

LEANOhio

Development Services Agency
ADMINISTRATIVE GRANT APPROVAL PROCESS

June 23-27, 2014

Grant Process System (GPS)



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Team Members

- Melissa Stanford
- Whitney Sullinger
- Cheri Wood
- Tu Lu
- Ahri Manning
- Colette Harrell
- Diane Hare
- Steve Morris
- Michael Higgins
- Mark Alderman
- Susan Miller
- Tamara Johnson
- Alicia Sullivan
- Celeste Krolak
- Sandra Pyles
- John Yoho

Key Stakeholders

- Local Agencies
- Income Eligible Customers
- Utilities / Vendors
- IT
- Support Staff
- Leadership
- Fiscal
- Health & Human Services
- Field Unit
- Federal & State Taxpayers

Scope of Event

- **First Step in the Process:**
Determine dollar allocation. How much money do we have available?
- **Final Step in the Process:**
Payout of funds.

Event Background

The Home Energy Assistance Program (HEAP) administration grants provide money for the organizational structure for the agency HEAP programs. The agencies provide heating and cooling assistance to income eligible customers.

This Kaizen event was dedicated to understanding the current grant process to lead to better quality applications and reduction in the overall length of the process.

Out of Scope

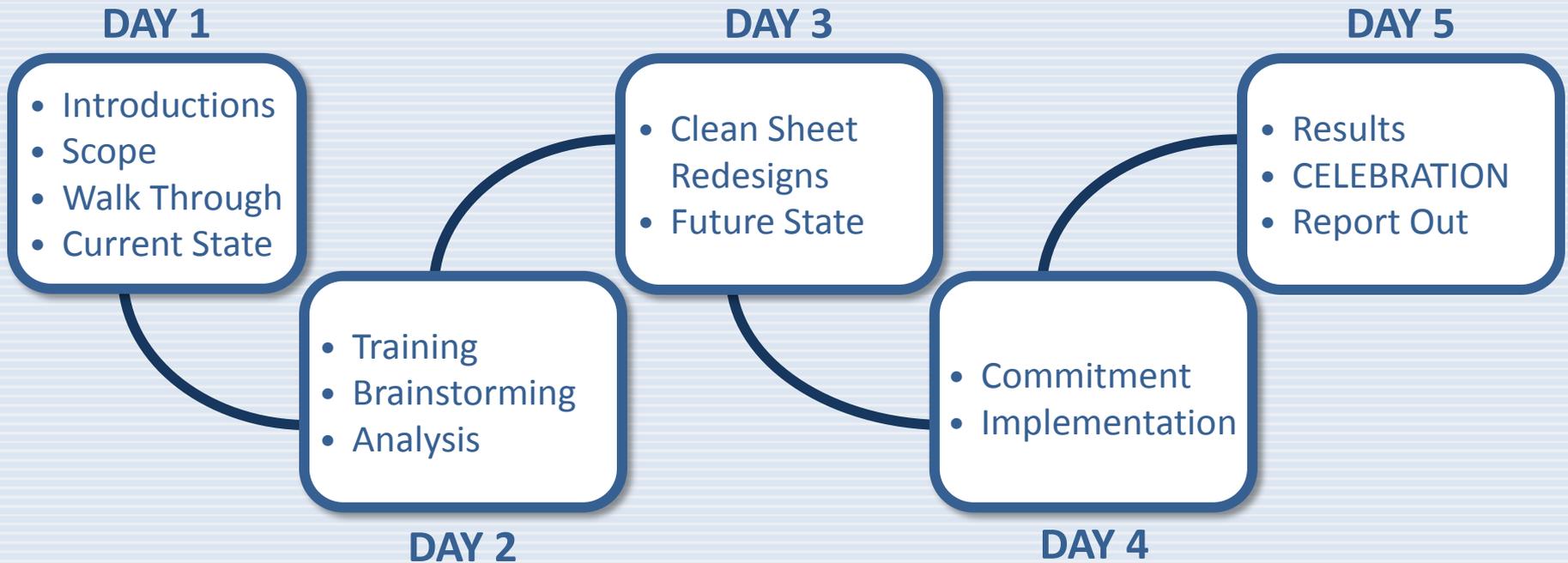
- No additional staff
- No additional money
- No IT solutions until the process is improved
- No changes to laws or labor contracts
- No one loses their job because of the Kaizen event, although duties may be modified

To Break for the Better

- Customer focused
- Work level team
- Tight focus on time (one week)
- Quick and simple, action first
- Necessary resources available right away
- Immediate results
(new process functioning by end of week)



The 5 Day Kaizen Event Approach



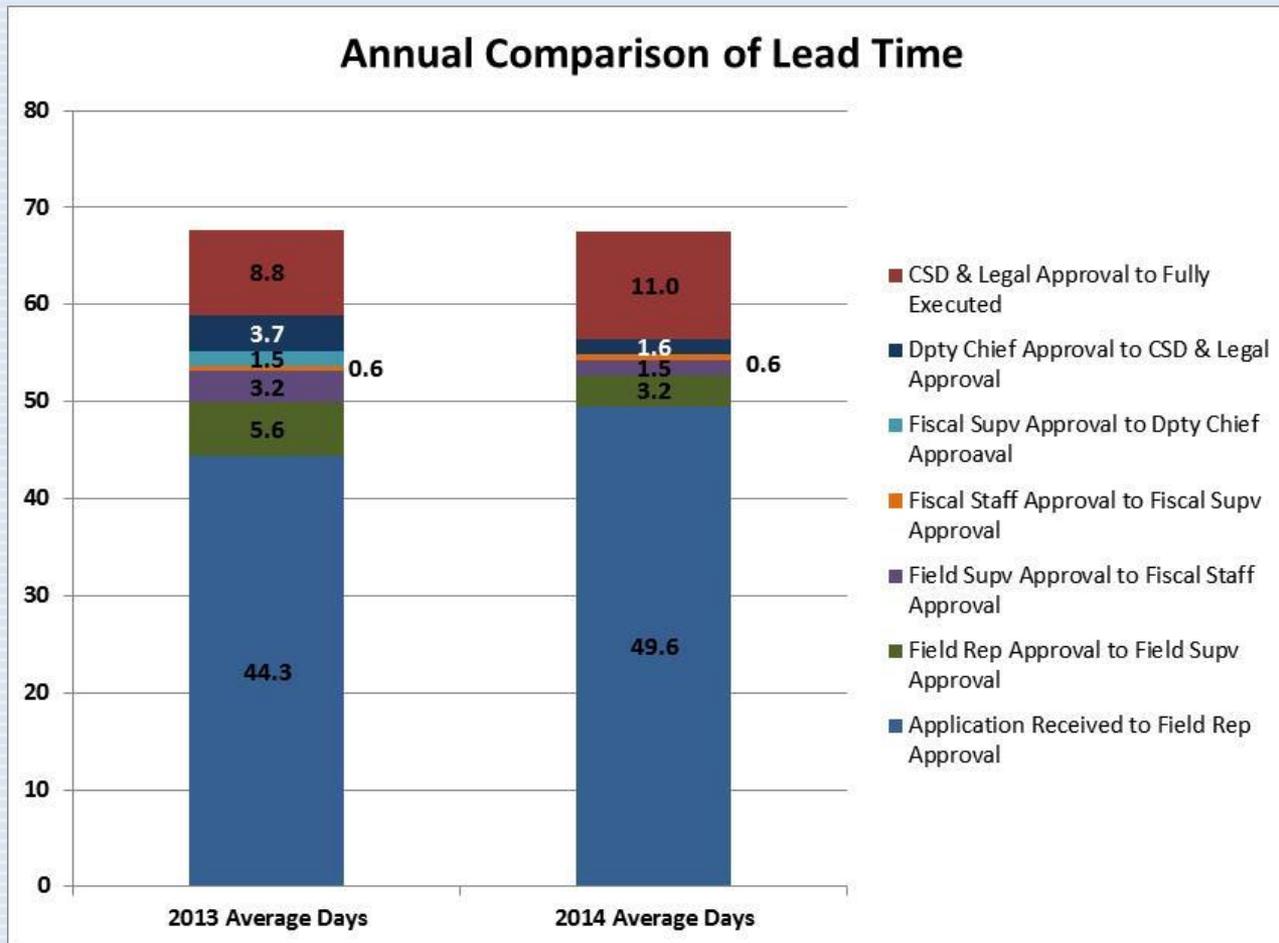
Walk-Through



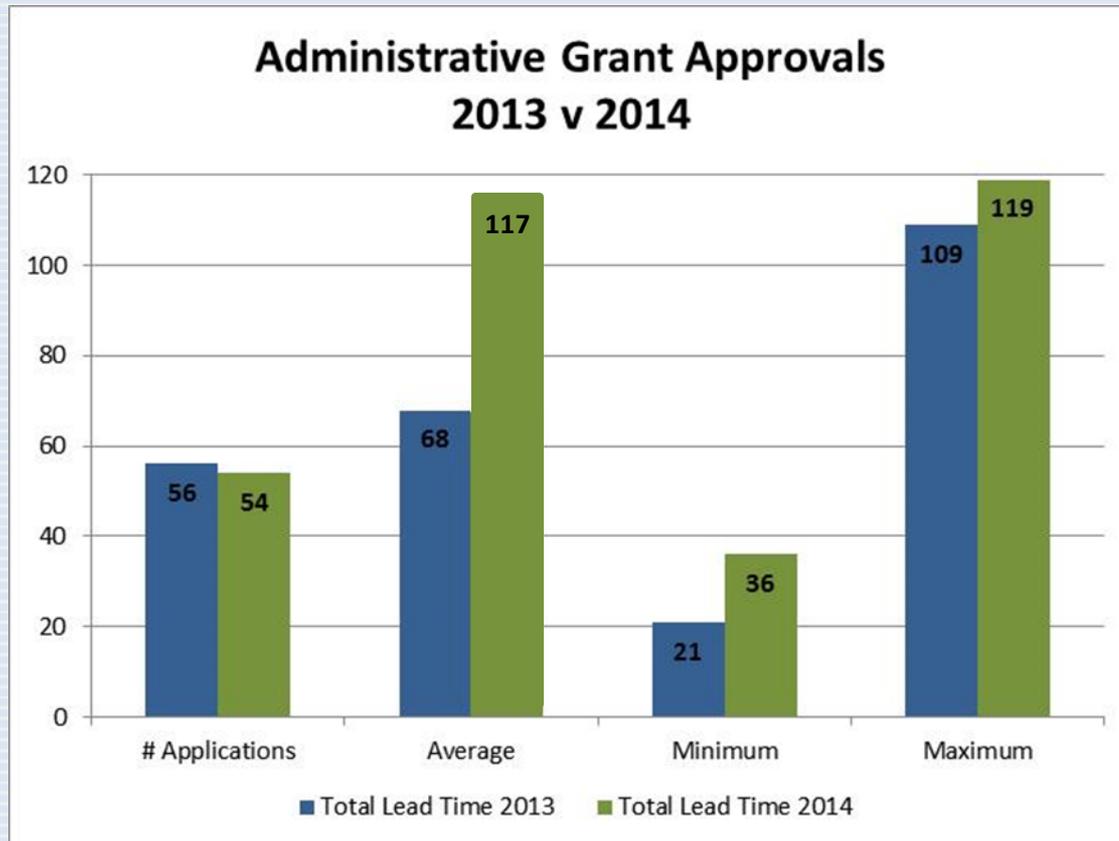
SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Baseline Data



Baseline Data



Voice of the Customer

Customer Focus Group

1) Like about the Process?

- Fiscal Staff (All)

- very efficient
- great customer service
- Ellen + Tulu (above + beyond)

- OCEAN

- results are immediate
- shared system
- notices

- Field Monitor @ DSA

- very responsive/communication

- Receiving grant app packet + agreement close together
- No more "wait + see" approval for grant amount (immediate)

- Kaizen

- Consistently trying to improve process
- Invite customers to participate

Customer Focus Group

2) Can be improved?

- OCEAN

- Reporting capabilities (no ad-hoc)
- No communication to customers
- can't view other areas in Ohio

Application

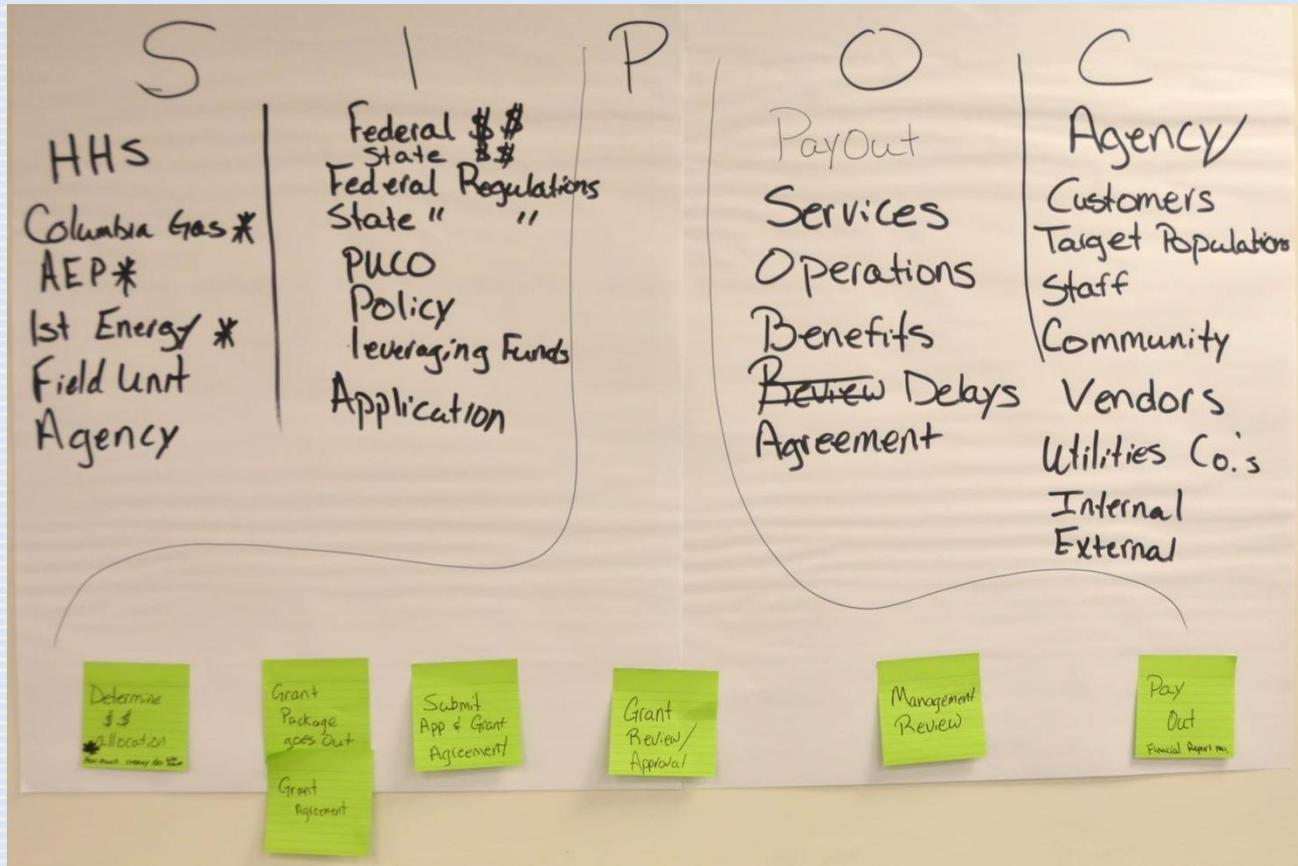
- ok → would like it to be standardized
- Online
- Upload parts of app (by section)
- Don't make app overly complicated like CSBG

Timeliness

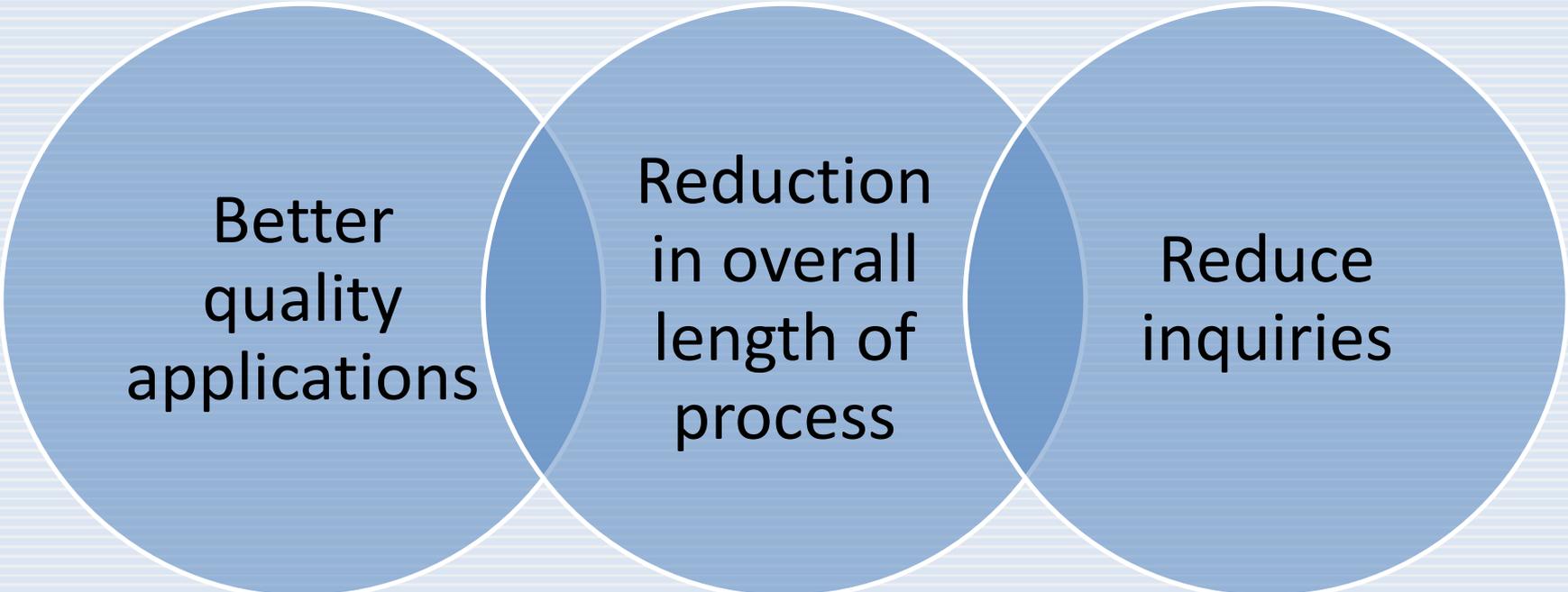
- Receive grant/start process in June - not July → dealing w/ summer crisis (i.e. air cond, health fairs, outreach, etc)
- Timeframe of 10 days is fine if receive in June
- Received agreement in Oct, instead of Aug. Should have back in Aug.

High Level Process - SIPOC

Suppliers Inputs Process Outputs Customers



Project Goals

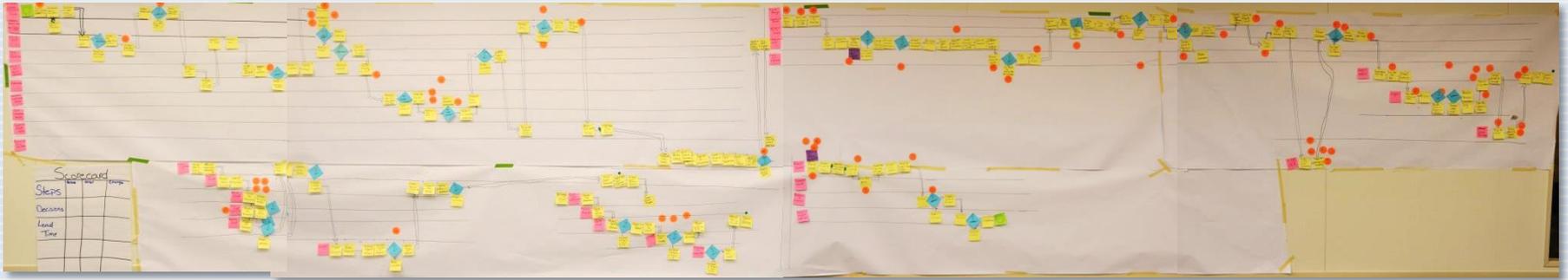


Better
quality
applications

Reduction
in overall
length of
process

Reduce
inquiries

Current State



211 - Process Steps

28 - Decision Points

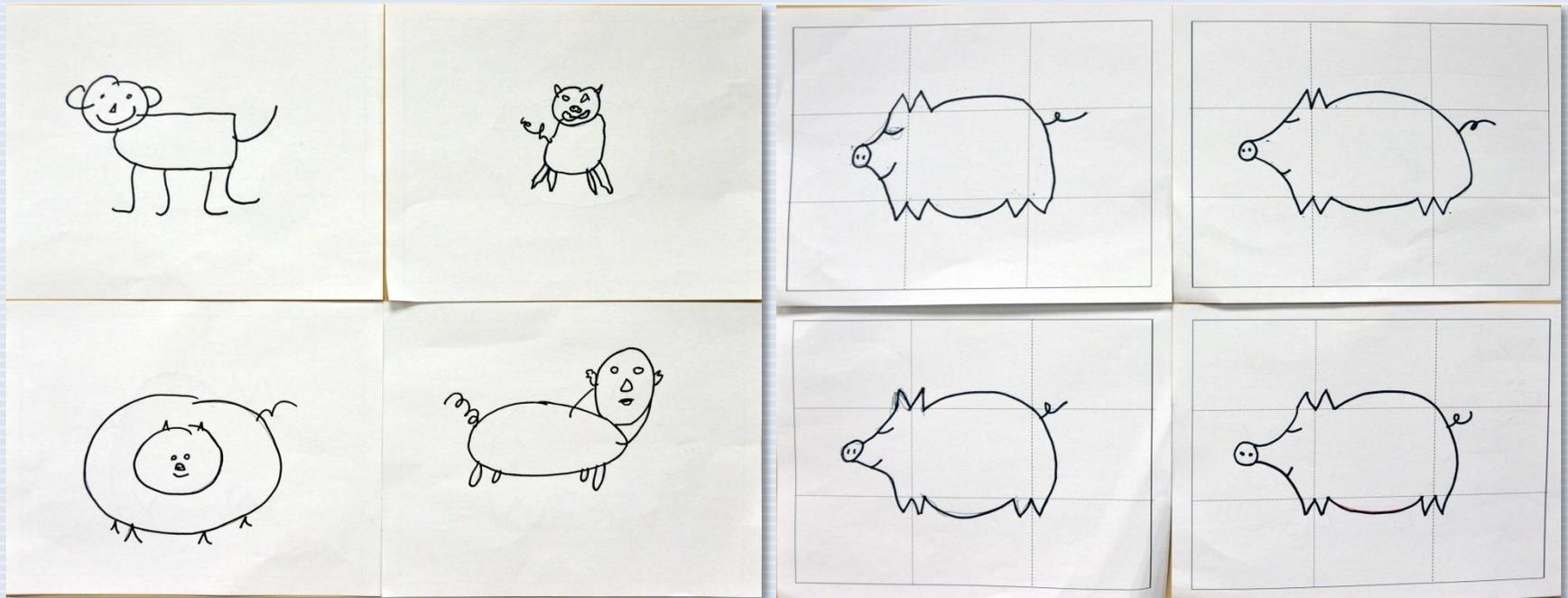
51 - Handoffs

74 - Points of Waste

Current State Had Too Many...

- Decisions
- Approvals
- Handoffs
- Loop Backs
- Points of Waste (Tim U Wood)

Standardization



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Brainstorming – 85 Ideas!



SIMPLER. FASTER. BETTER. LESS COSTLY.

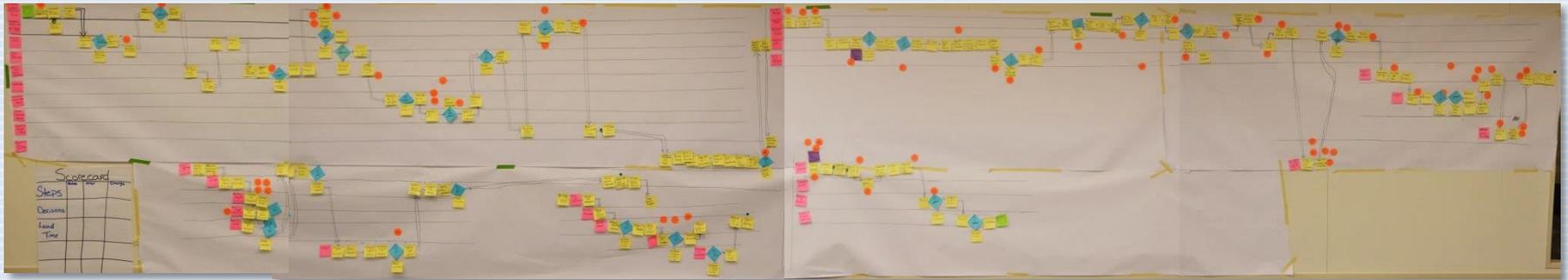
LEANOhio

Team Analyzed and Evaluated All Ideas

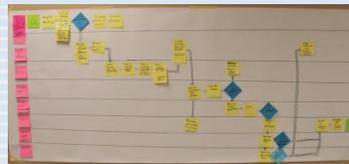
- Dedicated time for Field Staff to work on grant process
- Specific due dates and milestones for the entire grant process
- Move documents electronically



Current State vs. Future State



Current Process: 211 steps



Future State: 28 steps

(shown to scale)

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Future State Improvements

- Planning will be completed up front and include all major players.
- Utilize current IT and Ohio Community Energy Assistance Network (OCEAN) resources to electronically move through the process.
- Eliminated handoffs and approvals - pushing the decision making down to the lowest reasonable level.
- Clear timeline and milestones created.
- The grant will go out to the agencies earlier (June 1st target) to avoid the busy Summer Crisis so Agencies can concentrate on this grant.

Scorecard

Measure	Current Level	NEW	Change
Process Steps	211	28	87%
Decision Points	28	5	82%
Handoffs	51	12	76%
Lead	117	45	62%

Event Savings

EVENT \$\$\$ SAVINGS .EST.

Intangible

- . ACCOUNTABILITY
- . BETTER USE OF RESOURCES
- . REDIRECT RESOURCES
- . BETTER PLANNING
- . BETTER TIME MANAGEMENT
- . Faster Funding Availability - Providers + Customers they serve
- . Agency Image

Tangible

- . Direct costs to Agency + Local Providers
 - Printing \$425. est. costs/yr
 - Postage \$200 est. costs/yr
 - Staff hrs. 50% reduction

More Results

- Accountability
- Improved planning
- Better time management
- Faster funding availability – providers and the customers they serve
- Improved stakeholder relationships
- Redirected resources

Implementation Plans

- IT
- Training/Communication
- Prep Meeting
- Documents
- Timelines
- Dashboard

IT

Programming for Notifications - tested & fully operational by May 1st

To include: grant availability
grant Submission
grant approval/rejection

IF Approved: • Standard approval letter generated in OCEAN
• Includes Special Conditions (if applicable)

Report Launcher: Updated, tested, fully operational By May 1st.

Grant Program: ALL components tested and fully operational by May 1st.
• including Grant agreement

Testing to assure ~~functionality~~ functionality and assessment of risk of new deployment to existing OCEAN System completed by ~~IT~~ IT Staff March 15th



Training/Communication

TRAINING

What	Who	When
Internal Staff TRAINING including Support STAFF - Leadership - LEGAL - TRAINING OFFICERS - Field Unit - Fiscal Unit	Field + Fiscal STAFF	Immediately once Approved
External Local Agencies	Field + Fiscal STAFF	HEAP TRAINING

Audience	Method	What	Who	When
Agency	email/Ocean	Hard dates	Support staff	5/15
Leadership	Kick off Meeting	Prep docs.	Support staff ↓ Field Rep Supervisor	5/1
Fiscal & Field Unit Support Unit	email	docs. to Prep	Field Rep Supervisor	5/1
Agency	Live training Webinar	New Process Ocean	Mike H. Wagner	9/15/14
Exec. Director	Webinar	New Process		9/1/14

Prep Meeting

Prep^{FOR} Mtg (Week)

Schedule MTG

Avenue PREPARE

- 1) DECISION MEMO + ALLOCATION TABLE
- 2) B P Grant Agreement
- 3) Grant App Package
- 4) IU (DRAFT)

⊗ 1 FIELD UNIT STAFF → SAME PERSON

Prep

What	Who	When
• MGT PLAN / APPLICATION	1 FIELD UNIT STAFF	5/7
• Info Update (IU)	1 FIELD UNIT STAFF	5/7
• Allocation Spreadsht	TU	5/7
• BOILER PLATE GRANT AGREEMENT	TU	5/7
• DECISION MEMO	1 FIELD UNIT STAFF	5/7
• OCEAN READINESS	IT	5/7
• REVIEW PREP PACKAGE	LEADERSHIP	5/15
• APPROVE PACKAGE	LEADERSHIP	5/22
• PACKAGE RELEASE	IT/OCA	6/1
• COMPLETED APPLICATION / GRANT AGREEMENT SUBMITTED TO OCA (VIA OCEAN)	AGENCY	7/1
	FIELD UNIT	8/1
	FIELD UNIT SUPER / DEP. CHIEF / LEGAL / FISCAL (ENCUMBRANCE)	8/15

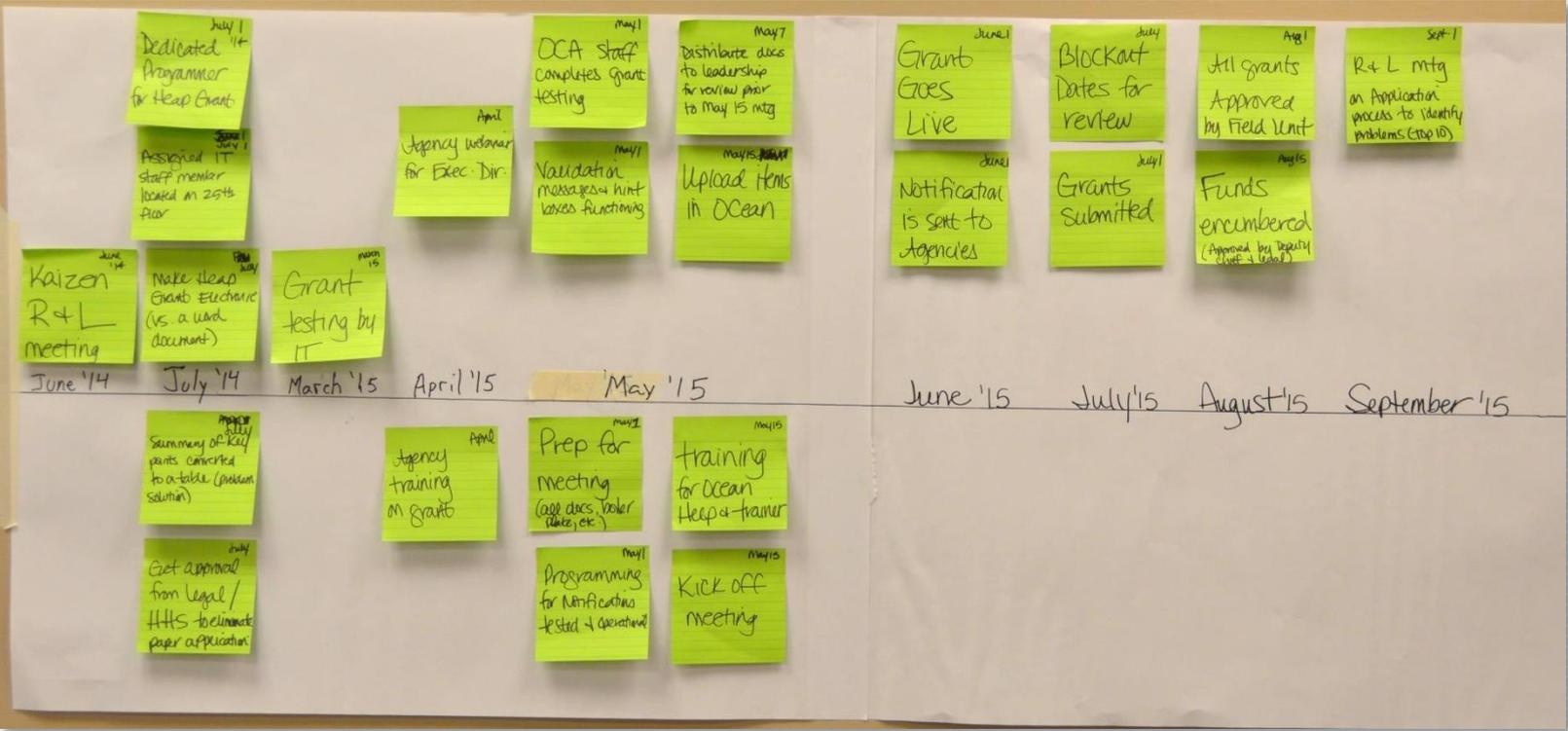
Documents

Documents		
What	Who	When
Summary of Key Points - Convert To Table <i>Problem Solution</i> Top - Problems of 20 Applications (Use Info from Post Mortem)	Alicia	May 2015
Post Mortem Meeting I.D. Top Ten Problems from 2014	Tamara	September 1, 2015
2015 HEAP PKG - Broken Out Pgs 1-17 into Separate doc. in OCEAN	Ocean	May 2015

Documents		
What	Who	When
Eliminate Paper/Hard Copies of App. for File Room	LEGAL OCEAN leadership	May 2015
Modify Narrative Section of Mgt. Plan Outline • Make Electronic/Automated • Drop Down Boxes for questions	Ocean	May 2015

SIMPLER. FASTER. BETTER. LESS COSTLY.

Timeline



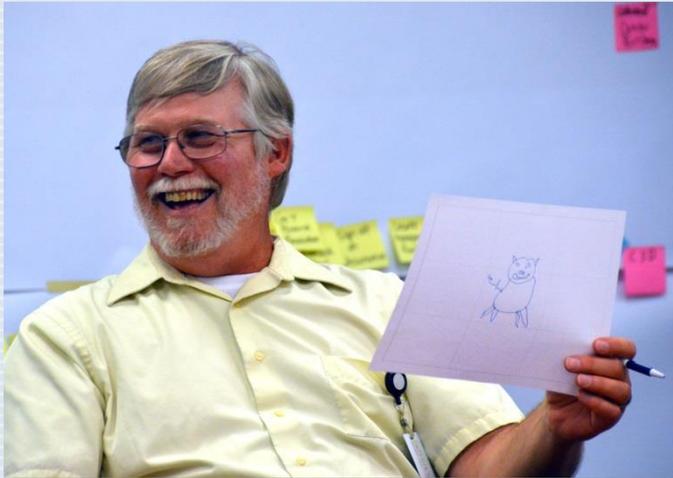
Dashboard



Dashboard Action Register

What	Who	When
Each Dashboard Metric (7)		
① Title	- Section Sup. / OCEAN	Weekly
② ..	- Monitor-Field Unit	Weekly
③ ..	- OCEAN	Weekly Weekly
④ ..	- OCEAN / Help Desk	Bi-Weekly
⑤ ..	- Section sup.	Weekly
⑥ ..	- Supervisor / OCEAN	Monthly
⑦ ..	- Field Unit	Monthly

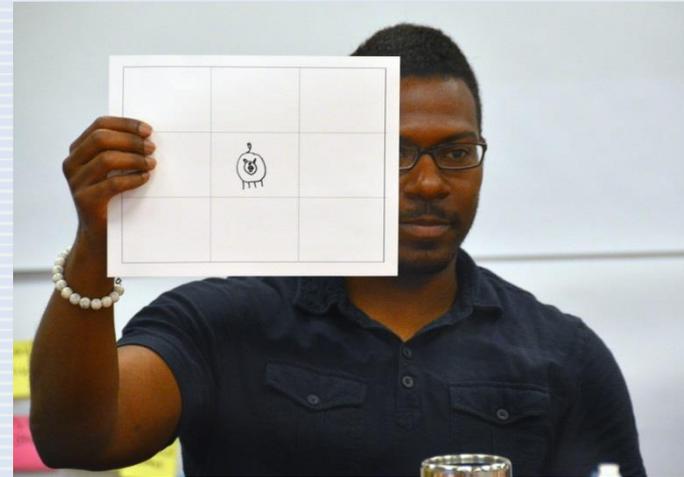
Life as a Member of a Kaizen Event



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Life as a Member of a Kaizen Event



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Special *Thanks To...*

Senior Leadership: David Goodman, Director, Development Services Agency; Ryan Burgess, Assistant Director, Development Services Agency; Sadicka White, Chief, Community Services Division

Sponsor: Karen Fabiano, Community Services Division; Sharon Smith, Office of Community Assistance; and Randy Hunt, Office of Community Assistance

Team Leader: Melissa Stanford

Subject Matter Experts: Chris Bowsher, Kishore Patil

Local HEAP Providers/OCA Customers: Collette Harrell, The Breathing Association; Sandra Pyles, Stark County Community Action

Thanks to the entire team for their time, contributions and continued support to this Kaizen Event.