

# LEANOhio

## Ohio Rail Development Commission (ORDC) Grade Crossing Safety Project Process

July 24-27, 2018

# How Did We Get Here?

- Need for standardized processes
- Difficulty in obtaining project information
- Process bottlenecks and uneven workloads

# The Caboose is Loose

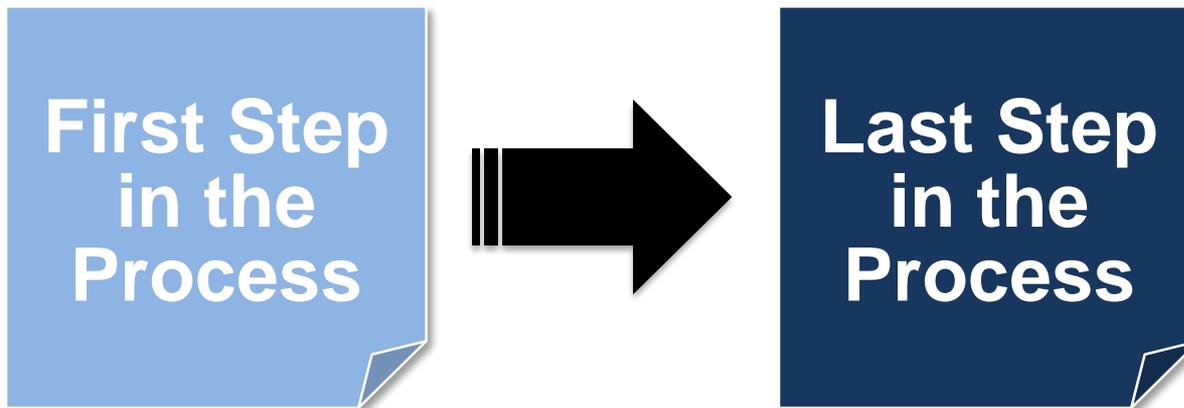


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# Event Scope

- What is the first step in the process?
  - **Our process begins when a request for a safety project is received.**
- What is the final step in the process?
  - **Our process ends when the project is closed in the system.**



# Event Baseline Data

- Average process lead time: **3-6 months**  
*\*(up to Engineering Authorization)*
- Number of incoming requests per year: approx. **150**
- Number of completed projects per year: approx. **70**
- Number of projects currently in process: approx. **120**

# Process Improvement Goals

Balanced,  
equitable division  
of standard work

Increased  
visibility/insight as  
projects flow  
through process

Maintain or  
improve upon  
current process  
time

# 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



S

LHA  
Public RR  
Legislators  
PUCO  
Advocacy groups  
FHWA  
ODOT  
FRA  
ORDC  
Consultants

I

Funding  
Diagnostic process  
State holders  
Information  
Complaints  
Formula  
FHWA  
Rules, laws, standards, guidelines  
ODOT fiscal  
environmental  
MUTCD

P

O

Safer RR crossing  
Improved warning devices  
Improved crossing surfaces  
Reduced driving delays  
More efficient traffic intersections  
  
Data  
Funding reimbursements  
Reduced crash & fatality rates  
Delivering federal program  
Improved quality of life  
(noise, traffic, appearance)

E

Public RR  
FHWA  
ORDC  
PUCO  
LHA/community RR customers  
FRA  
ODOT  
First responders/emergency personnel  
Legislators/politicians

# Day One

- Level setting
- **Scope of event**
- Current state mapping
- Waste Identification

Receive request for safety project

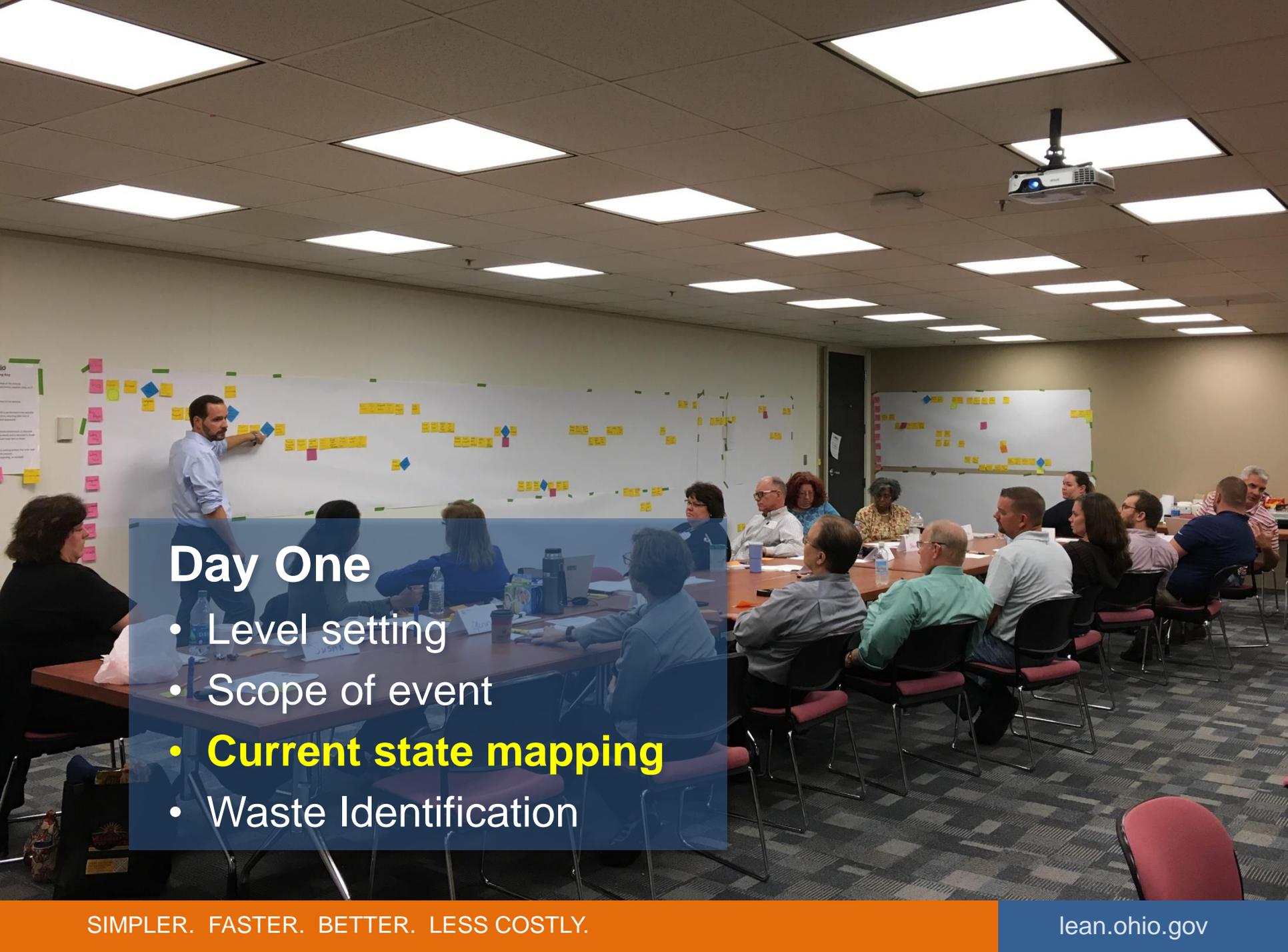
It's project

authorization

Get project approval

Construction

Close project/entry in Ellis

A man in a light blue shirt is standing and pointing at a large whiteboard covered in yellow and blue sticky notes. He is addressing a group of people seated around a long table in a meeting room. The room has a drop ceiling with square light fixtures and a projector mounted on the ceiling. The whiteboard is the central focus, with various notes and diagrams. The audience is diverse in age and appearance, all looking towards the presenter.

## Day One

- Level setting
- Scope of event
- **Current state mapping**
- Waste Identification



## Day One

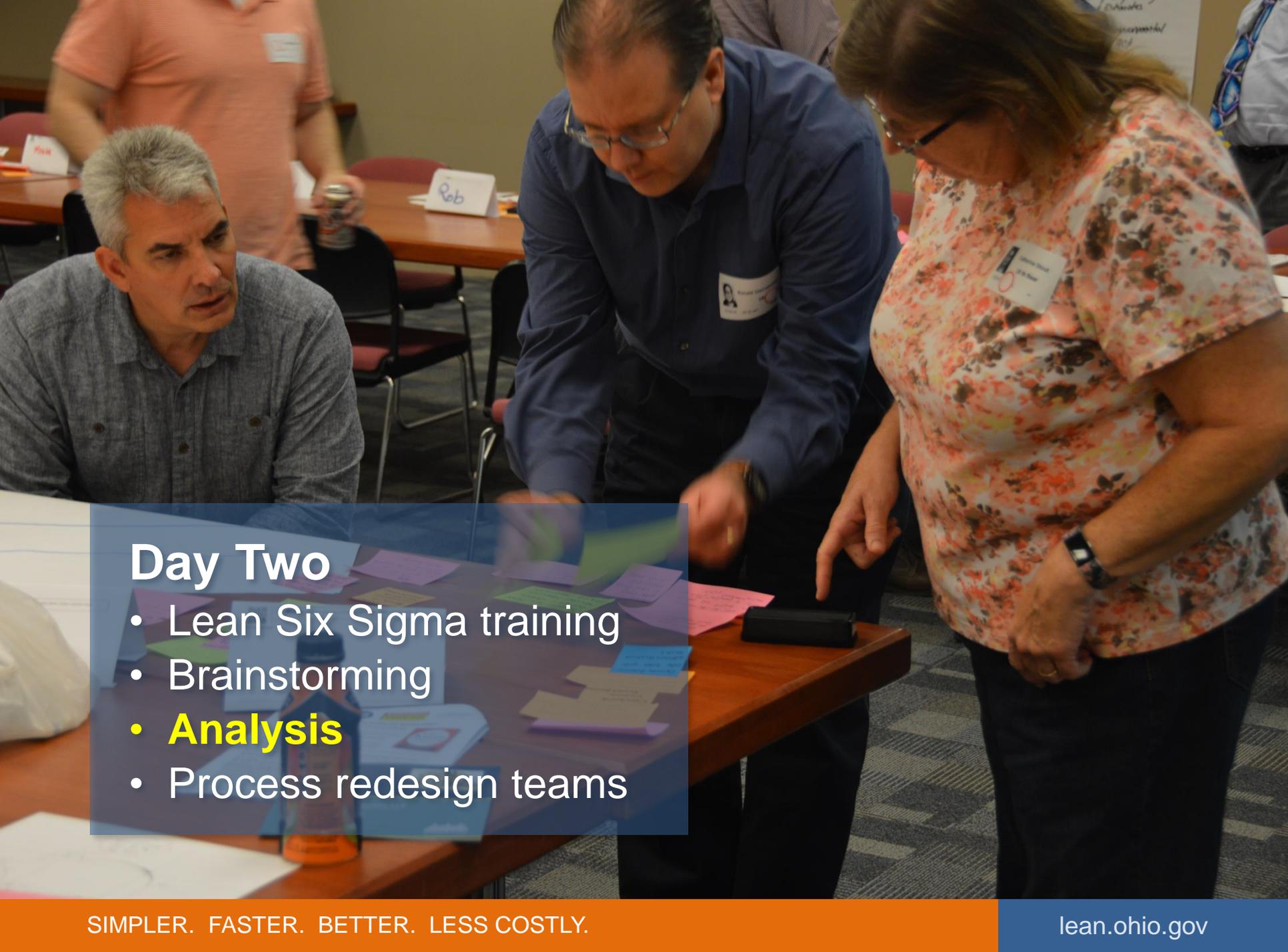
- Level setting
- Scope of event
- Current state mapping
- **Waste Identification**

## Day Two

- **Lean Six Sigma training**
- Brainstorming
- Analysis
- Process redesign

Gerina





## Day Two

- Lean Six Sigma training
- Brainstorming
- **Analysis**
- Process redesign teams

A woman with glasses and a dark shirt is pointing at a whiteboard. The whiteboard is covered with numerous colorful sticky notes (pink, yellow, blue, purple) containing handwritten text. The notes are organized into a flowchart or process map. Some notes include terms like 'PIQ', 'PM', 'Safety Tech', 'Diagnosis', 'Field Review', 'Record + Respond', 'Redirect to correct agency', 'Send to HPI Project team', 'Record - respond', 'Reassigning info', 'Schedule complaint', 'Request to PIQ', 'Reassign/ because sometimes diagnosis form', 'Schedules Diagnostic', 'EIS', 'OUPS', 'Send to Safety Tech for diagnosis to schedule copy Safety Tech', 'Diagnosis to basic way info electronically', 'Es. Fisher reassign', 'Send to Safety Tech for diagnosis to schedule copy Safety Tech', 'Record - respond', 'Record + Respond', 'Redirect to correct agency', 'Reassigning info', 'Field Review', 'Schedule complaint', 'Request to PIQ', 'Reassign/ because sometimes diagnosis form', 'Schedules Diagnostic', 'EIS', 'OUPS', 'Send to Safety Tech for diagnosis to schedule copy Safety Tech', 'Diagnosis to basic way info electronically', 'Es. Fisher reassign', 'Send to HPI Project team', 'Record - respond', 'Record + Respond', 'Redirect to correct agency', 'Reassigning info', 'Field Review', 'Schedule complaint', 'Request to PIQ', 'Reassign/ because sometimes diagnosis form', 'Schedules Diagnostic', 'EIS', 'OUPS'.

## Day Two

- Lean Six Sigma training
- Brainstorming
- Analysis
- **Process redesign teams**

A woman with long brown hair, wearing a black t-shirt and a name tag, stands in front of a large whiteboard. She is pointing with her right hand towards a cluster of sticky notes on the board. The whiteboard is covered with numerous colorful sticky notes (yellow, blue, pink, purple) arranged in a structured manner, likely representing a process flow or a project plan. The notes are connected by thin lines, suggesting a flow or dependency. The word "Future State" is written at the top left of the board. The overall scene is a workshop or a collaborative meeting.

## Day Three

- **Future State Process**
- Discussion and consensus
- Implementation planning

A photograph of two women in a meeting. The woman on the left has long brown hair and is wearing a dark blue shirt with a name tag. She is looking down and has her hand to her chin in a thoughtful pose. The woman on the right has short, curly grey hair and is wearing a grey patterned top under a dark blue jacket. She is looking towards the first woman and has her hands raised in a gesturing motion. The background is a plain wall with a light switch and some papers.

## Day Three

- Future State Process
- **Discussion and consensus**
- Implementation planning

Communication

What	Who	When?
Internal process for receiving complaints	Julie	ASAP/already done?
RRs contacts + data verification Point person		

## Day Three

- Future State Process
- Discussion and consensus
- **Implementation planning**

Day 4

To Do	Doing	Done
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Last 3  
Small Groups

### Simpler

- Less Steps
- Less Movement
- Reduced redundancy
- Less copying  
- transparency
- Less travel & scheduling

### Faster

- NO bottlenecks
- E-Sig
- More instantaneous work flow  
- assuming online database
- Standardized work
- Balanced workload
- \$\$\$ More attention for special projects

### Better

- Single point entry
- More empowerment for Project managers
- Reduced involvement from Safety Managers
- More defined roles
- More productive use of time
- More proactive identification of environmental issues

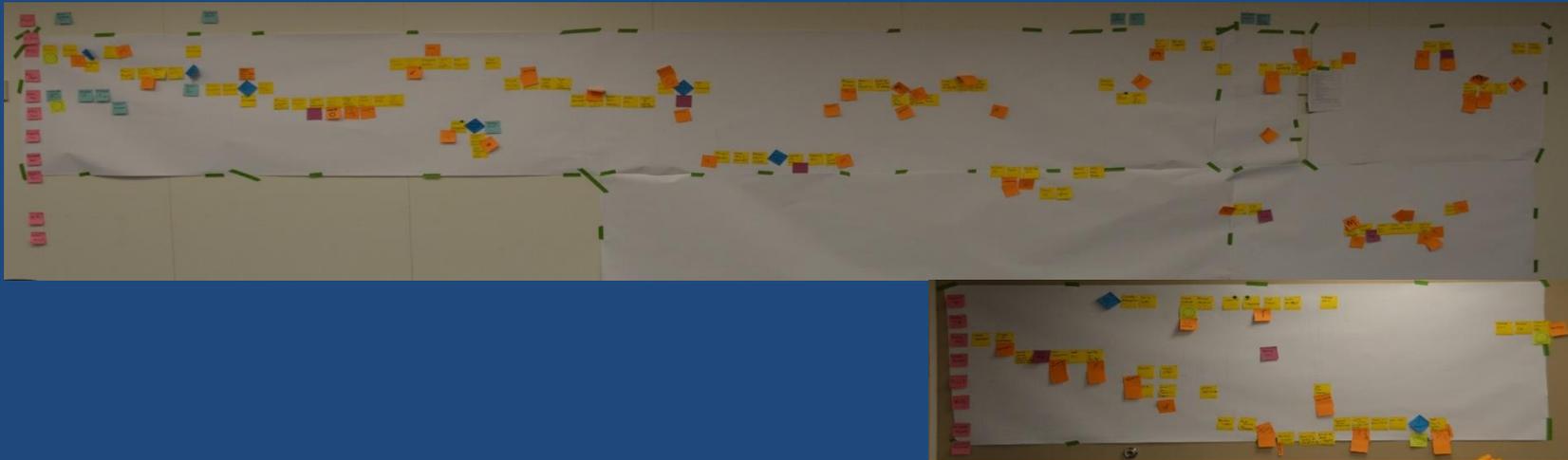
### Less Costly

- 1 Less trip per project  
- saving \$4,500 per year
  - Printing cost savings  
- about \$500 per year
- ⇒ Total of \$ 5,000

## Day Four

- More implementation planning
- **Celebration**
- **Sharing results**

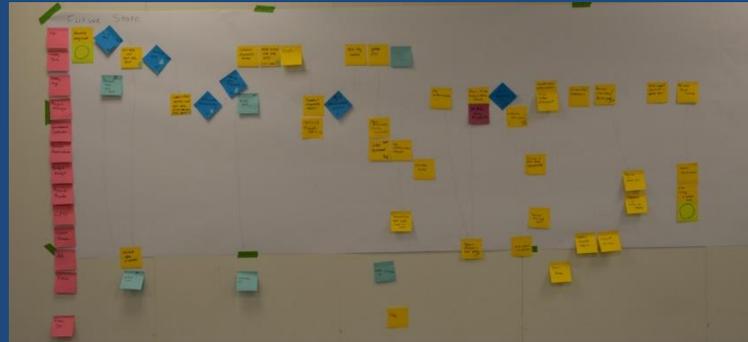
# Current State



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# Future State



# Simpler



- Less steps
- Less movement
- Reduced redundancy
- Less confusing
- More transparency
- Reduced travel and scheduling

# Faster



- Removed bottlenecks in process
- E-signatures
- More instantaneous workflow with online database
- Balanced workload
- More attention for special projects

# Better



- Single point of entry
- More empowerment for project managers
- Reduced involvement from safety managers
- More defined roles
- More productive use of time
- More proactive identification of environmental issues

# Less Costly



- Travel cost savings
  - 1 less trip per project
  - Savings: \$4,500 per year
- Printing cost savings
  - \$500 per year
- Total savings: \$5,000 per year

# Summary Scorecard

Measure	Current Level	NEW	Change
Process Steps	146	49	66%
Decision Points	8	6	25%
Handoffs & Loopbacks	37 4	25 2	34% 50%
Process Lead Time	16 weeks	9 weeks	44% (7 weeks)

# Implementation Plans

- Communication
- Training
- Procedures & Documentation
- Information Technology (IT)
- Policy
- Process Changes

# Communication & Training

Training			Communication		
What	Who	When	What	Who	When?
Duty Transitions (old trains new)	Julie	Once new rules defined + documented	Internal process for receiving complaints	Julie	ASAP/already done?
Cross-train	Managers	After emp. succeeding in new role/able to add	*RRs contacts + data verification Point person	Matt (Cathy)	ASAP
New IT Solution	TOM (Cathy if her DB)	Once decided	ODOT <sup>new roles</sup> (Fiscal)	Megan	Once new rules defined + implemented
Filing System (Physical + x-drive)	Cathy/Susan	ASAP	*PUCO new policies	Matt	Once policies/changes
			FHWA <sup>prog. changes?</sup>	Cathy	if any program changes interact w/ Fed. Regs
			ORDC changes to ORDC	Matt/Cathy	As process is implemented

# Procedures & Documentation

Procedure + Documentation					
what	who	when			
Ellis Manual	Susan / Sherrie	Complete (on X done) living document	New / 1st Field review form	Don / Jim	Now / Soon
Diagnostic <del>Manual</del> review packet	Susan	<del>Complete (X done)</del> Now	Internal Complaint process	Julie	Done / edits?
OU's Information Sheet	Susan	Now	Cathy's DB	Cathy	Now
Priority Pick Spreadsheet	Susan	Now			
Daily class Manual	<del>everyone</del> Susan Matt	As soon as new roles are defined			
New diagnostic Form	Don + Jim Cathy	Now / soon			
Filing System	Cathy	Now			

What?

- ↳ Stakeholder Necessary for Implementation
- Empower decision-makers
- What reviews necessary?
- HO > PDi
- TO
- Legal
- Commitment to the changes recommended
- Commission - ?
- ODOT - ?

# IT & Policy

IT Plan			Policy		
What?	Who?	When?	What?	Who?	When?
WHAT IS REQUIRED FUNCTIONALTY?	<del>XXXX</del> PDM	30 DAYS	ID Stakeholders Necessary for Implementation	Exec. Dir.	Begin Next Week 30 days
WHICH IT SOLUTION IS APPROPRIATE?	↓	60 DAYS	Empower decision-makers What reviews necessary? HR → PDi TO Legal	Sec. Treasurer	60 days
IDENTIFY NEEDED RESOURCES (EXTERNAL/INTERNAL)		30 DAYS AFTER	Commitment to the changes recommended Commission - ? ODOT - ?	Exec. Dir.	January Comm. Mtg.
SCOPE REQUIRED IMPLEMENTATION		60 DAYS AFTER			
PROJECT IMPLEMENTATION (APPROVAL, PROJECT MANAGEMENT, ETC)		180 DAYS AFTER			

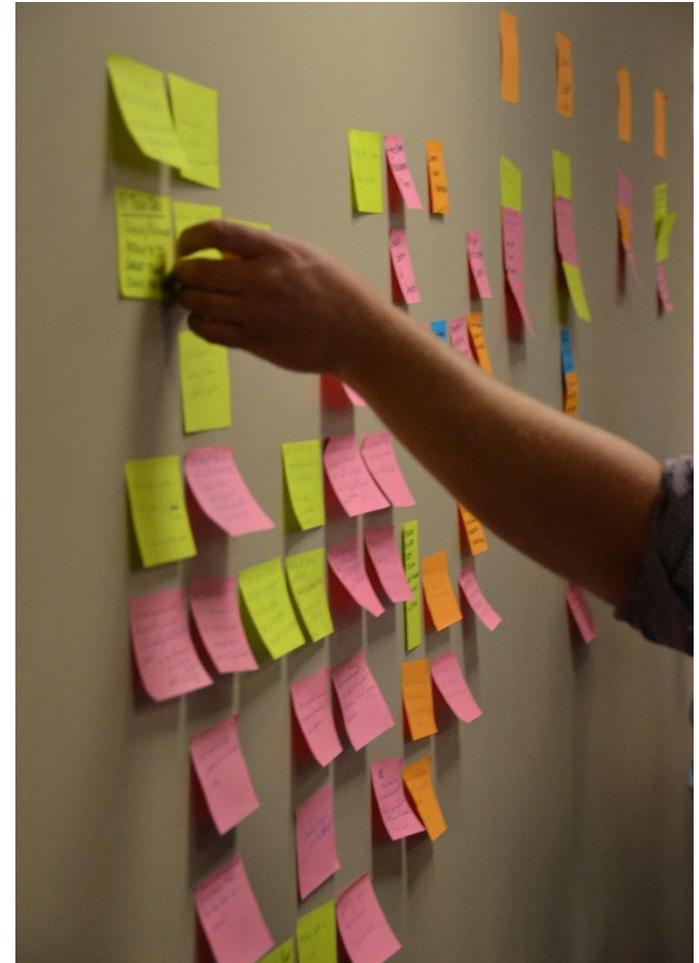
# Process Changes

What?	Who?	When?
<p>Free-ship (look) finding standard guidelines to make decisions only</p> <p>List of red flags</p>	Cathy	Before next diagnostics
<p>Standardizing field review</p> <p>- Diagnostic form fake-yoke</p>	Cathy, PMs, Tim	2nd Kronos Monday
<p>Transitioning projects in pipeline</p>	<p>Don, Jim, Cathy, Matt, new PM</p> <p>Current person → trans → New person</p>	Next Kronos Monday
<p>How does tech decide to send inquiry to PM?</p>	Cathy	As tasks are needed
		Training for new trans tech

- ## ASSUMPTIONS
- Person receiving request has authority to send it to PUCO if not applicable
  - Give tech clear guide line whether to send complaint to PM
  - Data forms - future diagnostic form.
  - If no - proper record keeping + response as needed.
  - STIP Process/timeline remains 05-15
  - red flag list for diagnostic elements.
  - Letter agreement can be signed prior to federal authorization.
  - ? Can O&G encumber vs O&P encumbering.
  - ? Budget Analyst or Accts payable - encumbrance tasks.
  - If a problem is encountered it will be addressed before moving to next step.
  - ? Can PUCO order design without ordering construction?
  - RA Kansas law on plan is "certification" (hold them accountable/remind them they are accountable).
  - Current design build process.
  - PUCO schedules EP locations/diagnostics. New to determine many found.

# What Begins Monday?

- Identify stakeholders necessary for implementation
- Start developing process manuals
- Two step order process
- Start discussion for required functionality
- Filing system



# Your Kaizen Experience



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# Special Thanks to...

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