LEAN GAHANNA

Program Status Report
February 22, 2016

The Lean Gahanna program is modeled on the state's LeanOhio program, which has a mission to make government services simpler, faster, better and less costly. Using continuous improvement methods such as Lean and Six Sigma, Gahanna City programs and departments have been empowered to cut the proverbial "red tape," remove inefficiencies, improve customer service and achieve measureable results.

This program leverages training received through LeanOhio with scholarship funding provided by the state's Local Government Efficiency Program (LGEP). The Lean Gahanna program is working to institutionalize a culture of "lean thinking" throughout the City by providing ongoing in-house Lean/Six Sigma training opportunities for City staff, facilitation of Lean/Six Sigma projects throughout the City and fostering a Lean culture throughout City government..

By improving program efficiency and effectiveness through Lean training and projects, Gahanna government will be a better value to the taxpayers and stakeholder communities. Over time, Gahanna will also be poised to provide services and training resources to other local public sector partners, such as the townships, schools and neighboring communities.

The City Administrator is the project lead for the Lean Gahanna program, assisted by the Finance Coordinator-Budget & Performance (currently vacant). The Lean Gahanna team is made up of City staff who have completed LeanOhio Boot Camp. As additional staff members receive Lean training and develop expertise, the Lean Gahanna project team is growing and evolving.

This program is linked to other strategic initiatives also underway in the City, including the City-wide Strategic Plan and Performance Measurement.

SCOPE

This program include three primary components: Training, Fostering a Lean Culture and Improvement Projects.

Training

The Lean Gahanna program utilizes the LeanOhio Boot Camp training model to provide week-long training opportunities for City staff. This training equips staff members to:

- Scope an improvement project
- Make invisible processes visible so they can be dramatically simplified
- Be an effective improvement team member
- Identify the leading causes of waste
- Eliminate batching and other enemies of speed
- Decrease the complexity of processes and eliminate unneeded steps
- Develop requirements for an efficient process before implementing IT solutions
- Create a dashboard of visual data to easily measure progress

Ultimately, one or more week-long training sessions will be provided in Gahanna each year to provide convenient opportunities for all management staff, as well as other interested employees and community partners. Staff may utilize additional LeanOhio Boot Camp sessions outside of Gahanna as scheduling requires. Once the in-house capabilities exist, it is anticipated that the boot camp sessions will be facilitated by Gahanna City staff, rather than outside trainers.

In order to develop a deep bench of employees able to lead internal training and provide expertise on all types of process improvement projects, more in-depth training opportunities are being developed to provide Green and Black belt training and certification for leaders in the Lean Gahanna program.

In addition, we will provide frequent opportunities for staff training and development, ranging from 1-hour skill-building "Tool Time" workshops and on-the-spot training in Lean techniques to multi-day sessions focused on particular toolsets and methodologies. We will also provide frequent opportunities for hands-on experiential learning, inviting employees from all areas and all levels to participate in continuous improvement projects for the City.

Fostering a Lean Culture

Fostering a Lean culture in Gahanna involves creating an environment where staff at every level are empowered to ask questions, challenge norms and develop ideas that can create more value for customers and citizens with our existing and limited resources. It also includes becoming a trusted partner with neighboring/regional jurisdictions to provide training opportunities, share expertise and work together on process improvement and collaborative projects.

Continuous reporting and efforts to create visibility about the purpose and progress of the Lean Gahanna program is important part of fostering a Lean culture in Gahanna. Efforts to date have included creating a Lean Gahanna website, developing a "Visual Factory" or physical display area within City hall for promoting key activities and achievements, and routinely reporting out to Council, staff and the public about the activities and results being achieved by the program.

The Lean Gahanna team, made up of those employees who participate in boot camp training and others that might be identified as the program matures, are an integral part of developing and maintaining a Lean culture in the City. These employees provide expertise and foster the Lean culture within their own departments. This team meets regularly to share ideas and collaborate on projects.

Community partnerships will also enhance the Lean culture in Gahanna. The City will endeavor to partner with our neighboring jurisdictions and other regional entities to provide training and collaborate on process improvement projects as the program matures.

Improvement Projects

The Lean Gahanna team has become their departments' first Lean Local practitioners This team meets frequently to collaborate on smaller-scale departmental improvement projects, share successes and identify and prioritize larger-scale projects (involving multiple departments or jurisdiction and/or requiring additional manpower).

As a follow-on to their Lean Local boot camp experience, Lean Gahanna team members are expected to identify projects within their department throughout the year to address using Lean techniques. Together, the team will also identify and prioritize at least larger-scale projects (e.g. multiple departments or jurisdictions) to be completed using members of the Lean Gahanna team and outside practitioners if required.

PROGRAM ACTIVITIES AND PROGRESS

Component	Activity	Status
Training		
Lean Local Boot camp	Identify & Secure Facilitator	Completed; Partnership for Excellence
	Schedule City employees in boot camp training	Wave 1 Completed in Q2 2015; 15 employees participated Wave 2 scheduled for February 2016; 3 employees participating Wave 3 scheduled for May 2016; # TBD
	Identify & Secure Funding	Wave 1 Completed; 14 LGEP Scholarships secured ($28,000 in State Funds) Wave 2 Completed; 3 LGEP Scholarships secured ($6,000 in State Funds) Wave 3 TBD
Continuing Education Opportunities	Black Belt for CA	CA has begun Black Belt training & certification process
	Ongoing "Tool Time" Workshops	TBD, Will begin once wave one of boot camp is completed.
Culture		
Reporting and Visibility	Website	Completed; http://www.gahanna.gov/departments/finance/leangahanna.aspx
	Reporting	Developed a "one pager" template for project reporting Developed "Lean Gahanna by the Numbers" dashboard
	"Visual Factory"	Installed in Finance office area with project plan outline Program status report (attached)
	Quarterly Status Reports	Q4 Report to Council Completed
Lean Gahanna Team	Identify Participants	Wave 1 Completed Q2 2015 Wave 2 Identified Wave 3 TBD
	Meet Regularly	Ongoing
Partnerships	LeanOhio	Met with LeanOhio liaison; identified resources and opportunities. CA serves as project mentor for LeanOhio Green Belt projects
	Schools	Met with GJPS Business Manager

Component	Activity	Status
	Other Government Entities	Call out to Mifflin Twp Presented to COHCC Board
	American Society for Quality	CA scheduled to present on Lean Gahanna program at April meeting
	Peak Academy (Denver, CO)	CA met with project founder and training consultant
	Ohio State University	Partnered with OSU Industrial Engineering program. Senior Capstone students engaged in a Bulk Purchasing/Inventory Management project with Parks & Service
Projects		
Completed Projects	Economic Strategic Plan	Developed the Sustainable Operating Model & adopted Emergency Reserve Policy
	Accounts Payable	30% reduction in the number of steps and decision points. Reduced wait times for businesses to receive payment; improved internal workflow; reduced staff workflow-justifying change from full-time to part-time staff to complete this task.
	Final Development Plan	25% reduction in Planning & Development process steps; improved application form & instructions ; clearer definition of key terms; better understanding between departments
	Commercial Alterations Permit	Reduced turnaround time for processing permits from 20 to 14 days; created a commercial alterations review control plan
	Court 5S	Eliminated duplicate office supplies and redundant reference guides; reduced clutter and created a visually appealing and organized space
	Golf Course Fuel Entry	94% reduction in process time to transfer transaction data; eliminated paper processing; reduced time to record transactions by 50%
	IT Password Notifications	Improved customer experience, reduced helpdesk requests; better utilized systems; provides pro-active service
	Service 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
	Court/IT Fiilebound Processing	Eliminated redundant processes; leveraged existing technology; reduced over-processing and minimized defects

Component	Activity	Status
	IT Surplus 5S	Standardized and documented surplus process; reduced delays in current and future IT surplus; improved safety and organization
	Police Dispatch Center 5S	Eliminated unused and obsolete items. Reduced clutter and improved work environment. Ultimately increases efficiency and workflow in the dispatch center.
Ongoing Projects	City-wide 5S (Sort-Straighten-Shine-Standardize-Sustain)	Numerous 5S projects occurring throughout City facilities
	Inventory Management/Bulk Purchasing	OSU Industrial Engineering students are working with Parks & Service to improve current processes and reduce indirect costs associated with purchasing maintenance supplies
Future Projects	Records Management Value-Stream	Discussing potential approaches to a large-scale improvement project-may include outside facilitation support
	City Staff Recruiting Process	Project will aim to reduce the time associated with recruiting City staff & improve customer service to hiring departments