

State Historic Preservation Office Kaizen Event

By:

106er FIXERS

June 21 – 25, 2004

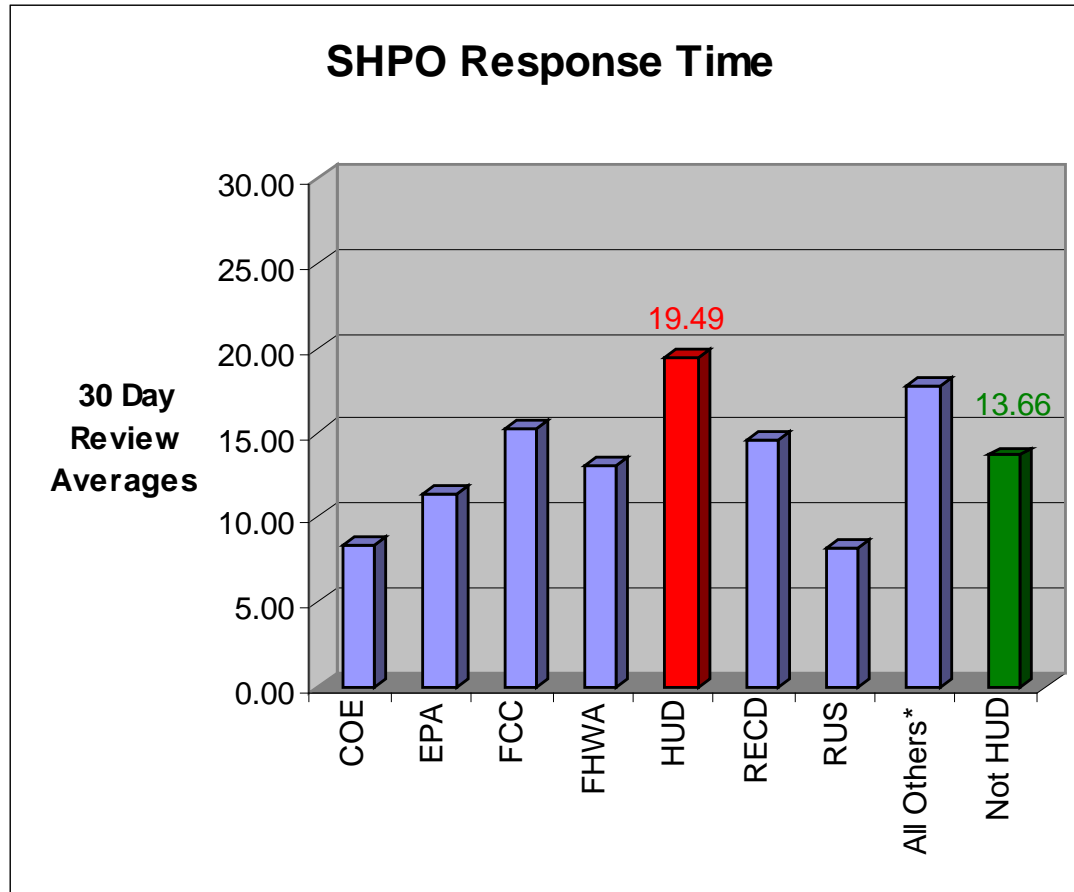
Introduction

Mary K.

- Kaizen Methodology
 - Focused on lead-time and variation reduction
 - Measurement focused
 - Is data driven, and fact based
 - Provides a baseline for future Kaizen
 - Drives cultural change

Background

Lowell



The 5 Days

Mary N.

- Day 1
 - Training
- Day 2
 - Map the old process
 - Brainstorm ideas
- Day 3
 - De-selection of ideas
 - Map new process
- Day 4
 - Fine tune new process
 - Work on details
- Day 5
 - Report Out & Celebration!!!

Goals

Tom

- Reduce SHPO's mailing cost under HUD Section 106 by 75%
- Improve completeness of HUD submittals from 50% "defective or incomplete" to 100% defect free
- Reduce turnaround time of review comments from 20 to 13 days
- Reduce NPIA project reviews from 1,314 to 319 (75%)

Objectives

Tom

- Expeditiously meet HUD section 106 requirements. Review, advise, assist, recommend and eliminate
- Increase cooperation between stakeholders
- Reduce confrontation, increase teamwork

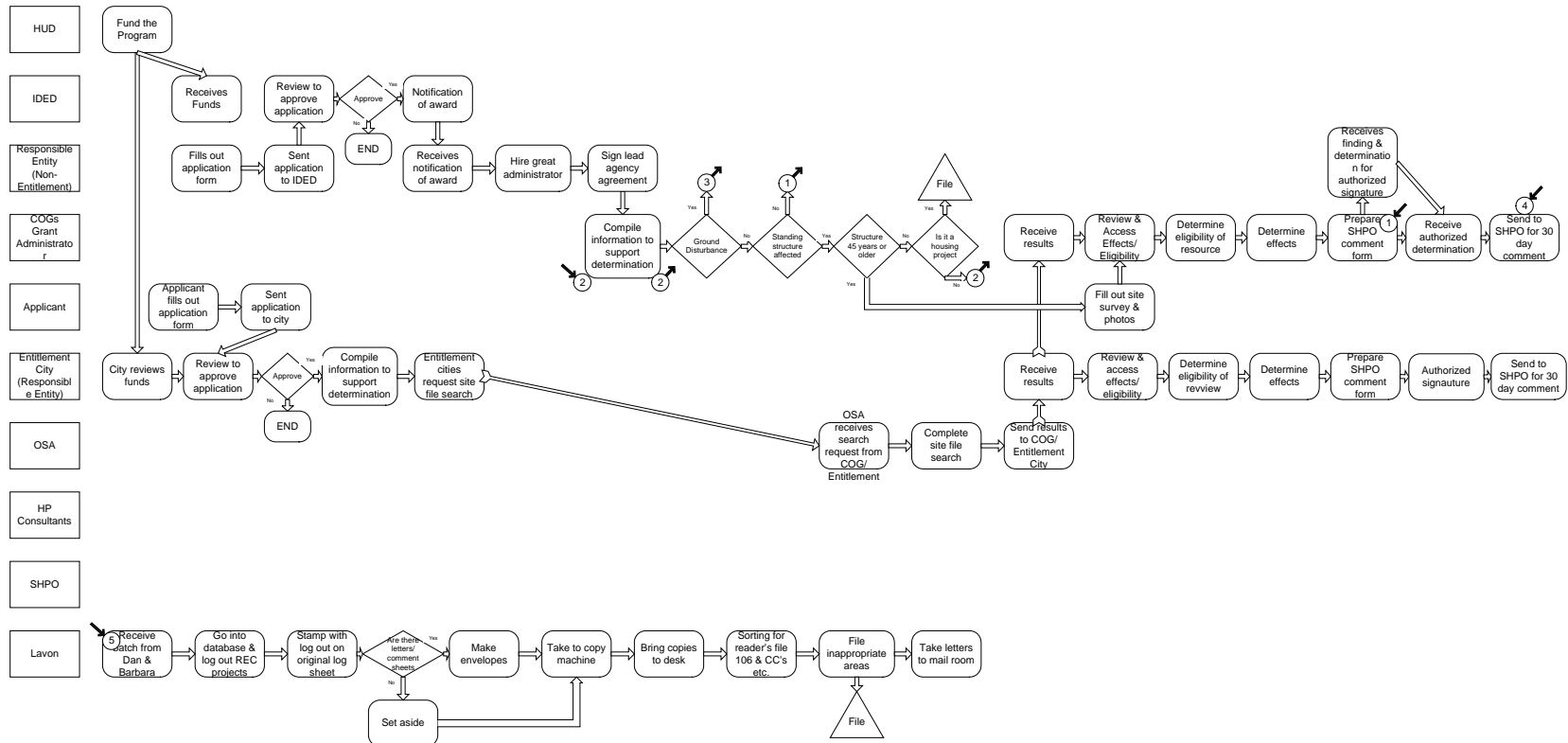
Team Members

Ralph

- Tom O'Neill (Team leader)
- Dan Higginbottom (Sub-team leader)
- Jim Scott (Consultant)
- Don Hirt (SHPO)
- Doug Jones (SHPO)
- Barbara Mitchell (SHPO)
- Ralph Christian (SHPO)
- Berry Bennett (SHPO)
- Lavon Grimes (SHPO)
- Lowell Soike (SHPO)
- Mary Klemesrud (IDED)
- Leslie Leager (IDED)
- Gabe Lee (IDNR)
- Mary Neiderbach (City of Des Moines)
- Ken Oestreich (City of Davenport)
- Paula Hinzman (City of Cedar Rapids)
- Gretchen Schalge (City of Sioux City)
- Gregory Bagsby (City of Waterloo)
- Kent Rice (French-Reneker-Associates Inc.)
- Joe Trnka (Howard R. Green Company)
- Lori Beary (Iowa Finance Authority)
- Joe Behrens (Region XII Council of Governments)
- Susan Coffey (Southeast Iowa Regional Planning Commission)
- Mark Schneider (East Central Intergovernmental Association)

Map the OLD Process

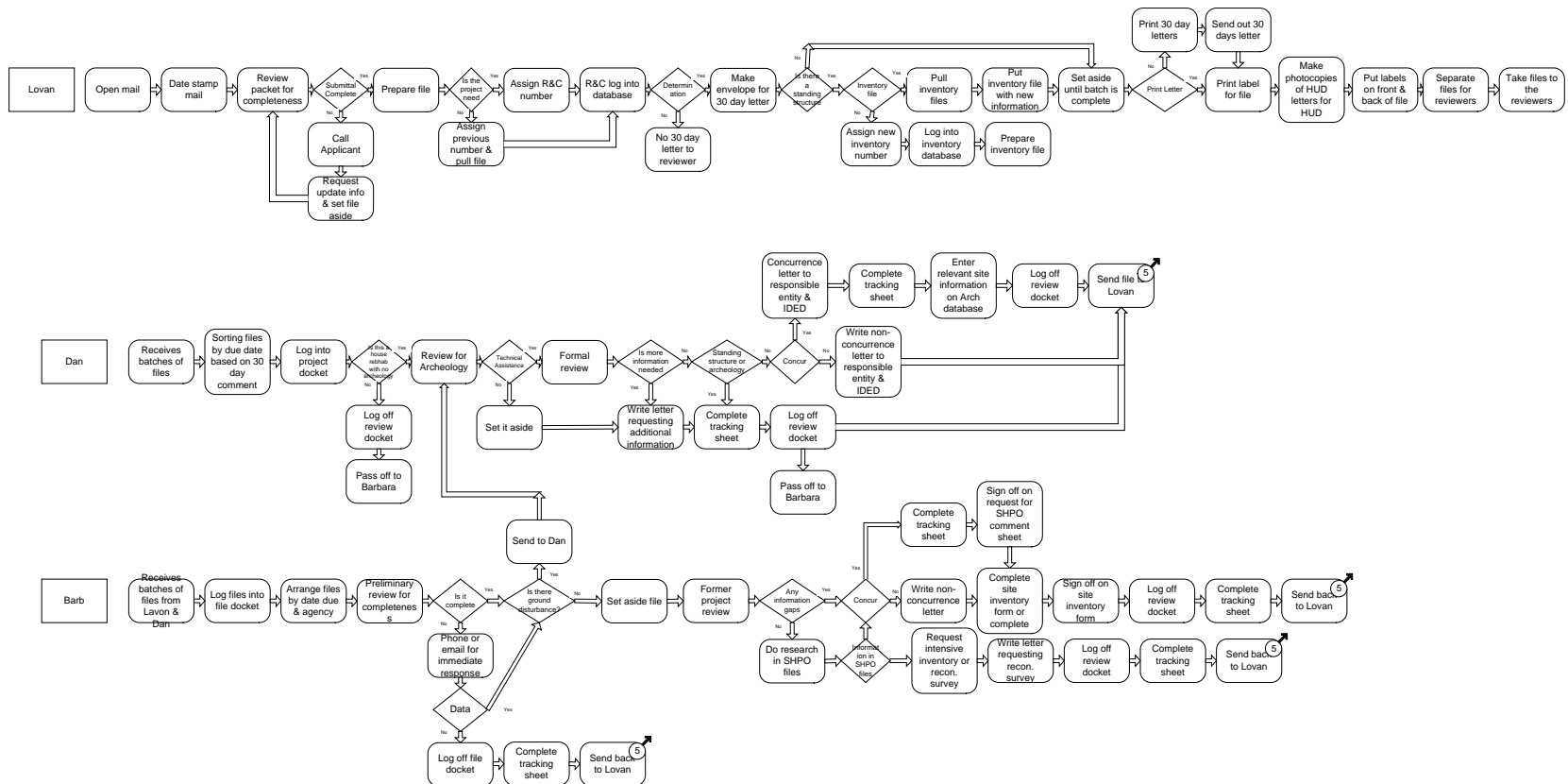
Leslie



Map the OLD Process (cont.)

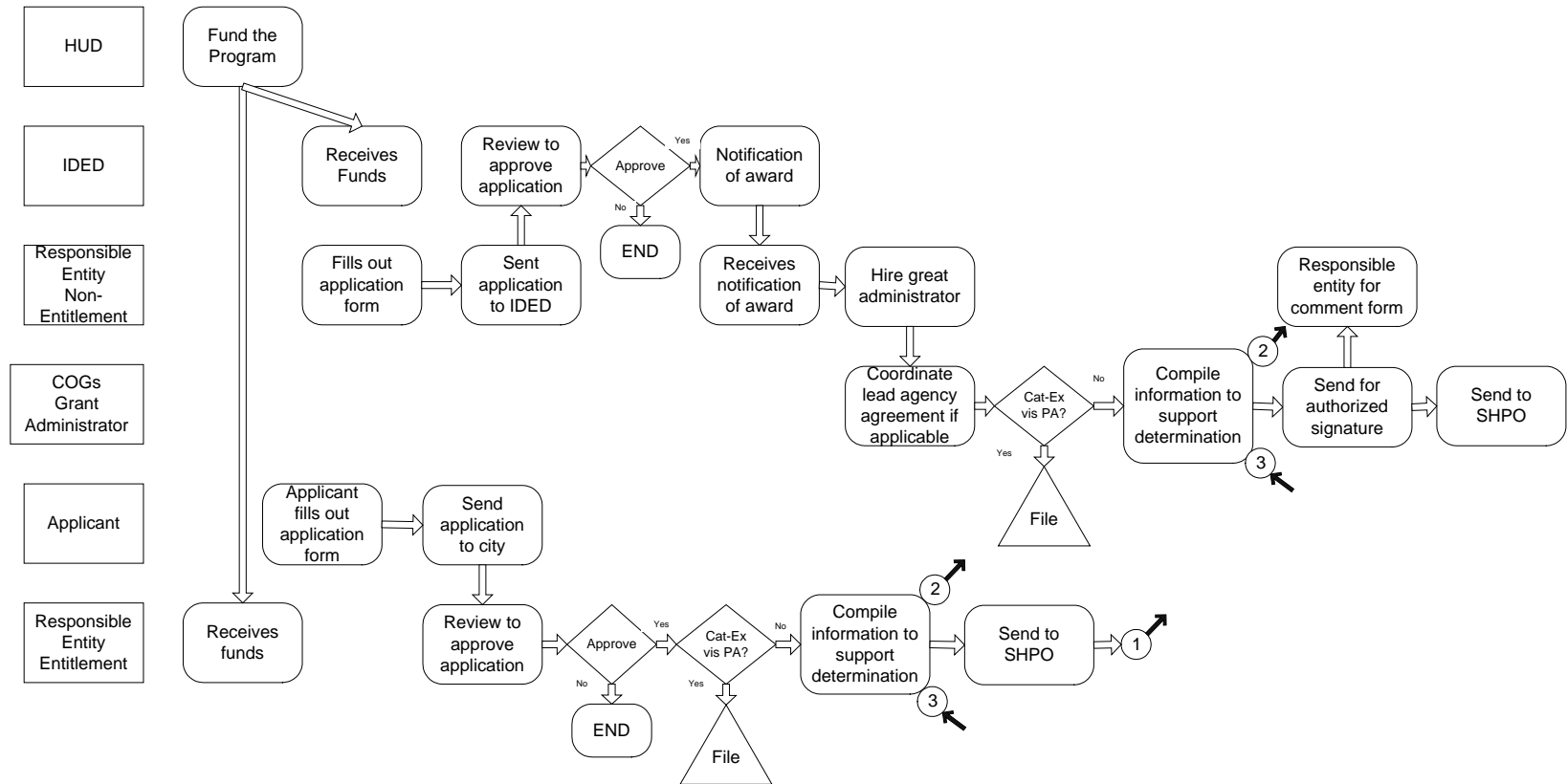
Leslie

SHPO

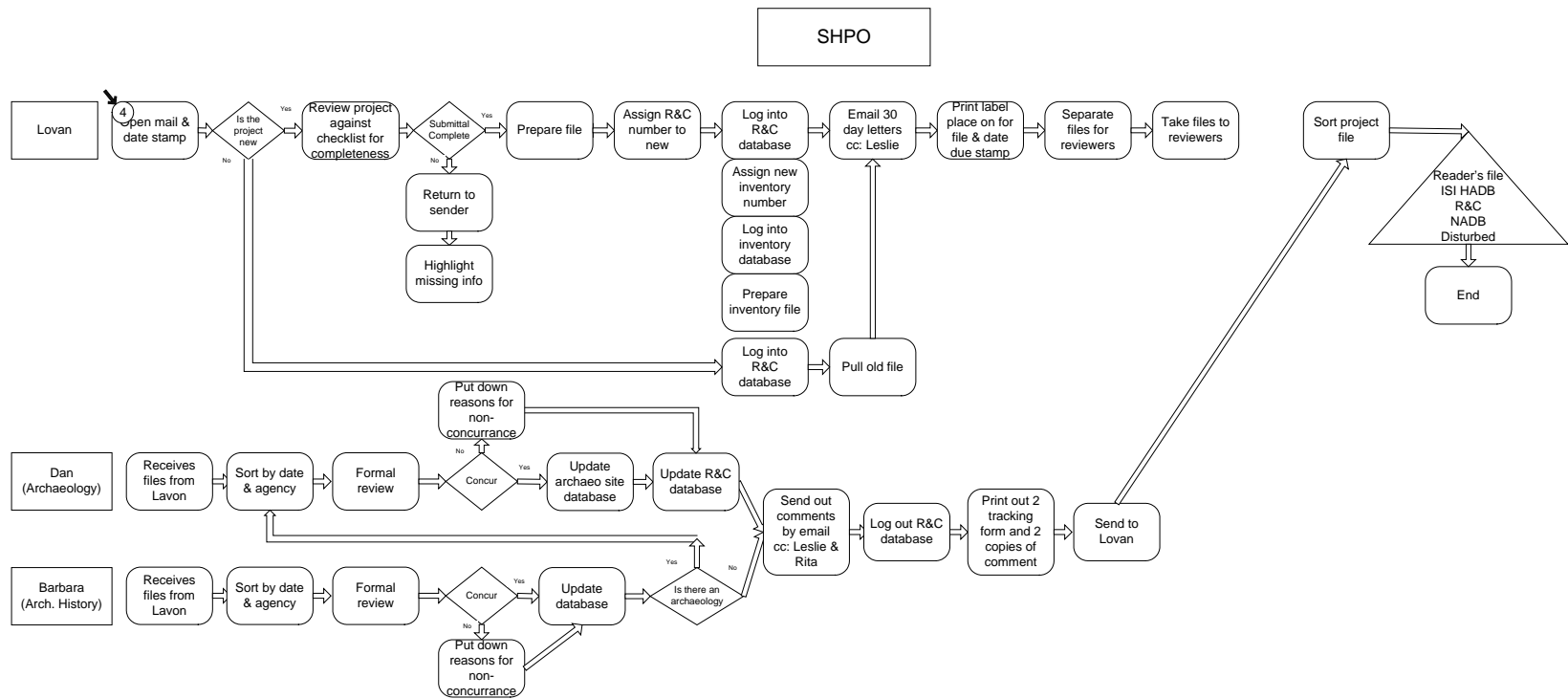


Map the NEW Process

Barbara



Barbara



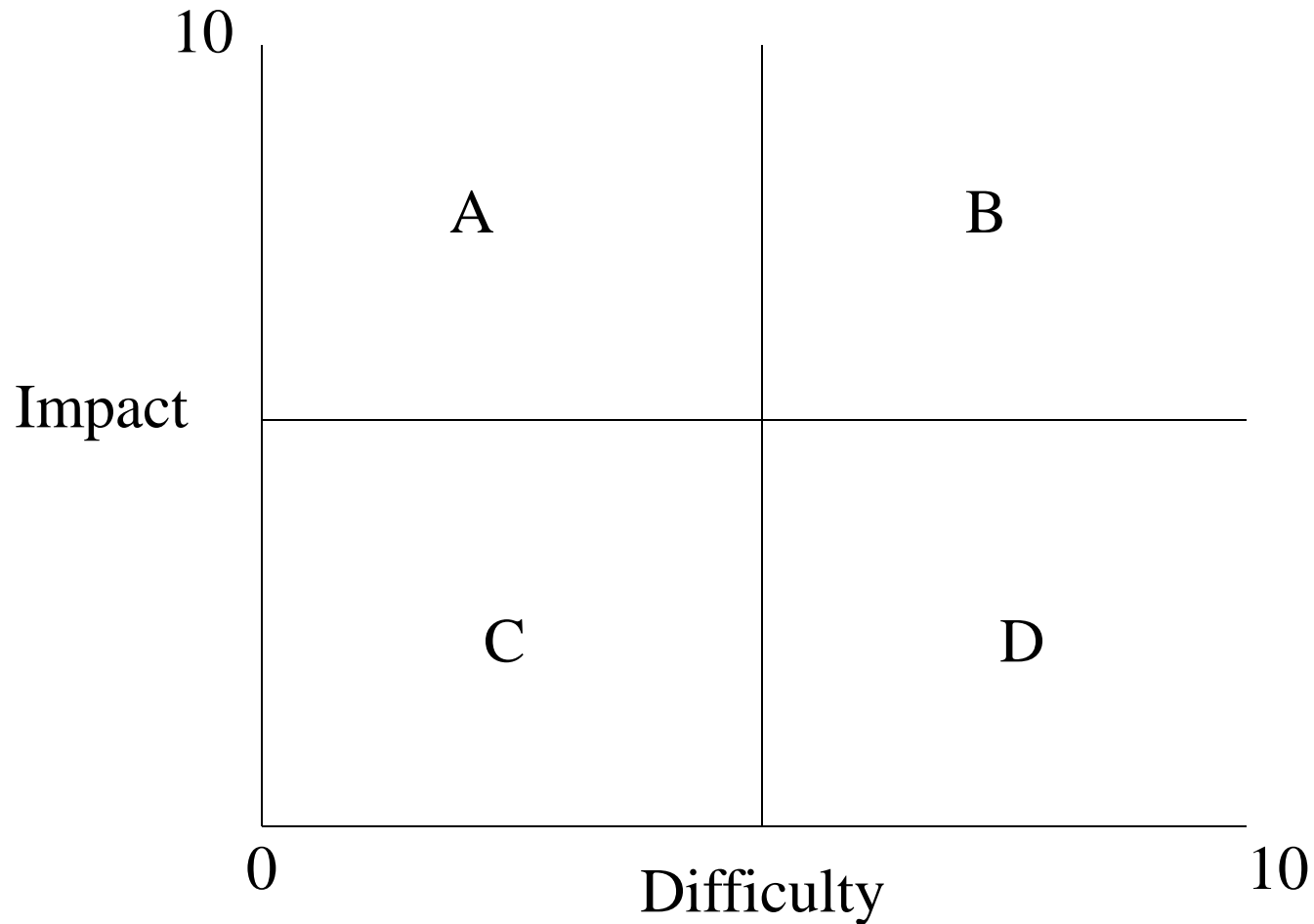
Brainstorming

Gabe

- Training on 106 process
 - Better guidance
 - Common language
- Programmatic Memorandum of Understanding
 - Categorical exclusions
- Communications
 - ICN
 - Email
- Checklists

De-selection of Ideas

Lori



Results

Lavon

	Old Process	New Process	Change
Total steps	142	74	48% decrease
Number of loops	24	10	58% decrease
Number of delays	30	8	73% decrease
Number of decisions	31	15	52% decrease
Number of handoffs	29	11	62% decrease
Percent (%) value added	16	21	31% increase

Results (cont.)

Dan

- Develop programmatic memorandum of understanding
- Improve the database tracking
- Outline training opportunities
- Build better working relationships
- Develop a user's manual

Homework

Berry & Gretchen

- PMOU roll-out August 1, 2004
- Core group in July, 2004
- Training in October, 2004
- Web guidance ASAP
- Checklist completed in July, 2004
- Database changes in July, 2004

Parking Lot

Joe T.

- Public involvement - core group
- Ongoing survey efforts - core group

Conclusions

Doug

- Formation of core group
- Put processes in place to meet goals
 - Email instead of snail mail
 - List of categorically excluded projects
 - More technical assistance up front so submittals are more complete
- Establish a timeline for completion

Experiences

Don
Paula
Mark
Kent

Comments

Jim

Questions?