LEAN GAHANNA

Process Improvement in Local Government

Jennifer Teal, City Administrator
City of Gahanna, Ohio

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Today's Program

- Welcome

- Introduction of MBB Webcast Series
  - Ellen Milnes

- "Lean Gahanna"
  - Jennifer Teal

- Open Discussion and Questions
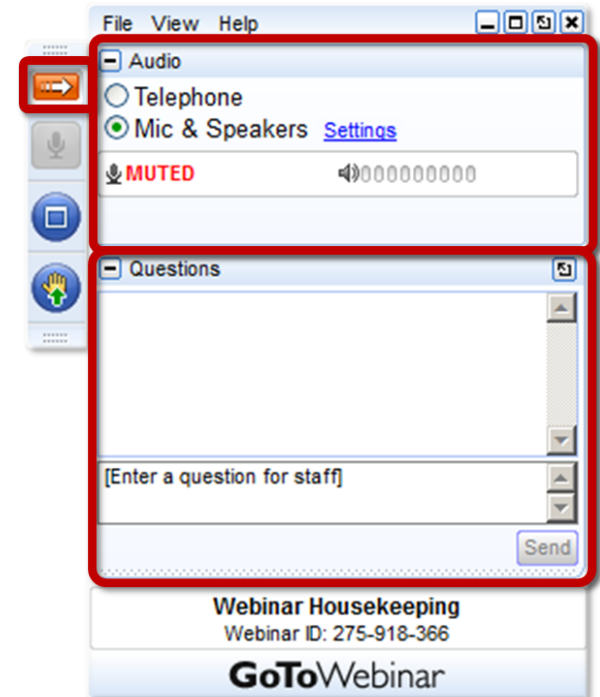
About Our Presenter

Jennifer Teal, City Administrator
City of Gahanna, OH

- Currently manages GoForward Gahanna and Lean Gahanna

- Previously worked for Department of Homeland Security and Department of Defense

- Bachelor of Arts in Urban Planning & Public Administration and Master of Public Administration

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GAHANNA AT-A-GLANCE

Size

- 12.4 sq mi
- 325 lane miles
- 33,323 residents
- 791 acres of parkland

Government

- Mayor (CEO)
- Council (Legislature)
- City Attorney (Judicial)

Organization

- 10 Depts
- 147 FT
- 67 PT
- 118 Seasonal
- $64.5M annual budget

LEAN GAHANNA

CHALLENGING

"THE WAY THINGS HAVE ALWAYS BEEN DONE"

EVERY DAY

MAKING GAHANNA GOVERNMENT

·SIMPLER·
·FASTER·
·BETTER·
·LESS COSTLY·

LEAN GAHANNA

LEADERSHIP

Leadership

Who	What
Council	Provided initial support/introductions Develops strategic priorities
Mayor	Champions Lean Gahanna program Implements strategic priorities
City Administrator	Executive Sponsor/ Program Manager
Lean Gahanna Team	Identify & complete projects in their work areas. Identify & complete cross-functional projects
Staff Support	Provides administrative and logistical support Process grant applications
TBD-Leadership Council	*Develop in-house training curriculum* *Identify and prioritize large-scale projects*

TRAINING-HISTORY

Training

- LeanOhio Green Belt Training
  - 2 Participants
  - Provided free-of-charge

LEANOhio

- LeanOhio Boot Camp
  - 18 Participants to date
  - $34,000 in grant awards

LEANOhio BOOT CAMP

14% of full time City staff completing 40+ hours of training

- MoreSteam Black Belt Course & Certification
  - 1 Participant to date
  - City funded training
  - Certification costs reimbursable through employee benefits

MoreSteam University℠

TRAINING-GOALS

Develop in-house training curriculum and capacity	Customized to meet the City's needs	Focused on Lean toolkit
		Use outside help for stats-heavy projects?
	Multiple levels	Belting/hierarchy
		Tool Time Workshops→ Green Belt
	Economically self sufficient	Not reliant on grant funds
		Strive to be cost neutral
	Partnerships	Lean Ohio
		Cities, Schools & Townships

PROJECTS-TOOLS

DMAIC

SIPOC

Kaizen

Poke-Yoke

8 Wastes

Rapid Improvement

5S

Strategic Planning

ECONOMIC STRATEGIC PLAN

Created a **TRAIL Chart** to define project team members

Gathered **baseline data** from public input, a revised economic forecast, and initial budget documents

Set **operational definitions**

Completed a **SIPOC** Analysis to determine the suppliers, inputs, processes, outputs and customers

Defined a new process that includes a reserve policy, review and prioritization of capital needs, and a methodology to decide on quick operational decisions
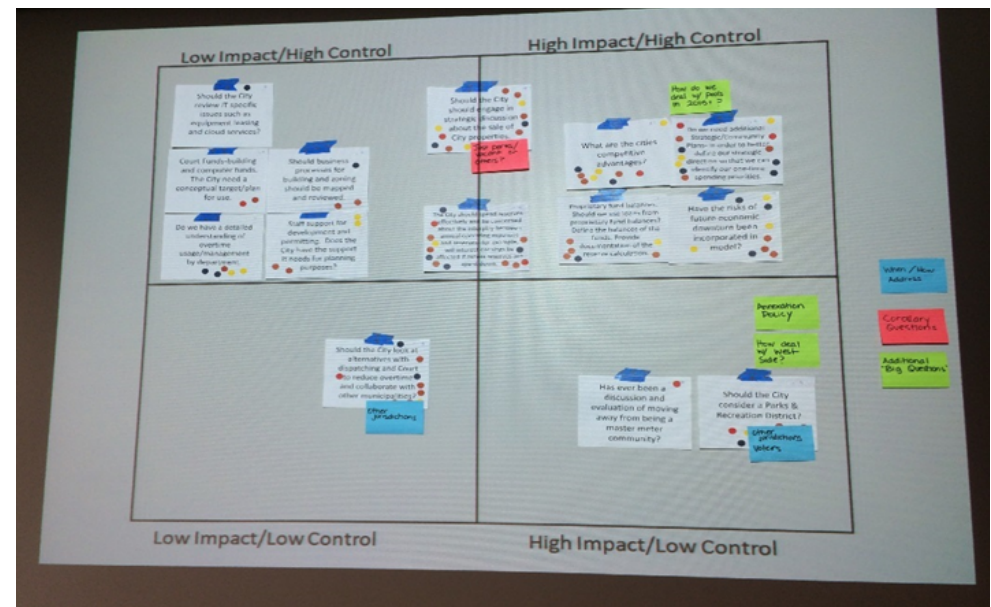
ACCOUNTS PAYABLE PROCESS

30% reduction in number of steps & decision points

Reduced wait times for businesses to receive payment

Improved internal workflow

Reduced staff workflow

Justified change from full-time to part-time staff to complete the task

Reduced weekly processing time

40 Hours ➡ 25 Hours

FINAL DEVELOPMENT PLAN PROCESS

Reduced Planning & Development Department steps by 25%

Improved application form & instructions

Clearly defined "Acceptance" for the 30 day review period

Developed a clearer understanding between departments
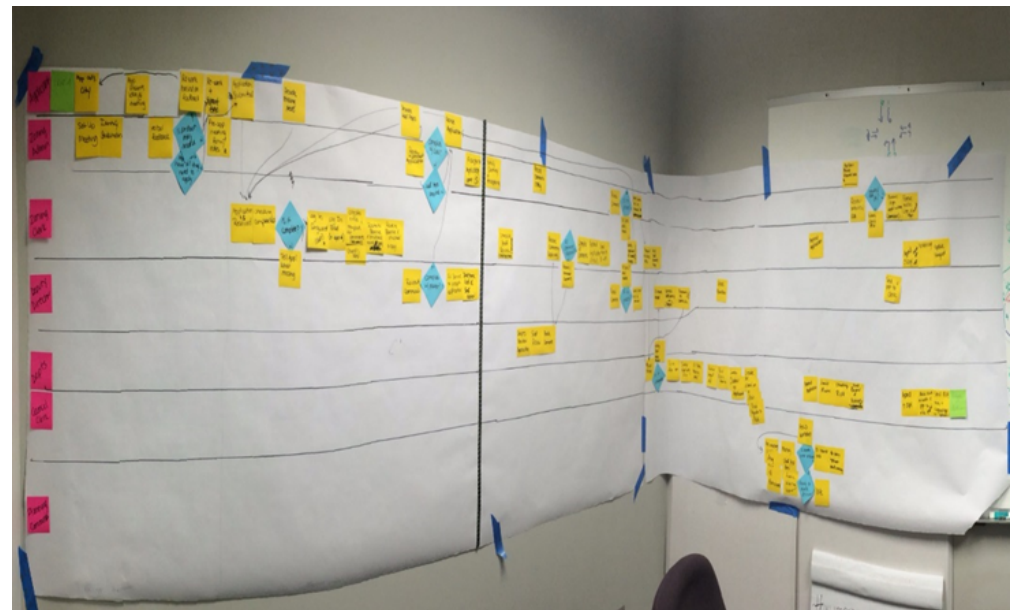
COMMERCIAL ALTERATIONS PERMIT

30% reduction in the turnaround time for processing permits from 20 days to 14 days.

Partnership with Supplier Six Sigma

Created a commercial alterations review control plan to document procedures and metrics
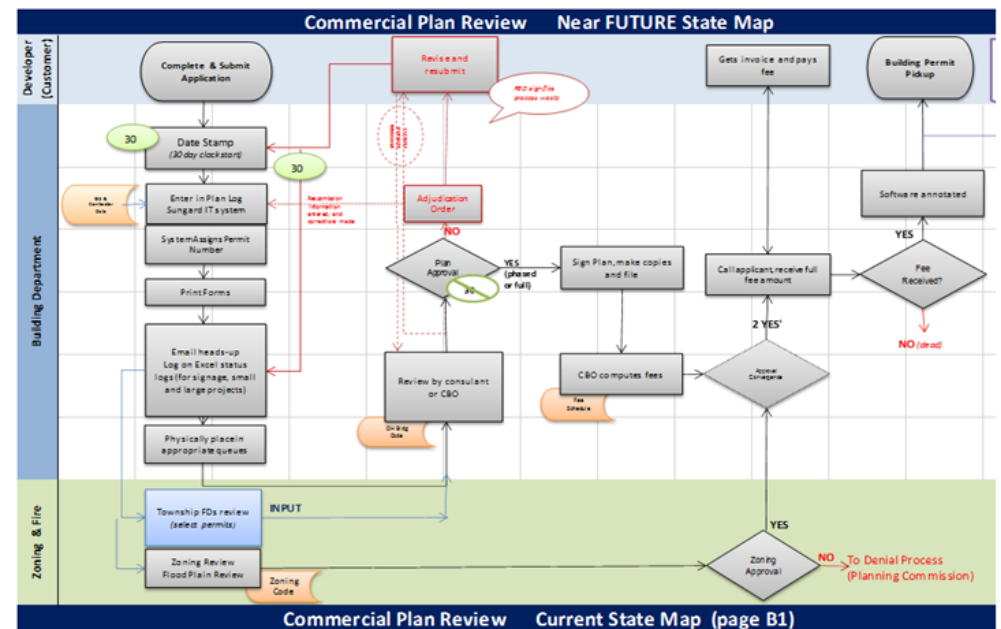
Reduced processing time

20 days → 14 days

CITYWIDE 5S PROJECTS

Mayor's Court

Police Dispatch Center

IT Surplus Items for Auction

Multiple Office Moves

"It's a new day in Gahanna"
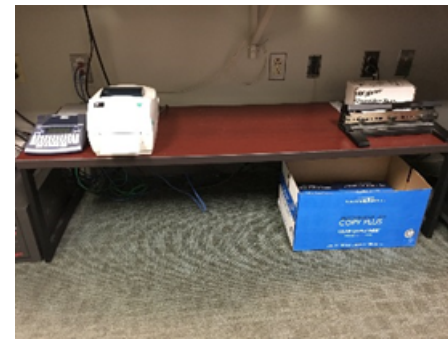
GOLF COURSE FUEL ENTRY

94% reduction in total processing time

Previously manual/paper intensive process took 3 hours/week

Leveraged available technology

Totally eliminated the time required to retrieve stored paperwork

Users cut the time needed to record transactions by nearly 50%

Reduced weekly processing time

| 3 Hours | → | 10 Minutes |

IT PASSWORD NOTIFICATIONS

Push vs. Pull solution

Reduces **Transportation and Motion** through reduced calls and in person helpdesk requests

Addresses **Underutilization** by providing accurate data at appropriate time intervals to individual users

Addresses **Waiting** by providing notification and avenues for users to pro-actively change password

DEPARTMENT INVOICE PROCESSING

Reduced processing time for POs by 57%, saving 2 hours of staff time per week

Reduced processing time for statements by 75%, saving 90 minutes of staff time per week

Analyzed 5-Whys

Leverage available technology

Eliminated batching and manual processing

Total reduced weekly processing time

5.5 Hours → 2 Hours
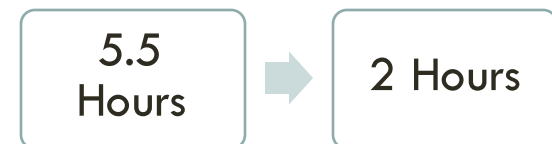
COURT CASE FILE ATTACHMENTS
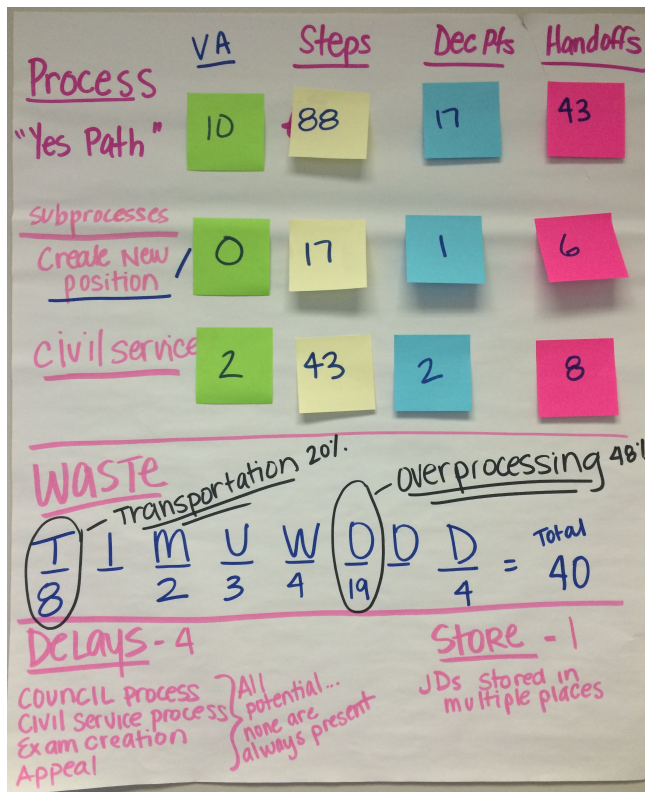
Reduces **Transportation and Motion** by eliminating steps

Addresses **Underutilization** by leveraging available technologies that are available

Diminishes **Over-Processing** by eliminating the need to print, store, and retain paper emails

Minimizes **Defects** by reducing the potential of a paper copy shifting between case files
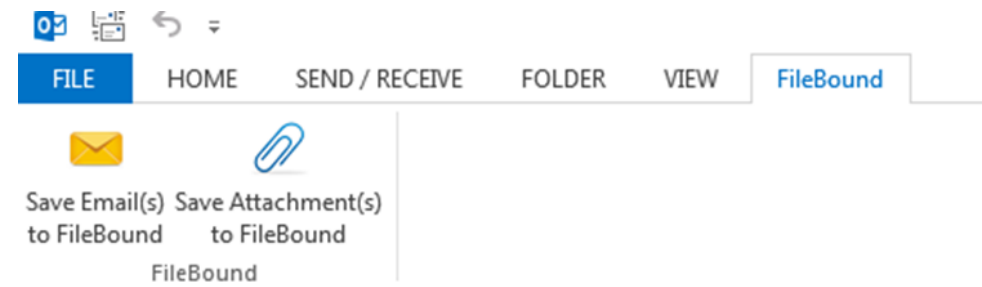
HR RECRUITING PROCESS
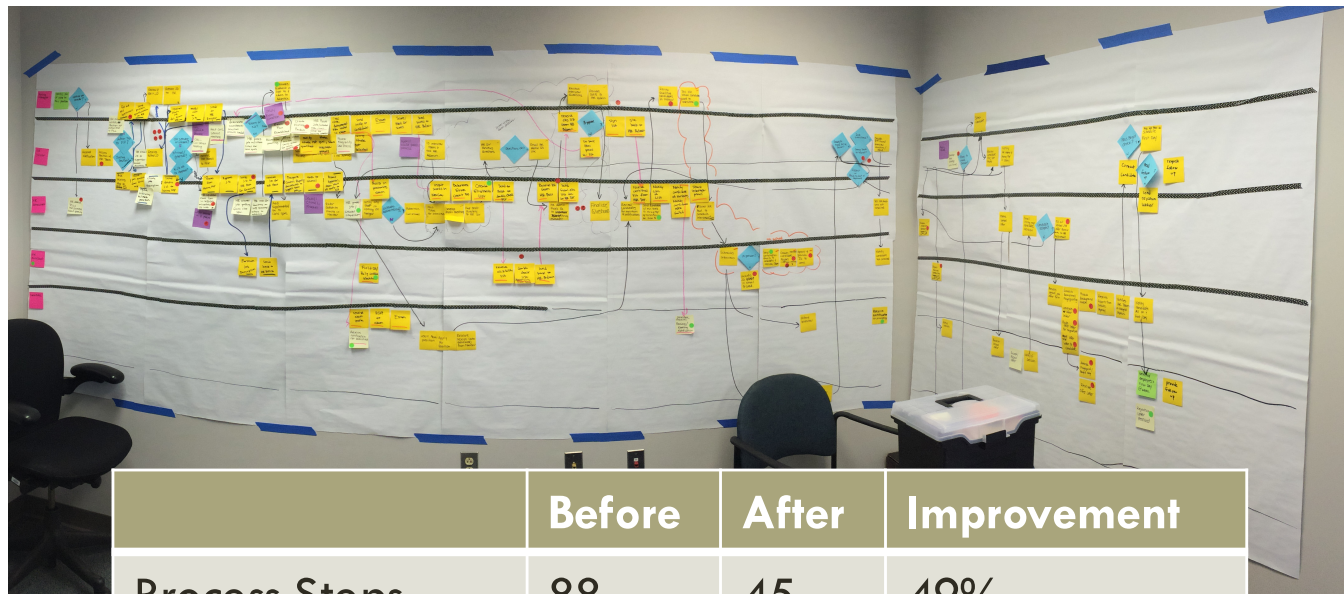
	Before	After	Improvement
Process Steps	88	45	49%
Process Handoffs	44	16	64%

Reduced Mean Recruiting Cycle Time

110 Days → 75 Days

UPCOMING PROJECTS

|	
Project Selection Tool	Align future projects to City-wide strategic plan
Optimizing the Payroll Process	Partnership with Fisher College of Business at Ohio State University
Optimize IT Purchases	Eliminate redundancy and inconsistency
Clarifying Purchasing Roles	Eliminate inconsistency and reduce the time it takes to complete City purchases and contracts

CULTURE
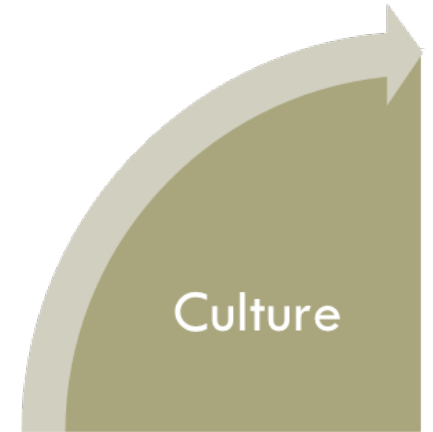
Culture

Critical mass

Pervasive vocabulary

Visual reminders

Routine

Partnerships

Wash, rinse, repeat

CULTURE-VISUAL FACTORY

CULTURE-VISUAL FACTORY

MOVING FORWARD

- ❑ Leadership
    - ❑ Leadership Council
    - ❑ Budget

- ❑ Develop in-house training

- ❑ Culture
    - ❑ Employee & Project Recognition
    - ❑ Project report-outs

- ❑ Projects
    - ❑ Strengthen Strategic Linkages
    - ❑ Measure/Demonstrate Quantitative Results

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Questions

How have you handled ….

Have you ever encountered ….

Would you explain how you've approached ….
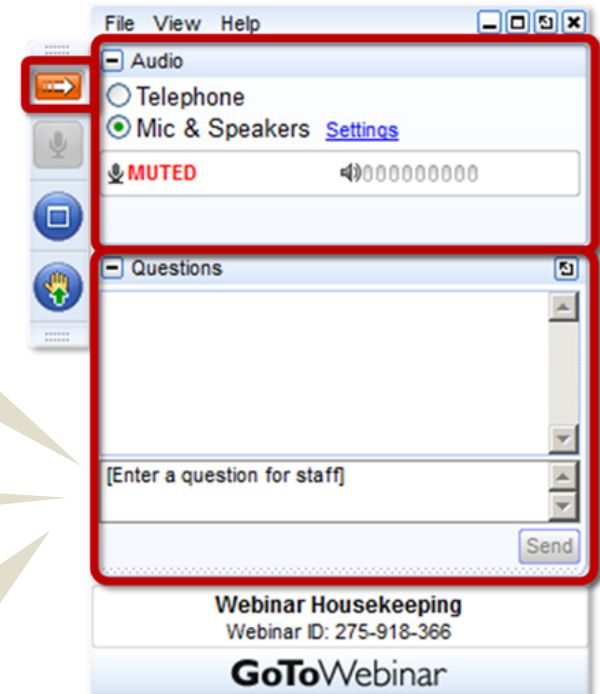
Visit us at MoreSteam.com

Thank you for joining us

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