

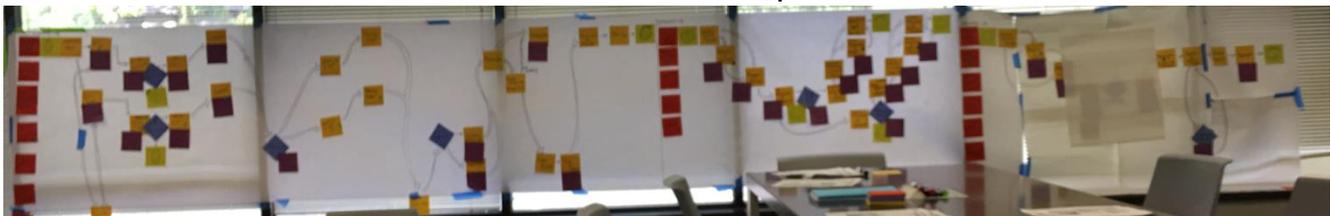
**ODNR Division of Parks and Watercraft Merger
Lean Ohio Kaizen Event Fact Sheet**

Issue: Senate Bill 293 of the 131st General Assembly established terms for the merger of the ODNR Divisions of Parks/Recreation and Watercraft effective 09/11/2016. The Kaizen event provided project support to plan, facilitate, and implement this merger for all levels except for senior leadership roles, to determine the most effective supervision path for managing work assignments, and expedite and refine the fleet management process.

Department	Changes to Process	Metrics	As a Result
Ohio Department of Natural Resources: Division of Parks and Watercraft Merger	Creation of Merger Plans: * Communications * Foundation (culture, branding, mission statement, etc.) * Policies and Directives * Job Duties and Assignments	Redundant work units and duties were merged throughout the Division to unify staff, processes, and cultures, to provide single point of contact services, and to standardize policies and directives.	The newly formed Division of Parks and Watercraft began immediate implementation of merger strategies, which provided much needed communication and guidance to employees with the end goal of efficient operations and improved employee engagement.
Fleet Process	Fleet Process Steps reduced from 46 steps to 27 steps (42% reduction)	The fleet process had a reduction in lead time from 17 months to 14 months resulting in a 17% improvement and a reduction in overall waste of 57%.	Overhauled approach provides a quicker turnaround time in replacement and salvaging of vehicles with fewer internal loop backs and handoffs.
August 26- 30, 2016	Fleet Decision points reduced from 8 to 5 (38% reduction) Fleet Handoffs reduced from 30 to 25 (16% reduction)		

Major Improvement	HOW it was accomplished
Standardized process	Merged work teams with standardized processes, policies/directives, and procedures.
Transparency	Reduced handoffs in the fleet process while improving overall communication and appropriate level empowerment for administrative decision-making.
Separation of overlapping Duties	Merged overlapping positions/duties and capitalized on reallocation of staff resources in several redundant work units with single point of contact services.

Current Process Map



Future Process Map



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