

COUNTY OF MILWAUKEE
INTEROFFICE COMMUNICATION

Date: October 10, 2014

To: Supervisors David Cullen and Willie Johnson Jr., Co-Chairs, Committee on Finance, Personnel and Audit

From: Josh Fudge, Director, Office of Performance, Strategy and Budget; Department of Administrative Services

Subject: Status Report on Innovation Fund Project

Issue

The Department of Administrative Services - Office of Performance, Strategy & Budget (DAS-PSB) was awarded a project to create a Lean Government workgroup through the Milwaukee County Innovation Fund. A requirement of that award was to provide a status update to the County Executive and County Board of Supervisors within 6 months. That status update is provided below.

Background

DAS-PSB was awarded \$30,000 to engage a consultant to help the County create an ongoing Lean process management workgroup. The model for the DAS-PSB request was the Brown County Lean Management Project¹. This workgroup seeks to develop Lean management principles to the County on an ongoing basis.

Lean management basically means continuous improvement in the processes used to conduct everyday business. A process is chosen for review, its steps are mapped out, and a team of employees comes up with ideas for how to improve the process. This not only helps improve efficiency in how the County operates but creates a culture of engagement and interest in continuous improvement in the workforce.

Milwaukee County engaged a consulting firm, Optima, from DePere, Wisconsin. The firm was chosen because it helped Brown County implement their Lean Management Project and it also had experience working with several State agencies. The firm helped the County identify two key employee groups: a Steering Committee, which has the responsibility for choosing which processes to examine and holds departments accountable for implementing process changes; and facilitators who help lead individual project teams through the process improvement exercises, which are called "Value Stream Mapping" events.

The Steering Committee and facilitators ultimately chose "Milwaukee County Continuous Improvement" as the name this effort, and created the following mission statement:

"To Drive Continuous Improvement in Our Service Delivery"

¹ See online at <http://www.co.brown.wi.us/departments/?department=9828882e1158>

Optima staff trained the facilitators how to help project teams identify waste in processes. The Steering Committee chose two important, countywide processes to analyze first: the hiring process and the procurement process for goods and services that do not include professional services contracts. Project teams were identified, and during August and September the consultant assisted those teams in analyzing the current state of the process and making suggestions for improvement. The facilitators attended these events to learn their roles from the consultant.

Participants in these two projects found the exercise to be very helpful and have identified a number of improvements that will help make them more efficient. The changes are expected to be implemented over the next few months.

Part of the creation of our Continuous Improvement Team is a communications effort that includes a quarterly newsletter and a page on the DAS-PSB blog, at:
<http://milwaukeecountypsb.com/milwaukee-county-ci/>

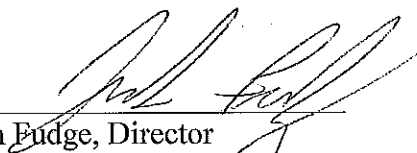
The first quarterly newsletter was emailed to all County staff in September, and is available on the webpage linked above.

The Steering Committee will continue to meet on a monthly basis, and at its next meeting will continue to choose new processes to examine. The consultant has finished their work within the allotted budget; as of now County staff will be responsible for implementing the Continuous Improvement effort.

Recommendation

This report is provided for informational purposes only. No action is required.

Prepared by:



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Office of Performance, Strategy & Budget