LEANOhio

Ohio Department of Natural Resources Grant Processing

November 18-22, 2019

How Did We Get Here?

- The system previously used for grant activity tracking and payroll is now obsolete.
- Bring together multiple divisions to collaborate and streamline their grant processes.
- Develop a new, more efficient method for activity tracking and reporting.

The G-Team

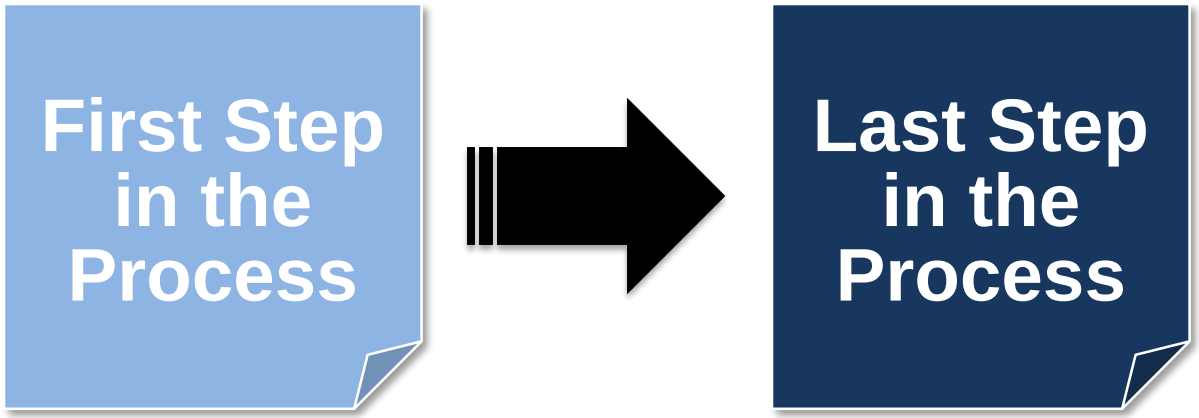
(Not the A-Team)

Fiscal Background

- $58 million in federal grant expenditures in FY19
  - Doesn’t include match
- $450 million in total expenditures in FY19

Event Scope

- What is the first step in the process?
  – Grant application
- What is the final step in the process?
  – Grant project closure



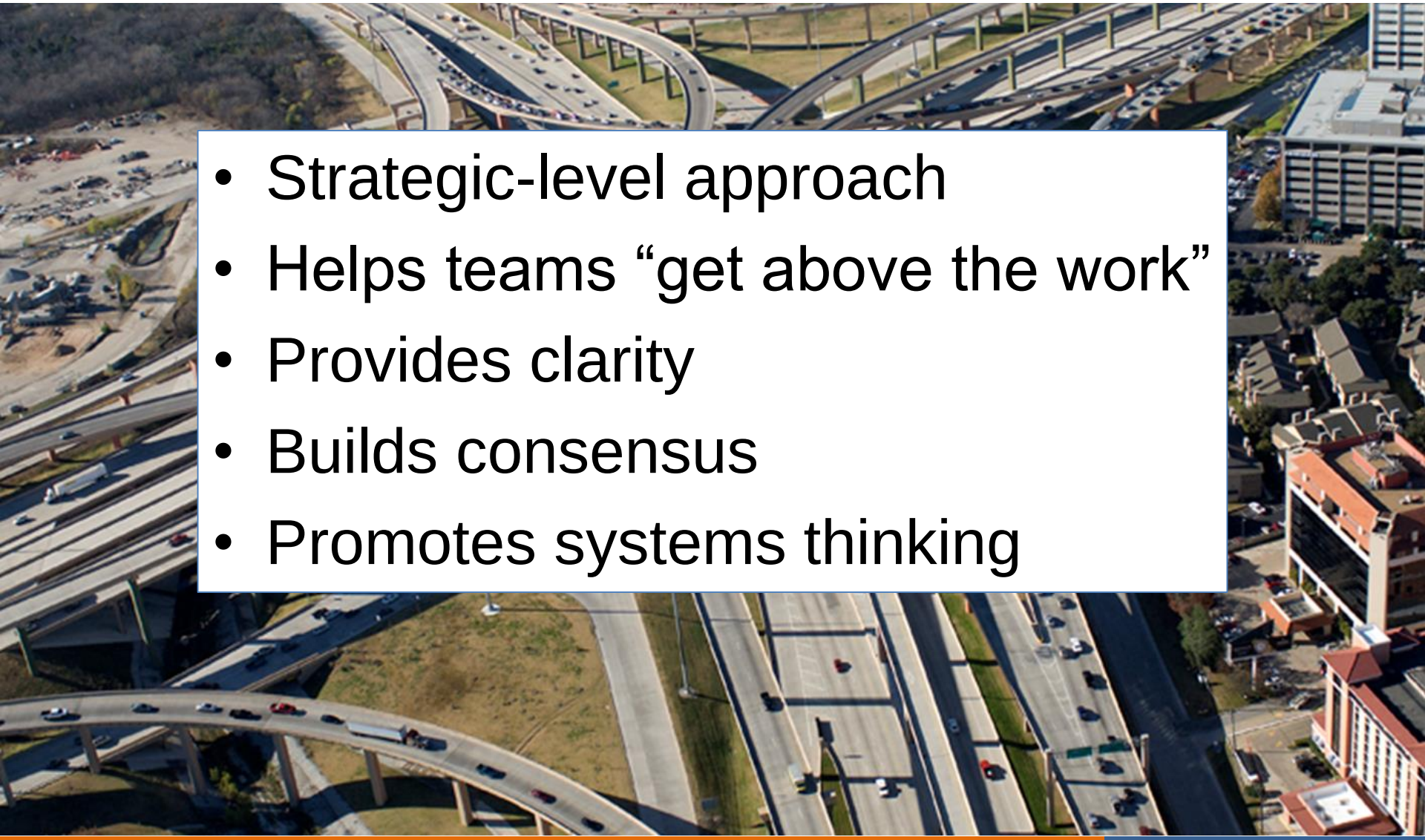
Process Improvement Goals

Identify a new standardized tracking/reporting methodology

Remove inefficiencies and waste to improve time, quality and cost

Develop a department-wide grant process transformation plan

Value Stream Mapping



- Strategic-level approach
- Helps teams “get above the work”
- Provides clarity
- Builds consensus
- Promotes systems thinking

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

Day Two

- Finish current state mapping
- eTARS discussion
- Waste identification

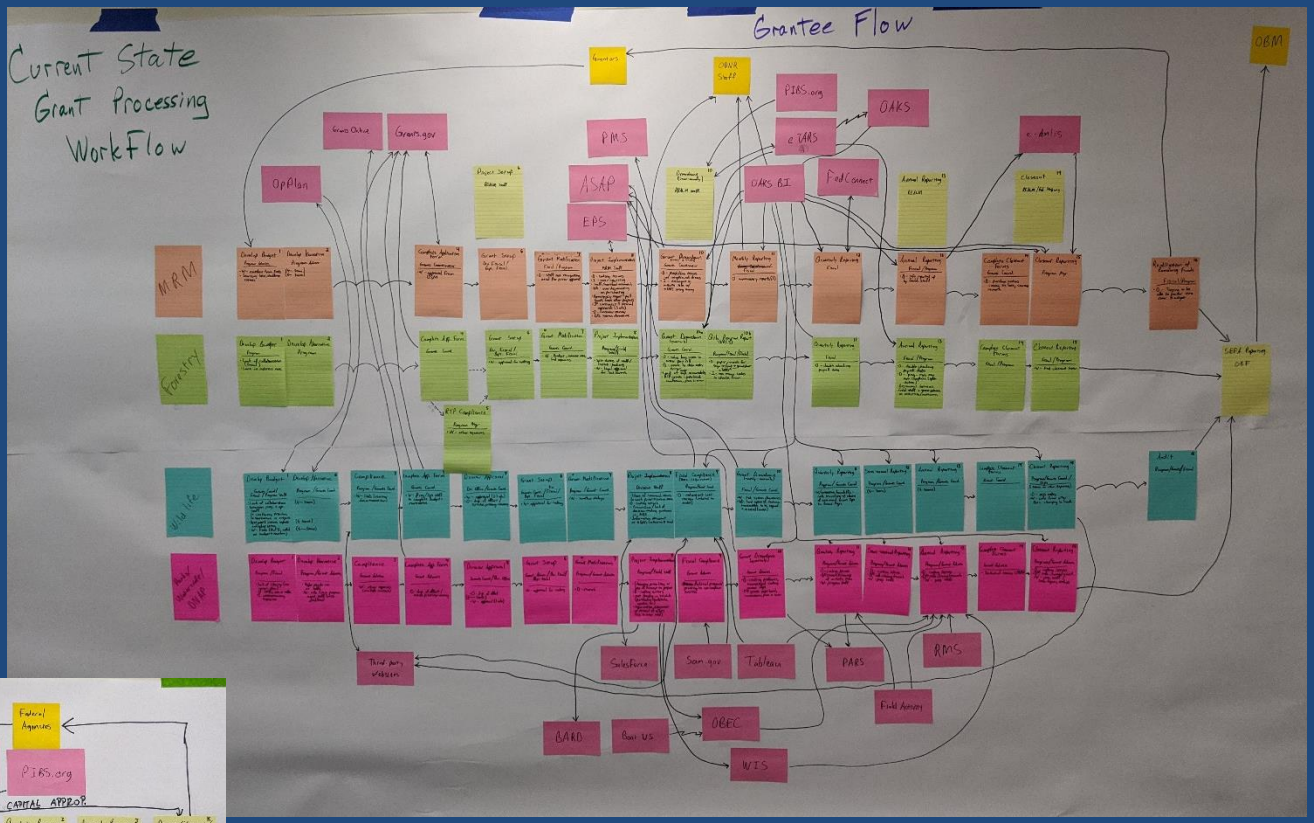
Day Three

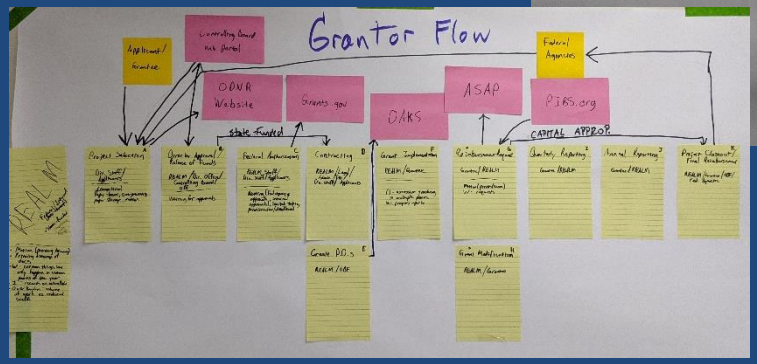
- Lean Six Sigma training
- Brainstorming
- Tracker design

Day Four
• Finish Tracker design
• Discussion and consensus
• Implementation planning

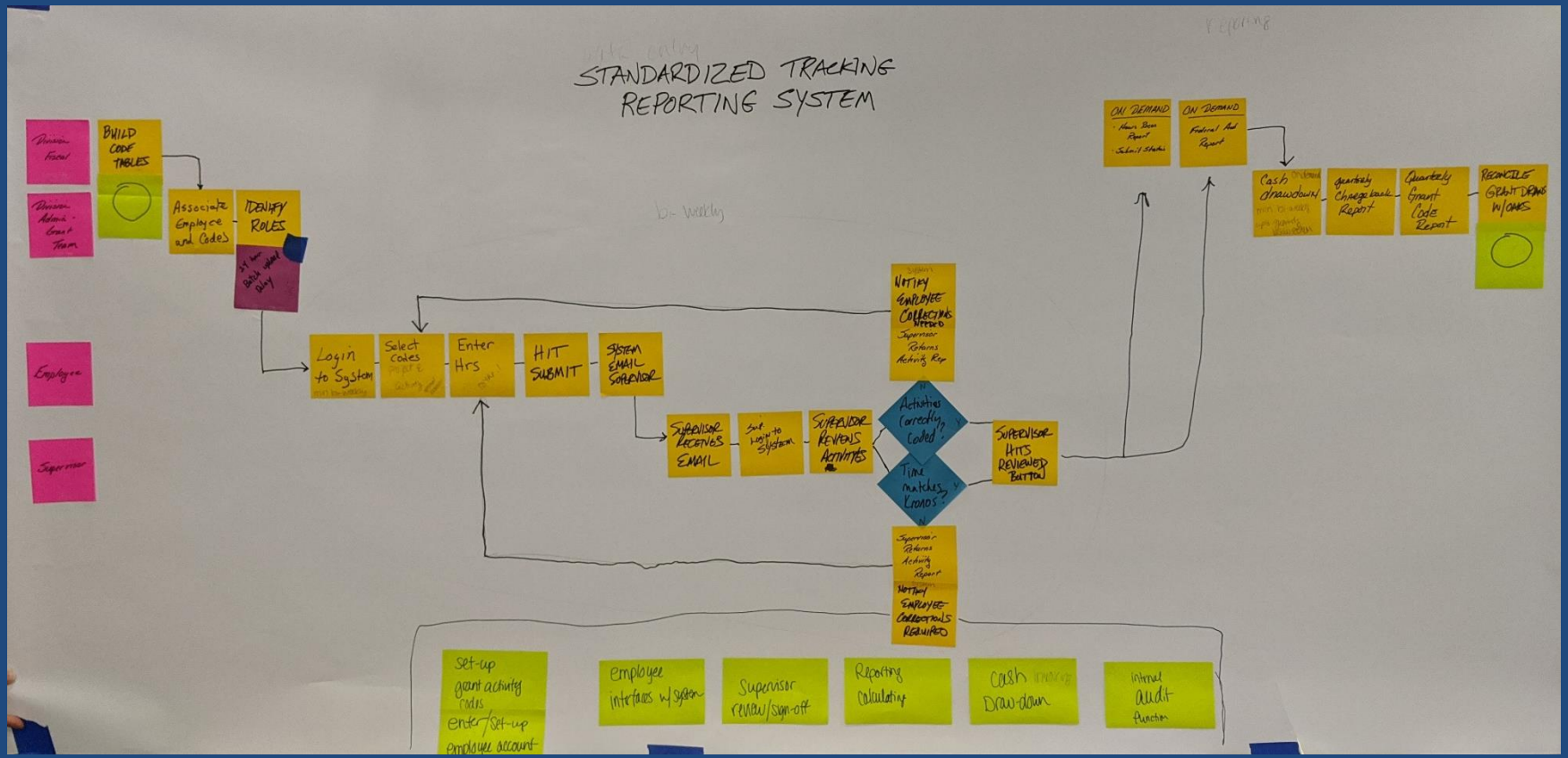
Today - Day Five
• Final details
• Celebration
• Sharing results

Current State VSM





Activity Tracker Process Map



Simpler, Faster, Better & Less Costly

- More accurate activity reporting through error-proofed entry
- Less time spent in backend auditing
- Faster and easier data entry
- More accurate reports across Divisions and Department
- Greater cross-divisional communication
- More information readily available to Department

Simpler, Faster, Better & Less Costly

- Fewer errors on inter-divisional chargebacks
- Standardized data in and out
- Greater understanding of grant operations down to frontlines and up to leadership
- Allows time for more “cost capture” activities
- Less time spent on corrections and modifications means cost/time savings

Implementation Plans

- Cross-Functional Team
- Communication
- Training
- IT

What Begins Monday?

- Establish Cross-Functional team
- Begin Tracker design and assessment with IT
- Develop messaging on coming changes
- Coordinate training on Kronos and stop-gap activity tracking
- Coordinate cleanup of code tables (Team leader)
- Establish code maintenance cycles (Team leader)

Special Thanks to…

Senior Leadership:

Mary Mertz, Director

Melinda Bankey, Assistant Director

Steve Gray, Assistant Director

Brittney Colvin, Deputy Director

Sponsor:

Christina Frass, COO

Team Leaders:

Mike Bowden (MRM), Greg Guess (Forestry), Jonathan Sorg (Wildlife), Melissa Moser (Parks/Watercraft/DNAP), Tim Robinson (REALM)

Subject Matter Experts:

Jeff Rowley (IT), Scott Foor (IT), Ryan Frazee (OBF), Jeff Swick (Legal), Ryan Garber, OBM

Hosts

May Sholes and Toni Rahaman (Geological Survey), Jessica Birchfield (HR)

Lean Liaison

Bill Demidovich

Report Out Available

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July 2014 • Ohio Turnpike Commission
Procurement process for Turnpike facilities will move up to 85 days faster
Fact Sheet · Report-Out Presentation

July 2014 • Value-Stream Mapping Event
11 state agencies map out streamlined approach for managing federal grants
Report-Out Presentation

June 2014 • Ohio Development Services Agency
Grants for crucial heating and cooling assistance will be processed 10 weeks faster on average
Fact Sheet · Report-Out Presentation

June 2014 • Ohio Department of Rehabilitation and Correction
Streamlined reception process will move inmates more quickly to their home institutions, strengthening safety and family support
Fact Sheet · Report-Out Presentation

May 2014 • Ohio Department of Youth Services
Youth-focused intake process will ensure better communication, greater personalized attention, and faster assignments to home institutions
Fact Sheet · Report-Out Presentation

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LeanOhio Kaizen Event Fact Sheet

Ohio Attorney General

Issue: Improving customer satisfaction for people who are served by the Ohio Attorney General's Information Technology Services call center.

Personalized Follow Ups	Customers can select if they would like to be contacted and how they would prefer to be contacted. Customers can fill out a follow up survey if they choose.
Customers able to Pull Work Order Information	Dashboard will allow customers to track, modify, and close ITS work orders.

Current State Process Map

Future State Process Map

Team members: Mark Smith (Team Leader), Laura Weatherspoon, Aaron Shore, Chad Ivery, Glen Patterson, Mark Edwards, Angela Cherry, Heather Stubbs, Kim Vinova, Joy Endrulas, James Gregory, Debra Hufstader, Conchita Matson, Amy Brown, Delores Elliott, Dustin Lazzarine, Lakeima Roberts, Lindsay Gladman (ODJFS), and Kris Hilty (Federal Reserve Bank of Cleveland).

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