



**LEAN Gahanna Project Summary - Projects Completed 2015 - 2018**

| Improved Processes Saving Labor Hours                | Improvement in Efficiency (Hours of Labor/Year) |
|--|---|
| Payroll  | 364   |
| Golf Course Fuel Entry                               | 131   |
| Service Dept. Purchase Orders and Invoice Processing | 175   |
| <b>Total Hours Saved Per Year:</b>                   | <b>670</b>                                      |

| Improved Processes W/ Some Estimated Values                 | Improvement in Efficiency (% Lower Bound) | Improvement in Efficiency (% Upper Bound) |
|---|---|---|
| Accounts Payable  | 30.000%                                   | 30.000%                                   |
| Full-Time Recruiting Steps                                  | 49.000%                                   | 49.000%                                   |
| Full-Time Recruiting Handoffs                               | 64.000%                                   | 64.000%                                   |
| Electronic Employee Files                                   | 15.000%                                   | 20.000%                                   |
| Help Desk   | 5.000%                                    | 10.000%                                   |
| Filebound System  | 20.000%                                   | 30.000%                                   |
| Online File Organization- Planning and Development          | 10.000%                                   | 20.000%                                   |
| Final Development Plan Review                               | 25.000%                                   | 25.000%                                   |
| Tracking/Locating Cruisers                                  | 10.000%                                   | 20.000%                                   |
| Utility Billing Daily Service Delays                        | 75.000%                                   | 75.000%                                   |
| Utility Billing Daily Service Steps                         | 47.600%                                   | 47.600%                                   |
| Electric PO Processing                                      | 33.000%                                   | 33.000%                                   |
| Permit Issuance Approval/Comment Process                    | 25.000%                                   | 25.000%                                   |
| Golf Course Fuel Entry Processing Time                      | 94.000%                                   | 94.000%                                   |
| Golf Course Fuel Entry Transaction Recording Using Chip Key | 50.000%                                   | 50.000%                                   |
| Service Dept. Purchase Order Processing Time                | 57.000%                                   | 57.000%                                   |
| Service Dept. Invoices/Statements Processing Time           | 75.000%                                   | 75.000%                                   |
| Payroll   | 48.280%                                   | 48.280%                                   |
| Commercial Alteration Permits                               | 31.030%                                   | 31.030%                                   |
| Permit Issuance   | 36.616%                                   | 36.616%                                   |
| <b>Average Improvement in Efficiency:</b>                   | <b>40.026%</b>                            | <b>42.026%</b>                            |

| Improved Processes W/O Estimated Values                     | Improvement in Efficiency |
|---|---------------------------|
| Accounts Payable  | 30.000%                   |
| Full-Time Recruiting Steps                                  | 49.000%                   |
| Full-Time Recruiting Handoffs                               | 64.000%                   |
| Final Development Plan Review                               | 25.000%                   |
| Utility Billing Daily Service Delays                        | 75.000%                   |
| Utility Billing Daily Service Steps                         | 47.600%                   |
| Electric PO Processing                                      | 33.000%                   |
| Permit Issuance Approval/Comment Process                    | 25.000%                   |
| Golf Course Fuel Entry Processing Time                      | 94.000%                   |
| Golf Course Fuel Entry Transaction Recording Using Chip Key | 50.000%                   |
| Service Dept. Purchase Order Processing Time                | 57.000%                   |
| Service Dept. Invoices/Statements Processing Time           | 75.000%                   |
| Payroll   | 48.280%                   |
| Commercial Alteration Permits                               | 31.030%                   |
| Permit Issuance   | 36.616%                   |
| <b>Estimated Average Improvement in Efficiency:</b>         | <b>49.368%</b>            |

|  |           |
|--|-----------|
| Number Projects With Quantifiable Improvement                      | 12        |
| Projects W/Quantifiable Improvement Effecteding Multiple Processes | 4         |
| Number of 5S Projects With Unknown Impacts On Efficiency           | 28        |
| Number of Non-5S Projects With Unknown Impacts on Efficiency       | 5         |
| <b>TOTAL NUMBER OF PROJECTS:</b>                                   | <b>49</b> |