

## LeanOhio Kaizen Event Fact Sheet

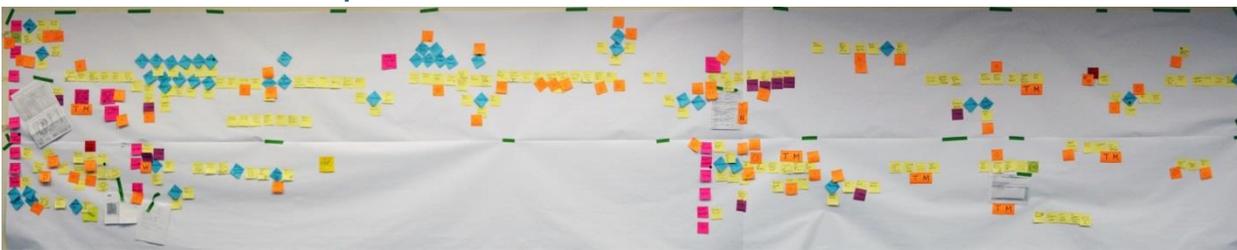
### Ohio Department of Administrative Services

**Issue:** The Tenant Improvement Project process timeline (from the point when a tenant requests a project to final completion) was taking too long, leading to dissatisfaction among customers. A lack of transparency and communication within the process led to frustration for both internal and external customers.

Department	Changes to Process	Metrics	As a Result
<b>Ohio Department of Administrative Services</b> Tenant Improvement Project Process Projects/DAS Buildings August 3-7, 2015	<ul style="list-style-type: none"> <li>Reduced steps from 228 to 59 (74% reduction)</li> <li>Reduced decision points from 48 to 12 (75% reduction)</li> <li>New process will greatly reduce loopbacks and handoffs</li> </ul>	<ul style="list-style-type: none"> <li>The Tenant Improvement Project process timeline will be reduced from 3-12 months to 1-8 months (33-67% reduction)</li> <li>Projected savings of up to \$300,000 per year in actual construction costs</li> </ul>	<b>A better-defined scope for tenant improvements will be established up front and available to all stakeholders, leading to less rework, less cost, and shorter process times</b>

Major Improvement	How it was accomplished
<b>Standardized process</b>	The team created clear definitions of roles and responsibilities, implemented a project tracking system, and created standards to categorize types of projects and change orders.
<b>Improved communication</b>	Communication will be strengthened through a single point of contact, increased availability to needed expertise throughout the process, and built-in “touch points” at key points as the process unfolds.
<b>Opportunities for cost reduction</b>	Utilization of new process for industrial compliance work permits, construction procurement process, and scope template at the beginning of the process.

#### Current-State Process Map



#### Future-State Process Map



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