WASHINGTON STATE DEPARTMENT OF
Natural Resources

PETER GOLDMARK
Washington State Commissioner of Public Lands

MEMORANDUM

TO: Forest Practices Board

FROM: Jim Hotvedt, Adaptive Management Program Administrator Jeh

DATE: April 17, 2012

SUBJECT: LEAN Review of AMP

As you well know, multiple attempts have been made since 2009 to secure long-term funding for the Forest Practices Adaptive Management Program (AMP). However, given state budget challenges, the primary focus has been on year-to-year and biennial funding necessary to continue active projects. The recent FY11-13 supplemental budget contains language directing the Department of Ecology and Department of Natural Resources to document by September 2012 AMP reforms implemented, or recommended, that streamline existing processes to increase efficiencies and effectiveness. The expectation is that this will improve the agency's ability to better meet its adaptive management performance measures – the number of completed scientific reports received by the Forests and Fish Policy group and acted upon in the form of a recommendation to the Forest Practices Board for action or no-action.

To improve program efficiency, the Forest Practices Board directed the Adaptive Management Program at its November 2011 quarterly meeting to spend a portion of the FY12 CMER budget to facilitate a LEAN review of the Adaptive Management Program. I reported to you at the February 2012 meeting that AMP had completed an "opportunity assessment" of AMP processes suitable for reviewing through a formal LEAN event. Based on results of the assessment, I also reported to you that processes for developing scoping papers and study designs were recommended for formal LEAN review based on input from CMER and Policy.

Using a contractor with expertise in LEAN methodologies, two meetings are schedule in April with CMER and Policy participants to formally review and recommend changes to processes for developing scoping documents and study designs. The first meeting will be used to document current "As-Is" processes. The second meeting will be used to develop "To-Be" processes. That is, diagrams of current processes will be used to determine where process steps can hopefully be revised to eliminate non-value added steps and reduce cycle times.

I fully expect to have a draft report completed by the May 8 Forest Practices Board meeting, at which time you can expect to hear a presentation from the LEAN contractor and me.

jeh/

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