



What is the Local Government Efficiency program?

The Local Government Efficiency Program (LGEP), sponsored by the Ohio Development Services Agency (DSA), is offering local political subdivisions training, grants and support to learn and apply Lean strategies to innovate, provide better service and save money. LGEP is a funded through DSA's Local Government Innovation Fund (LGIF) and is designed to provide:

- **Grants:** Grant money for Local Governments to learn and use Lean Six Sigma to improve processes and make services simpler, faster, better and less costly. The application process begins in November, with grants to be awarded quarterly.
- **Training:** Standardized, public-sector focused training will be available state-wide. This one week for "LeanOhio Boot Camp: Transforming the Public Sector" course has been developed by LeanOhio and will be available through local colleges, universities and other certified partners. Scholarship money will be available through LGEP and will only pay for the standardized for LeanOhio Boot Camp course.
- **Support:** Support will be available to those who take the training through a public/private network that mentors, coaches and provides experience for public sector employees learning and using Lean tools and strategies. This network will offer opportunities to interact, to observe lean events and to learn from state agencies and private sector organizations.
- **Loans:** Loans are available for items to help facilitate implementation of efficiency plans through the Local Government Innovation Program (LGIP).

For more information visit

http://development.ohio.gov/cs/cs_localgovfund.htm

How was the Local Government Efficiency Program started?

H.B. 59 enacted Ohio Revised Code Section 701.40. The section creates the Local Government Efficiency Program to be administered by the Local Government Innovation Council. The Council awards scholarships to political subdivision employees, and make grants and loans to political subdivisions, and to regional councils of government or other similar cooperative governmental arrangements consisting of political subdivisions, for training in process efficiency programs including, but not limited to, Six Sigma, Kaizen and Lean.

What is a political subdivision?

For purposes of this program, "political subdivision" means a municipal corporation, township, county, school district or other body corporate and politic responsible for governmental activities in a geographic area smaller than that of the state, which includes, but is not limited to, the following entities: county government, a county hospital commission, a board of hospital commissioners appointed for a municipal hospital, a board of hospital trustees appointed for a municipal hospital, a regional

planning commission, a county planning commission, a joint planning council, an interstate regional planning commission, a port authority, a regional council established by political subdivisions, an emergency planning district and a joint emergency planning district, a joint emergency medical services district, a fire and ambulance district, a joint interstate emergency planning district, a county solid waste management district and a joint solid waste management district, a community school, the county or counties served by a community-based correctional facility and program or a district community-based correctional facility and program, a community-based correctional facility and program or a district community-based correctional facility and program and the facility governing board of a community-based correctional facility and program or of a district community-based correctional facility and program.

LGEP GRANTS

How do I apply for a LGEP grant?

Go to <http://development.ohio.gov/lgifapplication> to create your LGIF user account. You will then have access to the application form.

When can I apply for a LGEP grant?

The first round of LGEP grants were due December 9, 2013 with approved applications announced in February 2014. Applications will be accepted on a quarterly basis.

What must be included in the grant application budget?

All grant projects through the Local Government Innovation Fund require a 10 percent match of the total project cost. This match can be cash, or in-kind donation of time, goods or services directly related to the project.

What kind of projects qualify for a LGEP grant?

This program is designed to make government simpler, faster, better and less costly; to cut red tape and to better meet customer needs. These grants are not for maintaining status quo, or to pay bills, or for capital improvements.

The focus of projects is about making improvements. Some examples of processes that might be improved might be to speed up the method for payment of invoices, or to improve the timeliness of inspections, or to streamline service delivery, or reduce errors in an application process, or to increase vaccination rates. An additional goal is to provide employees with a process and tools to continue to make improvements.

Lean is primarily about speed and identifying and removing waste in processes. Six Sigma is primarily about removing variation in processes. For some examples of successful government projects, please visit the LeanOhio website at <http://lean.ohio.gov> and click on Results.

Below is a list of criteria to consider in selecting projects:

1. **Alignment:** The project is aligned with agency mission from their strategic plan.
2. **Customer Focus:** The project should not only deal with something important to customers (internal and/or external) but the voice of the customer should be carefully considered including plans for surveys, focus groups and having actual customers serve on the improvement team.
3. **Data-Based Improvements:** The team is far more likely to be successful if they have baseline data or plans to gather baseline data so they know how many use services how often and when; current lead times, cycle times, back-log and work in progress and error rates and so on.
4. **Measurable Goals:** We ask teams to be bold and shoot for at least a 50 percent improvement on Lean projects. That is usually lead time (the time from when a customer asks for something to when they receive it)
5. **Red Tape Reduction:** An emphasis and desire to eliminate non value-added steps, loopbacks, handoffs, decisions, etc. (State teams are currently averaging over 50 percent reduction in steps eliminated.)
6. **Process Improvements BEFORE automation/IT solutions:** Organizations that start a lean project with plans to automate the process frequently end up with a fast bad process. The best projects will redesign the process first and use Lean to identify requirements and only then doing the IT part.
7. **Total commitment from the top** that the results from the Lean project are going to be implemented immediately and are not going to be just recommendations for upper management to consider.
8. **Burning Platform:** It is great to improve things even if they are not in horrible shape, but priority should be given to issues that are the cause of significant customer complaints, take a significant amount of time, are receiving bad press, costing large sums of money, etc. These are projects that matter.
9. **Cost savings/Wiser use of resources:** Public sector projects are often designed to eliminate customer frustration or need improvement even if they don't save money – because dollars saved is usually more of a bonus of a better process in most cases. One of the “cost savings in the public sector is when the improvement leads to better use of resources because the time spent on the process is reduced and staff time can then be redeployed to more critical issues.
10. **Change Culture – not just one process.** Completing an improvement project is just the beginning. The organization needs to also plan for developing staff to learn and use Lean tools in the future to continuously improve.

Can a political subdivision apply for more than one grant?

Yes, a political subdivision can apply for more than one grant. For instance, if a county Department of Job and Family Services and the same county's Department of Health want to apply for grants, they can.

Where can I find a Lean coach/consultant?

DSA will keep a list of interested consultants on its website. This list includes people who have indicated interest and believe they have the necessary skills to assist process improvement teams. This list does NOT indicate any endorsement or vetting of these consultants by DSA or the Office of LeanOhio. That is the responsibility of the applicant organization.

Must an applicant hire an outside consultant?

No, hiring an outside consultant is not required. Improvement projects can be more successful and the team members can learn more for future improvement efforts by using a coach or consultant who is knowledgeable and experienced in Lean and Six Sigma processes and tools. Applying Lean in government has some distinct and important differences, so public sector Lean experience can be a real asset.

How much is each grant?

The maximum grant available per project is \$100,000 regardless of the number of entities participating in the project.

TRAINING

LeanOhio Boot Camp is a one week standardized, public-sector focused training developed by LeanOhio and will be available through local colleges, universities and other certified partners. Scholarships are available through the LGEP for the LeanOhio Boot Camp.

What is the value of attending LeanOhio Boot Camp?

LeanOhio Boot Camp is designed specifically for public sector employees and focuses on the Lean tools that have been proven to work in government. This training is available and applicable to everyone – from frontline workers, managers to leadership.

Who is eligible for this training?

The training will be open to anyone. The grant program and the training scholarships are independent processes, but each enhances the other.

Why is the focus on Lean?

Extensive results and benchmarking around the country clearly shows that Lean gets the most results in government where processes are not bolted to the shop floor but invisibly wind through cubicles, and measurement is more challenging.

I am already a Six Sigma Black Belt. How would I benefit from this training?

The LeanOhio Boot Camp focuses on the public sector with government examples, case studies, and a simulation. It also focuses primarily on Lean which is most pertinent to governmental organizations, especially as they begin their improvement journey. You would benefit from learning the government approach, language, model and examples. This training will broaden the skill set of anyone who already has a Green or Black Belt.

LGEP SCHOLARSHIPS

Who can apply for a scholarship for LeanOhio Boot Camp?

Local government or other political subdivision leaders or staff are eligible for scholarships which may only be used for the LeanOhio Boot Camp that will be available through local colleges, universities and other certified partners.

How do I apply for a scholarship for LeanOhio Boot Camp?

Go to <http://development.ohio.gov/lgifapplication> to create your LGIF user account. You will then have access to the application form.

Where can I use the scholarship?

Lean Public Sector Training will be offered around the state through local colleges, universities and other certified partners. Check this website for updates on available training locations and dates: http://development.ohio.gov/cs/cs_localgovfund.htm

How long will the scholarships for training be available?

The \$2000 scholarships are available in FY 2014 and 2015.

SUPPORT

Support will be available to those who take the training through a public / private network that mentors, coaches and provides experience for public sector employees learning and using Lean tools and strategies. This network will offer opportunities to interact, to observe Lean events, and to learn from state agencies and private sector organizations.

LeanOhio will coordinate this network which will have both virtual and in-person opportunities.

FUNDING AWARDS

How and when will grant money be awarded?

Grant funds will be awarded by the Local Government Innovation Council on a quarterly basis. With application deadlines in early March, June, September and December, the Council will approve grants and loans prior to the next funding deadline. These awards are competitively scored by DSA prior to Council approval of the awards.

How and when will scholarship money be awarded?

Scholarship money will be awarded on a rolling basis by DSA. These awards are not competitive; each eligible and complete application will be funded as they are accepted. The Local Government Innovation Council will set a budget for scholarships each quarter, to which DSA will adhere.

INFORMATION FOR POTENTIAL TRAINING PROVIDERS

My organization is interested in providing the LeanOhio Boot Camp course. How can we sign up to host training sessions?

Please contact the LeanOhio team at <http://lean.ohio.gov> for more information on how to become an authorized training provider of the LeanOhio Boot Camp course.

We already have a great Lean Six Sigma Green/Black belt training that we have been offering for some time. Can we simply offer this course to public sector employees?

While there are many excellent course offerings by colleges around the state, these vary quite a bit in terms of time, cost and curriculum, emphasize Six Sigma and generally use manufacturing examples. In the public sector, the Lean process and tools get more results, and training participants accept new methods and better understand how to proceed when familiar examples are used in the training. Standardized training across the state will enable common approaches and language for public sector entities as they interact and learn from each other. While you can offer your training to anyone, the training vouchers are only to be used for the LeanOhio Boot Camp course.

I have a skilled Master Black Belt on staff. Do they have to take the train the trainer course to teach the Lean for Local Government course?

Yes, the Lean Public Sector Training course is a new course that has an integrated, simulation based, hands on approach. The Train-the-Trainer course will be learning this new course, not a few principles to add to their own course. To ensure that the course is being taught similarly across the state, each new trainer will need to take the training course. The course and materials will be provided to the training partners.