

LEANOhio

Ohio Enterprise Grants Management Program
Business Process Reengineering (BPR) Project

Value Stream Mapping (VSM) Event
July 15-17, 2014

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Team Members

- Al Dickerson, Medicaid
- Anita Lieser, MHAS
- Bobbi Burke, ODH
- Brian Jones, ODE
- Caroline Westbrook, Medicaid
- Don Evans, DYS
- Erika Scott, OCJS
- Jane Miller, ODOT
- Jennifer McCauley, ODH
- Jessica Levy, DODD
- Kevin Flanagan, ODA
- Linda Neumann, Aging
- Kim Bright, Aging
- Kristi Oden, DYS
- Mei King, MHAS
- Patti Gorman, OJFS
- Robin Gorham, OOD
- Ron Weber, OJFS
- Skip Dunkle, ODOT
- Teresa Peters, DPS
- Therese Dyer, OOD
- Leah Garber, DYS
- Walter Brown, OCJS

Participating Agencies

- Department of Aging
- Department of Developmental Disabilities
- Department of Education
- Department of Health
- Department of Job and Family Services
- Department of Medicaid
- Department of Mental Health and Addiction Services
- Department of Public Safety
- Department of Youth Services
- Office of Criminal Justice Services
- Ohio Department of Transportation
- Opportunities for Ohioans with Disabilities

Event Background: Current State

- 22 state agencies receive and distribute about \$25 billion in Federal grant funds
- 57 different software systems are used by these 22 state agencies costing over \$4 million per year
- The State has insufficient visibility into enterprise grants management and reporting: Fiscal & Programmatic
- There is a lack of standardization across grant programs

Scope of the Event

- First Step: Program Initiation
- Last Step: Grant Renewal and Closeout

Out of Scope

- No additional staff
- No additional money
- No IT solutions until the process is improved
- No changes to laws or labor contracts
- No one loses their job because of a Lean event, although duties may be modified
- Process level three and lower

What is a Value Stream?

The value stream is the flow of the client requirements from request to delivery. It includes all the business processes required to deliver that service or product:

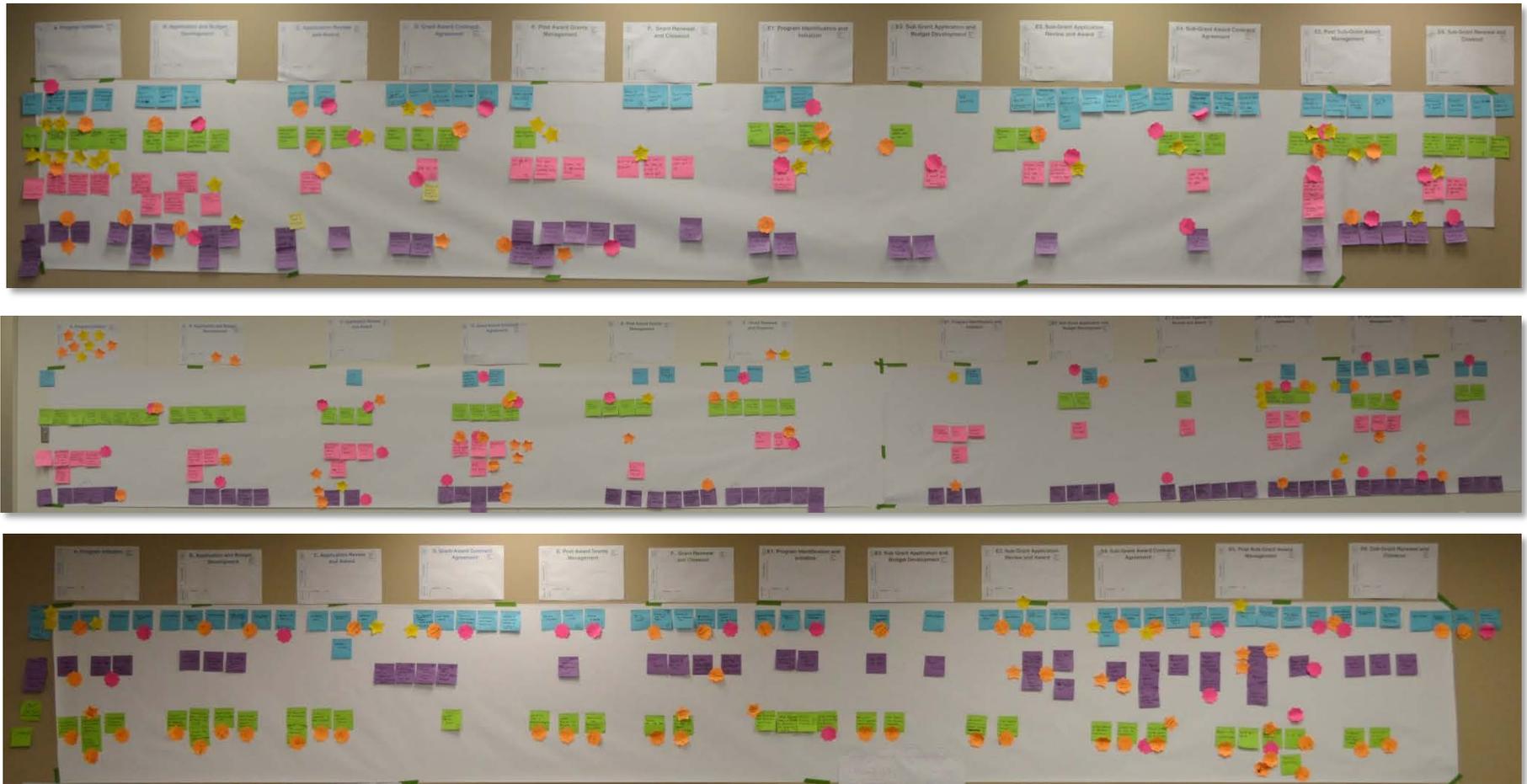
- Starts and ends with customer
- Series of business processes linked together
- Process that delivers customer value

**Successful Value Delivery Results
from Connected Processes**

Project Goals

- Standardized federal grants management, budgeting and reporting processes within the abilities of current technology
- Identify, prioritize and schedule future enterprise wide lean activities
- Determine next steps

Value Stream Map Current State



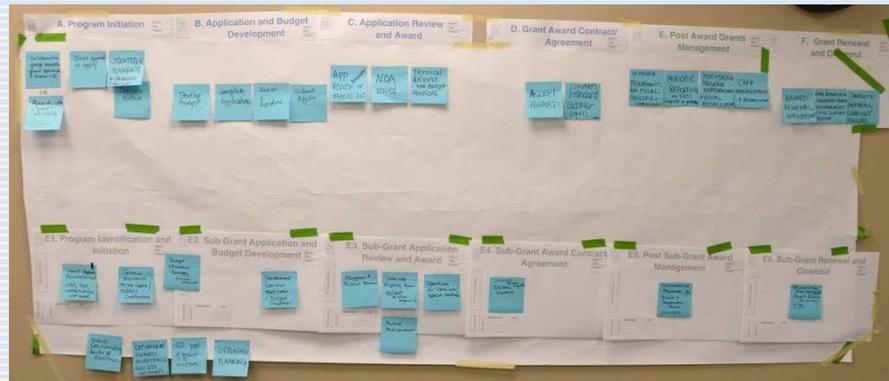
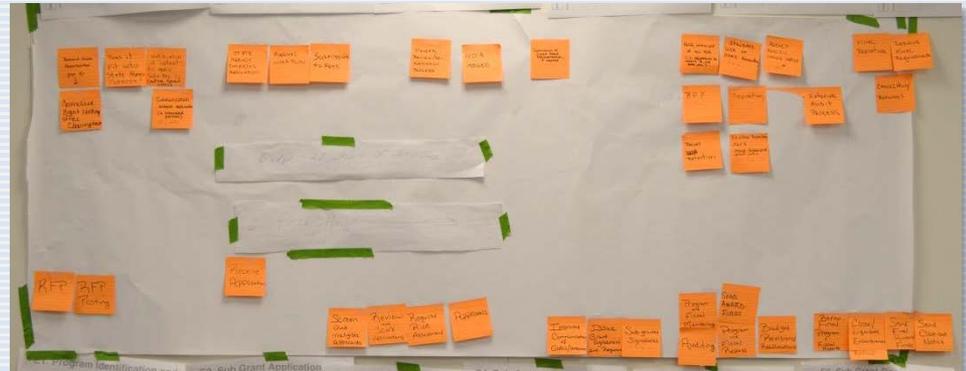
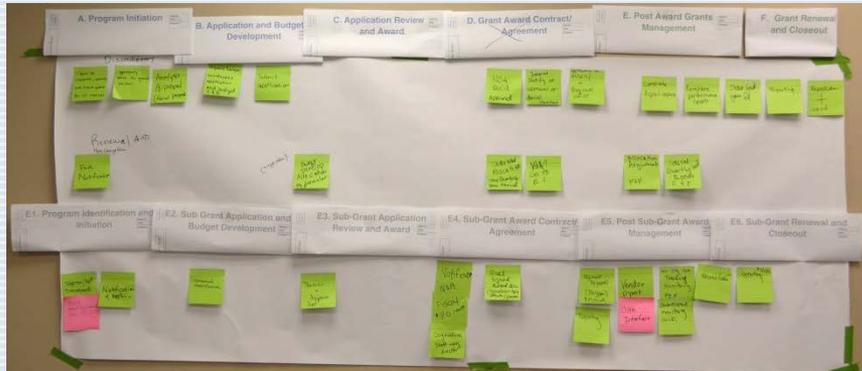
11 State Agencies Mapped their Process

Team Activities

- Identified points of waste
- Identified value add activities
- Data analysis of current state
- Brainstormed – starbursts
- Lean training
 - Standardization
 - Single point of entry
 - Continuous flow
 - Pull system



Clean Sheets



SIMPLER. FASTER. BETTER. LESS COSTLY.

Common and Unique

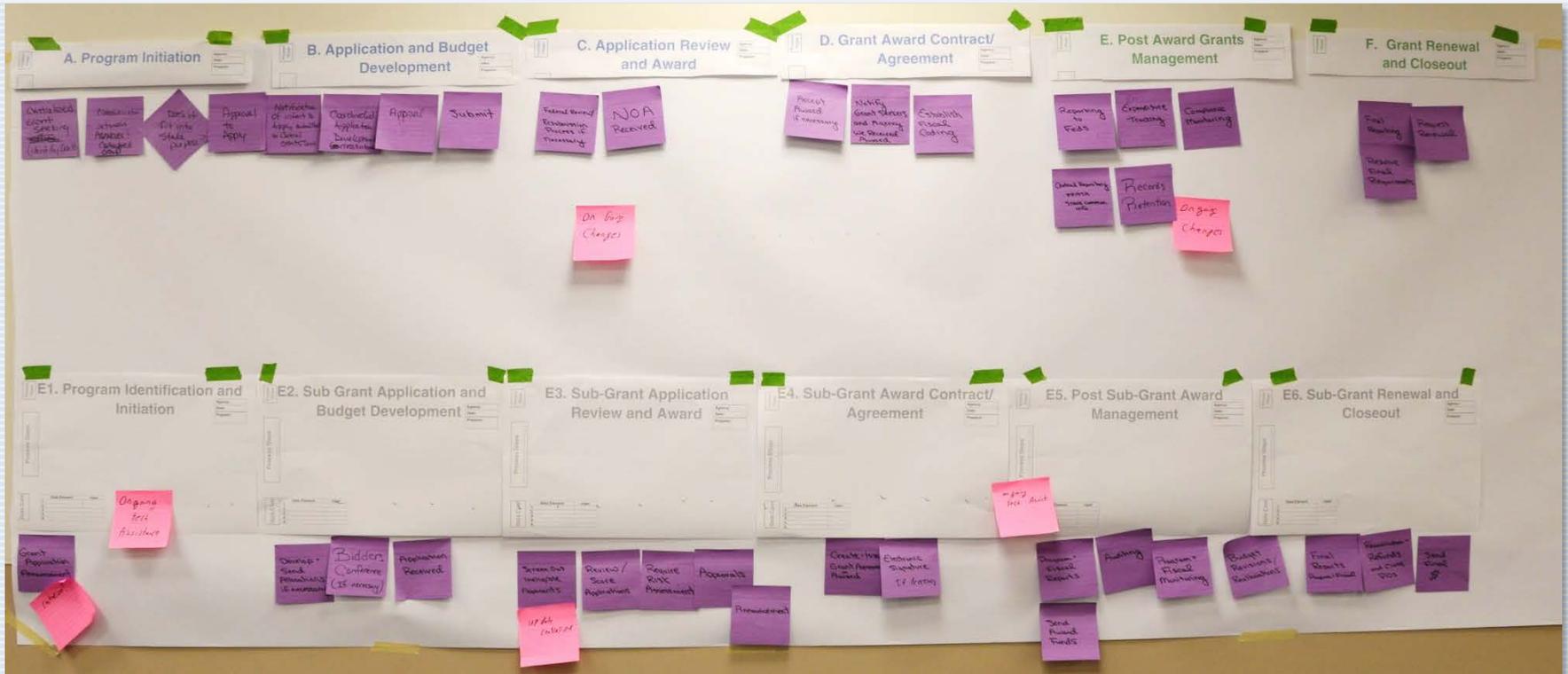
Common

- Notify Grant seeking agency fund received
- Cash Management
- Consolidated group at beginning of process
- Researching/Screening subs
- Tech. Assist. thru out
- Standardize use of OAKS
- Standardize templates - contracts, agreements & assumptions
- Grant Close out done the same (F)
- Fed. Grant Reporting
- Program & Fiscal Monitoring (ES)
- Bring Program & Fiscal Together
- Reconciliation

Unique

- Records retention
- Common form for subs
- Electronic Signatures
- FFATA
- Sub. documentation in one place (repository)
- Risk assessment
- Bidders conference
- Comm. goals & outcomes (should be common)
need to measure outcomes better
- Discretionary vs Non
- Different levels of granularity

Future State



SIMPLER. FASTER. BETTER. LESS COSTLY.

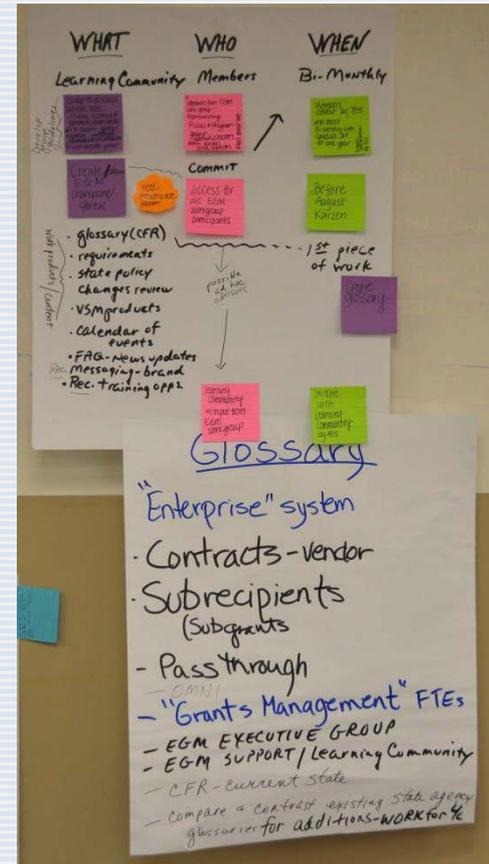
LEANOhio

Potential Future Lean Activities

Topic	Scope: First Step	Scope: Last Step
Level 2 Plus Kaizens	TBD	TBD
Clearinghouse	<ol style="list-style-type: none"> 1) Identify and research opportunities 2) Monitor existing opportunities 	<ol style="list-style-type: none"> 1) More dollars for the state 2) Repository for all Federal grants
Streamline sub-recipient RFP processes	Send request out	Notice of award
Electronic signatures	OBM sets policy and procedures for electronic signature	All agencies accept electronic signatures
Standardize the payment methodologies	Decide to encumber	Close out
SEFA	Receive request from OBM to complete report	Submission of report to OBM
Central repository of grant related documents	Upload application and award letters	Access to information
<ul style="list-style-type: none"> • Post award grants management - Sub-grant renewal close-out • Standardize monitoring and risk monitoring - Standardize grant coding 		

Communication Plan

- Create a learning community consisting of fiscal and program members of this group to:
 - Support, advise, develop and distribute EGM communication products
 - Create a statewide glossary to ensure a common language
- Utilize sharepoint portal to facilitate communication and to support EGM group



Parking Lot Issues

- If you have a grant with the state of Ohio you should be required to have electronic funds transfer (EFT / ACH)
- Resolves problems due to the difference between the State Fiscal Year and Federal Fiscal Year in OAKS
- State could do a better job of defining grant expectations goals and communicating to the sub-recipients
- Best practices for reviewer/auditor management

Potential Quick Hits

- Identify agency lean liaisons
- Create a collaborative grants group
- Create a website to share information
- Inventory enterprise use of electronic signature
- Create a small group for SMART use of OAKS coding initiative
- Develop project timelines
- Start glossary to create common language
- Post all grant options in a common place
- Fiscal and Program work together
- Identify “phone a friend”
- Allow federal fiscal year and state fiscal year flexibility in OAKS
- Share audit management skills

Next Steps

- Promote awareness of the development of enterprise grant initiative project
 - directors letters and web presence
- Increase flexibility of OAKS to allow for comprehensive accounting of grant and sub-grant activities
 - period of availability, cost allocation, and standardized coding
- Repository for key data relating to sub-recipients
 - FFATA, findings, reviews of A-133 audits
- Enterprise collaboration of the use of grant funding
- Grants Learning Community
 - training, common glossary, sharing knowledge

Special *thanks* to...

Senior Leadership:

- Director Tim Keen, Director Bob Blair, and Director Greg Moody

OHT Program Management Office:

- Chris Whistler, Greg Moody, John McCarthy, Stu Davis, Rick Tully, Randy Cole, Deven Mehta, Rex Plouck, Monica Juenger , Aaron Crooks

BPR Project Team:

- Norm Crouch, Rick Tully, Harry Kamdar, Astrid Arca, Betsy Bashore, Derek Bridges

Facilitation Assistance:

- Anita Jennings, JFS; Carol Schubert, ODOT; Casey Cannon, Taxation