



Lean Event Dates: November 15-19, 2010

Project: Improve Coordination of Publications

Bureau: Office of the Commissioner

Team: Total number of team members = 9 (4 staff within Division / 5 staff outside Division)

Team Sponsors/Titles: Amey Marrella, former Deputy Commissioner; Susan Frechette, Deputy Commissioner; Graham Stevens, Office Director, Land Management (P&PD)

Team Leader/Title: Dennis Schain, Director of Communication (OCC) (formerly Kim Czapl, Env. Analyst 3 (WPLR))

Team Members /Titles: Naomi Davidson, Supervising Env. Analyst (OCC); Katherine Herz, Wildlife Biologist 1 (BNR); Tom Ouellette, Env. Analyst 3 (WPLR); Judy Prill, Env. Analyst 3 (P&PD); Diane Ifkovic, Env. Analyst 3 (IWRD); Brian Golembiewski, Env. Analyst 3 (P&PD)

Team Champion/Title: Dennis Schain, Director of Communication 1 (OCC)

Opportunity Statement: Several programs regularly produce publications without coordination of content, production or distribution.

Objective: Identify opportunities for efficiencies and more effective promotion of key agency "messages" through a coordinated publications strategy.

Goals/Key Performance Indicators:

Pre-Kaizen Event Goals – Date:	Post-Kaizen Event Results/Key Performance Indicators – Status Date:
Establish coordinated publishing system that allows for:	
- Joint planning by editors.	Established editorial board.
- Sharing of content across publications.	Established editorial board with Department-wide representation.
- Greater efficiencies in the production and distribution processes.	Have trained staff in Constant Contact newsletter production software.
- Create formal meeting/conference call schedule for publication editors.	Editorial board has met several times and will continue to meet quarterly.
- Create process to solicit and develop publication content that speaks to overarching agency themes and messages.	The Communications Office has oversight of editorial board and has final say in newsletter content.
- Review production and distribution processes for each publication and determine if there are efficiencies to be captured.	The use of the Constant Contact service has been made a standard operating procedure for newsletter production and subscription management.

Spaghetti Diagram showing distance traveled for the process under review during the *Pre-Kaizen phase:* *Post- Kaizen phase:*

Comments: Value Stream Mapping was not applicable, since there was no clear process to evaluate.

<i>Value Stream Mapping: The activities and steps, both value and non-value added, as shown in the Pre-Kaizen state versus Post-Kaizen desired state.</i>		
<i>Type of Process</i>	Pre-Kaizen – # of Processes	Post-Kaizen – # of Processes
<i>Valued Added</i>	NA	NA
<i>No Value Added but Necessary</i>	NA	NA
<i>No ValueAdded</i>	NA	NA
<i>Waiting</i>	NA	NA
<i>Transport</i>	NA	NA
<i>Total</i>	NA	NA
Percent Reduction in the Number of Total Steps =		% Reduction



The Post-Kaizen desired state has resulted in a number of improved program efficiencies and include the following:

- Editorial board
- Subscription service
- Increased circulation of existing newsletters
- Improved efficiencies of production for existing newsletters

Highlights and Implementation of the Project Plan (2, 6 and 12 month deadlines):

- **Two Month Goals** - Expanding CT Wildlife: Meet with BOR and magazine staff to set up ways of adding content for 4 additional pages, begin developing a marketing strategy to increase subscriptions; E-Newsletters: Identify and compile contact lists, develop and send survey to contacts asking for input; Online Subscription Service: Evaluate available systems, decide best service to use for agency's needs.
- **Six Month Goals** - Expanding CT Wildlife: Assist BOR and magazine staff with adding content for 4 additional pages including parks, boating, other outdoor activities, etc, implement marketing strategy that will increase subscriptions; E-Newsletters: Use input from survey to develop newsletters, launch e-newsletter for businesses by April 1, 2011, launch e-newsletter for municipalities by May 1, 2011; Online Subscription Service: Purchase service, develop list of newsletters/magazine for posting on service, goal to increase subscriptions by 30%.
- **Twelve Month Goals** - Expanding CT Wildlife: Launch CT Wildlife as a broader outdoor magazine by Hunting and Fishing Day September 2011, utilize marketing strategy to double subscriptions/circulation of magazine (6,800 to 13,600 in first year); E-Newsletters: Goal of 2,00 subscribers for business e-newsletter, goal of 750 subscribers for municipal e-newsletter (includes 4 from each town government; Online Subscription Service: Evaluate service; renew contract, review and revise list of newsletters/magazine for posting on service, goal to increase subscriptions by 100%

Additional Comments/Observations/WOWS/Innovations from the Team:

- **WOW** - *Subscription service is even more effective than we anticipated - it even helped existing newsletter and the Connecticut Wildlife magazine.*
- **WOW** - *New content in the Connecticut Wildlife magazine has been very well-received.*