

The background features a series of spheres of varying shades of gray and black, each mounted on a thin vertical stem. The spheres are arranged in a way that creates a sense of depth and movement, with some appearing to be in the foreground and others receding into the background. The lighting is soft, casting gentle shadows on the surface below the stems.

Village of Little Chute's Continuous Improvement Journey

James Fenlon – Village Administrator
Lean Government Conference
October 27, 2017

Overview of Presentation

- Setting the stage for success: Strategic Planning
- Why commit to LEAN?
- Requirements for Success
- LEAN Goals
- LEAN Tool Box – Overview of primary tools
- Typical LEAN Event
- Recap, status to date and next steps

Why Strategic Planning?

- Prior to moving forward on any major organizational initiatives, strategic thinking/planning is a must.
- All stakeholders must be stable, engaged and willing to participate.
- Mission, Vision, Values
- Strategic Areas of Focus
- Strategic Actions
- Performance Measurement/Management: Charting the course

Why commit to LEAN thinking?

- Superior value proposition
- Improve Culture
- Standardized tools, methods, and language
- Reduce, improve and sustain
- Engage the workforce
- Improve communications
- Personal responsibility and accountability

Requirements for a successful LEAN program

- Clear and unequivocal support and participation by senior management
- Continuous Improvement is an essential and expected part of everyone's job
- LEAN is a sustained effort regardless of business circumstances or changes
- LEAN will not cause the loss of employment but may require change in job content or location.
- Development of complimentary problem-solving and leadership skills is essential
- Lean is not restricted to Village Hall's four walls, it must be viewed in terms of the entire supply chain through delivery to the Resident
- Change is good – more change is better!! Everyone must be flexible and expect changes to structure, methods, and processes. Our world will change and that's OK.

Little Chute LEAN Goals

To transform our business processes to ones devoid of waste and:

- Meet resident services/timelines within our scope
- Decrease the TAKT time in all processes reviewed
- Zero Injuries/Accidents
- Increase staff productivity
- Reduce defects of work
- Reduce set up times for field/office staff
- Reduce storage space, inventory only what is necessary, identify standard acquisition process and execute acquired items

TO DO THIS - The Village of Little Chute needs to eliminate the traditional thinking and embrace the pillars of LEAN.

Little Chute LEAN Tool Box

- 8 Wastes
- Value Stream Mapping (VSM)
- Standard Work
- 5S (Sort, Set in order, Shine, Standardize, Sustain)

Typical LC LEAN Event

- Distinguish between just do its, rapid events and VSMs:
- Document Reality
- Identify Waste
- Map out Future State #1 (FS1)
- Reality Check
- Implement FS1
- Verify and Measure Results
- Make FS1 the Standard
- Celebrate
- Repeat to Future State #2 (FS2)
- Repeat until we realize the IDEAL STATE

RECAP

- Village of Little Chute's Continuous Improvement Program is modeled utilizing best practices, training the trainer and implementing training opportunities and events across the organization
- LEAN will not result in the loss of jobs
- Continuous Improvement is everyone's job
- We are all problem solvers
- Ask yourself: "Does the resident value what I am doing, if not, how can we reduce or eliminate this task?"

Where have we been?

- Successful Strategic Plan, implementation and follow through
- FVTC Training –Projects executed include the following:
 - Brush Pick-up
 - Recreation Registration Process
 - Agenda Creation/Distribution
 - Invoice Processing
 - Acquisition of Library Materials
 - Mowing of Village Park Systems
- Collaboration with other municipalities
- Implementation

Where are we going?

- Established a Lean Team– Identify processes and efforts across the organization
- FVTC – Training, facilitation, and consultation as needed
- Continue working with municipalities on best practices (Neenah, Manitowoc, etc.)
- Execute an annual event starting in the 1st QTR 2018
- Distinguish between just do its, rapid improvement processes and VSMs
- Created a Rapid Improvement Tracker for internal use
- Will work to create a public Lean/CI measurement system



Questions?

Contact James at
james@littlechutewi.org or
920-423-3850