problem 1: Challenges with navigating the process.



Problem 2: Lack of coordination on projects in the same watershed causes lost opportunities.



TARGETS:

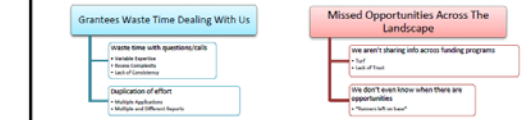
- Improve "efficiency" of grant process by reducing time & difficulty for applicants and staff administering across projects.
- Improve "return on investment" of grant dollars, eliminate duplication of effort & increase opportunities to leverage.
- Cleaner water, more salmon, less flooding.

- This is a current snapshot of some preliminary thinking
- It needs major input from others, particularly those out in the field
- Our goal is to work toward a common, shared understanding

Owner: Michelle/Tara

Reviewers: [Goal 3]
Date: 5/13/2016 Version 3-0

ROOT CAUSE ANALYSIS: What's really going on?



HYPOTHESIS: If we start right in & make some obvious improvements during the current cycle, we can 1) make things better, 2) learn about how to make things better, and 3) learn more about what our customers need from us, simultaneously.

COUNTERMEASURES: (Green = from Gov Briefing/Goal Council 4/27/16. Grey = federal effort.)

"Cost"	Benefit	Actions	Owner
L	M	#1 "Single Portal" (for customers and us): grant programs, requirements, timelines	Michelle
M	M	#2 Control Progress Reporting and Measures: share, combine	Tara
L	M	#4 Consistent Definitions: readiness to proceed, restoration design standards, deliverables	Tara/Paul
M	H	#5 Align Guidance Policies: unified process for acquisitions (use RCO's manual as basis)	Tara/Pat
L	H	#6 Coordinate Technical Review Resources by sharing comments (etc.)	
L	H	#7 A Partner Site to Share Project Lists (formerly known as Unified Project List)	Michelle
H	H	#8 Identify opportunities to reform (return to initial intent) the match system and make it less painful	
H	H	#9 Legislative story-telling coordination	
H	H	#10 Align Outcomes and Reporting Metrics	Paul
L	M	#11 Shared budget structure (grantee has whole budget, grantors see all and their piece)	Michelle
		Mapping of investments: focus is on Ecology LAGL first	Michelle
		Telling Our Story: start by exploring using #1 as a venue with story maps??	Michelle

NEXT STEPS

WHO (lead bold)	WHAT	BY WHEN
Michelle	Lead weekly huddle w/ task leads and work with Jeannie offline	Ongoing
Paul	Identify tasks that will support the federal CI work and vice versa	06/16
Tara/All	Develop and agree to timeframes for all actions for Goal Council report out on 06/13/16.	06/16
Pat	#5 - draft Ecy policy	12/16
Michelle/All	#1 - revise table based on live demo feedback	
Tara	#2 - identify next steps	
Task Owners	All highlighted actions to have a one-pager that includes: statement of purpose, homework assignments, plan to complete	Ongoing

FOLLOW-UP / CONTINUOUS IMPROVEMENT

- Establish on-going ownership of grant and loan process coordination and improvement.
- Use customer feedback during the development of each countermeasure and to help inform new countermeasures.
- Task 11 - to be addressed through federal coordinated investment effort in Snohomish.

August 2019 Claim Solicitation

Salmon and Water A3			
Item #	Action	"Cost"	Benefit
1	"Single portal" (for customers and us): grant programs, requirements, timelines	L	M
1a	Single portal expansion: narratives, announce opportunities/workshops		
2	Common progress reporting and measures: share, combine	M	M
4	Consistent definitions: readiness to proceed, restoration design standards, deliverables	L	M
5	Align guidance policies: unified process for acquisitions (use RCO's manual as basis)	M	H
6	Coordinate technical review resources by sharing comments (etc.)		
7	A partner site to share project lists (formerly known as unified project list)	L	H
8	Identify opportunities to reform (return to initial intent) the match system and make it less painful	H	H
9	Legislative story-telling coordination		
10	Align outcomes and reporting metrics	H	H
11	Shared budget structure (grantee has whole budget, grantors see all and their piece)	L	M
	Mapping investments: focus is on Ecology EAGL first		
	Telling our story: start by exploring using #1a as avenue with story maps??		

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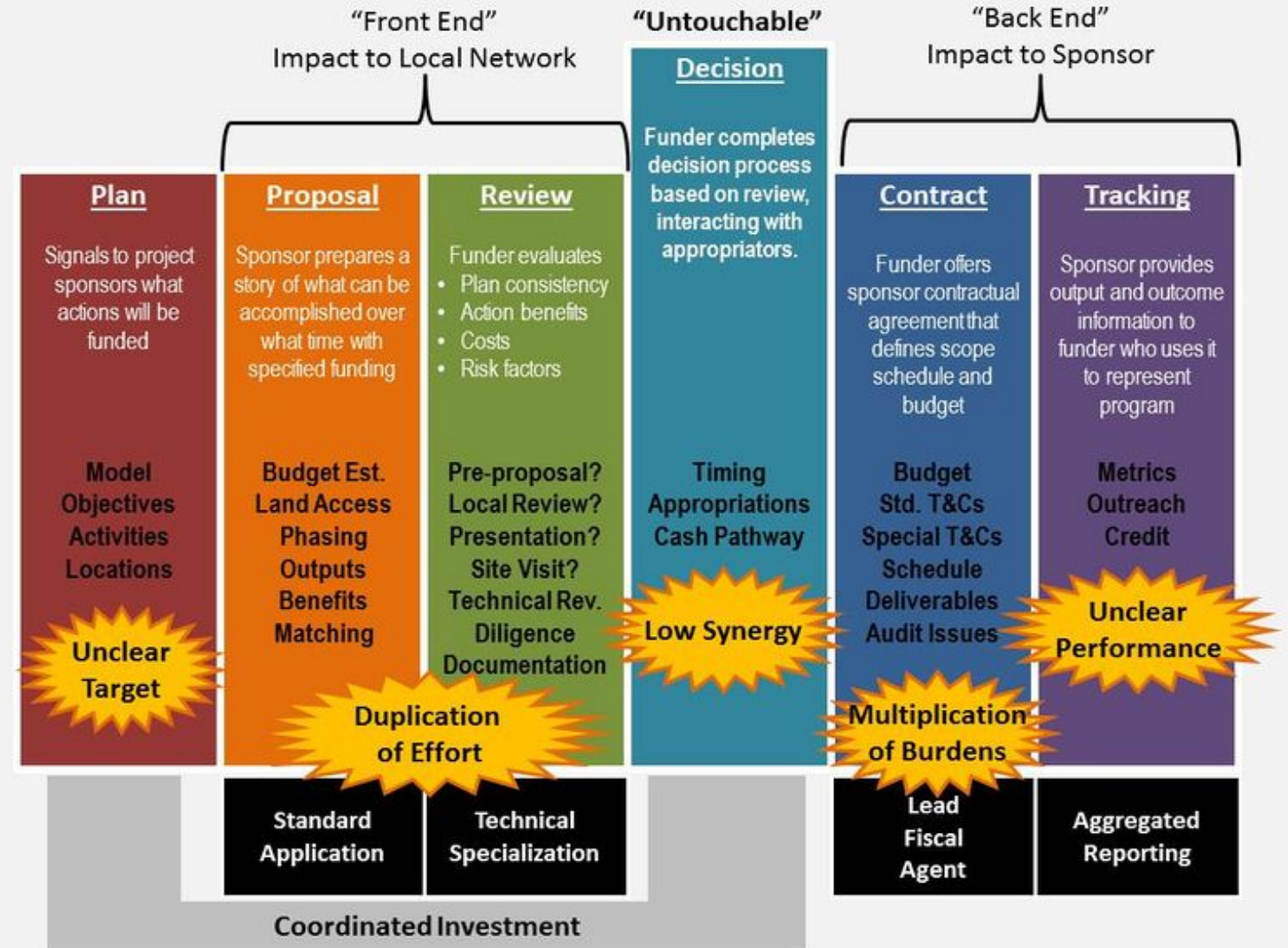
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The MOU

Develop Protocols for Shared Align Improvement Work

Concept From 2014!



Workshop 2019

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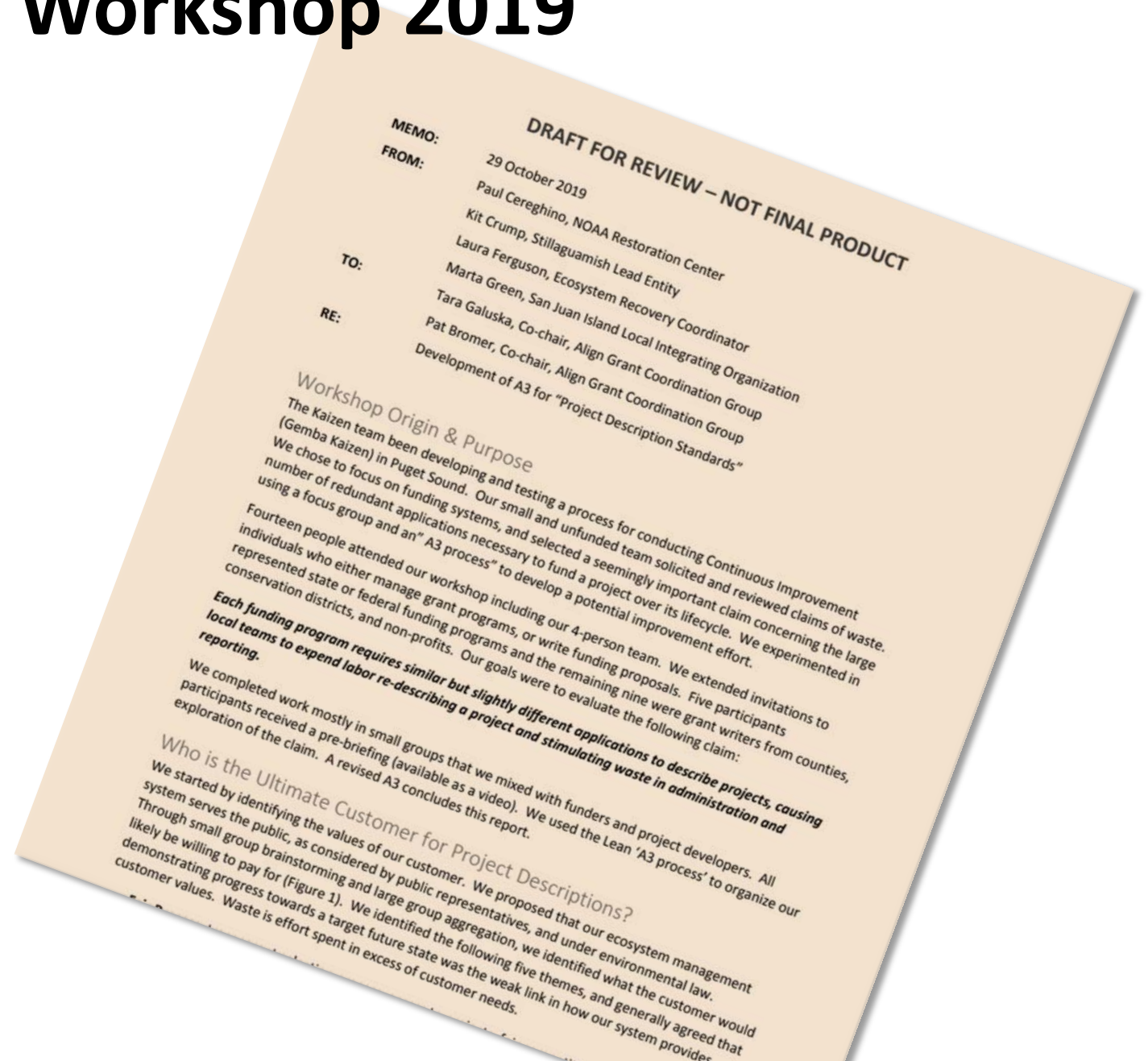
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Define a Pathway Towards Project Lifecycle Standards

- **Voluntary**
- **Step-wise**
- **Dialog-driven**
- **Focused on Root Cause**
- **Protective of Program Integrity**

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Washington State Natural Resource Grant Program Coordination Mission, Strategy, and Key Results July 2015

Mission

Context: Washington State continues to be a national leader in protecting and restoring salmon and water quality through a suite of state grant programs. The Washington Department of Ecology and the Washington State Recreation and Conservation Office are the largest grantors of state resources to protect water quality, restore salmon and their habitats, protect and enhance floodplains, and support local communities in these efforts. We are supported in this effort by partner agencies who help guide how and where some of these funds should be invested; partners include the Department of Fish Wildlife, the State Conservation Commission, and the Puget Sound Partnership. Coordination among state grant programs is essential to maximize the benefits of public investment.

Mission: The mission of this effort is to create an interagency forum to increase coordination and collaboration among Washington State grant programs that benefit water quality and salmon recovery while recognizing the unique roles and authorities of each agency.

Goals:

1. To enhance communication and collaboration among state agency water quality and salmon recovery grant program managers.
2. To search for ways that agencies can help grant recipients save time, conserve resources, and improve project management.
3. To simplify the grant processes. For example, refine the grant application process so it is seamless for the applicant.
4. To align grant programs data, metrics, reporting, and timelines when possible.
5. To share grant guidelines, policies and best practices.

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- **Rapid Coordination of Funds**
- **Leveraging Agency Funding**
- **Renew Executive Mandate**

Washington State Natural Resource Grant Program Coordination
Mission, Strategy, and Key Results
July 2015

Context: Washington State is a national leader in protecting and restoring salmon and water quality. The Washington Department of Ecology and the Washington State Department of Fish and Wildlife are the largest grantors of state resources to protect water quality, restore salmon and their habitats, protect and enhance floodplains, and support local communities in these efforts. We are supported in this effort by partner agencies who help guide how and where some of these funds should be invested; partners include the Department of Fish Wildlife, the State Conservation Commission, and the Puget Sound Partnership. Coordination among state grant programs is essential to maximize the benefits of public investment.

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Strategy

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