



## What is the Local Government Efficiency program?

**The Local Government Efficiency Program (LGEP)** offers political subdivisions grants, training and support to learn and apply Lean Six Sigma strategies to improve processes, provide better customer service and save money. LGEP is funded through the Local Government Innovation Fund (LGIF) and administered by the Ohio Development Services Agency.

- **Grants:** Funding for Local Governments to learn and use Lean Six Sigma to improve processes and make services simpler, faster, better and less costly. Grant applications are awarded quarterly. Application dates can be found on the Development Services Agency webpage [http://development.ohio.gov/cs/cs\\_localgovfund.htm](http://development.ohio.gov/cs/cs_localgovfund.htm).
- **Training:** Standardized, public-sector focused training is available statewide. This one-week LeanOhio Boot Camp training has been developed by LeanOhio and is available through local colleges, universities and other certified partners. Scholarships are available through LGEP and only pay for the standardized LeanOhio Boot Camp training course.
- **Support:** Support is 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. For more information visit <http://lean.ohio.gov/Network.aspx>.

## **What is Lean Six Sigma?**

**Lean Six Sigma** is a set of principles, a methodology and set of tools to improve business processes with the goal of providing better customer service and saving money. Originating in manufacturing, these methods and tools have been adapted and successfully applied by state government in Ohio, making significant improvements for citizens and taxpayers.

## **How was the Local Government Efficiency Program started?**

House Bill 59 enacted Ohio Revised Code Section 701.40, which creates the Local Government Efficiency Program to be administered by the Local Government Innovation Council. The Council awards scholarships to political subdivision employees, and makes grants and loans to political subdivisions for training in process efficiency programs including, but not limited to, Six Sigma, Kaizen and Lean.

## **What is a political subdivision?**

As defined in ORC 2744.01, "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. This 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.

## **Local Government Efficiency Program (LGEP) GRANTS**

### **How do I apply for a LGEP grant?**

Go to <https://development.force.com/> to create your user account. You will then have access to the application form.

### **When can I apply for a LGEP grant?**

LGEP grants applications are accepted on a quarterly basis. Due dates are posted at:

[http://development.ohio.gov/cs/cs\\_localgovfund.htm](http://development.ohio.gov/cs/cs_localgovfund.htm). [Grants are reviewed and approved at quarterly LGIF Council meetings.](#)

### **What must be included in the grant application budget?**

The budget must include the total project cost, including the requested grant amount, and a 10% 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. The costs of the project must be broken down by line item. Eligible costs include costs associated with training and implementation of process efficiency programs. No more than 10% of the grant funds can be used for tangible costs. All project costs must comply with program policies.

### **What kind of projects qualify for an LGEP grant?**

The program is designed to make government services simpler, faster, better, and less costly. Projects are to have a process-improvement focus, using the methods and tools of Lean Six Sigma to achieve significant measurable improvement.

Examples of process-improvement projects include:

- Speeding up the payment of invoices
- Improving the timeliness of inspections
- Streamlining service delivery
- Reducing errors in an application process
- Strengthening inventory control of equipment, parts, or materials

For many examples of public-sector improvement projects, go to [lean.ohio.gov/results](http://lean.ohio.gov/results).

## What factors give a process-improvement project a greater likelihood of success?

1. **Alignment:** The project should align with the agency's mission.
2. **Customer Focus:** The project should address something that's very important to customers. The "voice of the customer" should guide the project early on – it can be "heard" through a customer survey, focus groups, and customer participation on the improvement team.
3. **Data-Based Improvement:** The team is more likely to be successful if they have baseline data (or plans to gather baseline data). Data provides useful measures and can include process time, cycle times, backlog, work in progress, error rates, and so on. This will help the team measure improvements after new strategies are implemented.
4. **Ambitious Goals:** Teams should strive to eliminate all inefficiencies in the process, such as steps that don't add value, loopbacks, unnecessary handoffs and decisions, wasteful motion and transportation, and so on. Teams should aim to reduce the start-to-finish process time by at least 50 percent. Good use of Lean and Six Sigma tools will make this possible.
5. **Process Improvement before IT:** The best projects achieve process improvement first. Then they identify requirements. And *then* they move on to IT-powered automation.
6. **Commitment to Action:** Senior leadership must commit to the notion that the action plans from the improvement project will be implemented – and not remain on the shelf as recommendations.
7. **Burning Platform:** Priority should be given to issues that are causing significant customer complaints, taking an excessive amount time, costing large sums of money, and so forth.
8. **Thinking Beyond the Project:** Completing a process-improvement project is just the beginning. The organization can set the stage for more improvements by training staff to learn and use Lean tools in the future.

## 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?

The Development Services Agency has a list of Lean coaches/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 the agency 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 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. Requested amounts should reflect the scope of the project with reasonable costs.

### **How and when will grant money be awarded?**

Grant funds will be awarded by the Local Government Innovation Council on a quarterly basis. These awards are competitively scored by the Development Services Agency prior to Council approval of the awards.

Deadlines and meeting dates are posted on the LGIF website:

[http://development.ohio.gov/cs/cs\\_localgovfund.htm](http://development.ohio.gov/cs/cs_localgovfund.htm).

Approved projects are also posted on the DSA website once they have received Council approval.

## **TRAINING**

[LeanOhio Boot Camp: Transforming the Public Sector](#) is a one week standardized, public-sector focused training developed by the Department of Administrative Services' Office of LeanOhio that is available through local colleges, universities and other certified partners. This training provides participants with the knowledge and skills to begin making improvements to processes in their organizations. **Scholarships** are available through the LGEP for the LeanOhio Boot Camp training.

### **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 is open to anyone but specifically designed for local governments, including school districts.

### **Why is the focus on Lean?**

Extensive results and benchmarking around the country shows that Lean gets the most results in government where processes are less visible, highly complex and measurement is more challenging.

LeanOhio Boot Camp focuses on the public sector with government examples, case studies, and a simulation. 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 the 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 training. Trainings are available through local colleges, universities and other certified partners. **Only 12 scholarships per political subdivision (determined by FEIN number) will be approved per quarter.**

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

Go to <https://development.force.com/> to create your LGIF user account. You will then have access to the application form.

### **Where can I use the scholarship?**

Scholarships can be used at any LeanOhio Boot Camp, which are offered around the state through local colleges, universities and other certified partners. Available training locations and dates are listed on the following webpage: <http://lean.ohio.gov/localcalendar.aspx>

### **How long will the scholarships for training be available?**

The scholarships are available in state Fiscal Year 2016 (July 1, 2015 – June 30, 2016). Scholarships are good for one year from the date of approval, or until June 30, 2016, whichever date comes earliest.

### **How and when will scholarship money be awarded?**

Scholarships will be awarded on a rolling basis by the Development Services Agency. These awards are not competitive; each eligible and complete application will be funded as it is accepted. Scholarship recipients will provide their scholarship approval number when they register and the training partner will be reimbursed directly by the Development Services Agency at the completion of the course.

## **INFORMATION FOR TRAINING PARTNERS:**

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

We are not taking on new training partners in Fiscal Year 2016.

### **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 you can offer your training to anyone, the training vouchers can only be used for the LeanOhio Boot Camp training course.

There are many excellent course offerings by colleges around the state that vary in terms of time, cost, and curriculum. They also 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.

### **I have a skilled Master Black Belt on staff. Do they have to take the train-the-trainer course to teach the LeanOhio Boot Camp?**

Yes. The LeanOhio Boot Camp training course is designed specifically for the public sector and has an integrated, simulation based, hands on approach. To ensure that the course is being taught similarly across the state, each new trainer needs to take the training course. The course and materials will be provided to the training partners.

### **If I am a training partner, what am I responsible for?**

Training providers are responsible for:

- Communicating with the Development Services Agency and LeanOhio about upcoming courses, including checking schedules and providing the information needed to be placed on the schedule of upcoming classes.
- Providing an online registration link for scholarship recipients to register for your course.
- Hiring an authorized trainer for each class you hold.
- Notifying LeanOhio of class schedules prior to advertising the class. (**NOTE:** If too many classes are being offered in the same time period in close proximity to each other, we may contact training partners about rescheduling).
- Marketing the classes and programs based on the materials provided to you by LeanOhio.
- Invoicing the Development Services Agency for completed courses within 30 days.
- Working with participants to ensure scholarship awards are in place prior to the class.

Additionally, LeanOhio has materials specific to all training providers that outline responsibilities and expectations in more detail.

### **What are my responsibilities as an authorized trainer?**

Trainers are responsible for:

- Completing requirements for certification as an authorized trainer.
- Using materials only for intended purposes (LeanOhio Boot Camp class).
- Keeping records during class (attendance, surveys, testing).