

American Rescue Plan State Fiscal Recovery Fund Recommendation Cover Sheet

Please submit this document with any recommendations for funding from Rhode Island’s allocation of federal fiscal recovery funds available through the American Rescue Plan Act. This information will be made available to the public along with any detailed documents submitted that describe the proposal. It is encouraged that such documents identify clear goals and objectives and quantifiable metrics.

This is not a formal request for funds, and submission of recommendations does not guarantee a response, public hearing, or appropriation from the General Assembly.

Name of Lead Agency: N/A

Additional agencies making recommendation (if applicable): _____

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Brief Project Description (attachments should contain details)

 Lean Government Initiative - update and resume program that was started under Executive Order 15-09

Total request: \$ Funds for Lean coordinators and trainers

One-time or Recurring Expense? ongoing staff

ARPA Eligibility Category (check all that apply) – See link for further information

<https://www.rilegislature.gov/commissions/arpa/commdocs/Treasury%20-%20Quick-Reference-Guide.pdf>

- Respond to the public health emergency and its economic impacts _____
- Premium pay to eligible workers _____
- Government services/state revenue replacement X
- Water/sewer/broadband infrastructure _____

To the General Assembly:

The ARPA funds provide an opportunity for a once in a generation investment. I urge you to maximize the impact by enhancing the state's management capacity by using ARPA funds to resume the [Lean government initiative](#) which commenced per Executive Order 15-09 (attached).

Originally developed in manufacturing, [Lean](#) focuses on eliminating waste and improving process flow to increase customer value. It has been adapted for use in health care, finance, and government. Lean techniques can maximize the value of the ARPA funds by streamlining basic governmental processes such as hiring and contracting. The purpose is not just to use the funds fast - we must use them well.

Mission-critical programs are often thwarted by bureaucratic hurdles created to assure that funds are used solely for the intended purposes. Consider impact of the delays in the rental assistance program and the hiring process for the 91 new child protective workers. Process redesign can allow for expeditious vetting of applicants by minimizing hands-offs and delays while maintaining appropriate quality checks. Lean practitioners understand that efficiency and quality are not mutually exclusive: programmatic integrity can be achieved without impeding access to qualified individuals.

Recommendations:

- Take an inventory of the status of the Lean program at OMB and at each agency. There should be a statewide Lean coordinator at OMB and a Lean coordinator in each agency. Note: the agency Lean coordinators can be employees with other duties/roles, or new hires added using ARPA funds.
- Work with the Governor's office to reissue an Executive Order for a Lean government initiative, prioritizing the first improvement projects in areas essential to expediting the ARPA funds – such as contracting and hiring.
- Restart a robust Lean training program to fill in gaps in coordinator positions and provide refresher programs for those with prior Lean training. Use hands-on training programs for managers and employees to initiate projects in each agency, so they learn while doing.

Note: There may be sufficient expertise among existing staff and new hires to get the program going again. If necessary, use contractors to jump start it while ramping up internal capacity. Cease reliance on the external expertise as soon as possible by embedding Lean roles in job descriptions within the state training unit and within the agencies.

Build sustainable capacity for the future

Lean is not just about fixing broken processes. It facilitates the mission-driven purpose of public service. It's a management trifecta: While using the techniques to lean priority processes, employees gain expertise in the methodology, steadily building a culture of continuous improvement. However, with only a transitory commitment to these improvement programs, Lean will fall short of its potential. The ARPA funds provide an opportunity to build a solid foundation for an ongoing Lean management system.

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SECRETARY OF STATE

State of Rhode Island and Providence Plantations

Gina M. Raimondo
Governor

EXECUTIVE ORDER

15-09

April 9, 2015

LEAN GOVERNMENT INITIATIVE

WHEREAS, the citizens of Rhode Island deserve a government that provides services effectively and efficiently; and

WHEREAS, cultivating a culture of continuous improvement in State government will make State programs and processes more customer service-oriented, clear, and reliable for Rhode Islanders; and

WHEREAS, State employees, from the front line to upper management, need tools and resources to implement innovative solutions, improve performance and outcomes, and focus on value-added activities; and

WHEREAS, Lean continuous process improvement activities seek to eliminate waste and backlogs and to increase efficiency by streamlining the use of staff time and resources; and

WHEREAS, Lean is a proven tool used by manufacturers to improve business processes by eliminating waste, unnecessary steps, and bottlenecks; and

WHEREAS, for the public sector, Lean process improvement reviews can ensure that State government is more responsive to Rhode Island customers, businesses, and taxpayers with transparent processes and improved service and outcomes; and

WHEREAS, empowering State employees to step back from their daily work and apply Lean methodology to review existing processes will lead to focusing on and improving the work that needs to be done; and

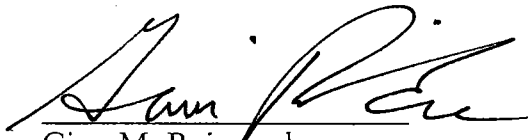
WHEREAS, State government should partner with local business leaders who have improved their own companies and draw from those leaders' expertise to improve State government processes.

NOW, THEREFORE, I, Gina M. Raimondo, by virtue of the authority vested in me as Governor of the State of Rhode Island and Providence Plantations, do hereby order and direct the following:

1. All executive branch departments and agencies in the Governor's Cabinet shall integrate Lean process improvement efforts in the following ways:
 - a. Departments with some of the most public-facing functions are required to complete initial Lean training and at least two process improvement reviews by February 2016. These departments include:
 - i. Department of Children, Youth, and Families;
 - ii. Department of Health;
 - iii. Department of Human Services;
 - iv. Department of Labor and Training; and
 - v. Department of Revenue, Division of Motor Vehicles.
 - b. The following departments will continue Lean efforts or will participate immediately by completing at least one process improvement review by February 2016:
 - i. Department of Administration;
 - ii. Department of Business Regulation; and
 - iii. Department of Environmental Management.
 - c. All departments that are required to submit an updated three-year strategic plan with their fiscal year 2017 budget submission must include a goal for completing Lean training and at least one process improvement review for each year.
 - d. The director of each department or agency shall name a Lean Ambassador as the point of contact on all Lean efforts by May 2015.
 - e. The Office of Management and Budget shall coordinate the Lean Government Initiative, in consultation with the Governor's Office. The Office of Management and Budget shall develop a Lean Training Academy to build capacity within state government and assist departments and agencies starting in the Lean process.
 - f. All participating departments and agencies are required to report on Lean process improvement efforts and lessons learned annually at the end of the State fiscal year to the Office of Management and Budget and the Governor's Office. The reports should include summaries of

- completed and pending Lean process reviews, number of trainings held, and measurable outcomes.
2. A Lean Steering Committee is established to provide guidance and technical assistance for the initiative and shall be comprised of the following members named by the Governor:
 - a. Representatives from State government with Lean experience;
 - b. Representatives from the local business community with Lean experience;
 - c. Representatives from the local labor community; and
 - d. Representatives from the Governor's Office.
 3. A Lean Mentorship Program is established to pair all Cabinet directors with members of the private sector with experience in Lean process improvement.
 4. This order shall take effect immediately.

So Ordered:



Gina M. Raimondo
Governor

Dated: 4/9/15