

LEAN Ohio

Tenant Improvement Projects/DAS Building

August 3-7, 2015

Team Name



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Marcey Jeter, Tim Davis, Dave Grzechowiak, Brian Hammen, Ryan Dalton
Pete Gunnell, Angela McIntosh, Andrew Cochran, Tera Leigh

Event Scope

- **What is the first step in the process?**
 - A request from a tenant in one of the DAS owned buildings for a move or a modification to their space
- **What is the final step in the process?**
 - Process ends either with the customer deciding not to move forward with the project or invoicing the customer for completed work

Event Baseline Data

Total projects completed by OPF:

- FY12 – 7 Projects
- FY13 – 30 Projects
- FY14 – 49 Projects
- FY15 – 78 Projects
- FY16 – 28 Projects (YTD)

Customers say:

- 36-39% Dissatisfied with services
- 19-24% On-time (No)
- 38% CSV acceptable at best

Process Improvement Goals

Reduce time required by 50% from initial customer request to construction mobilization

Ensure that there is a consistent Tenant Improvement Project process across all DAS Buildings

Improve communication, accountability, understanding and respect of roles and responsibilities between OPF and REP

Change for the Better

- Customer focused
- Right people changing the process
- One week -- quick and action-oriented
- Necessary resources available immediately
- New process implementation begins next Monday



Out of Scope

- No more money
- No additional people
- No IT solution until the process is improved
- No changes to laws, statutes, regulations, and contracts
- No job loss as a result of a Kaizen event, but job duties may change

S

- CBM
- Tenants
- Industrial Compliance
- OFCC
- Finance
- Contractor
- REP
- OPF
- ORC
- Vendors (IT cable, Furniture, OIT LMS)
- MOVE

I

- TO
- Program req's
- Space Assignment Allocation
- Space footage
- DAS guidelines
- MEP
- Drawings
- Const. purchase
- Contractor's license
- Combo code
- Proposals
- TI form
- OAKS project #

P

- Beautiful/functional space
- Design proposal
- Perf. Plan
- P.O.s
- Sustainability
- Cust. Satisfaction
- Permits
- Space Management

O

C

- State entities/Tenant
- Taxpayer
- REP
- OPF
- Legislature/Gov's office

Day One and Two

- Level-setting
- Scope of event
- Stakeholder identification
- Current-state mapping

REQUEST

Information Gathering
Design Proposals (Approval)

Performance Plan

Estimate
Purchase Orders
Permit

INVOICE
Payment

SIPOC

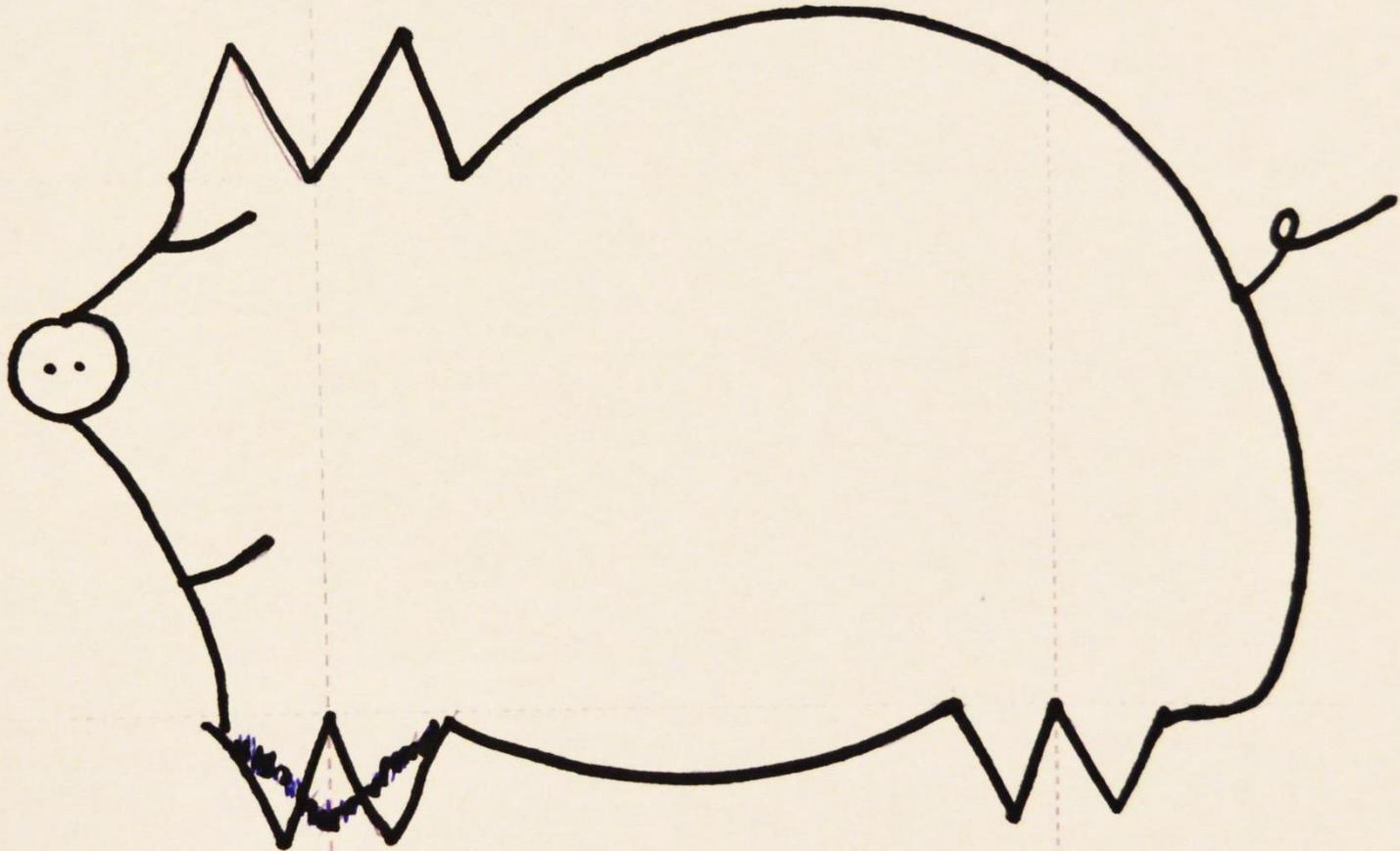
CURRENT STATE

Day Three

- Finish current state mapping
- Waste identification
- Value-added discussion
- Lean Six Sigma training



Standardization





Day Four

- Brainstorming
- Analysis
- Problem solving
- Process redesign

Brainstorming

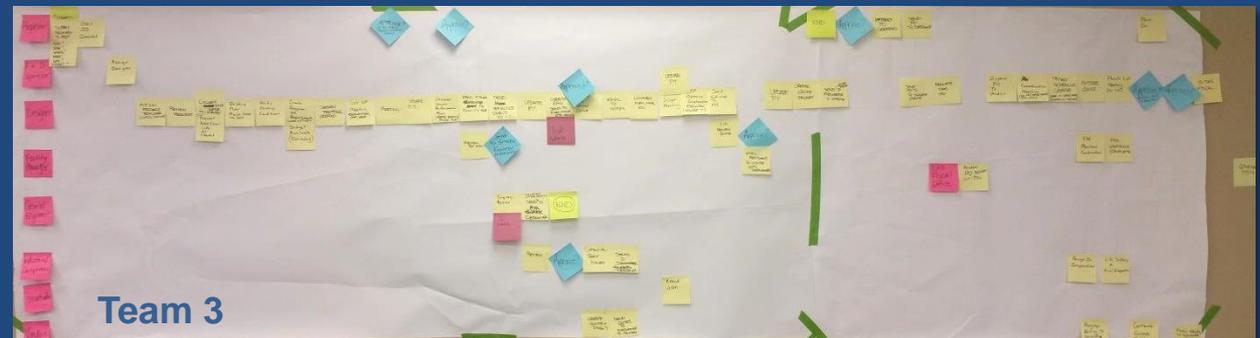
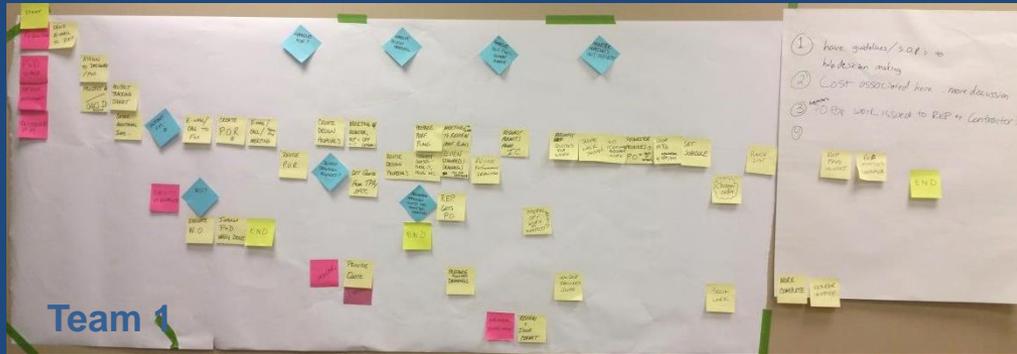
120 Ideas!



Day Four continued

- Future-state process
- Discussion and consensus
- Implementation planning
- Details

Clean Sheet Redesign

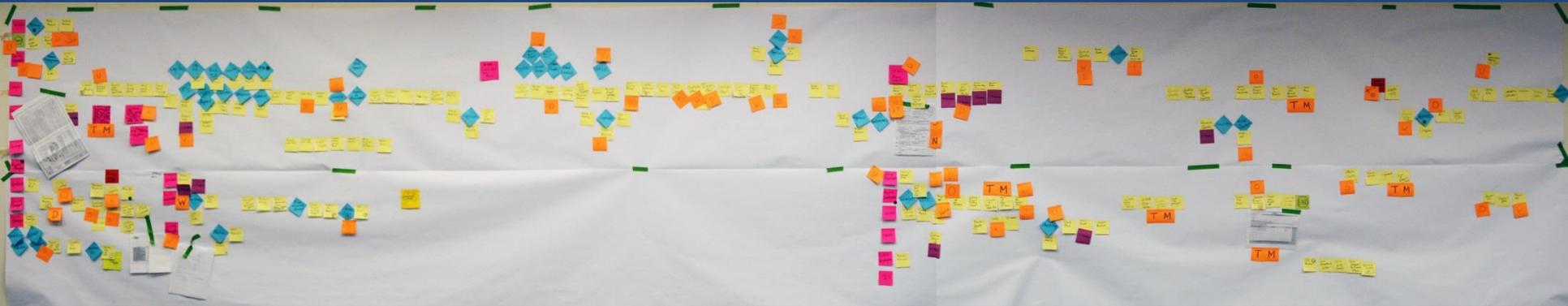




Today - Day Five

- More implementation planning
- Celebration
- Sharing results

Current State

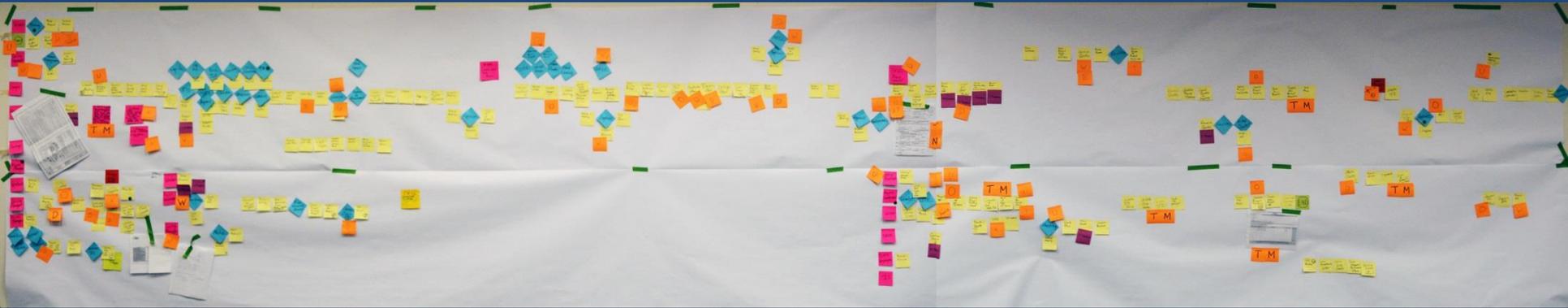


180 Steps

48 Decision Points

Current vs Future

180 Steps / 48 Decision Points



48 Steps / 12 Decision Points



Shown to scale

Simpler



- One central method of entry
- Transparency into the process so all parties including the customer will know the status of their project
- Single point of contact for customers leading to less frustrations
- Defined roles and responsibilities
- Improved definition of expectations

Faster



- Projected project time will be reduced from 3-12 months to a projected 1-8 months

Better



- Less phone calls
- Less meetings
- Less redundancy and tracking
- Improved Communication
- TEAM Collaboration
- Less delays due to change order
- Better deployment of available expertise
- Over 1,470 projected redirected staff hours to core mission work

Less Costly



- Industrial compliance permit fee for small projects will reduce cost by an approximate \$30,000 a year
- Cost savings of \$3,000 from reduction in paper, plotter ink and folders
- Cost of construction projects will be reduced for customers

Summary Scorecard

Measure	Current Level	NEW	Change
Process Steps	228	59	74%
Decision Points	48	12	75%
Process Lead Time	3-12 months	1-8 months	33-67%

Implementation Plans

TPA

- Receive estimate in one week
- Is it possible to receive A + E services through TPA
- Is there penalty / less consequences associated with delayed estimate?
- Do we need 3 bids or will one contractor suffice?
 - specialty contractor?

FINANCE

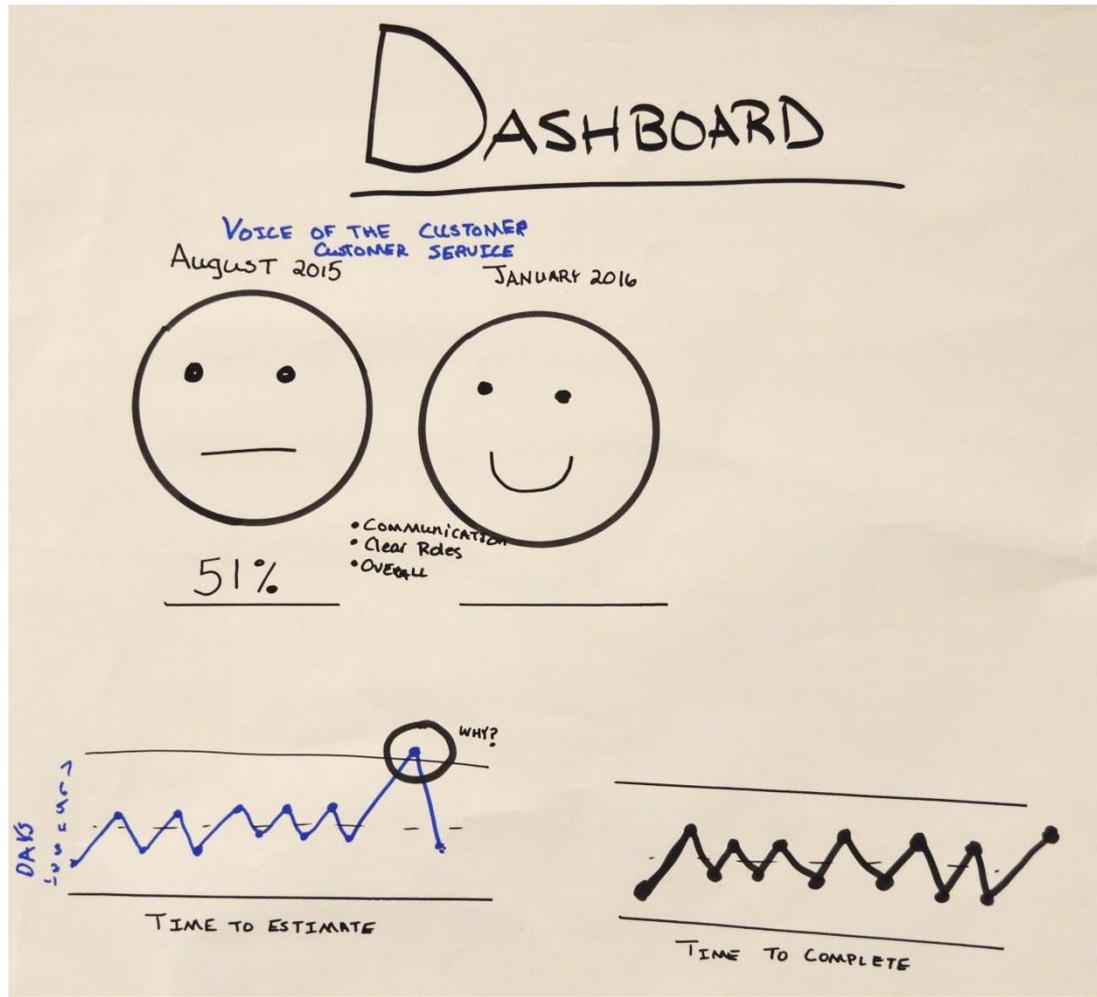
- Can we accept the value of a TI project from another agency
- Can fund SC-30 be transferred to REP from OPF?

Implementation Plans

INTERNAL Communications		
What	Who	When
<ul style="list-style-type: none"> Sharing of the current process, concerns, and advantages/disadvantages and what prompted the lean event; who participated, what transpired, and the results with <u>staff</u>. 	<ul style="list-style-type: none"> Marcey Pete Brian Marty 	<ul style="list-style-type: none"> At the OPF managers meeting August 12, 2015.
<ul style="list-style-type: none"> Status update meetings of process implementation with Staff 	<ul style="list-style-type: none"> Marcey Pete Brian Marty 	<ul style="list-style-type: none"> Scheduled meetings to be determined based on implementation plan

External Communications		
What	Who	When
<ul style="list-style-type: none"> Email communication to DAS occupants buildings occupants/tenants to share that DAS will be rolling out a new and improved tenant improvement process. 	<ul style="list-style-type: none"> Marcey and Pete working with Jackie Murray and Director Blair 	<ul style="list-style-type: none"> To occur by August 31, 2015
<ul style="list-style-type: none"> Email communication to DAS building occupants/tenants and Directors sharing the new tenant improvement process. 	<ul style="list-style-type: none"> Marcey and Pete working with Directors Office + DAS Communications 	<ul style="list-style-type: none"> TBD based upon implementation plan
<ul style="list-style-type: none"> Communication of the new process 	<ul style="list-style-type: none"> DAS Newsletter, 7 Days at GSD, Roundtable meetings, Customer focus meetings 	<ul style="list-style-type: none"> TBD based upon implementation plan

Implementation Plans



Implementation Plans

IT SOLUTIONS TRACKING SYSTEMS

1. SERVICE NOW (OIT)
OR (LONG TERM SOLUTIONS)
2. SALES FORCE (OIT)
3. SHARE POINT (READY-TO-GO)

NEXT STEP

ANDREW C. ^(GSD/DD) & RYAN D. ^(OPF) & ANDREW P. ^(REP)
WILL MEET TO EXPLORE OPTIONS

T/I PROJECT TRACKING

WHAT	WHO	WHEN
MTG TO EXPLORE OPTIONS	RYAN (ANDREW P.)	SEPT. 1
SHORT/LONG TERM SOLUTION DECISION	RYAN/ ANDREW	
SHORT TERM PLAN W/ ROLLOUT DATE	ANDREW/ RYAN	
LONG TERM PLAN W ROLLOUT DATE	ANDREW RYAN	
TRAINING SCHEDULE (SHORT/LONG TERM SOLUTION)	ANDREW	
REQUIREMENT GATHERING AGENCY CONSIDERATIONS	ANDREW	

Implementation Plans

Parking Lot Items

What	Who	When
<ul style="list-style-type: none">• JOC / Estimating Sticker Shock	<ul style="list-style-type: none">• Procurement OPF REP Deputy's office	<ul style="list-style-type: none">• Within 30 Days
<ul style="list-style-type: none">• Sustain Improvements Existing Conditions A/E Coded Notes	<ul style="list-style-type: none">• REP OPF OFCC Procurement	<ul style="list-style-type: none">• TBD upon establishment of new process

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Special Thanks to...

Senior Leadership:

Erik Yassenoff, Skip Grey, Rand Howard, Director Blair

Sponsor(s):

Pete Gunnell, Marcey Jeter

Team Leader(s):

Marty King, Brian Hammen

Subject Matter Experts:

Finance: Lori Malinovsky

Commerce: Geoffrey D. Eaton

OFCC: Craig Weise

Results and Fact Sheet



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Major Lean Events sorted by date 2011-2015

[Click here for links sorted by agency](#) • [Go to the Events and Results summary table](#)

2015

July 2015 • Ohio Pharmacy Board

Basic license applications will go through 16 days faster on average with move to electronic processing

[Fact Sheet](#) • [Report-Out Presentation](#)

July 2015 • Ohio Attorney General

Most informal dispute resolutions will be processed in just two days -- 46 days faster than the previous average time

[Fact Sheet](#) • [Report-Out Presentation](#)

June 2015 • Ohio Environmental Protection Agency

Strengthened emergency response process will further safeguard human health and the environment

[Fact Sheet](#) • [Report-Out Presentation](#)

April 2015 • Ohio Department of Youth Services

Transformed process for treatment teams will strengthen the focus on youth while freeing up 12,000 hours per year for mission-critical activities

[Fact Sheet](#) • [Report-Out Presentation](#)

LEANOhio

LeanOhio Kaizen Event Fact Sheet

Ohio Attorney General

Issue: Improving customer satisfaction for people who are served by the Ohio Attorney General's Information Technology Services call center.

Department	Changes to Process	Metrics	As a Result
Ohio Attorney General Information Technology Services (ITS) Call Center Process January 27-31, 2014	<ul style="list-style-type: none"> Reduced process steps from 84 to 39 (54% reduction) Reduced decision points from 12 to 8 (33% reduction) Eliminated 5 of 10 handoffs (50% reduction) 	<ul style="list-style-type: none"> It will take just 5 days to get a new employee up and running with all their computer equipment and systems in place and fully operational – 9 days faster than it was taking with the previous process 	IT support from the AG's Office will be easier to request and quicker to arrive for employees and law enforcement agencies.

Major Improvement	HOW it was accomplished
Customer Friendly Form	Customers will now be able to access and fill out a form for their ITS work orders. The form was designed with customer input.
Personalized Follow Ups	Customers can select if they would like to be contacted and how they would prefer to be contacted. Customers can fill out a follow up survey if they choose.
Customers able to Pull Work Order Information	Dashboard will allow customers to track, modify, and close ITS work orders.

Current State Process Map



Future State Process Map



Team members: Mark Smith (Team Leader), Laura Weatherspoon, Aaron Shore, Chad Ivery, Glen Patterson, Mark Edwards, Angela Cherry, Heather Stubbs, Kim Vinova, Joy Endrulas, James Gregory, Debra Hufstader, Conchita Matson, Amy Brown, Delores Elliott, Dustin Lazzarine, Lakeima Roberts, Lindsay Gladman (ODJFS), and Kris Hilty (Federal Reserve Bank of Cleveland).

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