



## By The Numbers



**15**

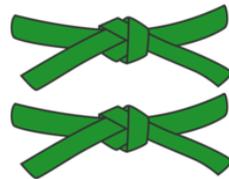
The number of Lean Ohio Camo Belts on City of Gahanna staff



The number of Lean training hours completed by City staff.

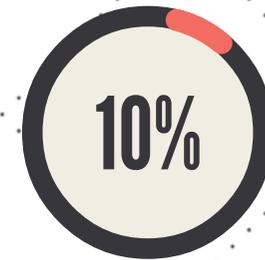


The number of Lean improvement projects completed by the Lean Gahanna team. These projects include the accounts payable process, planning commission review process, economic strategic plan, and commercial alterations permit process.



**2**

The number of Lean Ohio Green Belts on City of Gahanna staff.



10% of full-time City employees have participated in Lean Ohio training



The number of departments currently represented on the Lean Gahanna Team. All departments will be represented and future trainings will be conducted.



The City of Gahanna has received \$28,000 in funding from the State's Local Government Innovation Fund (LGIF) for employee Lean Ohio training. This represents over 93% of the funding needed for training programs.



# LEAN GAHANNA

## Program Status Report

October 26, 2015

This program will be modeled on the state's LeanOhio program, which has a mission to make government services simpler, faster, better and less costly. Using continuous improvement methods such as Lean and Six Sigma, Gahanna City programs and departments will be empowered to cut the proverbial "red tape," remove inefficiencies, improve customer service and achieve measureable results.

This program leverages training received through LeanOhio with scholarship funding provided by the state's Local Government Efficiency Program (LGEP). The Lean Gahanna program is working to institutionalize a culture of "lean thinking" throughout the City by providing ongoing in-house Lean/Six Sigma training opportunities for City staff, facilitation of Lean/Six Sigma projects throughout the City and fostering a Lean culture throughout City government..

By improving program efficiency and effectiveness through Lean training and projects, Gahanna government will be a better value to the taxpayers and stakeholder communities. Over time, Gahanna will also be poised to provide services and training resources to other local public sector partners, such as the townships, schools and neighboring communities.

The Assistant City Administrator/Director of Finance (ACA/DF) is the project lead for the Lean Gahanna program, assisted by the Finance Coordinator-Budget & Performance (FC). As additional staff members receive Lean training and develop expertise, the Lean Gahanna project team is growing and evolving.

This program is linked to other strategic initiatives also underway in the City, including the City-wide Strategic Plan and Performance Measurement.

## SCOPE

This program will include three primary components: Training, Improvement Projects and Fostering a Lean Culture.

### Training

The Lean Gahanna program utilizes the LeanOhio Boot Camp training model to provide week-long training opportunities for City staff. The City leverages scholarship funding from the LGEP scholarship program to provide training to up to 12 City employees per funding quarter. This training equips staff members to:

- Scope an improvement project
- Make invisible processes visible so they can be dramatically simplified
- Be an effective improvement team member
- Identify the leading causes of waste
- Eliminate batching and other enemies of speed
- Decrease the complexity of processes and eliminate unneeded steps
- Develop requirements for an efficient process before implementing IT solutions
- Create a dashboard of visual data to easily measure progress

Ultimately, two week-long training sessions will be provided in Gahanna each year to provide convenient opportunities for all management staff, as well as other interested employees and community partners. Staff may utilize additional LeanOhio Boot Camp sessions outside of Gahanna as scheduling requires. Once the in-house capabilities exist, it is anticipated that the boot camp sessions will be facilitated by Gahanna City staff, rather than outside trainers.

In order to develop a deep bench of employees able to lead internal training and provide expertise on all types of process improvement projects, more in-depth training opportunities will be developed to provide Green and Black belt training and certification for leaders in the Lean Gahanna program.

In addition, we will provide frequent opportunities for staff training and development, ranging from 1-hour skill-building "Tool Time" workshops and on-the-spot training in Lean techniques to multi-day sessions focused on particular toolsets and methodologies. We will also provide frequent opportunities for hands-on experiential learning, inviting employees from all areas and all levels to participate in continuous improvement projects for the City.

### **Improvement Projects**

Participants in the City's first wave of Lean Local boot camp training are the core of the City's Lean Gahanna team. They have become their departments' first Lean Local practitioners, and participate in ongoing activities with the Lean Gahanna team. This team will meet frequently to collaborate on smaller-scale departmental improvement projects, identify and prioritize larger-scale projects (involving multiple departments or jurisdiction and/or requiring additional manpower), and develop collaborative partnerships with our regional peers, including the schools, neighboring townships and Franklin County.

As a follow-on to their Lean Local boot camp experience, Lean Gahanna team members are expected to identify projects within their department throughout the year to address using Lean techniques. Together, the team will also identify and prioritize at least one larger-scale project (e.g. multiple departments or jurisdictions) to be completed each quarter using members of the Lean Gahanna team and outside practitioners if required.

### **Fostering a Lean Culture**

Fostering a Lean culture in Gahanna involves creating an environment where staff at every level are empowered to ask questions, challenge norms and develop ideas that can create more value for customers and citizens with our existing and limited resources. It also includes becoming a trusted partner with neighboring/regional jurisdictions to provide training opportunities, share expertise and work together on process improvement and collaborative projects.

Continuous reporting and efforts to create continuous visibility about the purpose and progress of the Lean Gahanna program is important part of fostering a Lean culture in Gahanna. This will include creating a Lean Gahanna website, developing a "Visual Factory" or physical display area within City hall for promoting key activities and achievements, and routinely reporting out to Council, staff and the public about the activities and results being achieved by the program.

The Lean Gahanna team, made up of those employees who participate in boot camp training and others that might be identified as the program matures, will be an integral part of developing and maintaining a Lean culture in the City. These employees will provide expertise and foster the Lean culture within their own departments. This team will meet regularly to share ideas and collaborate on projects.

Community partnerships will also enhance the Lean culture in Gahanna. The City will endeavor to partner with our neighboring jurisdictions and other regional entities to provide training and collaborate on process improvement projects as the program matures.

## PROGRAM ACTIVITIES AND PROGRESS

| Component                              | Activity  | Status  |
|--|---|---|
| <b>Program Initiation and Planning</b> |   |   |
| Program Research & Planning            | Develop program concept/design <ul style="list-style-type: none"> <li>• Staffing</li> <li>• Program Components</li> </ul>                               | Completed: ACA/DF & FC-B&P staffing program. Program components outlined and included in Q2 report out.       |
|  | Identify resources & opportunities <ul style="list-style-type: none"> <li>• Internal</li> <li>• External</li> <li>• Professional Development</li> </ul> | Completed; Met with LeanOhio liaison, identified potential partners and opportunities.                        |
| <b>Training</b>                        |   |   |
| Lean Local Boot camp                   | Identify & Secure Facilitator   | Completed; Partnership for Excellence   |
|  | Schedule Wave I of boot camp training   | Completed<br>15 City employees participated   |
|  | Identify & Secure Funding   | Completed<br>14 LGEP Scholarships secured (\$24,000 in State Funds)   |
| Continuing Education Opportunities     | Black Belt for ACA/DF   | ACA/DF has begun Black Belt training & certification process  |
|  | Ongoing "Tool Time" Workshops   | TBD, Will begin once wave one of boot camp is completed.  |
| <b>Projects</b>                        |   |   |
| Past Projects                          | Economic Strategic Plan<br>Accounts Payable<br>Final Development Plan<br>Commercial Alterations Permit  | Project Summaries completed   |
| Ongoing Projects                       | City-wide 5S (Sort-Straighten-Shine-Standardize-Sustain)  | Numerous 5S projects occurring throughout City facilities   |
| Future Projects                        | Records Management Value-Stream   | Discussing potential approaches to a large-scale improvement project-may include outside facilitation support |

| Component                | Activity   | Status  |
|--------------------------|--|---|
| <b>Culture</b>           |  |   |
| Reporting and Visibility | Website  | TBD   |
|                          | Reporting-Develop a “one-pager” template for reporting out on past | Completed   |
|                          | “Visual Factory”   | Whiteboard installed in Finance office area with project plan outline<br>Program status report (attached) |
|                          | Quarterly Status Reports   | Q3 Report to Council Completed<br>Ongoing reporting to employees TBD                                      |
| Lean Gahanna Team        | Identify Wave 1 Participants                                       | Completed; Training completed week of 9/21  |
|                          | Meet Regularly   | Ongoing   |
| Partnerships             | LeanOhio   | Met with LeanOhio liaison; identified resources and opportunities.  |
|                          | Schools  | Met with GJPS Business Manager  |
|                          | Other Government Entities  | Call out to Mifflin Twp<br>Presented to COHCC Board   |