



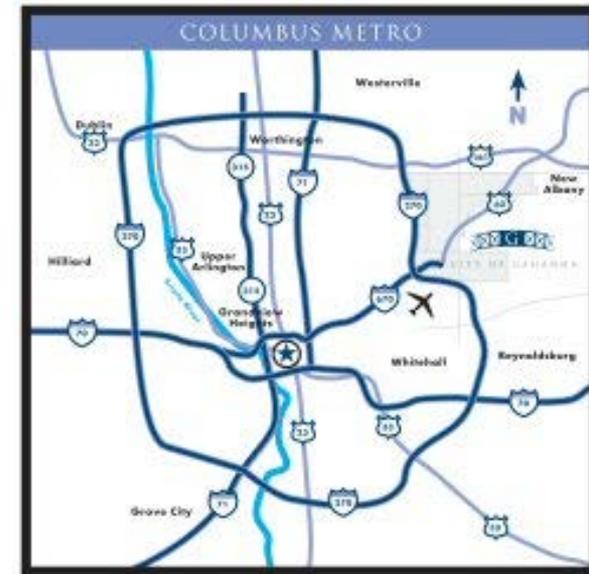
# LEAN GAHANNA

Process Improvement in Local  
Government

Jennifer Teal, City  
Administrator

City of Gahanna, Ohio

# GAHANNA AT-A-GLANCE



## Size

- 12.4 sq mi
- 325 lane miles
- 33,323 residents
- 791 acres of parkland

## Government

- Mayor (CEO)
- Council (Legislature)
- City Attorney (Judicial)

## Organization

- 10 Depts
- 147 FT
- 67 PT
- 118 Seasonal
- \$64.5M annual budget



**LEAN GAHANNA**

**CHALLENGING**

**"THE WAY  
THINGS HAVE  
ALWAYS BEEN  
DONE"**

**EVERY DAY**

**MAKING GAHANNA GOVERNMENT**

**·SIMPLER·  
·FASTER·  
·BETTER·  
·LESS COSTLY·**

# LEAN GAHANNA



# LEADERSHIP

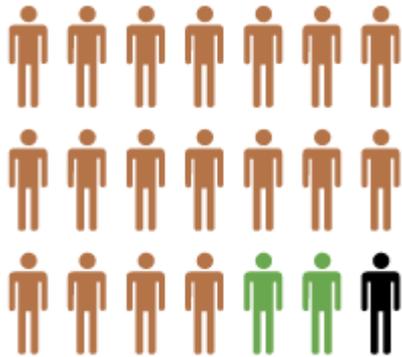


Leadership

Who	What
Council	Provided initial support/introductions Develops strategic priorities
Mayor	Champions Lean Gahanna program Implements strategic priorities
City Administrator	Executive Sponsor/ Program Manager
Lean Gahanna Team	Identify & complete projects in their work areas. Identify & complete cross-functional projects
Staff Support	Provides administrative and logistical support Process grant applications
<i>TBD-Leadership Council</i>	<i>Develop in-house training curriculum Identify and prioritize large-scale projects</i>

Training

# TRAINING-HISTORY



- LeanOhio Green Belt Training

- 2 Participants
- Provided free-of-charge

- LeanOhio Boot Camp

- 18 Participants to date
- \$34,000 in grant awards

- MoreSteam Black Belt Course & Certification

- 1 Participant to date
- City funded training
- Certification costs reimbursable through employee benefits

**14%**  
of full time City  
staff completing  
40+ hours of  
training

LEANOhio





Training

# TRAINING-GOALS

**Develop  
in-house  
training  
curriculum  
and  
capacity**

Customized to meet  
the City's needs

Focused on Lean toolkit

Use outside help for stats-heavy  
projects?

Multiple levels

Belting/hierarchy

Tool Time Workshops → Green Belt

Economically self  
sufficient

Not reliant on grant funds

Generate revenue?

Partnerships

Lean Ohio

Cities, Schools & Townships

# PROJECTS-TOOLS

DMAIC

SIPOC

Kaizen

Poke-Yoke

8 Wastes

Rapid Improvement

5S

Strategic Planning



# ECONOMIC STRATEGIC PLAN

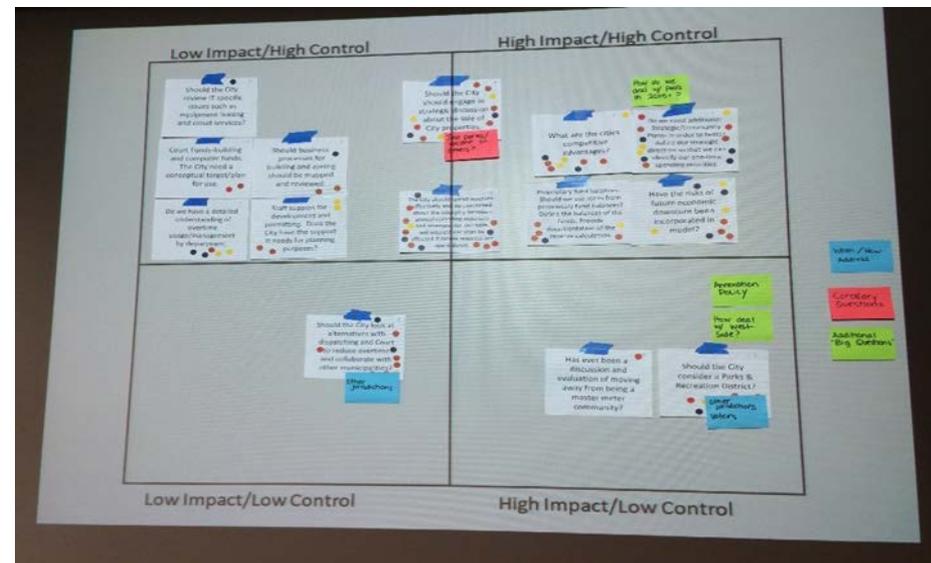
Created a **TRAIL Chart** to define project team members

Gathered **baseline data** from public input, a revised economic forecast, and initial budget documents

Set **operational definitions**

Completed a **SIPOC Analysis** to determine the suppliers, inputs, processes, outputs and customers

Defined a **new process** that includes a reserve policy, review and prioritization of capital needs, and a methodology to decide on quick operational decisions



# ACCOUNTS PAYABLE PROCESS

**30% reduction in number of steps & decision points**

Reduced wait times for businesses to receive payment

Improved internal workflow

Reduced staff workflow

Justified change from full-time to part-time staff to complete the task



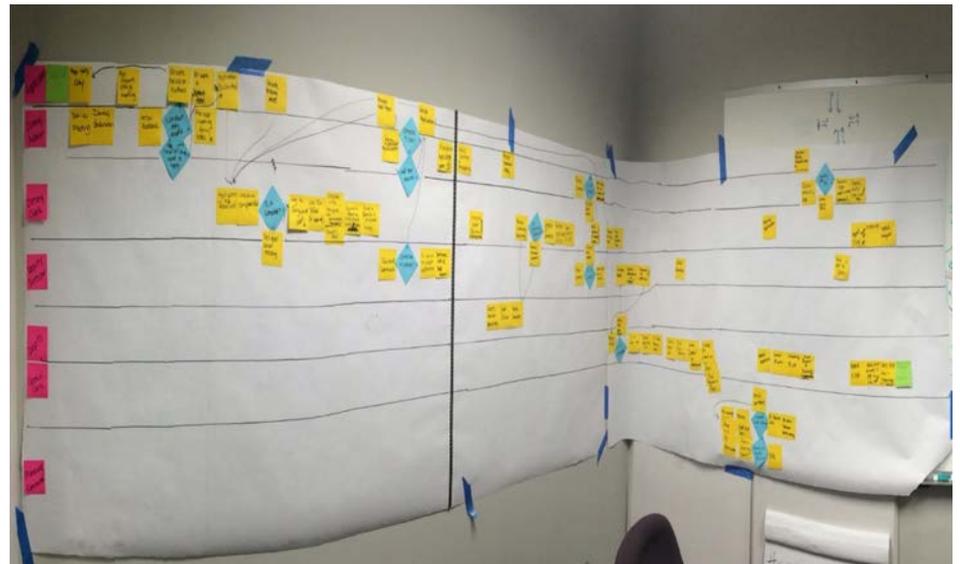
# FINAL DEVELOPMENT PLAN PROCESS

**Reduced Planning & Development Department steps by 25%**

Improved application form & instructions

Clearly defined “Acceptance” for the 30 day review period

Developed a clearer understanding between departments





# CITYWIDE 5S PROJECTS

Mayor's Court

Police Dispatch Center

IT Surplus Items for Auction

Multiple Office Moves

"It's a new day in Gahanna"



# GOLF COURSE FUEL ENTRY

Previously manual/paper intensive process took 3 hours/week

Leveraged available technology

**94% reduction in processing time**

Totally eliminated the time required to retrieve stored paperwork

Users cut the time needed to record transactions by nearly 50%



Reduced processing time

3 Hours



10  
Minutes

# IT PASSWORD NOTIFICATIONS

Push vs. Pull solution

Reduces **Transportation and Motion** through reduced calls and in person helpdesk requests

Addresses **Underutilization** by providing accurate data at appropriate time intervals to individual users

Addresses **Waiting** by providing notification and avenues for users to proactively change password



# DEPARTMENT INVOICE PROCESSING

Analyzed 5-Whys

Leverage available technology

Eliminated batching and manual processing

Reduced processing time for POs by **57%** , saving **2 hours of staff time** per week

Reduced processing time for statements by **75%**, saving **90 minutes of staff time** per week



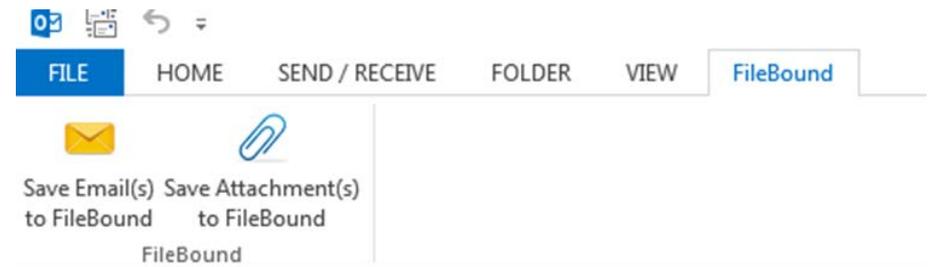
# COURT CASE FILE ATTACHMENTS

Reduces **Transportation and Motion** by eliminating steps

Addresses **Underutilization** by leveraging available technologies that are available

Diminishes **Over-Processing** by eliminating the need to print, store, and retain paper emails

Minimizes **Defects** by reducing the potential of a paper copy shifting between case files



# INVENTORY MANAGEMENT

WORK IN  
PROGRESS

Partnership with OSU ISE 4900  
Capstone Students

Focus on consumable supplies/parts  
purchases

## Goals

- Reduce transaction processing
- Reduce trips to the store
- Inventory Control
- Inventory Convenience



# HR RECRUITING PROCESS



Process	VA	Steps	Dec Pts	Handoffs
"Yes Path"	10	88	17	43
Subprocesses				
Create New position	0	17	1	6
Civil service	2	43	2	8

**WASTE**

Transportation 20%      Overprocessing 40%

$\frac{I}{8} - I - \frac{M}{2} - \frac{U}{3} - \frac{W}{4} - \frac{D}{19} - D - \frac{D}{4} = \text{Total } 40$

**Delays - 4**      **Store - 1**

COUNCIL process  
Civil Service process  
Exam creation  
Appeal

All potential...  
none are  
always present

JDs stored in  
multiple places



WORK IN  
PROGRESS

# PROJECT SELECTION TOOL

Recently Completed City-Wide  
Strategic Plan

Link project selection and  
training investments to strategic  
priorities

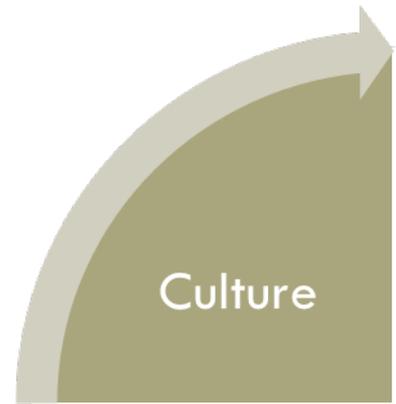
Use **Quality Function Diagram**  
to explore which value streams  
most aligned with strategic  
results

**GO FORWARD**  
**GAHANNA**  

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**results that matter**

# CULTURE



Critical mass

Pervasive vocabulary

Visual reminders

Routine

Partnerships

Wash, rinse, repeat



# CULTURE-VISUAL FACTORY

Culture



# MOVING FORWARD

- Leadership
  - Leadership Council
  - Budget
- Develop in-house training
- Culture
  - Employee & Project Recognition
  - Project report-outs
- Projects
  - Strengthen Strategic Linkages
  - Measure/Demonstrate Quantitative Results





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