### Lean Ohio Events and Results  (12/14/2012)

<table>
<thead>
<tr>
<th>Department:</th>
<th>Changes to Process:</th>
<th>Metrics:</th>
<th>As a Result:</th>
</tr>
</thead>
</table>
| **35** Treasurer of State | • Eliminate 122,000 (+) documents and a 66% reduction with a cost savings of $6,231  
• Back desk reallocation of hours, 2080 hours saved and $64,664 employee cost  
• Eliminate paper receipts | • Process steps reduced by 44% from 196 steps to 109 steps.  
• Handoffs reduced 85% from 46 to just 7.  
• Redirected hours equaling $91,500 annually for more valuable TOS tasks. | State agencies will save money by having a faster and more efficient deposit process. |
| September 10 – 14, 2012  
Kaizen Event | | | |

| **34** Ohio Housing Finance Agency | • Reduced document requirements. Reduced variation in intake process.  
• Increased eligibility at pre-registration. “Live” assistance for documentation gathering.  
• Standardized registration and drop down menus. HCA’s receive only complete packets | • Reduced process lead time from a maximum of 375 days to 45 days, a 95% reduction.  
• Process steps reduced 44%, from 127 steps to just 71.  
• Administrative cost reduced by estimate of 2 to 3 million taxpayer dollars.  
• Estimated 48,000 staff hours redirected to more valuable work. | Homeowners in need will receive OFHA assistance faster. More Ohio homeowners can be served in order to save their homes. |
| Qualifying eligible homeowners for HHF financial assistance. Homeowners register on-line and are automatically assigned to a housing counseling agency. The counselor assists the homeowner with collecting required documentation, recommends the appropriate program for assistance, and submits the file to the state for underwriting review.  
July 30-August 3, 2012  
Kaizen Event | | | |

| **33** Board of Regents | • Total process for planning, application, approval, monitoring and reporting reduced from 442 days to 125 days. | • Reduced process lead time by 58% from 442 to 125 days  
Cost Saving to Ohio grantees of $15,275  
• Time savings to State of 8 weeks of working hours | Ohio employers will have better pool of prepared worker skills. Provider schools will have applications processed in roughly ¼ the time. |
| ABLE grants Management  
Evaluate effectiveness and efficiency of program. Streamline process.  
Kaizen Event | | | |
| 32 | **Supreme Court/Attorney General**  
Strategic Planning and Goal Identification/Prioritization  
Continuing on July 13, 2012 and On-going.  
Strategic Planning | **•** Shared Best Practices.  
**•** Identified and Prioritized specific projects for direct assistance to individuals and future funding to support efforts.  
**•** Increased treatment and assistance to individuals in need.  
**•** Decreased time spent in court system that does not address root issues of the individual.  
**•** Reduced costs on the criminal justice system.  
**•** Safer communities. | The court system will **better serve individuals** and improved prioritization of service to Ohio’s citizens. |
|---|---|---|
| 31 | **Development**  
Simplify and clarify supportive housing program application process.  
Office of Community Development  
July 9-13, 2012 | **•** 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.  
**•** Time to process applications reduced from 297 days to just 125 days, a reduction of 58%  
**•** Customer(grantee) savings of $84,000 a year and 3,600 hours  
**•** Savings of $475,417 a year and 15,847 hours redirected | With faster eligibility determination and assistance, **fewer Ohio families will lose their homes** |
| 30 | **Jobs Ohio / Development**  
Increase speed and efficiency of business loan / incentive process.  
June 12,13,19-21, 2012 | **•** 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.  
**•** Process lead time reduced from 280 days to just 75 days, a reduction of 73% | **Ohio will better compete for jobs** by processing business loans and incentives faster than other states. |
| 29 | **Public Safety**  
Ohio State Patrol  
Decrease time to qualify for admission to academy.  
June 4-8, 2012  
**Kaizen Event** | **•** 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.  
**•** 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 have $1000 less in out-of-pocket expenses | Fewer “**top prospects**” in becoming a state trooper will be lost to other jobs because they tire of waiting months or years to be admitted to the academy. |
| 28 | Rehabilitation and Corrections | Human Resource Division  
Prioritize division improvement efforts.  
May 15, 2012  
Value Stream Map | • Identified product families in Human Resource Division and Completed current state value stream map of existing process.  
| 27 | Developmental Disabilities | Create a more efficient process to get new employees credentials, computers, software, etc.  
May 7 – May 10, 2012  
Kaizen Event | • Established a “proactive” process for provisioning new employees (credentials, computer, phone, etc.)  
• Better documentation improves collecting credentials, software, etc. at termination.  
• 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  
New employees can become productive much sooner if they don’t have to wait as long for the materials and equipment they need to do their jobs.  
| 26 | Bureau of Workers’ Compensation | Reduce time and cost of modified claims process  
April 30 – May 4, 2012  
Kaizen Event | • 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  
• 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  
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.  
| 25 | Development | HEAP program  
Reduce the time for determining eligibility for heating assistance  
April 23-27, 2012  
Kaizen Event | • Reduced steps in process from 87 to 43, a 50% reduction  
• Handoffs from 22 to 16, a 27% reduction  
• Total lead time from as much as 275 days reduced to 21-26 days and a “fast track” of 8-10 days.  
Ohio citizens in need will have faster access to heat for their homes. |
<table>
<thead>
<tr>
<th>Number</th>
<th>Department</th>
<th>Key Achievements</th>
<th>ODOT employees can spend more time working on fixing roads and other critical needs if the planning, reporting and inventory process does not require as much time.</th>
<th>Ohio vendors will see much faster payment of invoices.</th>
</tr>
</thead>
<tbody>
<tr>
<td>24</td>
<td>Transportation</td>
<td>• Reduced duplication of paperwork by 60%.</td>
<td>• Eliminated all but one of 264 versions of form 502.</td>
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<td>• Reduced overall hours on paperwork from 85/week to 24/week or 72%.</td>
<td>• Eliminated all but one version of form EM78.</td>
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<td>• Redirected 475,000 staff hours to more productive maintenance work.</td>
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<td>March 4-9, 2012</td>
<td>Kaizen Event</td>
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<td>23</td>
<td>Rehabilitation Services Commission</td>
<td>• Reduced steps from 75 to 28, a 63% reduction.</td>
<td>• Phase 1 improvements reduce waiting time from 25 days to 16 days.</td>
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<td>• Reduced handoffs from 24 to 5, a 79% reduction.</td>
<td>• Phase 2 (with IT solutions) drops to 13 days, an almost 50% reduction.</td>
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<td>March 19-23, 2012</td>
<td>Kaizen Event</td>
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<td>22</td>
<td>Public Safety</td>
<td>• Reduced 56 process steps to 20 (a 64% reduction)</td>
<td>• Process time is projected to be reduced up to 50% - - from the current range of 10-22 days to 6-11, once all improvements are in place.</td>
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<td>Bureau of Motor Vehicles</td>
<td>• Reduced delays from 13 to 2 (85% reduction)</td>
<td>• Process time is projected to be reduced up to 50% - - from the current range of 10-22 days to 6-11, once all improvements are in place.</td>
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<td></td>
<td>• Reduced handoffs from 9 to 4 (60% reduction).</td>
<td>• Process time is projected to be reduced up to 50% - - from the current range of 10-22 days to 6-11, once all improvements are in place.</td>
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<td></td>
<td>• 50 cover sheets to 1</td>
<td>• Process time is projected to be reduced up to 50% - - from the current range of 10-22 days to 6-11, once all improvements are in place.</td>
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<td>• 49 workbaskets to 24</td>
<td>• Process time is projected to be reduced up to 50% - - from the current range of 10-22 days to 6-11, once all improvements are in place.</td>
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<td>February 27 - March 2, 2012</td>
<td>Kaizen Event</td>
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| 21 | Board of Regents  
Program Approval  
Reduce the time to approve an academic institution’s request for new programs.  
February 27-March 2, 2012  
Kaizen Event | • Steps reduced from 175 to 62, a 65% reduction.  
• Handoffs reduced from 76 to 25, a 67% reduction.  
• Reduced # of parallel tracks from 5 to 1.  
• Cost savings per review at $2,500.  
• Web-Based, streamlined process.  
• New consultant payment process.  
• Total lead time reduction from maximum of 20 months to 9 months. | New degree programs can be more quickly introduced to Ohio students that can better prepare them for Ohio jobs. |
| 20 | Governor’s Office  
Workforce Development  
Determine current and future state.  
January 30, 2012 – On-going  
Voice of Customer and Value Stream Mapping  
Governor’s Office (cont.)  
Workforce Development  
Determine current and future state.  
January 30, 2012 – On-going  
Voice of Customer and Value Stream Mapping | • Stakeholders of workforce development are more likely to support improvements if they understand and own them.  
• Ohio employers and job seekers can be productive and faster with a more efficient process to connect the two.  
• Focus group held with industry and various schools groups.  
• Identified current state and desired future state. | Consensus has been developed on future direction.  
Developed high level basic future state to communicate and vet with stakeholders and customers. |
| 19 | Department of Transportation  
Real Estate  
Reduce time and cost for maintaining and storing records.  
January 23-27, 2012  
Kaizen Event | • Reduced steps from 61 to 11, a 82% reduction.  
• Reduced handoffs from 22 to 8, a 64% reduction  
• Cost to process each records box fell from $705 to just $1 by processing documents electronically.  
• Nine fiscal years of backlog eliminated | Records will be safer and easier to find, and ODOT staff time and money can be redirected to more mission-critical efforts. |
<table>
<thead>
<tr>
<th>#</th>
<th>Department</th>
<th>Goals</th>
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<tbody>
<tr>
<td>18</td>
<td>Ohio Attorney General</td>
<td>Reduce time and errors for collecting unpaid fees.</td>
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<tr>
<td></td>
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<td>December 2011 &amp; January 20, 2012</td>
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<td></td>
<td>Kaizen Event</td>
<td>• Steps reduced from 238 to 25, a 89% reduction.</td>
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<td>• Handoffs reduced from 46 to 8, a 83% reduction.</td>
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<td>• Osts savings expected between $255,000 and $510,000.</td>
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<td>• Redirected hours: Less time spent on paper processing and more time on collections.</td>
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<td>Monies owed to State of Ohio will be collected much faster and more efficiently.</td>
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<td>17</td>
<td>Departments of Health and Developmental Disabilities.</td>
<td>Reduce duplication of inspections of nursing homes and ICF-MRs</td>
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<td>December 28-29, 2011</td>
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<td>Pre-Kaizen Data Collection and Value stream Mapping</td>
<td>• Greater efficiencies will be realized through enhanced coordination across agency lines.</td>
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<td>Duplication of Agency efforts will be reduced saving time and costs.</td>
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<td>16</td>
<td>Rehabilitation Services Commission</td>
<td>Reduce the time to determine eligibility for vocational rehabilitation services.</td>
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<td>December 5-9, 2011</td>
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<td>Kaizen Event</td>
<td>• Average process time from 129 days to 30 days.</td>
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<td>• Process delays from 14 to 2, an 86% improvement</td>
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<td>88 different models for processing the eligibility determination information to 1</td>
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<td>• When fully implemented, application process time will be up to 71% faster.</td>
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<td>• Response time for customer request for help improved from 129 days to just 30 days</td>
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<td>Disabled Ohioans will be able to find jobs faster.</td>
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<tr>
<td>15</td>
<td>Transportation</td>
<td>Contract expectations team</td>
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<td>Team Facilitation</td>
<td>• Defined list of acceptable items in current labor contract</td>
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<td>• Prioritized needs to be presented to negotiating team for ODOT specific.</td>
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<td>Was presented to DAS</td>
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<td>Current contract was re-ratified</td>
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</table>
| 14 | School Facilities Commission  
Identify and prioritize goals and measures.  
December 2, 2011  
Strategic Plan | • Reviewed mission, vision values, prioritized critical issues and developed goals.  
• School facilities has aligned their goals and finalized their strategic plan. | The Commission has a defined plan and overall direction. |
|---|---|---|---|
| 13 | Department of Public Safety  
BMV  
Reduce the amount of time to license new car dealerships and salespeople.  
October 31 – November 4, 2011  
Kaizen event | • Reduced process steps from 102 to 34, a 67% reduction  
• Reduced handoffs from 32 to 14, a 56% reduction  
• Reduced delays from 29 to 7, a 76% reduction  
• Redesigned application  
• Save up to 184 days issuing license for new dealers – an 83% reduction.  
• Save new dealerships from $200,000 to $300,000 in start-up costs.  
• Projected annual savings of $62,000  
• Redirect 5,200 labor hours to more critical functions | New car dealerships will be able to create jobs in Ohio faster and save between $200,000 - $300,000 in startup costs. |
| 12 | Department of Insurance  
Reduce the time and costs of responding to customer complaints.  
October 17-21, 2011  
Kaizen Event | • Reduced process steps by 52%  
• Eliminated 56% of process delays  
• Process time from 146 days maximum to 12 days  
• Backlog of 1,675 issues eliminated.  
• Direct cost savings of nearly $20,000 annually.  
• Cost avoidance by redirecting hours equal to $34,000 annually | Citizens frustrated with Insurance companies will have their concerns addressed several months faster and Department employees can spend more time providing excellent customer service |
| 11 | Department of Transportation  
Reduce the time to register personal aircraft in Ohio.  
August 15-19, 2011  
Kaizen Event | • License processing steps reduced 60%.  
• Collections effectiveness increased from 85% to 100%.  
• Days to process improved from 275 days to 11 days.  
• Backlog reduced from 12,000 records to 0.  
• Cost savings, avoidance, and revenue enhancement, $168,550 annually. | Aircraft owners will be far less inconvenienced as collections are simplified. |
|   | Department of Public Safety  
Ohio Highway Patrol  
Reduce the amount of time required to conduct chemical analysis.  
August 8-12, 2011  
**Kaizen Event** | • Steps in process reduced by 33%.  
• Delays of up to 8 months reduced to 7 days.  
• 3.3 hours eliminated from chemistry processing time. | • 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 determined. | **Identification of drugs confiscated will be faster and thus conviction rate will improve.** |
|---|---|---|---|
|   | Departments of Agriculture and Health  
Eliminate duplication in food safety inspections.  
August 8, 2011  
**Special Event –Voice of the Business** | • Reviewed data to determine agency workload and duplication.  
• Facilitated hearings with department officials, legislators and customers. | • Food Safety became the primary responsibility of the Department of Agriculture  
• New process eliminates duplication, customer frustration with savings to be determined. | **Ohio will save money by eliminating duplicative food safety inspection. Businesses will save time through reduced number of state visits.** |
|   | Ohio Attorney General  
Bureau of Criminal Investigation  
Reduce the amount of time required to conduct chemical analysis at state crime lab.  
July 18-22 and August 1, 2011  
**Kaizen Event** | • Combined 3 processes into one.  
• Reduced steps from 84 to 53, a 36% reduction.  
• Reduced storage and delays from 42 days to 10 days. | • Lead time reduced from a maximum of 9 hours to as little as 1.5 hours.  
• Revised process manuals and introduced new lab protocols. | **Ohio law enforcement agencies can expect faster identification of drug evidence and therefore improved conviction rate.** |
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<td>• Purchasing steps reduced by 53%.</td>
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<td>• 12 separate processes reduced to just 2.</td>
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<td>• 3 separate forms reduced to 1.</td>
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<td>• Time to make payments reduced from 103 days to 36 days.</td>
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<td>• Average cost avoidance of more than $20,000 annually just in paperwork costs.</td>
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<td>Payments to Ohio vendors will be processed much faster through a simplified process.</td>
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<td></td>
<td>Administrative Services</td>
<td>Identify and prioritize goals and develop measures</td>
<td>Initiated June, 2011</td>
<td>Strategic Plan</td>
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<td>• Reviewed mission, vision, values.</td>
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<td>• Prioritized critical issues and developed goals</td>
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<td>Strategic plan finalized. Shared with the Governor and Cabinet in Summer of 2011.</td>
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<td>DAS now has a clear Mission and defined strategic plan.</td>
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<td>• Conducted 7 meetings to review and receive feedback on strategic plan with all DAS staff.</td>
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<td>Ohio EPA</td>
<td>Water Division</td>
<td>Reach consensus on creation of new rules/regulations and impact analyses.</td>
<td>April – June, 2012 –On-going</td>
<td>Special Project – Voice of Customer</td>
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<td>• Met with stakeholders and identified problems, proposed solutions, and began discussing new rules/regulations and potential impact.</td>
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<td>• Informed development of New Rules/Regulations package based on stakeholder input.</td>
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<td>• Information collected from business and other stakeholders for common sense approach to protecting the environment.</td>
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<td>OHIO EPA stakeholders now have a clearer understanding of rules/regulations that may affect their organizations.</td>
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</table>
|   | Ohio Attorney General  
|---|--------------------------|
| 4 | Bureau of Criminal Investigation  
|   | Reduce the amount of time to identify DNA samples  
|   | April 11-15, 2011  
|   | Kaizen Event  
|   | • Reduced overall process steps by 55%.  
|   | • Eliminated 81% of unneeded decision points.  
|   | • Standardized multiple processes.  
|   | • Forensic biology process improved from 50 days to 14.  
|   | • DNA processing improved from 126 days to 21.  
|   | • Annual cost savings of $57,000  
|   | DNA evidence is now processed significantly faster for law enforcement agencies around Ohio.  
|   | Cases and conviction rates should improve with this effort.  

|   | Taxation  
|---|--------------------------|
| 3 | Reduce time to process tax appeals  
|   | March 7-11, 2011  
|   | • 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  
|   | • As of September 2012, appeals backlog reduced from 18,000 to under 3,000.  
|   | • Reduce labor costs from $105 to $7 per appeal  
|   | Businesses and citizens will have the answer to their tax appeals faster, reducing worry, frustration and interest penalties  

|   | Administrative Services  
|---|--------------------------|
| 2 | IT Procurement  
|   | Reduce time and costs for purchasing IT technology  
|   | February 13-18, 2011  
|   | Kaizen Event  
|   | • Consolidated from 5 separate processes to 1 streamlined process.  
|   | • Multiple entry points to one single point of contact.  
|   | • 50% faster processing time for purchasing.  
|   | • DAS to save $4 million over 5 years with implementation.  
|   | IT hardware/software will be processed and purchased much faster.  
|   | Agency employee’s productivity rates will increase by using the latest technologies.  

| # | Administrative Services Professional Development | • Eliminated “batching” from the process.  
• Consolidated four forms into one for simplification.  
• All received documents are converted to digital documents. | • Eliminated 270 volume backlog  
• Reduce process time from up to 10 weeks down to less than 1 week.  
• Eliminate $23,000 annual overtime costs. | State employees will have faster access to continuing education so that changing demand of the work place may be met. |
|---|---|---|---|---|
| 1 | Reduce time to process tuition reimbursements.  
January 10-13, 2011  
Kaizen Event | | |  
For detailed information about each event see: [http://lean.ohio.gov/](http://lean.ohio.gov/) click “Results” |