



Brown County

Brown County, WI



Our LEAN Journey



LEAN is not an *event*;

it is a *journey*

Defining LEAN



By the book:

Identifying and eliminating waste

Continuous improvement

Customer perspective

In pursuit of perfection

LEAN is a Growth Strategy



- **Empowering employees through team-based problem solving**
- **Reduces costs by saving time to do value-added work**
- **Creates capacity by adjusting the volume of work**
- **It is implemented by those closest to the work, not management**



LEAN is NOT...

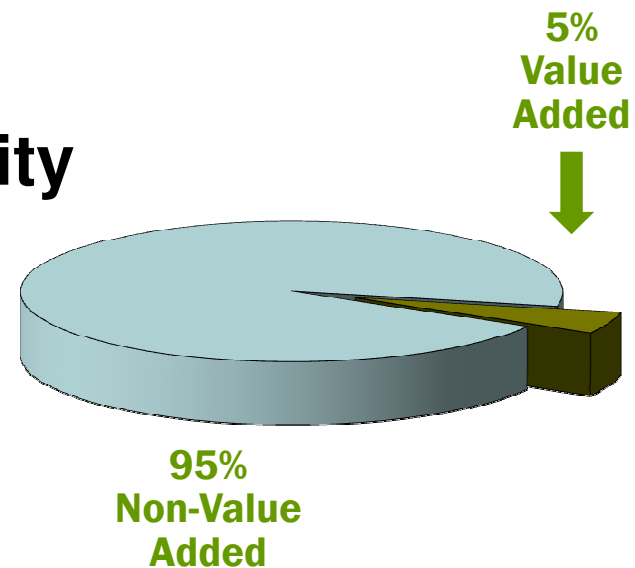
- **a strategy for getting rid of people**
- **a method for working harder**
- **a reason to blame others**



LEAN = Eliminating the Wastes



- **D**efects
- **O**verproduction
- **W**aiting
- **N**eglected Employee Creativity
- **T**ransportation
- **I**nventory
- **M**otion
- **E**xtra Processing



Typically, 95% of all lead time is non-value added

Getting Ready for the Journey

- Human Resources Department pilots a process improvement event
 - Participating HR staff reported the results to County Executive and selected department heads.
- Decision was made to pursue the benefits of Lean in Brown County
- County Executive and staff members visit Ariens Company in Brillion, WI to discuss their experience with Lean



Marketing the Journey

- Top level management and supervisors are trained on Lean concepts
- Presentation to County Board.
- Informational session with union representatives.
- Steering Committee is selected.
- Lean is tested by using a consultant in selected projects. (Sheriff Department)

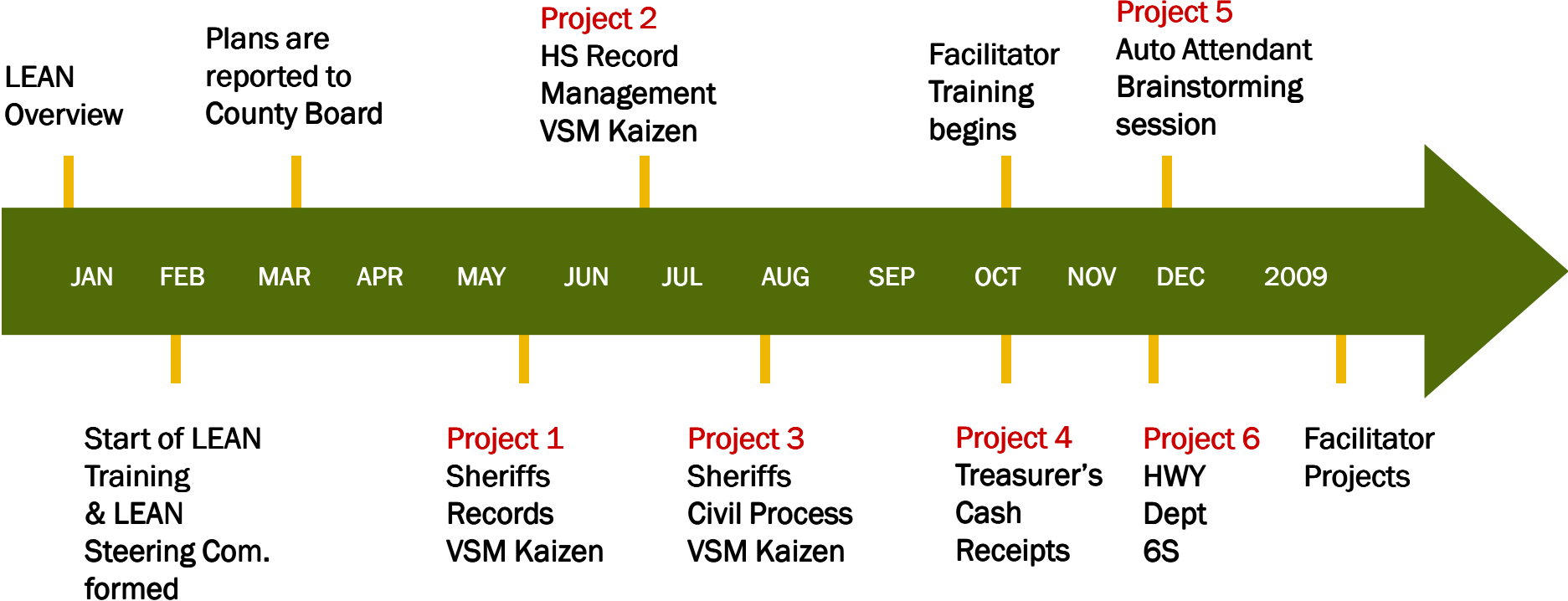


Implementing Lean

- Brown County Employees Trained as Lean Facilitators
 - Selected and trained ten (10) Brown County employees as certified Lean facilitators in early 2010;
 - Eleven employees are trained in mid-2011.
- Lean events are held to improve Brown County processes.



2009 Training Projects



2009 Year in Review

- Events Held: 6
- Facilitators Trained: 1
- Event Participants: 51
- Departments: 6
- Guest Departments: 15



2009



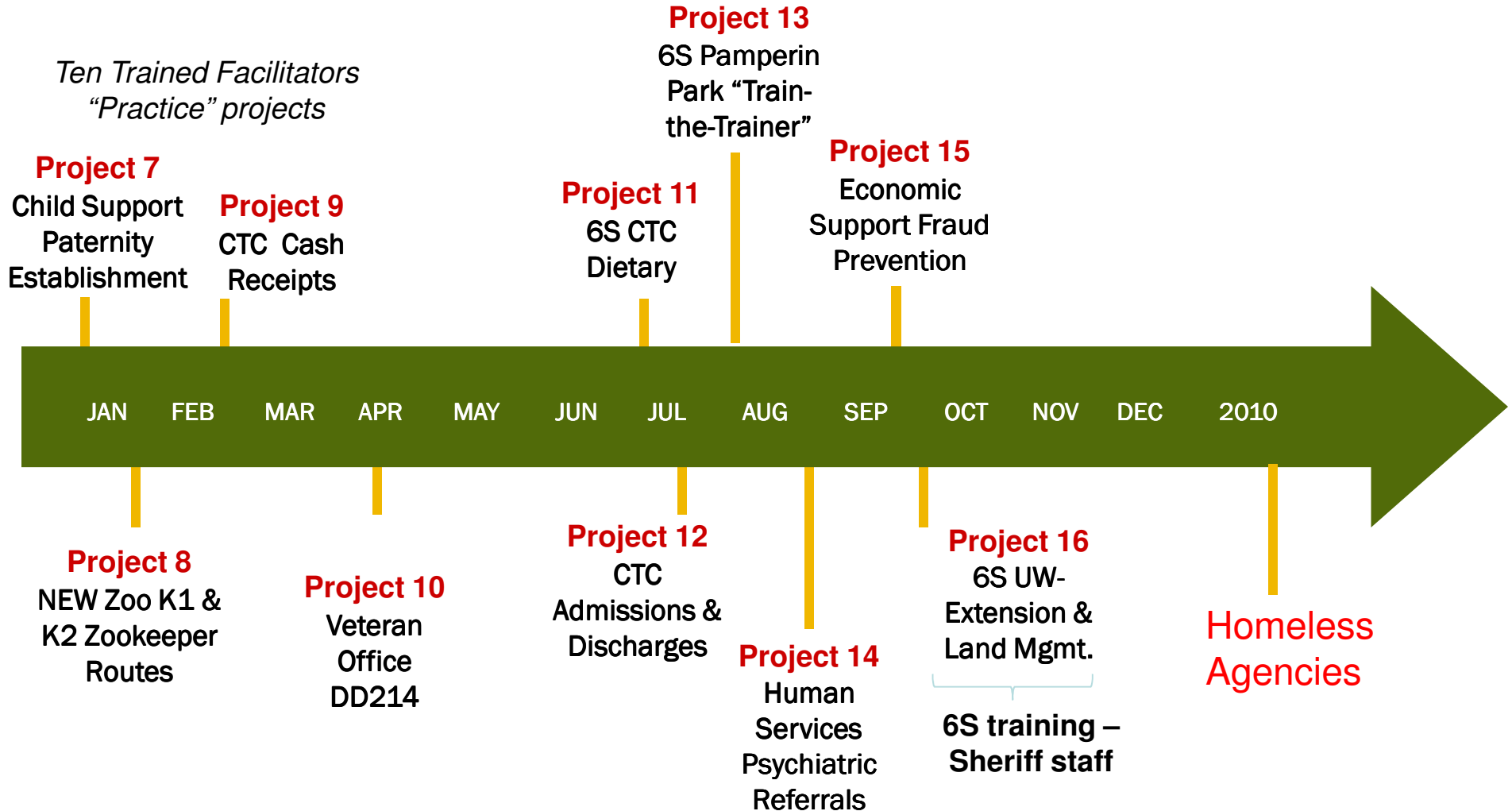
- Accomplishments:
 - Worked with 3 vendors
 - One trained employee
- Lessons Learned:
 - Measurements are not documented well
 - Follow-up with Team Leader and Project Champion is weak
- Challenges:
 - To effectively change the culture more resources are needed, either contractor or trained employees
- Looking Forward:
 - Coordinator position added in HR
 - Steering Committee needed

2010 Projects

Led by Brown County Staff



*Ten Trained Facilitators
"Practice" projects*



2010 Year in Review

- Events Held: 11
- Facilitators Trained: 9
- Event Participants: 115
- Departments: 10
- Guest Departments: 6



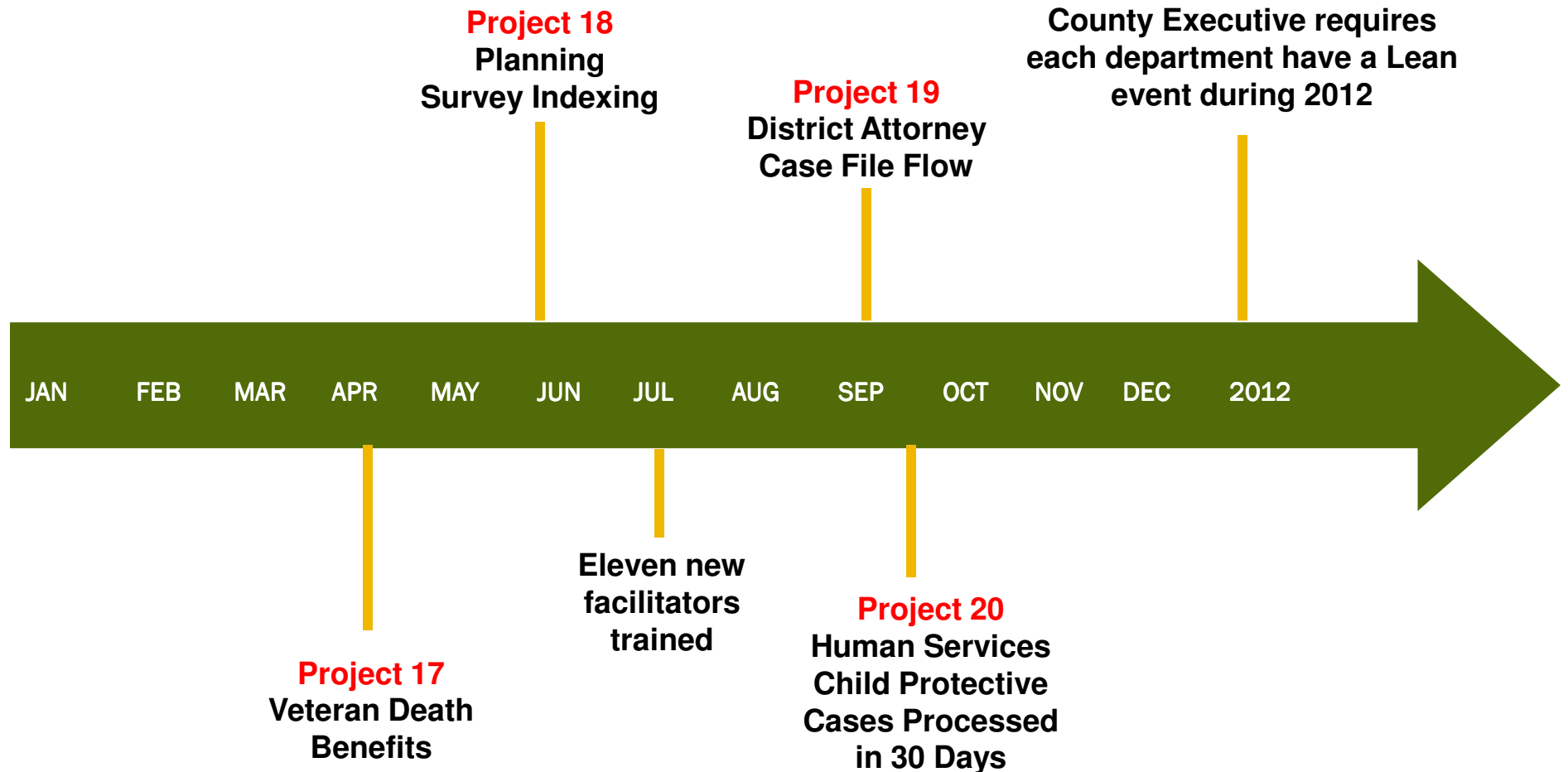
2010



- Accomplishments:
 - Trained 9 facilitators
 - Developed training approach for 6S
- Lessons Learned:
 - Measurements are not documented well
 - Follow-up with Team Leader and Project Champion doesn't guaranty results
- Challenges:
 - Facilitators and employees have limited time to devote to Lean
- Looking Forward:
 - Focus on more teaching to create new culture
 - Event is not needed for day-to-day improvements

2011 Projects

Led by Brown County Staff



2011 Year in Review

- Events Held: 4
 - One planned but was then cancelled
- Facilitators Trained: 12
- Event Participants: 33
- Departments: 5
- Guest Departments: 7



2011



- Accomplishments:
 - Trained 12 facilitators
 - Developed a one-day event for departments with time constraints
- Lessons Learned:
 - Measurements are not documented well
 - Follow-up with Team Leader and Project Champion doesn't guaranty results
- Challenges:
 - Planning falls through when department doesn't buy-in
- Looking Forward:
 - More responsibility on departments
 - Some departments able to work on their own process improvements

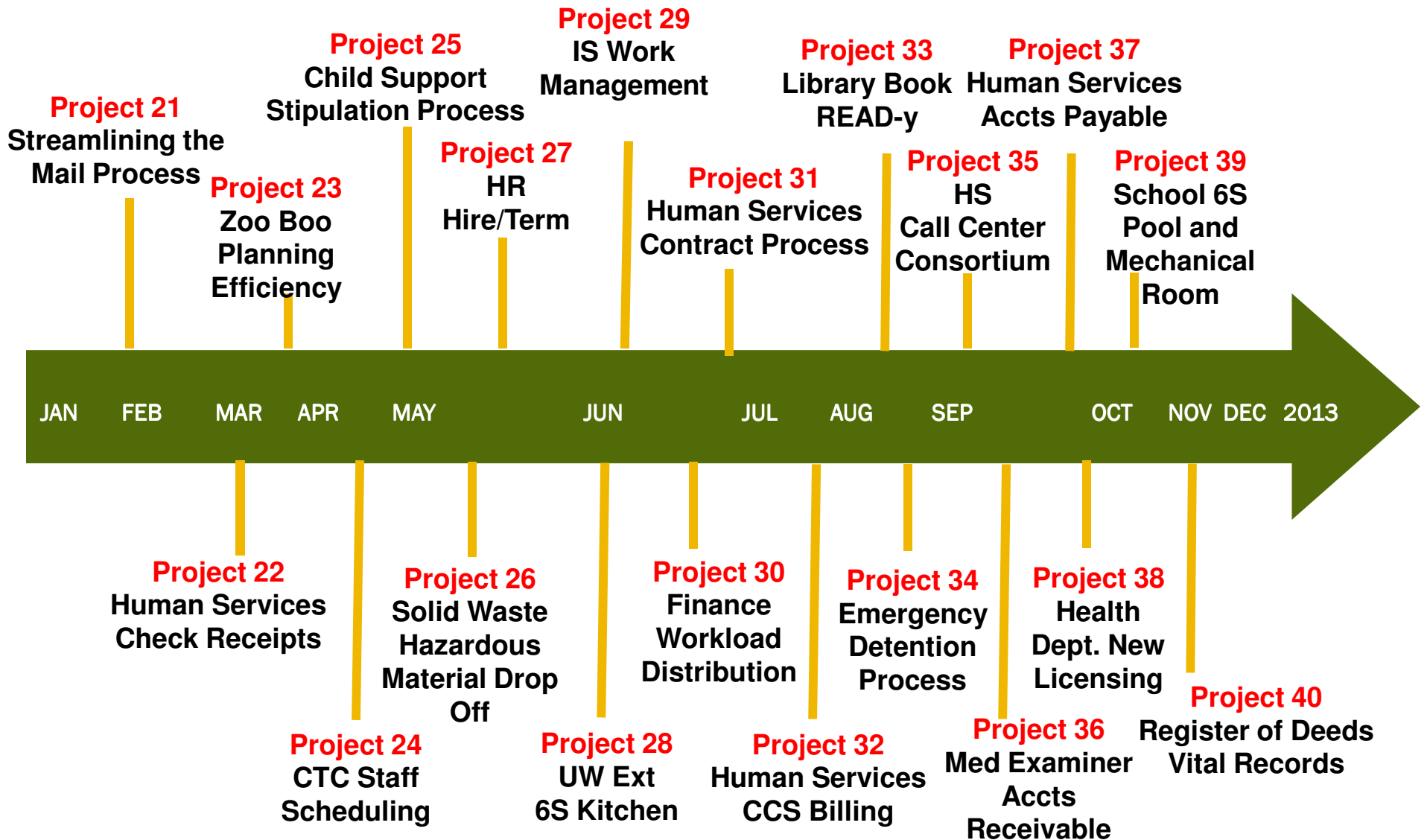
Re-energizing Lean

- In 2012, County Executive will hold every department accountable to have at least one event.
 - included in the performance evaluation for department heads.



2012 Projects

Led by Brown County Staff



2012 Year in Review

- Events Held: 20
- Facilitators Trained: 0
- Event Participants: 157
- Departments: 20
- Guest Departments: 34
- Outside Agencies: 29



2012



- Accomplishments:
 - Held 20 events
 - Cross-department and outside agencies included in events
- Lessons Learned:
 - County Executive's accountability measure increases interest
- Challenges:
 - Facilitator 3-year commitment ending
 - Unable to complete those events requested toward year-end
- Looking Forward:
 - Brown County Lean Training

2013 Projects

- Golf Course – Mowing Routes
- Land Con – Nutrient Management Plan Review
- Planning – GIS/LIO Addressing Process
- 911 Comm Center – Scheduling and staffing
- Board Office – 6S Document areas
- Museum
- Veterans – Court process
- Airport – Terminal cleaning



Child Support Paternity Establishment Process



Current State

	Number of Steps	Time (In Minutes)	Distance Traveled
Value Added	20 16.5%	216 1%	0 0%
Cost Added	22 18%	163 1%	0 0%
Waste	79 65%	209,296 99.8%	13,460 100%
Total	121	209,675	13,460

Future State

	Number of Steps	Time (In Minutes)	Distance Traveled
Value Added	17 25%	176 1%	0 0%
Cost Added	16 24%	114 1%	0 0%
Waste	35 51%	134,110 98%	4,550 100%
Total	68	134,440	4,550

End result is a reduction of 44% in steps, 36% in time and 60% in distance traveled. Estimated Savings in time of \$30,483 per paternity establishment.

Zookeeper Routes K1 & K2



Current State

	Number of Steps	Time (in Minutes)	Distance Traveled
Value Added	81 32.8%	931 89.3%	n/a
Cost Added	43 17.4%	111 10.7%	n/a
Waste	123 49.8%		n/a
Total	247	1,042	n/a

Future State

	Number of Steps	Time (in Minutes)	Distance Traveled
Value Added	77 32.5%	854 89.9%	n/a
Cost Added	43 18.1%	96 10.1%	n/a
Waste	117 49.4%		n/a
Total	237	950	n/a

End result is a reduction of 4% in steps and 9% in time. These routes are daily, making the estimated annual savings in time \$16,160.

CTC Cash Receipts



Current State

	Number of Steps	Time (in Minutes)	Distance Traveled
Value Added	11 19.6%	141 1.2%	n/a
Cost Added	4 7.1%	6 <1%	n/a
Waste	41 73.2%	11,316 98.7%	2,107.5 100%
Total	56	11,463	2,107.5

Future State

	Number of Steps	Time (in Minutes)	Distance Traveled
Value Added	9 31.2%	140 2.2%	n/a
Cost Added	2 7.1%	3 <1%	n/a
Waste	17 60.7%	6,166 97.9%	1,322
Total	28	6,309	1,322

End result is a reduction of 50% in steps, 45% in time and 37.3% in distance traveled. Estimated savings in time \$2,121 per day.

Veteran Office DD214



Current State

	Number of Steps	Time (In Minutes)	Distance Traveled
Value Added	15 25.9%	326 2.1%	36 4.7%
Cost Added	29 50.0%	80 0.5%	675 88.2%
Waste	14 24.1%	15,392 97.4%	54 7.1%
Total	58	15,798	765

Future State

	Number of Steps	Time (In Minutes)	Distance Traveled
Value Added	11 37.9%	198 2.4%	0 0%
Cost Added	9 31.0%	19 .2%	214 100%
Waste	9 31.0%	8,115 97.4%	0 0%
Total	29	8,332	214

End result is a reduction of 50% in steps, 47.3% in time and 72% in distance traveled. Estimated Savings in time of \$2,981 per DD214.

CTC Admissions & Discharges



Current State

	Number of Steps	Time (In Minutes)	Distance Traveled
Value Added	48 14.1%	450 2.3%	195 4.0%
Cost Added	112 32.8%	1,773 9.2%	256 5.3%
Waste	181 53.1%	17,149 88.5%	4,406 90.7%
Total	341	19,372	4,857

Future State

	Number of Steps	Time (In Minutes)	Distance Traveled
Value Added	40 17.5%	334 17.4%	35 1.8%
Cost Added	78 34.2%	256 13.3%	9 .5%
Waste	110 48.2%	1,331 69.3%	1,952 97.8%
Total	228	1,921	1,996

End result is a reduction of 33.1% in steps, 90.1% in time and 58.9% in distance traveled. Estimated Savings in time of \$9,618 per admission.

Human Services Psychiatric Referrals



Current State

	Number of Steps	Time (In Minutes)	Distance Traveled
Value Added	33 22.9%	503 .1%	84,480 33.1%
Cost Added	44 30.6%	412 .1%	84530 33.1%,
Waste	67 46.5%	372,182 99.8%	85,999 33.7%
Total	144	373,097	255,009

Future State

	Number of Steps	Time (In Minutes)	Distance Traveled
Value Added	29 25.9%	218 .1%	280 .2%
Cost Added	38 33.9%	347 .1%	84,640 65.1%
Waste	45 40.2%	260,251 88.5%	45,176 34.7%
Total	112	260,816	130,096

End result is a reduction of 22.2% in steps, 30.1% in time and 49.0% in distance traveled. Estimated Savings in time of \$49,179 per referral.

Economic Support – Fraud Prevention



Current State

- Staff was reduced due to funding.
- Manual processes in place to track/follow up.
- Fraud incidents were complex and sometimes crossed over to other County services.
- Cases investigated per year = 89.

Changes Made

- Sheriff Dept. Investigator
 - Access to add'l info
 - Appropriate training and investigation techniques
- Monthly meetings with District Attorney.
- Cases investigated in four months = 58.

Veteran Death Benefits



Current State

- Staff didn't have updated training on systems, procedures
- Death Benefit applications continue to increase
- Cross-training of benefit administration minimal
- Manual processes

Future State

- Attend state/regional meetings to stay abreast of changes
- Network with Veteran Office staff in other counties
- Collaboration with area funeral homes
- Cross-train staff in Veteran Office

The LEAN changes allows the Clerk position of .65 FTE to remain open, despite the increase in benefits administered. Savings of \$31,130 in salary and fringe benefits.

Culture Change



PRE-EVENT CULTURE

- Knows individual work, not others.
- What is easiest for me?
- “Its always been done this way.”
- Just tell me what to do.
- Management doesn't care what I think.

POST-EVENT CULTURE

- Knows how their work impacts others
- What do the customers want?
- Why are we doing this?
- How can I make this better?
- My ideas are valued.

Quotes from Events



“This definitely will change the way I do my daily work!”

“I’m glad to be a part of this new concept here in Brown County. Exciting times are ahead – making me more conscious of waste, time management and use of supplies during daily job duties.”

“I am trying to use this concept with other things I deal with on a daily basis.”

“I had an opportunity to voice my opinions.”

