

Cleveland Metroparks

Come Out and Pay



June 27 – July 1, 2016

Scope

The process begins when an invoice is requested and ends when the payment is posted and deposited.



Team Members

- Jackie Hahn
 - Sarah Brehm
 - Geri Madzia
 - Tina Lyncha
 - Kim Viccarone
 - Kristen Trolio
 - Priscila Rocha, SME
 - Amy McRitchie, SME
 - Tom Kochensparger, SME
 - Brittany Taylor, SME
 - Mary McMillan, SME
 - Tanetta Jordan, SME
-
- Chlondra Hunter, Team Leader
 - Karen Fegan, Team Sponsor
 - Steve Wall, Kaizen Event Facilitator



Goals

- Reduce the time it takes to generate an invoice from 4-6 weeks to 2-4 weeks
- Reduce the number of people involved in creating an invoice from 5 to 3
- Reduce the number of people following up on a payment from 5 to 2

Improvement Strategy: **KAIZEN**

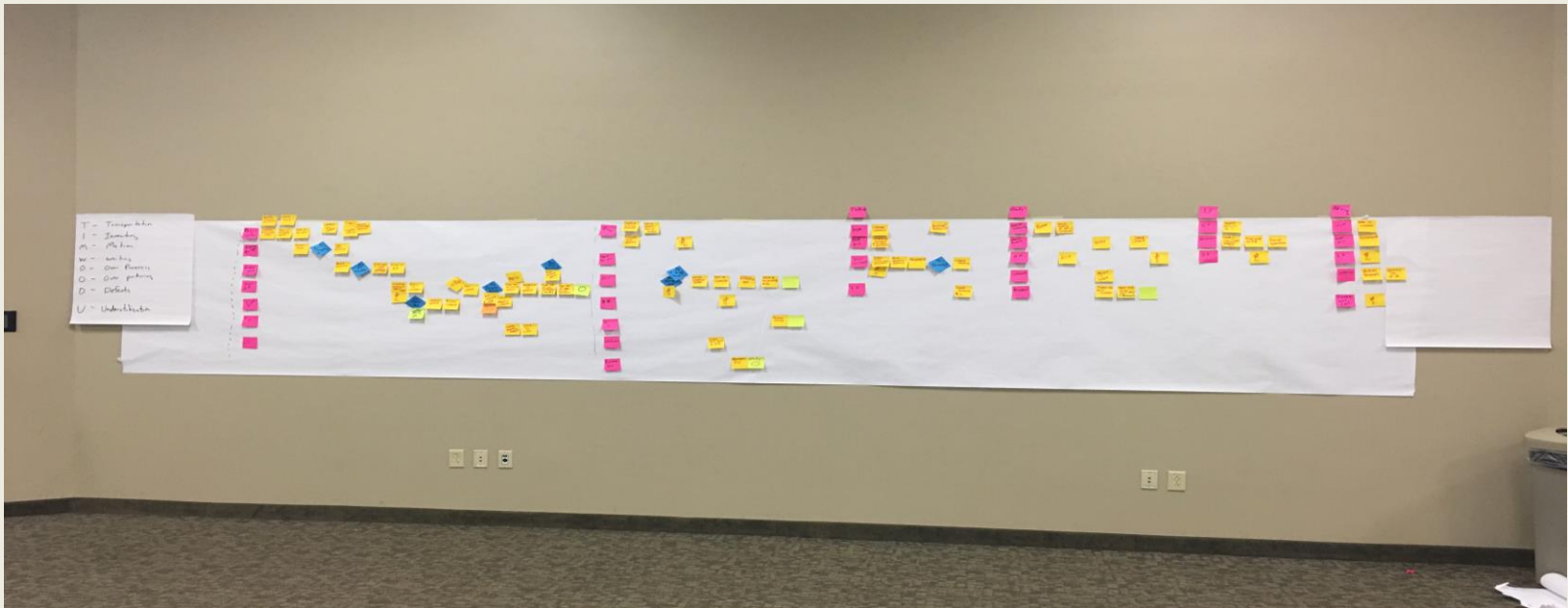
Key Steps:

- Making the invisible visible
- No jumping to solutions until everyone is on the same page
- Use of consensus and data to make decisions
- Week long process off site



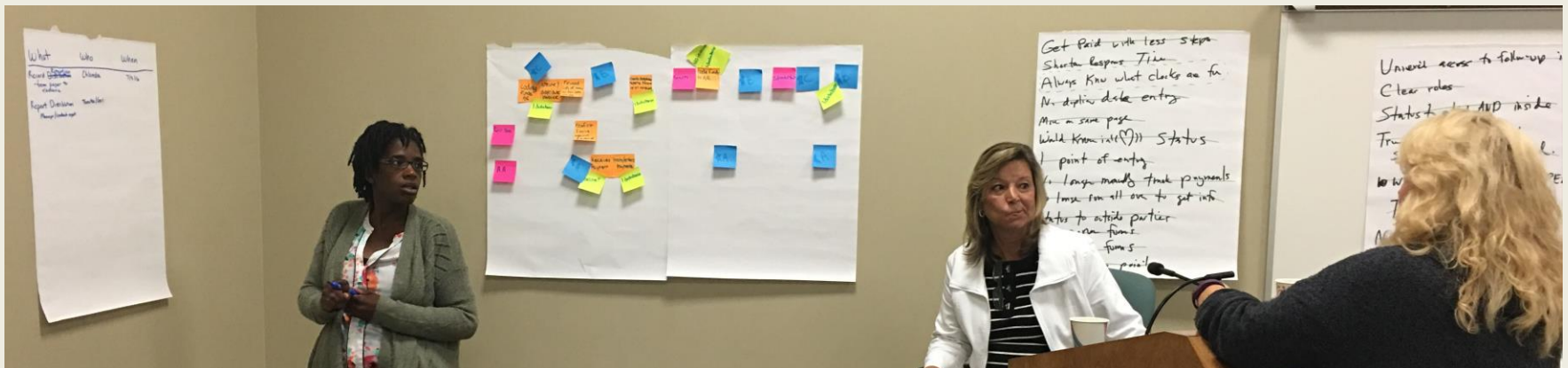
What We Found:

- Six separate processes
- Duplication of efforts
- Four separate data bases
- Wasting Paper and Materials
- Hard to determine the status of a payment
- Not clear what to do when payments not received
- Too much waiting , underutilization, and over processing

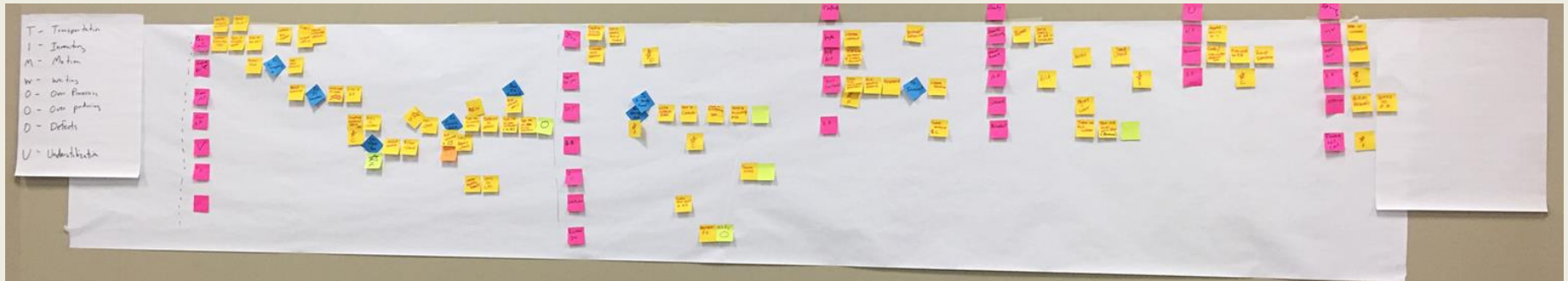


Common Ideas

- Managers create their own invoices
- No need for 4 separate data bases
- Get rid of paper
- Don't enter same information more than once
- Combine 6 unique processes

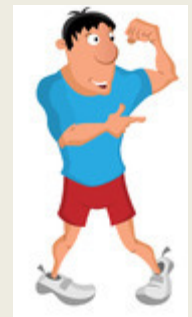
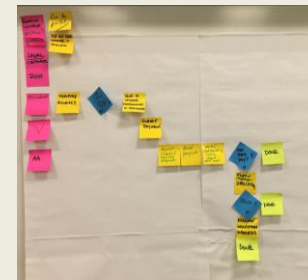


Before:



- T - Transportieren
- I - Inspektion
- M - Material
- W - warten
- O - Out Processing
- D - Defekte
- V - Unbekannt

After:





Benefits

- Reporting accuracy increased
- Less time waiting
- Less duplication of efforts
- A clear, standardized process that everyone understands
- Learned a variety of Lean tools that can be used to make other improvements throughout the year

Other Results

- Moved from six separate methods to one standardized Cleveland Metroparks process
- Reduced paper usage by 90% to be more sustainable
- Projected saving of over 250 annual staff hours which can be redeployed.
- Streamline Process by reducing steps from 60 to 9.

Thanks!

- Brian Zimmerman
- Chiefs
- Subject Matter Experts
- Entire Staff of Finance Department
- The Inventors of Post-It Notes

Questions / Comments

