

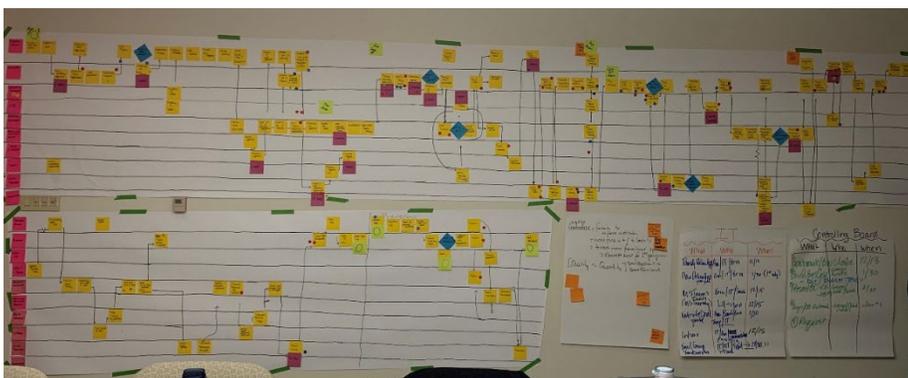
### Lean Ohio Kaizen Event Fact Sheet

**Issue:** The Ohio Department of Agriculture’s Farmland Preservation process is experiencing significant delays in reaching closing on a property, severely backing up the workflow onto employees, causing further delays on upcoming easement purchase cycles. Additionally, the office was understaffed and going through a transition, which provided an opportunity to reevaluate roles, workloads and the purchase process.

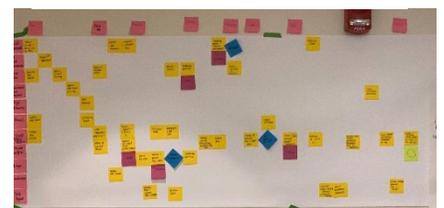
Department	Changes to Process	Metrics	As a Result
Ohio Department of Agriculture Farmland Preservation December 2-6, 2019	<p>Process steps reduced from 136 to 56 (60.8% improvement)</p> <p>Decision Points reduced from 7 to 3 (57% improvement)</p> <p>Re-centralizing key process steps that were localized in order to regain control of timeline.</p>	<p>The time it takes for one easement purchase to reach closing will be reduced from years to months (up to 69.4% reduction in some cases), and Farmland Preservation will cross train employees to expand skill sets beyond specialized tasks.</p>	<p>Staff will be able to close on farmland easements within a fiscal year, removing the backlog of work and reducing the burden of work on an individual employee.</p>

Major Improvement	How it was Accomplished
Permanent certification of Local Sponsors with annual opt-in updates versus annual certification process (that take up to 4 months).	An evaluation of the Local Sponsor Certification process uncovered that this process was being used to determine the amount of funding each local sponsor received, not approving or denying the ability of a local sponsor to participate in the program. By removing the certification requirement, and making the process shorter and simpler, local sponsor funding can be determined at the start of a new funding cycle.
Farmland Preservation will communicate with and engage with Title Agents to create best practices and reduce delay. This will streamline the title process and ensure the state’s requirements are met in a timely manner. This will also take the burden off local sponsors to order title work.	The title process was originally under the control of Farmland Preservation but was pushed out to local sponsors in an attempt to reduce staff workload. By evaluating the decision goals and realizing staff workload has actually increased, it was determined that bringing the Title Agent Contracting back in-house would allow Farmland Preservation to enforce requirements and deadlines.
Reducing the process from multiple years to less than one.	Removing redundant or unnecessary steps, standardizing work, cross-training and streamlining the application and closing process allows an easement to move through the process significantly faster.

#### Current State Process Map



#### Future State Process Map



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