Problem
Crime Victim Advocacy programs throughout the state receive approximately 315 contracts processed each year from Commerce. The previous contract approval process was frustrating to Commerce employees because it took a lot of time, had a lot of handoffs and required many approvals.

Causes
Everyone in the process wasn’t aware of the complexity of the entire process and all the non value added steps:
• There were 11 handoffs
• There was a lot of checking and double checking work
• Three tracking systems
• There were a lot of signatures required

Solutions
• Streamlined the entire process

Results
• Eliminated 6 handoffs
• Eliminated 4 approvals
• Eliminated 2 tracking systems (which were redundant)
• Saved 5 minutes of touch time (per contract)
• Saved more than 4 days of cycle time (per contract)

Next Steps
• Continue to track errors and address common errors as they occur
• Address any issues and implement division wide (approximately 800 contracts annually)

Lean Methods Used:
Value Stream Mapping, Standard Work

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