

Lean Ohio Results

Summary of Kaizen Events in Ohio State Government since January 2011

Last Updated: 8/31/13

KEY:

Changes to Process: This column lists the types of waste, unnecessary steps and red tape removed when the Kaizen event team improved the old process.

Metrics: This column identifies the measurable customer-focused improvements such as time or cost savings made as a result of using Lean to improve the process.

As a Result: This column attempts to state in plain English why or how these improvements are important to the citizens and businesses of Ohio.

Department	Changes to Process:	Metrics:	As a Result:
<p>Ohio Department of Commerce Unclaimed Funds Division</p> <p>Unclaimed funds claim and payment process</p> <p>August 26-30, 2013</p>	<ul style="list-style-type: none"> • Eliminated 126 process steps – from 154 to 28, for an 82% reduction • Reduced decision points from 36 to 3 (92% reduction) • Reduced waste points from 35 down to 1 (97% reduction) 	<ul style="list-style-type: none"> • The time from submission of a claim to the check being received reduced from 105-162 days to a projected 14-22 days • Direct Cost savings of \$208,000 by eliminating printing and postage 	<p>Ohio citizens who have unclaimed funds will receive their money up to 150 days faster</p>
<p>Office of Budget and Management, Department of Administrative Services</p> <p>Ohio Marketplace commodities purchasing process</p> <p>July 29 - August 2, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 90 to 19, a 78% reduction • Decision points reduced from 17 to 6, a 64% reduction • Eliminated 98 points of identified waste in the process 	<ul style="list-style-type: none"> • The time from submitting a requisition to receiving a purchase order reduced from 30 days to 7 days on average • Projected annual savings of at least \$67,000 in reduced paper costs for participating agencies • 171,000 projected staff hours to be available for value-added work 	<p>Ohio's state agencies will process purchase orders 77% faster, resulting in quicker delivery of commodities used for daily operations</p>

<p>Ohio Board of Tax Appeals</p> <p>Decision Writing Process, primarily for home appraisals</p> <p>July 15-19, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 170 to 45, a 73% reduction • Decision points reduced from 28 to 8, a 71% reduction • Eliminated 75 points of identified waste in the process 	<ul style="list-style-type: none"> • The time to write a tax appeal decision was reduced from an average of 540 days to an average of 295 days • Projected annual savings of \$30,000 in office costs and paper reduction • Customers save money with less travel 	<p>Ohio taxpayers and home owners will obtain critical tax appeal decisions an average of 245 days faster</p>
<p>Department of Job and Family Services</p> <p>Compliance Audit Process to ensure employers are paying correct unemployment compensation insurance</p> <p>July 8-12, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 121 to 32, a 74% reduction • Decision points reduced from 20 to 5, a 75% reduction 	<ul style="list-style-type: none"> • Total time to complete an audit went from 124 to 38 days, a 69% reduction • It is projected the faster process will result in each auditor completing 18 audits per month instead of 6, and 10,800 annually instead of 3,600 	<p>Audits will now meet accreditation standards and three times as many can be completed</p>
<p>Ohio Office of Medical Assistance</p> <p>Medicaid Level 2 Comprehensive Assessment Process</p> <p>June 24 - 28, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 340 to 50 steps, an 85% reduction • Decision points reduced from 60 to 10, an 81% reduction • The new process educates users, and communicates with all provider agencies immediately • Eliminated all 132 points of identified waste 	<ul style="list-style-type: none"> • Assessment process reduced from a maximum of 25 days to a maximum of 15 days • 40,000 hours of annual staff time redirected to better service (\$488,800 salary) • Paper reduction will save \$4,128 per year • Ohio's share of the Medicaid savings will be over \$116 million • Balanced Incentive Program savings of \$2,363,482 • Total Projected Savings: \$118,667,068 	<p>Ohio Medicaid consumers will receive medical services 10 days faster. The new process will identify an additional 9,000 consumers annually who can be redirected to more appropriate and preferred home and community based care.</p>

<p>Department of Mental Health Northcoast Behavioral Healthcare</p> <p>Moving mental health patents through appropriate levels of classification and treatment</p> <p>June 10-14, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 122 to 36, a 70% reduction • Reduced handoffs from 37 to 6, an 83% reduction • Reduced decision points from 25 to 6, a 76% reduction • Reduced loopbacks from 14 to 6, a 57% reduction 	<ul style="list-style-type: none"> • Total cost savings of \$64,050 • Total projected number of redirected staff hours is 1,895 per year 	<p>Patients will move through appropriate levels of mental health classification and treatment more accurately resulting in a decreased overall length of stay</p>
<p>Ohio Development Services Agency Office of Community Assistance</p> <p>Annual eligibility re-verification for energy assistance programs</p> <p>June 3-7, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 140 to 76, a 45% reduction • Identified and eliminated 66 points of waste • Potential loopbacks, or points of rework in the process went from 6 to 1, an 83% reduction 	<ul style="list-style-type: none"> • Savings due to paper reduction projected to be \$605,000 annually • Overall cost savings to all clients due to reduced travel and mail costs projected to be \$972,000 annually • Total projected savings: \$1,577,000 	<p>Energy Assistance Clients will receive credits for utility bills up to 12 weeks faster – keeping the lights on!</p>
<p>Department of Job and Family Services</p> <p>Improving supervisor claim check workflow process to ensure quality processing of unemployment claims</p> <p>June 3-7, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 128 to 16, a 43% reduction • Decision points reduced from 5 to 2, a 60% reduction 	<ul style="list-style-type: none"> • The average time it takes for supervisors to check work went from 30 hours a week to 6.5 hours a week, a 78.5% improvement 	<p>Unemployment claims will be processed faster and more accurately, partly because of better data analysis and staff development by supervisors</p>
<p>Department of Job and Family Services, Department of Mental Health</p> <p>Creating an efficient process for Health Home Certification and information exchange</p> <p>May 20-24, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 191 to 43, a 77% reduction • Decision points reduced from 18 to 2, an 89% reduction • Eliminated all 54 points of waste 	<ul style="list-style-type: none"> • Health Home Roadmap process time reduced from 120-213 days to a projected 13-36 days, an 83% improvement • Redirected annual staff hours estimated to have a \$52,000 wage equivalent • Processing costs of Business 	<p>Ohio mental health clients will now have better access to Health Home services to improve the experience of care and quality of life for the client through integrated care</p>

		Associate Agreement cut by 50%	
<p>Department of Administrative Services, General Services Division</p> <p>Streamlined billing process for printing</p> <p>April 29 - May 3, 2013</p>	<ul style="list-style-type: none"> • Process steps reduced from 307 to 35 (88% improvement) • Decision points reduced from 50 to 5 (90% improvement) 	<ul style="list-style-type: none"> • Copy Center saves 225 hours per month that can be redeployed to higher priorities • Time to create accurate bills for customers will go from an average of 19 to 9 days, a 52% reduction 	<p>Customer agencies will receive a more accurate and timely bills for their printing jobs and the print shop will spend significantly less time processing those bills</p>
<p>Department of Insurance</p> <p>Streamlined the process for renewing insurance-agent licenses and issuing first-time licenses</p> <p>March 25-29, 2013</p>	<ul style="list-style-type: none"> • Reduced the number of steps in the application and renewal process for individual agents by 26% • For business (multiple agents) applicants and renewals, reduced process steps by 32% • Eliminated 28 decision points -- a 60% reduction 	<ul style="list-style-type: none"> • For applications from individual agents, process time will go from 9.5-97.5 days to 1-33.5 days • For business applications, process time will go from 4-18 days to 1-33.5 days. • 10,931 staff hours once spent in letter preparation and document review will be redirected to value-added work 	<p>Insurance agent applicants will receive licenses in less time and will be able to sell insurance to Ohioans more quickly</p>
<p>Department of Rehabilitation and Correction</p> <p>Streamlined the process for determining an inmate's release status</p> <p>February 11-15, 2013</p>	<ul style="list-style-type: none"> • Replaced two paper forms with one electronic form • Reduced number of work areas involved in the process from 12 to 6 • Out To Court coordinators to be trained at each institution 	<ul style="list-style-type: none"> • The process will take 13 days on average, a 62% improvement over the 34-day average in the past. • Elimination of paper forms will save \$26,100 per year in printing expense. • Elimination of document scanning will allow 1,080 hours to be redirected to mission-critical work 	<p>Courts and law enforcement agencies will save time and money through a faster process for getting inmates to court hearings</p>

<p>Department of Administrative Services Minority Business Enterprise</p> <p>Transformed the Minority Business Enterprise certification process to reduce time and costs</p> <p>February 4-8, 2013</p>	<ul style="list-style-type: none"> • Reduced steps from 84 to 27 (68% improvement) • Developed fast-track process for applicants whose applications are complete and ready to go • Eliminated multiple reviews, standardized forms and checklists, and developed plans for a one-stop application supersite 	<ul style="list-style-type: none"> • Certification approval time cut in half -- from 14-38 to 10-20 days • Cost savings projected at \$156,592 per year from reductions in printing, mailing, and phone • Fully implemented process will require 4,491 fewer work hours per year, for a 30% overall time savings 	<p>Minority businesses will get faster access to state procurement opportunities</p>
<p>State Medical Board</p> <p>Get complaints to the Ohio Medical Board resolved in a more timely manner</p> <p>Jan. 28 - Feb. 1, 2013</p>	<ul style="list-style-type: none"> • The “protocol close” process (for complaints that don’t allege quality of care or regulatory requirement violations), went from 32 steps to 3, a 91% improvement • The process for resolving quality of care complaints that do not result in formal disciplinary action, reduced steps from 113 to 44, a 61% improvement • The subpoena issuance process reduced steps from 76 to 28, a 63% improvement 	<ul style="list-style-type: none"> • For complaints that don’t allege quality of care or regulatory requirement violations, process time will be reduced from 12-44 days to 3-17 days • With quality of care complaints that don’t result in formal disciplinary action, the time to reach resolution will be 4-11 months, compared to 1.4-5.6 years previously • The subpoena issuance process will take 1.4 months to 5 months compared to 5.6 months to 2.7 years • The cumulative reduction in steps will allow the wage equivalent of \$340,000 in staff time to be redirected to other core services 	<p>Citizens will receive much quicker resolutions to their complaints about licensed medical professionals -- which could mean that wrongly accused professionals are exonerated more quickly or that guilty professionals are removed sooner</p>
<p>Treasurer of State</p> <p>Streamlined the process for state agencies to post revenues</p> <p>September 10 – 14, 2012</p>	<ul style="list-style-type: none"> • Eliminated paper receipts • Process steps reduced from 196 steps to 109 steps, a 44% reduction • Handoffs reduced from 46 to just 7, an 85% improvement 	<ul style="list-style-type: none"> • Eliminated over 122,000 documents, a 66% reduction for a cost savings of \$6,231 • Reallocation of 2080 staff hours saved \$64,664 employee cost • Annual savings to taxpayers 	<p>State agencies will save money by having a faster and more efficient deposit process</p>

	<ul style="list-style-type: none"> • Redirected hours equaling \$91,500 annually for more valuable TOS tasks 	of \$91,500	
<p>Ohio Housing Finance Agency</p> <p>Qualifying eligible homeowners for HHF financial assistance</p> <p>July 30-August 3, 2012</p>	<ul style="list-style-type: none"> • Process steps reduced from 127 to 71 steps, a 44% reduction • Increased eligibility at pre-registration • Added “Live” assistance for documentation gathering • Standardized registration and drop down menus. HCA’s receive only complete packets 	<ul style="list-style-type: none"> • Reduced process lead time from a maximum of 375 days to 45 days, a 95% reduction • Administrative cost reduced by estimate of 2 to 3 million taxpayer dollars • Estimated 48,000 staff hours redirected to more valuable work 	<p>More Ohio homeowners can be served, and receive assistance faster in order to save their homes</p>
<p>Board of Regents</p> <p>ABLE Grants Management</p> <p>Evaluate effectiveness and efficiency of program. Streamline process</p> <p>July 23-July 27, 2012</p>	<ul style="list-style-type: none"> • Process simplified from 220 steps to 93 steps, a 58% reduction • Decision points reduced from 17 to 9, a 47% reduction • Handoffs reduced from 60 to 21, a 65% improvement 	<ul style="list-style-type: none"> • Process for planning, application, approval, monitoring and reporting reduced from 442 to 125 days, a 58% improvement • Cost Saving to Ohio grantees of \$15,275 • Time Savings to State of 8 weeks of working hours 	<p>Ohio employers will have a better pool of skilled workers, and provider schools will have applications processed in roughly one fourth the time</p>
<p>Development Services Agency</p> <p>Office of Community Development</p> <p>Simplify supportive housing program application process</p> <p>July 9-13, 2012</p>	<ul style="list-style-type: none"> • Reduced process steps from 240 to 67, a 72% reduction • Reduced decision points from 26 to 4, an 85% reduction • Reduced handoffs from 101 to 32, a 68% reduction 	<ul style="list-style-type: none"> • Time to process applications reduced from 297 days to just 125 days, a reduction of 58% • Customer (grantee) savings of \$84,000 a year • Savings of \$475,417 a year and 15,847 hours of staff time redirected 	<p>Ohio citizens in need will be able to get temporary housing help faster</p>

<p>JobsOhio, Development Services Agency</p> <p>Increase speed and efficiency of business loan / incentive process</p> <p>June 12-13, 19-21, 2012</p>	<ul style="list-style-type: none"> • Reduced process steps from 217 to 54, a 75% reduction • Reduced decision points from 13 to 5, a 62% reduction • Reduced handoffs from 102 to 21, a 79% reduction 	<ul style="list-style-type: none"> • Process lead time reduced from 280 days to just 75 days, a reduction of 73% 	<p>Ohio will better compete for jobs by processing business loans and incentives faster than other states</p>
<p>Public Safety</p> <p>Ohio State Highway Patrol</p> <p>Decrease time to qualify state trooper applicants for admission to academy</p> <p>June 4-8, 2012</p>	<ul style="list-style-type: none"> • Reduced process step from 235 to 34, a 74% improvement • Reduced handoffs from 76 to 11, an 86% improvement • Modified testing process and eliminated redundancies • Fewer trips to Columbus 	<ul style="list-style-type: none"> • Lead time reduced from a range of 191 days to more than a year, down to 61 days • Expected increase in applicant to trooper graduate success, from 3% to 100% rate • On average, recruits will spend \$1,000 less in out-of-pocket expenses 	<p>More high quality state troopers can be graduated from the academy with an efficient process that does not lose top prospects</p>
<p>Developmental Disabilities</p> <p>Create a more efficient process to get new employee credentials, computers, software, etc.</p> <p>May 7 – May 10, 2012</p>	<ul style="list-style-type: none"> • Established a “proactive” process for provisioning new employees (credentials, computer, phone, etc.) • Better documentation improves collecting credentials, software, etc. at termination 	<ul style="list-style-type: none"> • New hire provisioning process improves from 32 days to 3.5 hours • Collecting technology at termination process improves from 4.5 days to 1 day 	<p>New employees will become productive much sooner when they don’t have to wait as long for materials and equipment</p>
<p>Bureau of Workers’ Compensation</p> <p>Reduce time and cost of modified claims process</p> <p>April 30 – May 4, 2012</p>	<ul style="list-style-type: none"> • Reduced steps in process from 156 to 48, a 70% reduction • Handoffs from 54 to 13, a 78% reduction • Decisions reduced from 48 to 15, a 69% reduction 	<ul style="list-style-type: none"> • Workers return to work an average of 4 days sooner • 63,000 hours of staff time saved and redirected to other critical issues • Projected \$6.7 million in annual savings 	<p>Injured workers will return to work an average of 4 days sooner and a simpler claims process will save the state approximately \$6 million annually</p>

<p>Development Services Agency HEAP program</p> <p>Reduce the time for determining eligibility for heating assistance</p> <p>April 23-27, 2012</p>	<ul style="list-style-type: none"> • Reduced steps in process from 87 to 43, a 50% reduction • Handoffs from 22 to 16, a 27% reduction 	<ul style="list-style-type: none"> • Total lead time reduced from as much as 275 days to 21-26 days • Created a “fast track” of 8-10 days 	<p>Ohio citizens in need will have faster access to heat for their homes</p>
<p>Rehabilitation Services Commission</p> <p>Reduce the time to complete customer invoice process</p> <p>March 19-23, 2012</p>	<ul style="list-style-type: none"> • Reduced steps from 75 to 28, a 63% improvement • Reduced handoffs from 24 to 5, a 79% improvement 	<ul style="list-style-type: none"> • Phase 1 improvements reduce waiting time from 25 days to 16 days • Phase 2 (with IT solutions) is projected to drop waiting time to 13 days, an almost 50% reduction 	<p>Ohio vendors will see much faster payment of invoices</p>
<p>Department of Transportation</p> <p>Standardize asset data for equipment, parts inventory and materials; standardize reporting system</p> <p>March 4-9, 2012</p>	<ul style="list-style-type: none"> • Reduced overall hours spent on paperwork from 85/week to 24/week, a 72% improvement • Eliminated all but one of 264 versions of form 502 • Eliminated all but one version of form EM78 	<ul style="list-style-type: none"> • Redirected 475,000 staff hours to more productive maintenance work • Reduced duplication of paperwork by 60% 	<p>ODOT employees can spend more time working on fixing roads and other critical needs because the planning, reporting and inventory process is faster</p>
<p>Public Safety Bureau of Motor Vehicles</p> <p>Decrease time to suspend or reinstate driver’s licenses</p> <p>February 27 - March 2, 2012</p>	<ul style="list-style-type: none"> • Reduced 56 process steps to 20, a 64% reduction • Reduced delays from 13 to 2, an 85% reduction • Reduced handoffs from 9 to 4, a 60% reduction • 50 cover sheets to 1 • 49 workbaskets to 24 	<ul style="list-style-type: none"> • Process time is projected to be reduced from 10-22 days to 6-11 days, a 50% improvement 	<p>Motorists who have completed all steps to earning their driver’s license can return to work and other responsibilities faster</p>
<p>Board of Regents Program Approval</p> <p>Reduce the time to</p>	<ul style="list-style-type: none"> • Steps reduced from 175 to 62, a 65% reduction • Handoffs reduced from 76 	<ul style="list-style-type: none"> • Cost savings per review at \$2,500 • Total lead time reduction 	<p>New degree programs can be more quickly introduced to Ohio</p>

<p>approve an academic institution's request for new programs</p> <p>February 27-March 2, 2012</p>	<p>to 25, a 67% reduction</p> <ul style="list-style-type: none"> • Reduced # of parallel tracks from 5 to 1 • Web-Based, streamlined process • New consultant payment process 	<p>from maximum of 20 months to 9 months</p>	<p>students that can better prepare them for Ohio jobs</p>
<p>Department of Transportation Real Estate</p> <p>Reduce time and cost for maintaining and storing records</p> <p>January 23-27, 2012</p>	<ul style="list-style-type: none"> • Reduced steps from 61 to 11, an 82% reduction • Reduced handoffs from 22 to 8, a 64% reduction 	<ul style="list-style-type: none"> • Cost to process each records box fell from \$705 to just \$1 • 9 fiscal years of backlog eliminated 	<p>Records will be safer, easier to find, and less expensive to maintain</p>
<p>Ohio Attorney General</p> <p>Reduce time and errors for collecting unpaid fees</p> <p>December 2011, January 20, 2012</p>	<ul style="list-style-type: none"> • Steps reduced from 238 to 25, an 89% reduction • Handoffs reduced from 46 to 8, an 83% reduction 	<ul style="list-style-type: none"> • Costs savings expected between \$255,000 and \$510,000 • Re-directed hours: Less time spent on paper processing and more time on collections 	<p>Monies owed to the State of Ohio will be collected much faster and more efficiently</p>
<p>Rehabilitation Services Commission</p> <p>Reduce the time to determine eligibility for vocational rehabilitation services</p> <p>December 5-9, 2011</p>	<ul style="list-style-type: none"> • Process delays from 14 to 2, an 86% improvement • 88 different models for processing the eligibility determination information to 1 	<ul style="list-style-type: none"> • When fully implemented, application process time will be up to 71% faster • Response time for customer request for help improved from 129 days to just 30 days 	<p>Ohioans with disabilities will be able to find jobs faster</p>
<p>Department of Public Safety Bureau of Motor Vehicles</p> <p>Reduce the amount of time to license new car dealerships and salespeople</p>	<ul style="list-style-type: none"> • Reduced process steps from 102 to 34, a 67% reduction • Reduced handoffs from 32 to 14, a 56% reduction • Reduced delays from 29 	<ul style="list-style-type: none"> • Save up to 184 days issuing license for new dealers – an 83% reduction • Save new dealerships \$200,000 to \$300,000 each in start-up costs 	<p>New car dealerships and sales people will be able to sell cars faster, create jobs in Ohio</p>

<p>October 31 – November 4, 2011</p>	<p>to 7, a 76% reduction</p> <ul style="list-style-type: none"> • Redesigned application 	<ul style="list-style-type: none"> • Projected annual savings - \$62,000 to the state • Redirect 5,200 labor hours 	
<p>Department of Insurance</p> <p>Reduce the time and costs of responding to customer complaints</p> <p>October 17-21, 2011</p>	<ul style="list-style-type: none"> • Reduced process steps by 52% • Eliminated 56% of process delays • Process time from 146 days maximum to 12 days 	<ul style="list-style-type: none"> • Backlog of 1675 issues eliminated • Direct cost savings of nearly \$20,000 annually • Cost avoidance by redirecting hours equal to \$34,000 annually • Staff's redirected hours were moved to the help desk, and average wait time went from about 45 minutes to less than 2 	<p>Citizens frustrated with Insurance companies will have their concerns addressed several months faster</p>
<p>Department of Transportation Office of Aviation</p> <p>Reduce the time to register personal aircraft in Ohio</p> <p>August 15-19, 2011</p>	<ul style="list-style-type: none"> • License processing steps reduced 60% • Fees are now collected from 100% of aircraft owners, up from 85% 	<ul style="list-style-type: none"> • Backlog reduced from 12,000 records to 0 • Cost savings, avoidance, and revenue enhancement anticipated to be \$168,550 annually • The new process, when implemented the spring of 2013, should reduce time to register aircraft from 275 days to 11 days 	<p>Aircraft owners will be far less inconvenienced as collections are simplified</p>
<p>Department of Public Safety Ohio State Highway Patrol</p> <p>Reduce the amount of time required to conduct chemical analysis</p> <p>August 8-12, 2011</p>	<ul style="list-style-type: none"> • Steps in process reduced by 33% • Delays of up to 8 months reduced to 7 days • 3.3 hours eliminated from chemistry processing time 	<ul style="list-style-type: none"> • Analysis turnaround time from 83 days to 14 days • Direct costs of \$67,000 and cost avoidance of \$82,000 annually eliminated • Redirected staff hours worth \$116,000 to more mission critical work 	<p>Identification of confiscated drugs will be faster potentially improving conviction rates</p>

<p>Ohio Attorney General Bureau of Criminal Investigation</p> <p>Reduce amount of time to conduct chemical analysis at state crime lab</p> <p>July 18-22, August 1, 2011</p>	<ul style="list-style-type: none"> • Combined 3 processes into one • Reduced steps from 84 to 53, a 36% reduction • Reduced storage and delays from 42 to 10 days • Revised process manuals and introduced new lab protocols 	<ul style="list-style-type: none"> • Lead time reduced from a maximum of 9 hours to as little as 1.5 hours 	<p>Ohio law enforcement agencies can expect faster identification of drug evidence</p>
<p>Ohio Attorney General</p> <p>Reduce time, complexity and costs of purchasing</p> <p>June 20-24, 2011</p>	<ul style="list-style-type: none"> • Purchasing steps reduced by 53% • 12 separate processes reduced to just 2 • 3 separate forms reduced to 1 	<ul style="list-style-type: none"> • Time to make payments reduced from 103 days to 36 days • Average cost avoidance of more than \$20,000 annually just in paperwork costs 	<p>Payments to Ohio vendors will be processed much faster</p>
<p>Ohio Attorney General Bureau of Criminal Investigation</p> <p>Reduce the amount of time to identify DNA samples</p> <p>April 11-15, 2011</p>	<ul style="list-style-type: none"> • Reduced overall process steps by 55% • Eliminated 81% of unneeded decision points • Standardized multiple processes 	<ul style="list-style-type: none"> • Forensic biology process improved from 50 to 14 days • Annual cost savings of \$57,000 • Despite a 40% increase in requests, by January 2012 time to identify DNA was reduced from 126 to 21 days 	<p>DNA evidence is now processed significantly faster, potentially improving conviction accuracy</p>
<p>Taxation</p> <p>Reduce time to process tax appeals</p> <p>March 7-11, 2011</p>	<ul style="list-style-type: none"> • Entry points reduced from 4 to 1 • Process steps reduced from 143 to 96 • Lead time reduced from as much as 32 months to as few as 7-20 days 	<ul style="list-style-type: none"> • As of September 2012, appeals backlog reduced from 18,000 to fewer than 3,000 • Will reduce labor costs from \$105 to \$7 per appeal 	<p>Businesses and citizens will have the answer to their tax appeals faster</p>
<p>Administrative Services IT Procurement</p> <p>Reduce time and costs for</p>	<ul style="list-style-type: none"> • Consolidated from 5 separate processes to 1 • Multiple entry points to 	<ul style="list-style-type: none"> • 50% faster processing time for purchasing • Savings of up to \$4 million 	<p>Employees will have faster access to hardware and software, and be more</p>

<p>purchasing IT technology</p> <p>February 13-18, 2011</p>	<p>one single point of contact</p>	<p>could accrue in five years throughout DAS due to better-coordinated bulk purchases of equipment, longer equipment life, standardization of parts and support, and other factors</p>	<p>effective by using the latest available technologies</p>
<p>Administrative Services Professional Development</p> <p>Reduce time to process tuition reimbursements</p> <p>January 10-13, 2011</p>	<ul style="list-style-type: none"> • Process steps reduced from 40 to 17, a 58% decrease • Eliminated “batching” from the process • Consolidated four forms into one for simplification • All received documents are converted to digital documents • In July of 2013 rolled out on-line application 	<ul style="list-style-type: none"> • In 2011 the team eliminated a 270 volume backlog • Savings of \$23,000 annually by eliminating overtime costs • <i>Update: In July 2013, the approval and reimbursement process was further improved with implementation of phase 3, providing online applications. Approvals are now made the same day instead of in 6 weeks.</i> 	<p>State employees will have faster access to continuing education</p>

For general questions contact Steve Wall at Steve.Wall@das.state.oh.us

For detailed information about individual events, go to lean.ohio.gov