Ohio Rail Development Commission (ORDC)
Grade Crossing Safety Project Process

July 24-27, 2018
How Did We Get Here?

• Need for standardized processes
• Difficulty in obtaining project information
• Process bottlenecks and uneven workloads
The Caboose is Loose
Event Scope

• What is the first step in the process?
  – Our process begins when a request for a safety project is received.

• What is the final step in the process?
  – Our process ends when the project is closed in the system.
Event Baseline Data

• **Average process lead time**: 3-6 months
  *(up to Engineering Authorization)*

• Number of incoming requests per year: **approx. 150**

• Number of completed projects per year: **approx. 70**

• Number of projects currently in process: **approx. 120**
Process Improvement Goals

- Balanced, equitable division of standard work
- Increased visibility/insight as projects flow through process
- Maintain or improve upon current process time
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**
- **Current state mapping**
- **Waste Identification**
Day One

- Level setting
- Scope of event
- **Current state mapping**
- Waste Identification
Day One

• Level setting
• Scope of event
• Current state mapping

• Waste Identification
Day Two

- Lean Six Sigma training
- Brainstorming
- Analysis
- Process redesign
Day Two

• Lean Six Sigma training
• Brainstorming
• Analysis
• Process redesign teams
Day Two

- Lean Six Sigma training
- Brainstorming
- **Analysis**
- Process redesign teams
Day Two
- Lean Six Sigma training
- Brainstorming
- Analysis
- Process redesign teams
Day Three

- **Future State Process**
- Discussion and consensus
- Implementation planning
Day Three

- Future State Process
- Discussion and consensus
- Implementation planning
Day Three

- Future State Process
- Discussion and consensus
- **Implementation planning**
Day Four

- More implementation planning
- Celebration
- Sharing results
Current State
Future State
Simpler

- Less steps
- Less movement
- Reduced redundancy
- Less confusing
- More transparency
- Reduced travel and scheduling
Faster

- Removed bottlenecks in process
- E-signatures
- More instantaneous workflow with online database
- Balanced workload
- More attention for special projects
Better

- Single point of entry
- More empowerment for project managers
- Reduced involvement from safety managers
- More defined roles
- More productive use of time
- More proactive identification of environmental issues
Less Costly

- Travel cost savings
  - 1 less trip per project
  - Savings: $4,500 per year

- Printing cost savings
  - $500 per year

- Total savings: $5,000 per year
## Summary Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Level</th>
<th>NEW</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Steps</td>
<td>146</td>
<td>49</td>
<td>66%</td>
</tr>
<tr>
<td>Decision Points Handoffs &amp; Loopbacks</td>
<td>8</td>
<td>6</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td>37</td>
<td>25</td>
<td>34%</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>2</td>
<td>50%</td>
</tr>
<tr>
<td>Process Lead Time</td>
<td>16 weeks</td>
<td>9 weeks</td>
<td>44%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(7 weeks)</td>
<td></td>
</tr>
</tbody>
</table>
Implementation Plans

• Communication
• Training
• Procedures & Documentation
• Information Technology (IT)
• Policy
• Process Changes
# Communication & Training

## Training

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duty Transitions (old train new)</td>
<td>Julie</td>
<td>once new rules defined &amp; documented</td>
</tr>
<tr>
<td>Cross-train</td>
<td>Managers</td>
<td>after emp. succeeding in new role/able to add</td>
</tr>
<tr>
<td>New IT Solution</td>
<td>Tom</td>
<td>once decided</td>
</tr>
<tr>
<td>Filing System (physical &amp; x-drive)</td>
<td>Cathy/Susan</td>
<td>ASAP</td>
</tr>
</tbody>
</table>

## Communication

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal process for receiving complaint</td>
<td>Julie</td>
<td>ASAP/already done?</td>
</tr>
<tr>
<td>RR's contacts &amp; data verification Point person</td>
<td>Matt (cathy)</td>
<td>ASAP</td>
</tr>
<tr>
<td>ODOT new rules (Fiscal)</td>
<td>Megan</td>
<td>once new rules defined &amp; implemented</td>
</tr>
<tr>
<td>PUCO new policies</td>
<td>Matt</td>
<td>once policies/changes</td>
</tr>
<tr>
<td>FHWA program changes</td>
<td>Cathy</td>
<td>if any program changes intract w/Red Rugs</td>
</tr>
<tr>
<td>ORDC changes to ORDC</td>
<td>Matt/cathy</td>
<td>As process is implemented</td>
</tr>
</tbody>
</table>
## Procedures & Documentation

<table>
<thead>
<tr>
<th>Procedure + Documentation</th>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ellis Model</td>
<td>Susan/Sherie</td>
<td>Complete/on x, done</td>
</tr>
<tr>
<td></td>
<td>Diagnostic review</td>
<td>Susan</td>
<td>Complete on x, done</td>
</tr>
<tr>
<td></td>
<td>OUPS Information</td>
<td>Susan</td>
<td>Now</td>
</tr>
<tr>
<td></td>
<td>Priority sheet</td>
<td>Susan</td>
<td>Now</td>
</tr>
<tr>
<td></td>
<td>Daily status</td>
<td>Everyone, Matt</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>New diagnostic</td>
<td>Don/Jim</td>
<td>Now</td>
</tr>
<tr>
<td></td>
<td>Filing System</td>
<td>Cathy</td>
<td>Now</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>New 1st field review</th>
<th>Don/Jim</th>
<th>Now/Soon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal complaint</td>
<td>Julie</td>
<td>Done/Eds?</td>
</tr>
<tr>
<td>Cathy's DB</td>
<td>Cathy</td>
<td>Now</td>
</tr>
</tbody>
</table>

### What?
- IDS: Schedule necessary for implementation
- Empower decision-makers
- What reviews necessary? Help OPD TOLoCo comm
- Commit to the changes requested
  - Commission - 2
  - OPD - 2

# IT & Policy

## IT Plan

<table>
<thead>
<tr>
<th>What?</th>
<th>Who?</th>
<th>When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is required functionality?</td>
<td>PDM</td>
<td>30 days</td>
</tr>
<tr>
<td>Which IT solution is appropriate?</td>
<td></td>
<td>60 days</td>
</tr>
<tr>
<td>Identify needed resources (internal)</td>
<td></td>
<td>30 days after</td>
</tr>
<tr>
<td>Scope required implementation</td>
<td></td>
<td>60 days after</td>
</tr>
<tr>
<td>Project implementation (approval, project management, etc.)</td>
<td></td>
<td>180 days after</td>
</tr>
</tbody>
</table>

## Policy

<table>
<thead>
<tr>
<th>What?</th>
<th>Who?</th>
<th>When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify stakeholders necessary for implementation</td>
<td>Exec. Dir.</td>
<td>Begin next week 30 days</td>
</tr>
<tr>
<td>Empower decision-makers</td>
<td>Sec. Treasurer</td>
<td>60 days</td>
</tr>
<tr>
<td>What reviewed necessary HQ vs. PDG to local</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commitment to the changes recommended Commission - ? ODOT - ?</td>
<td>Exec. Dir.</td>
<td>January 2023, etc.</td>
</tr>
</tbody>
</table>

**Simpler. Faster. Better. Less Costly.**

[lean.ohio.gov](http://lean.ohio.gov)
Process Changes

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>List of red flags</td>
<td>Cathy</td>
<td>Before next diagnostics</td>
</tr>
<tr>
<td>Standardization field review</td>
<td>Cathy, PMs, Tim</td>
<td>2nd Kronos Monday</td>
</tr>
<tr>
<td>Diagnostic form fale yake</td>
<td>Don Jim, Cathy, Matt, new PM</td>
<td>Next Kronos Monday</td>
</tr>
<tr>
<td>Transitioning projects in pipeline</td>
<td>Current person → New person</td>
<td>As tasks are needed</td>
</tr>
<tr>
<td>How does tech decide to send inquiry to PM?</td>
<td>Cathy</td>
<td>Training for new trans tech</td>
</tr>
</tbody>
</table>

ASSUMPTIONS

- Person receiving request has authority to send it to PUCO if not applicable
- Give tech clear guidelines whether to send complaint to PM
- Data forms future diagnostic form
- If no - proper record keeping + response as needed
- STIP Process timeline remains 05-15
- Red flag list for diagnostic elements
- Letter agreement can be signed prior to federal authorization
- Can issue encumber vs prior encumbering
- Budget analyst on Feds payables - maintain tasks
- If a problem is encountered it will be addressed before moving to next step
- Can PUCO order design without ordering construction?
- RFA states how to gain to certification (sold items remittable/audit than they are essentials)
- Current design build process
- PUCO schedule to be broken/geometric and to advance many issues
What Begins Monday?

- Identify stakeholders necessary for implementation
- Start developing process manuals
- Two step order process
- Start discussion for required functionality
- Filing system
Your Kaizen Experience
Your Kaizen Experience

SIMPLER. FASTER. BETTER. LESS COSTLY.
Special Thanks to...

**Senior Leadership/Sponsor:**
Matt Dietrich, Executive Director

**Team Leader:**
Julie Finnegan, Public Information Officer

**Subject Matter Experts:**
Tom Burns – Salesforce
Jill Henry – PUCO Rail Division
Ron Garczewski & Rob Griffith – FHWA

**Fresh Perspective:**
Jane Lengel – Ohio Department of Medicaid
About LeanOhio

The mission of LeanOhio is to make government services in Ohio simpler, faster, better, and less costly. Using the improvement methods of Lean and Six Sigma, Ohio's state agencies are cutting red tape, removing inefficiencies, improving customer service, and achieving measurable results.

The LeanOhio Network includes hundreds of state employees who have been involved in Kaizen events and other improvement projects. Many have earned Lean certifications. The Network includes state employee unions and members who promote Lean, improve processes, and partner with the state to teach Lean tools and strategies.

Each state agency has a Lean Liaison. This ensures communication and coordination throughout state government. Liaisons identify improvement opportunities, engage agency staff in improvement efforts, and ensure that changes are implemented and sustained.

LeanOhio is coordinated by the LeanOhio Office, within the Ohio Department of Administrative Services. Office associates are Lean Six Sigma experts who serve as internal systems improvement consultants.

LeanOhio Headlines