

**Continuous Improvement Project Interview and Preparation**

Project Manager: Traves McCabe, Abby Fitch, Mary Joy Barajas

Dept/Division: CMO/CCO

Project Name: New Liquor License Process

\*Thank Project Manager for being willing to offer this project to the group\*

1. Describe the proposed project. What is start/end point?

Steps that Mary Joy takes for a liquor license from start to finish. Mapping the project is going to be the best use of time. Abby would like this process to involve less paper. 70% on paper. Traves thinks the process could be 100% electronic. Receive a PDF from the applicant. State’s application is fillable. Then scanned and sent to the State. Application packet is large. Combo application from Westminster/State. Automate with Laserfiche, DocuSign. Is there something on our form that we can’t capture on the State form. If we don’t approve, it shouldn’t go to the state. Mary Joy just got set up to use the State online system.

Start: customer completes the license.

End: State sends customer final approval; filed in Laserfiche

1. What are the main challenges of the process? If you could summarize the issue in one sentence, what would it be?

* Process is difficult to track (where are things at in the process?)
* Spreadsheet that we are using to check status, but only for renewals.
* Very paper heavy
* No way to make an electronic payment to the City
* Not sure if Troy is doing this with paper or electronic? Shared folder?
* Lack of information/data that would help make decisions?

1. What do you hope this process looks like in the future?

* If Mary Joy walks out the door, someone can pick up. Currently have 274 liquor licenses. Maybe a new application every week. A few renewals a week (last one year).
* Electronic, no paper.
* Ability to see the status of each request.
* Hand out fewer business cards for Mary Joy.
* Run reports on the process to see opportunity for improvement.
* Metrics to track
* Standardized approval (if it meets criteria, would be really hard to deny)

1. Who are the individuals/workgroups who touch the project? Does this process touch external customers? Do you have a sense of how open the stakeholders are to change?

* CCO, PD (Troy), Sales Tax (do they have outstanding sales tax?), State

1. Is this a process that would benefit from a Gemba walk for participants to see the process or work area? No
2. Describe the metrics you currently use.

* Need to actively track metrics – how many applied, how many were approved, how many were renewed.
* Length of time to process – we think the State is taking the longest time, but not sure. Automation to reduce time.
* Revenue collected

1. Do you have a timeframe for this project?

* By the end of the year would like to be able to track process.

1. Is there anything about this project we haven’t talked about that is important to know?

* More input from Troy
* Customer feedback – everyone says it is slow. Want to know where it is in the process. Maybe an automatic notification to tell them when they move from one step to another.

\*After brainstorming, take everything you’ve gathered back to your group, think on it a bit, continue to discuss with team and anyone affected.