



**LEAN Gahanna Project Summary - Projects Completed 2015 - 2019**

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
Human Resources - Seasonal Onboarding	80
<b>Total Hours Saved Per Year:</b>	<b>750</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	29
Number of Non-5S Projects With Unknown Impacts on Efficiency	8
<b>TOTAL NUMBER OF PROJECTS:</b>	<b>53</b>