

LEANOhio

Department of Agriculture
Farmland Preservation

December 2 – 6, 2019

How Did We Get Here?

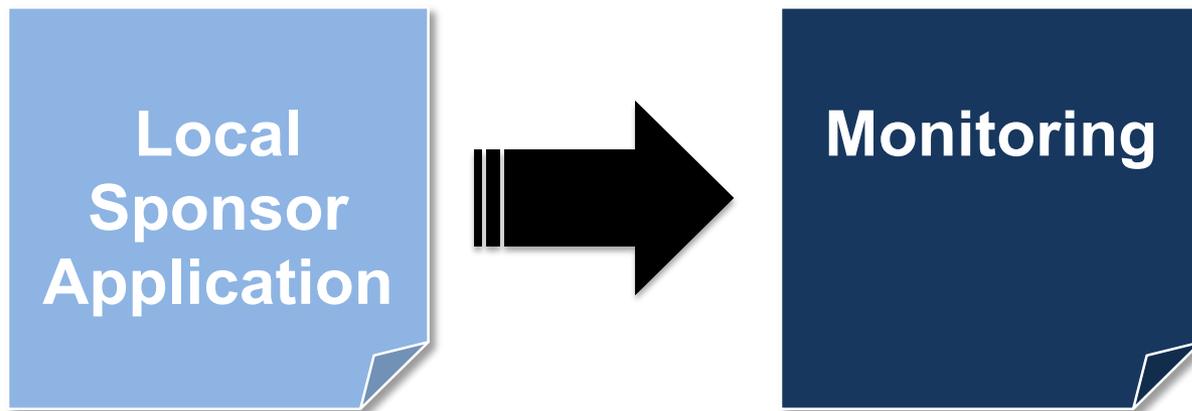
- The Ohio Department of Agriculture's Farmland Preservation process is experiencing significant delays in reaching closing on a property, severely backing up the workflow onto employees, causing further delays on upcoming easement purchase cycles. Additionally, the division was understaffed and going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

Movers & Acres



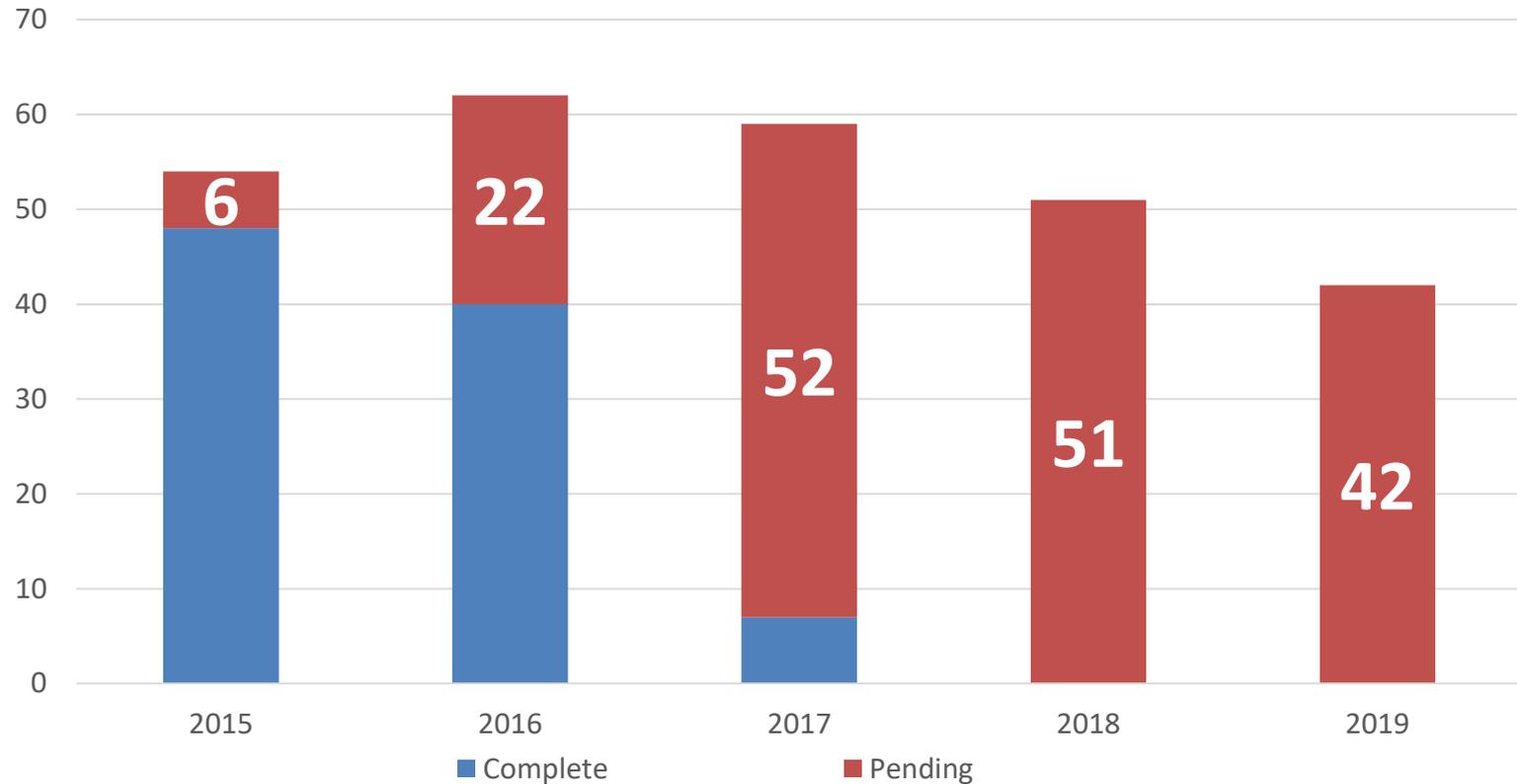
Event Scope

- What is the first step in the process?
 - Local Sponsor Application and Certification
- What is the final step in the process?
 - Post Closing Monitoring



Event Baseline Data

Farmland Easements 5 Year Trend



Process Improvement Goals

Reduce time to close
from 18 – 24 months to
12 months

Cross-train staff and
standardize work
processes

Eliminate Non-Value-
Added activities

Change for the Better

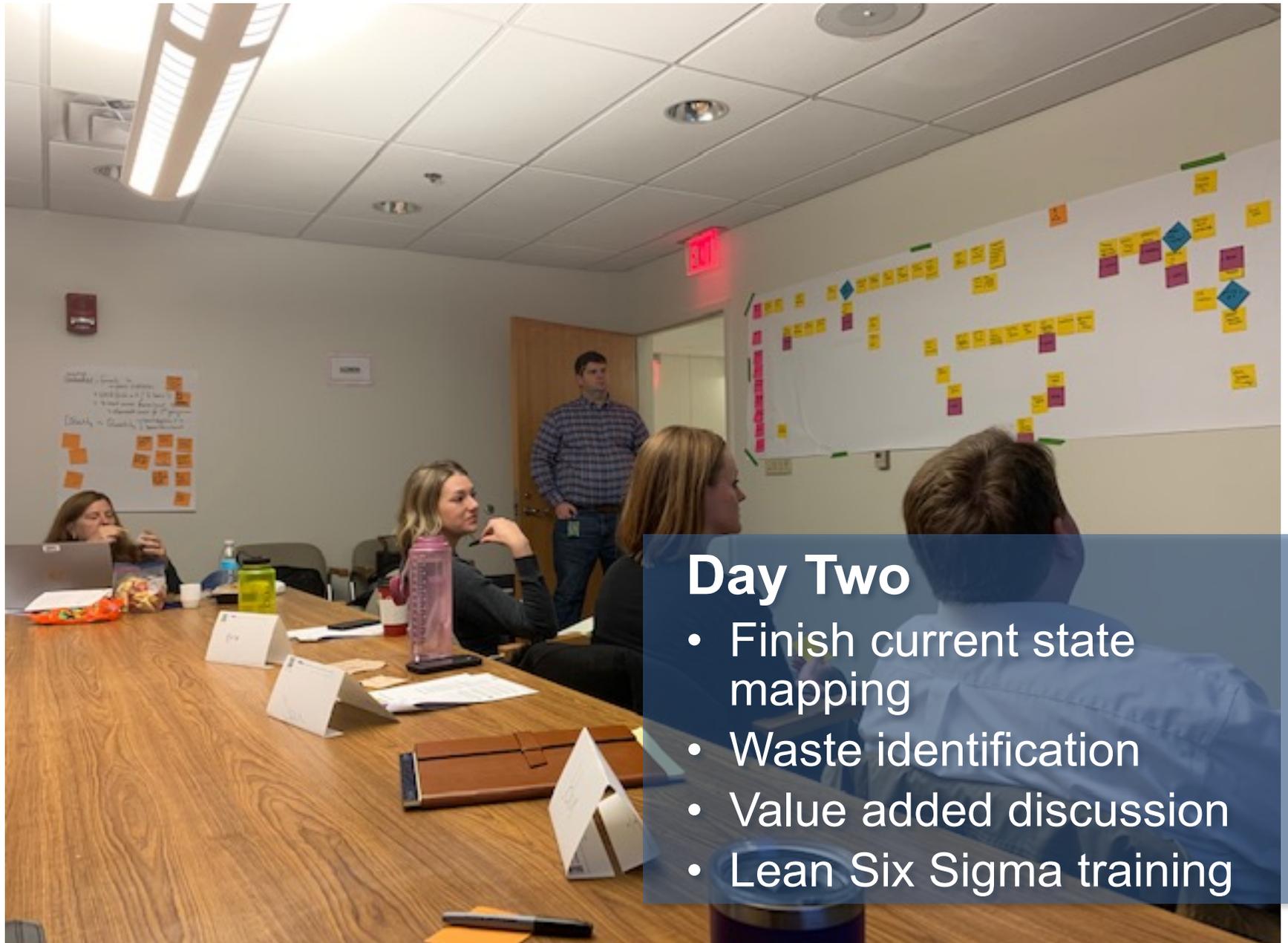
- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday



Day One

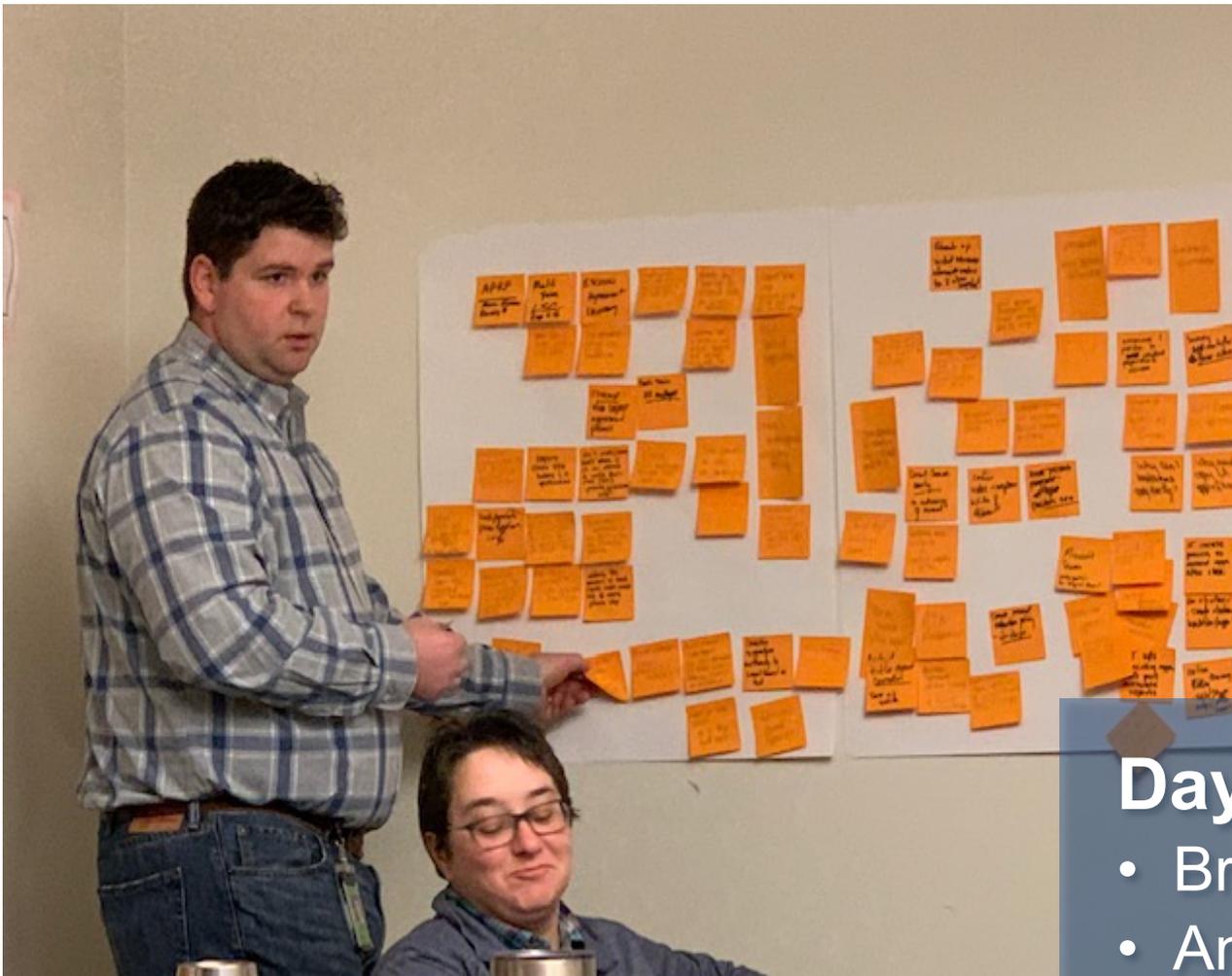
- Level setting
- Scope of event
- Stakeholder identification
- Current state mapping





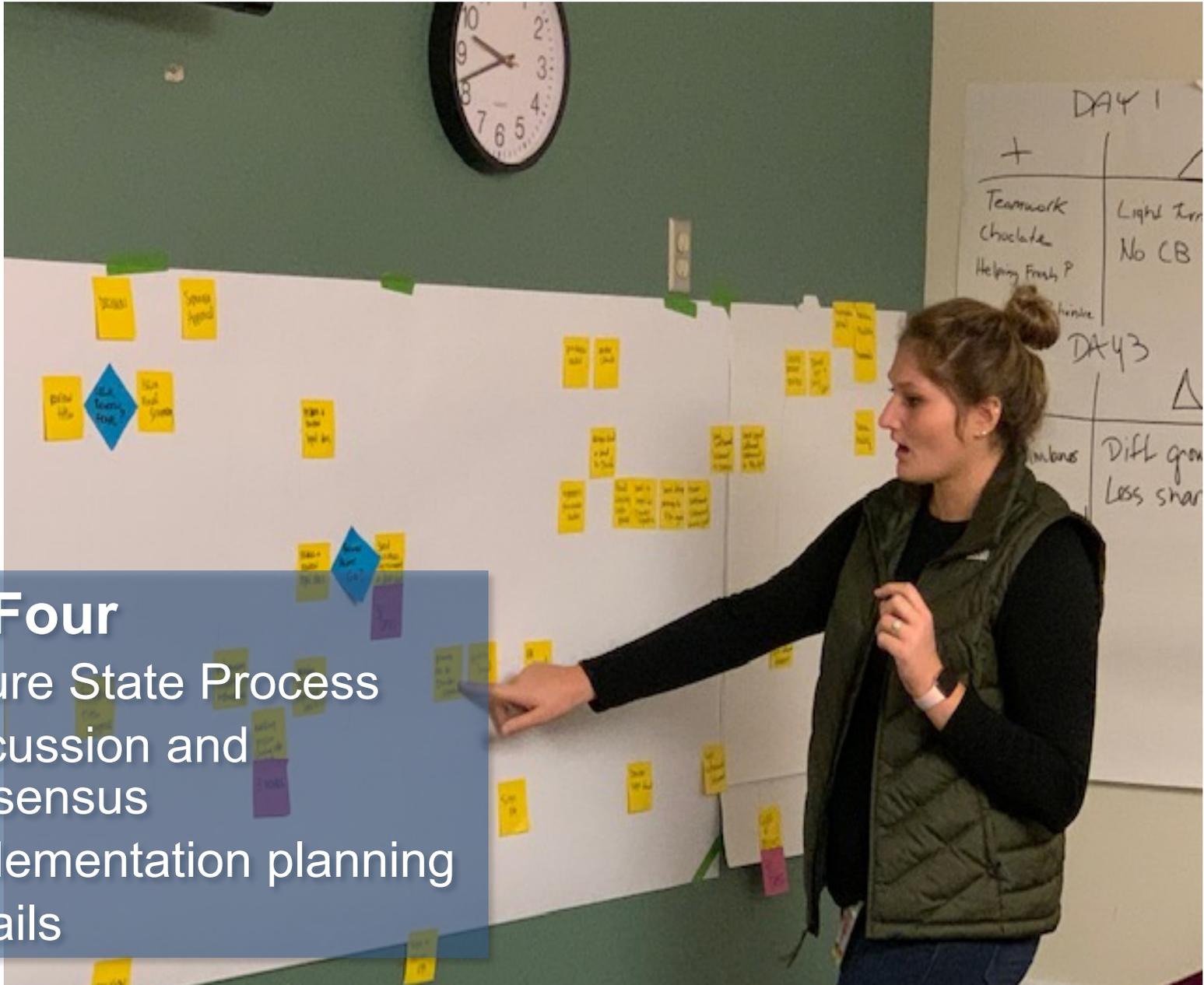
Day Two

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



Day Three

- Brainstorming
- Analysis
- Problem solving
- Process redesign



Day Four

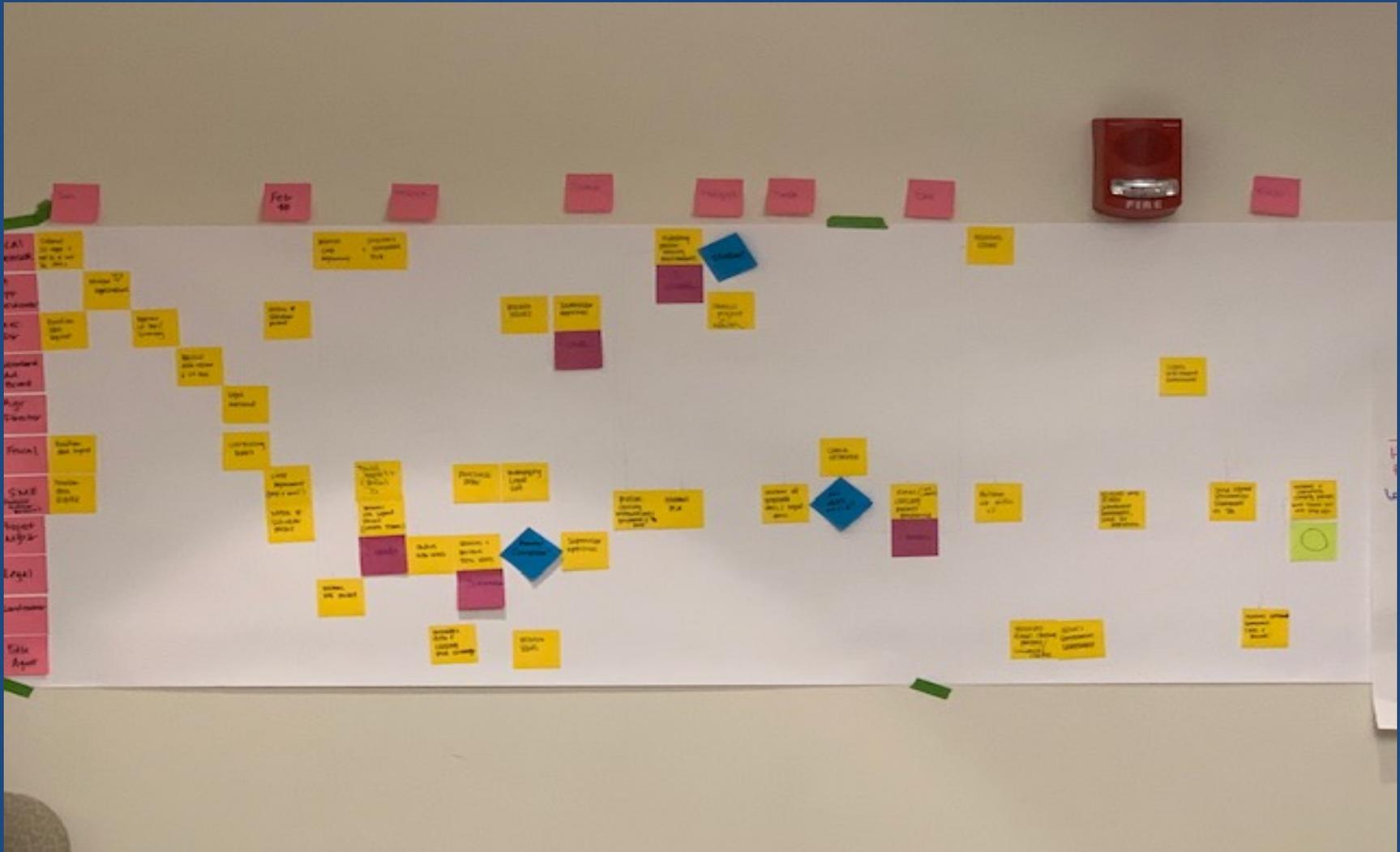
- Future State Process
- Discussion and consensus
- Implementation planning
- Details

Today - Day Five

- More implementation planning
- Celebration
- Sharing results



Future State



Simpler



- In the current process, information exchanges hands (hand-offs) 77 times which increases the opportunity to pass along a defect and/or add delay to the processing time. In the future state, that number is reduced to 31, which is a 59.7% reduction in overall hand-offs.
- Reducing process steps, creating standard work and cross-training staff will move an easement through the process in a sequence that is more proactive.

Faster



- 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).
- Tasks were consolidated in the future state and addressed earlier in the process which dramatically reduces delays.
- A comprehensive request to Controlling Board as opposed to a project specific request.

Better



- Farmland Preservation will cross-train employees to expand skill sets beyond specialized tasks, reducing bottlenecks and delays.
- Shifting of roles and responsibilities for a better customer experience.

Less Costly



- Reduction in paper use/printing for all stakeholder trainings.
- Reduction in travel for stakeholders to trainings.
- Reduction in preparation time for and travel time to Controlling Board Meetings.

Summary Scorecard

Measure	Current Level	NEW	Change
Process Steps	143	56	61%
Decision Points Handoffs & Loopbacks	91	36	64%
Process Lead Time	36 months	11 months	69.5%

Implementation Plans

Title			Controlling Board		
What	Who	When	What	Who	When
Proof-D. C. meeting w/legal (buy-in mtg)	Sarah, Jessi, Amanda, John, Denise	Dec. 20 Jan. 20	① Benchmark/BU C. Leslie	George Leslie	12/13
Title Agent (T.A.) criteria/List of current T.A. (critique)	All staff Jessi, Amanda,	Dec. 13	② Build Bus Case - DJF / SA KAMTRAC	George Leslie	1/30
Follow-up on division of title duties (Legal discuss process & meet. w/Farm)	All staff	Jan. 6	③ Present BC - CB - DB w/ Leslie/Sarah	George Leslie/Sarah	2/28
			④ Regis/CB Outreach	George/Fletch (Sarah)	after #3
			⑤ Request		

Forms			Rules/Statute		
What	Who	When	What	Who	When
Landowner application	Erin/Amanda/IT	see IT. #4 * within 6mo.	Rule Inv	Amanda John/Erin	Jan - Dec 2020
Local sponsor app	Sarah/Jody		Statute Review	John/Erin	
NCS- PA copy - sample deed	Sarah/Legal/Amanda	#2 * within 1 mo. Jan. 20 - priority #1	Identify As	John	
Coop. Agr. for title	Legal	#3 * within 3mo.	Propose As		
Escrow Agr. discussion	Sarah/Jody/John/				

Implementation Plans

Title			Controlling Board		
What	Who	When	What	Who	When
Proof-D.C. meeting w/legal (buy-in mtg)	Sarah, Jessi, Amanda, John, Denise	Dec. 20 Jan. 20	① Benchmark/BC	George/Leahie	12/13
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Follow-up on stat. division of title duties (Legal discuss process & meet. w/Fam)	All staff	Jan. 6	③ Present BC - CS - DB	George/Leahie/Sarah	2/28
			④ Legis/CS Outreach	George/Fletch (Sarah)	after #3
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Local sponsor app.	Sarah/Jody		Statute Review	John/Erin	
NOS-PA county - sample deed	Sarah/Legal/Amanda	#2 → within 1 mo. Jan. 20 - priority #1	Identify As	John	
Coop. Agr. for title	Legal	#3 → within 3mo.	Propose As		
Escrow Agr. discussion	Sarah/Jody/John				

What Begins Monday?

Priority List

What	Who	When
High-level TPs for future process	All staff / Commis	Monday
Local Sponsor App Dec.	Director / Sarah / Kelly	March 2020
OSM Dec	Leslie / George / OSM / Director	April 2020
Title Decision	Amanda / Quinn / Leigh / Sarah / Leslie / Tracy	March 2020
Position	Sarah / HR	February 2020
IT	Amanda / Tracy / IT / Erin	Jan. 2020
Rules	Leigh / George / Sarah / Amanda	Jan. 2020

Your Kaizen Experience



SIMPLER. FASTER. BETTER. LESS COSTLY.

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Special Thanks to...

Senior Leadership:

Dorothy Pelanda, Director

Tracy Intihar, Assistant Director

Leslie Piatt, CFO

Denise Martin, Chief Legal

Sponsor & Team Leader:

Sarah Huffman, Executive Director of Farmland Preservation

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Eric Holyak, IT

Katie Boyer, Communications