

# Lean Government...It's Not Social Engineering

David Krings

TechSolve  
LOCAL GOVERNMENT

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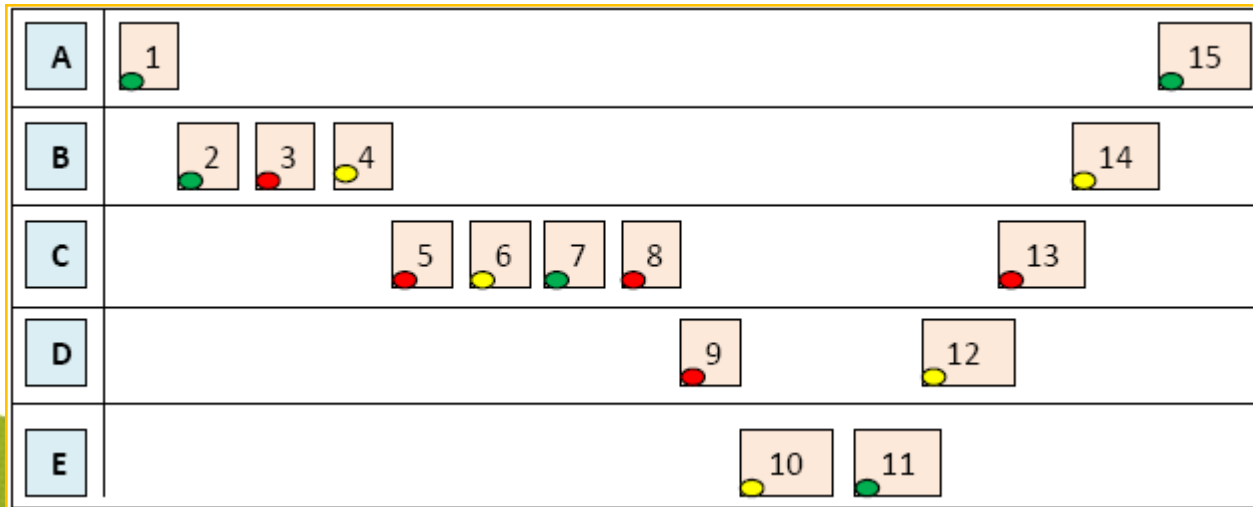
Process improvement in the public sector is as much a philosophy that seeks the involvement of all workers in the elimination of waste and the adding of value as it is a series of analytical techniques to reduce wasteful and non-value-adding activities. Born in industrial setting, Lean is a simple, common-sense analysis and approach to employee involvement and process improvement has produced startling results.

# Lean can be used to:

- Shorten the time required to hire
- Reduce the complexity of your building permit process for the development community
- Cut the lead time for making purchases
- Reduce expenses in your judicial system
- Allow you to provide more or better services at the current costs
- Improve processes to “better”

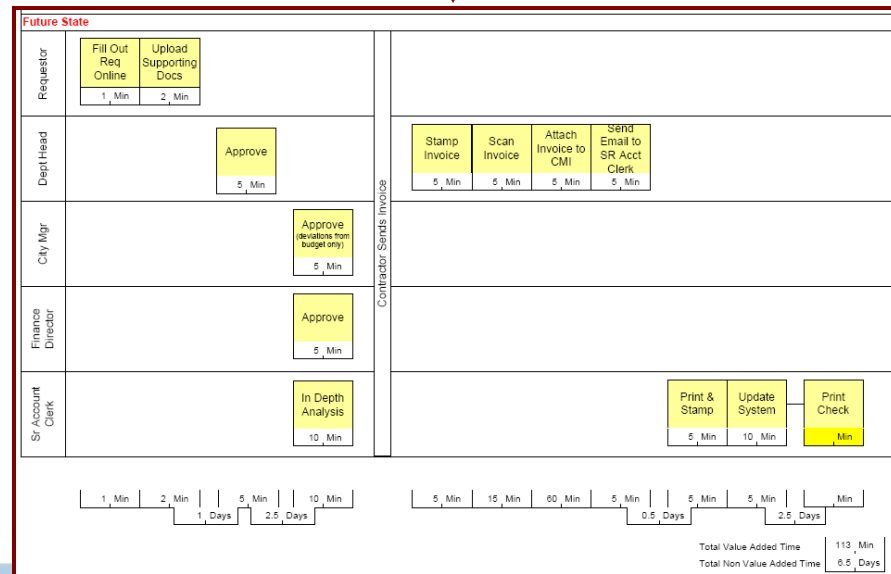
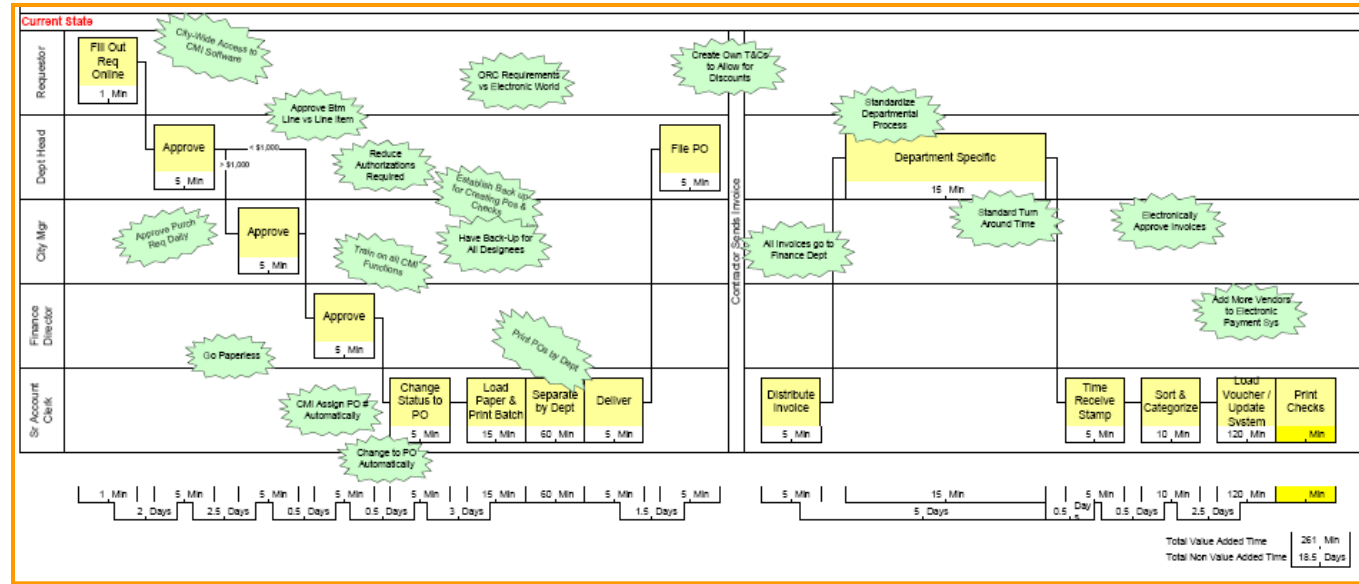
# VSM - Current State

- Documented:
  - Steps
  - Timing
  - VA / NVA / NVAN
  - Improvement opportunities

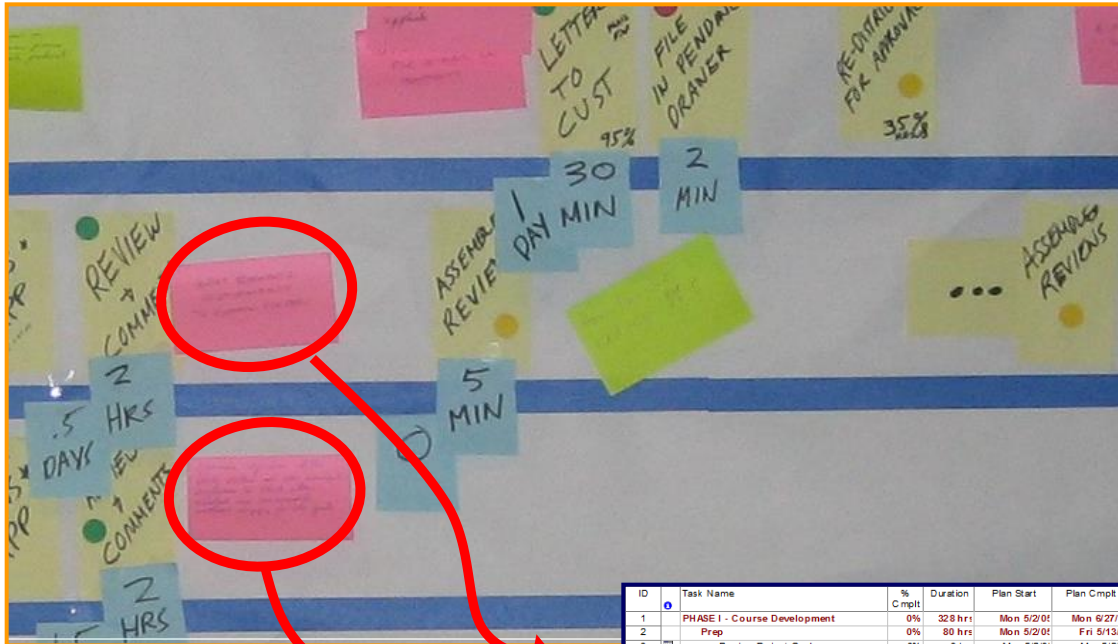


# VSM - Future State

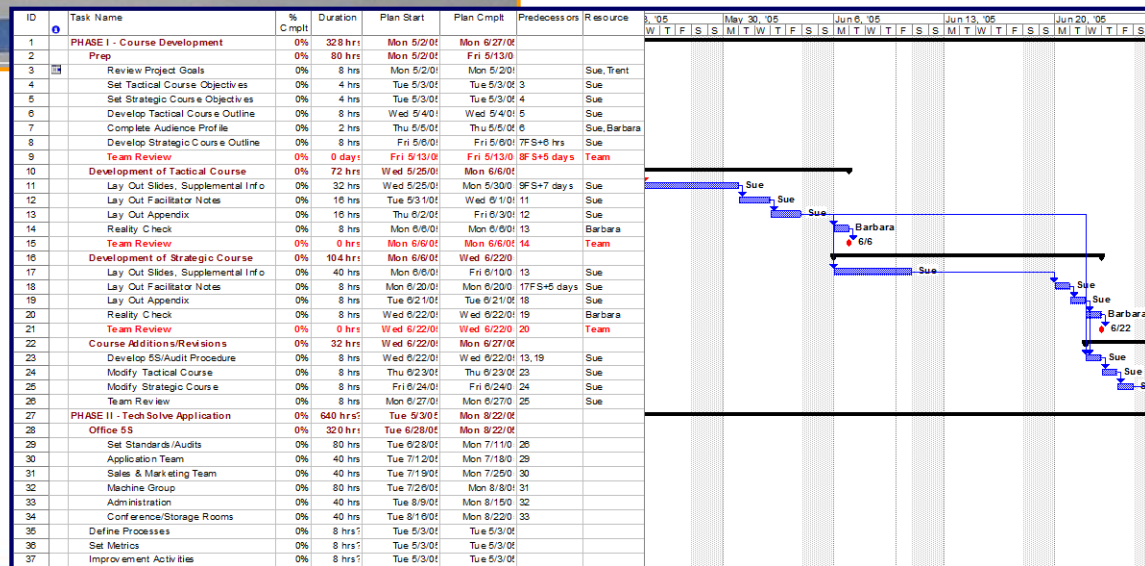
Where do we want to go?



# VSM – Implementation Plan

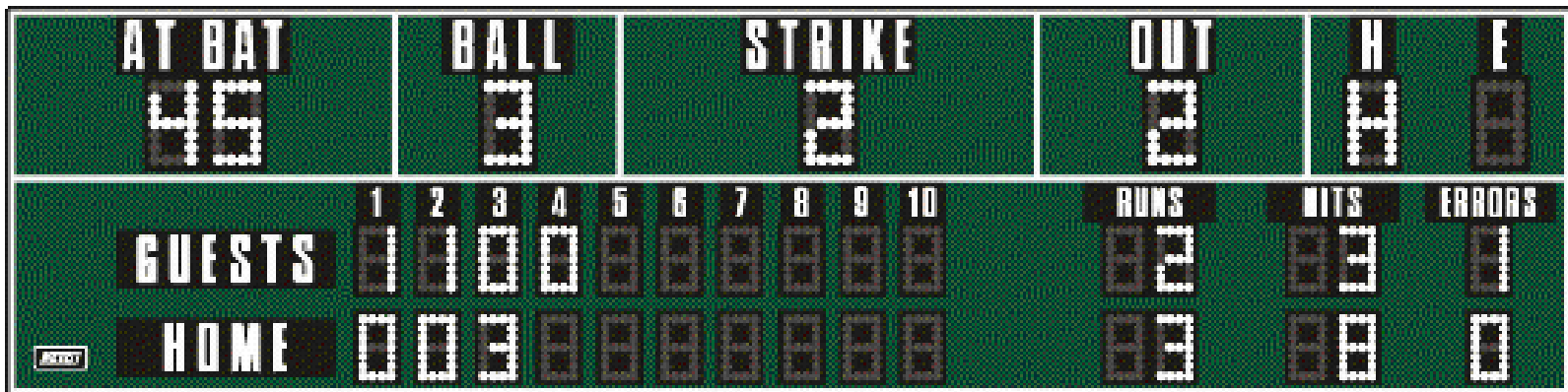


- Opportunity
- Impact
- Timing
- Resources



# Metrics / Measurements

- Simple signals that provide an **immediate understanding** of the situation or condition

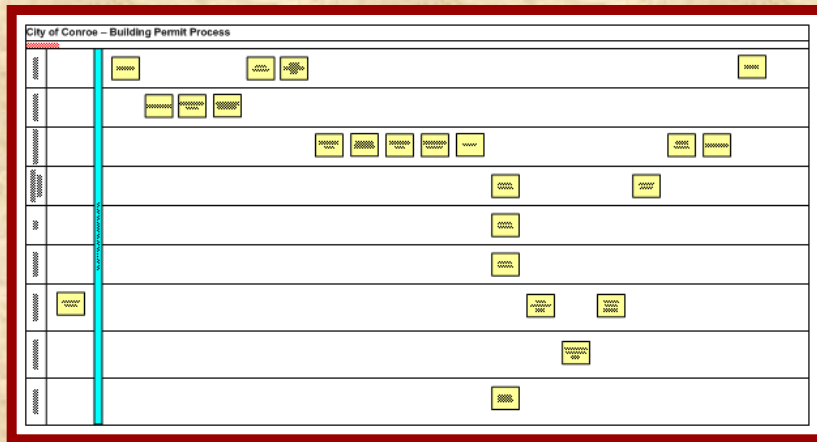




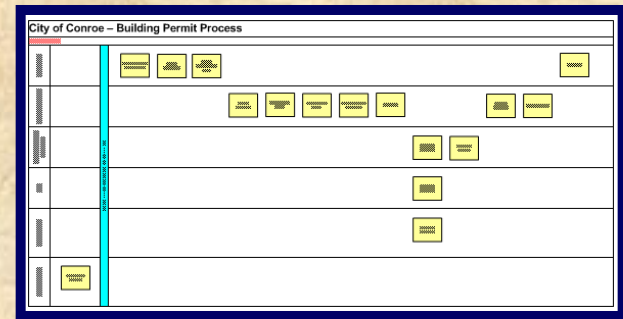
# VSM – Tracking Center

## Building Permit Process

### Current State

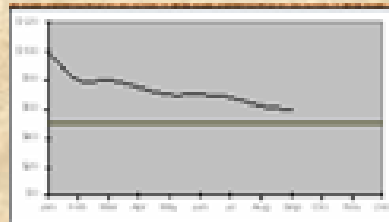
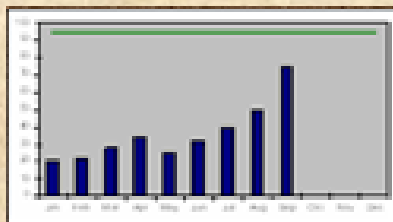


### Future State



## Implementation Plan

## Performance Measures



Project	Action	Timeline				Impact Explained
		Start	End	Phase	Priority	
Project	Info Available Online	1	1	1	1	Information available online allows for faster processing, reduces the need for in-person visits, and improves customer satisfaction.
Project	Eliminate Duplicate Permits	1	1	1	1	Eliminate duplicate permits to reduce processing time and costs.
Project	Issue City of Conroe Application	1	1	1	1	Streamline the application process to reduce processing time.
Project	Track for Info on Navigating Website	1	1	1	1	Improve website navigation to reduce processing time.
Project	311 Addressing	1	1	1	1	Improve 311 response time to reduce processing time.
Project	Barcode System for Entry Tracking	1	1	1	1	Improve tracking system to reduce processing time.
Project	Public Notice Comments Avail Online	1	1	1	1	Improve public notice process to reduce processing time.
Project	Check Back for Progress Feedback of Construction	1	1	1	1	Improve communication with contractors to reduce processing time.
Project	Online City of Conroe Fee	1	1	1	1	Improve fee collection process to reduce processing time.
Project	Track for Progress for Building Permit Process	1	1	1	1	Improve tracking system to reduce processing time.
Project	Eliminate Excessive Forward Step on P/W	1	1	1	1	Improve process flow to reduce processing time.
Project	2013 Performance Report for Building Permit Process	1	1	1	1	Improve reporting process to reduce processing time.
Project	Plan for Permit Approval	1	1	1	1	Improve planning process to reduce processing time.
Project	Coordinate Process of Public Fee	1	1	1	1	Improve coordination process to reduce processing time.
Project	Finalize Application of Fees Electronically	1	1	1	1	Improve electronic fee collection process to reduce processing time.

# Case Study – Sewer District

## *Receivables Process*

- Before process improvement event
  - Sampling and permit fees collected separately
    - Up to four bills per customer per year
  - Up to 2.5 years to collect sampling fees
  - Billed for permit at end of the permit year
- After process improvement event
  - One bill at the beginning of the year
  - Reduced processing time by over 50%
  - Millions of dollars in increased cash flow

# Case Study – City of Conroe, TX

## *Created Lean Culture*

- Situation
  - Rapid increase in population
  - High sales tax revenue
  - Ensure good stewards of public funds
  - Created Lean Champion
- Results
  - Over 30% reduction in permitting process lead time
  - PR win by restructuring swim lesson sign-up process
  - Over \$1,450,000 of savings from project improvements

# Quotes

- “The process brought out several small changes that are easy to implement, yet have a significant impact and savings.”
  - Process Owner, Texas
  - “People come away with a much better understanding of our role as ‘stewards’ of public funds.”
  - City Manager, Ohio
  - “Our staff was apprehensive and skeptical...[now] we are well on our way to many lean thinking successes.”
  - City Manager, Texas

# Questions/Comments?

## Additional Information...



David Krings  
Director

Non-Profit and Local Government Solutions  
3053 Williams Creek Drive  
Cincinnati, Ohio 45244-3257

Direct 513 200-4222





















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