

## LEANOhio Kaizen Event Fact Sheet

**Issue:** The Home Energy Assistance Program (HEAP) administration grants were taking too long to process, leading to rework and frustration for both the Ohio Development Services Agency and local agencies.

Department	Changes to Process	Metrics	As a Result
<b>Ohio Development Services Agency</b> Home Energy Assistance Program (HEAP) Administrative Grant Approval Process June 23-27, 2014	<ul style="list-style-type: none"> <li>Process steps reduced from 211 to 28 ( 87% reduction)</li> <li>Decision points reduced from 28 to 5 (82% reduction)</li> <li>Eliminated 75 points of identified waste in the process</li> </ul>	<ul style="list-style-type: none"> <li>The total time for the HEAP Administration Grant was reduced from an average of 117 days to 45 days (62% reduction)</li> <li>Projected annual savings of \$625 for participating agencies printing and postage per year leading to over \$30,000 savings statewide</li> </ul>	The HEAP administration grants will be able to provide money to local heating and cooling assistance providers faster – to the ultimate benefit of their income-eligible customers.

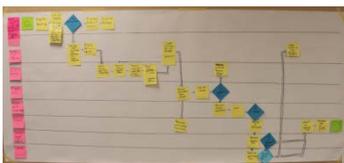
Major Improvement	HOW it was accomplished
Faster funding availability for service providers to ultimately benefit the customers they serve.	Reduced the amount of time to process a HEAP administration grant by eliminating handoffs and approvals and by pushing the decision making down to the lowest reasonable level. Created accountability and redirected resources to improve the processing time.
Improved stakeholder relationships by providing a customer centered approach to this grant process.	Utilize current IT resources to electronically move through the process. Applicant will be unable to submit unless all required information is included. Made documents customer focused and created a clear timeline and milestones for this grant process.
The grant will be sent out to the agencies earlier so they can avoid competing priorities.	Planning and decision making will occur at the formative phase of grant application development and will include top level decision making and other key players.

### Process Map Comparison (shown to scale)

#### Current Process Map (211 steps)



#### Future Process Map (28 steps)



**Team members:** Melissa Stanford, Whitney Sullinger, Cheri Wood, Steve Morris, Tu Lu, Ahri Manning, Colette Harrell, Diane Hare, Michael Higgins, Mark Alderman, Susan Miller, Tamara Johnson, Alicia Sullivan, Celeste Krolak, Sandra Pyles, John Yoho

For more information please visit [lean.ohio.gov](http://lean.ohio.gov) or contact [Steve.Wall@das.state.oh.us](mailto:Steve.Wall@das.state.oh.us)