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**Sovereign Lands Permits  
Environmental Review  
401 Certification  
Kaizen Event Report Out**

**By:  
Just Say “NO”**

**November 19, 2004**

# Background

Diane

- Sovereign lands construction permit
- 401/404 Certification
- Environmental Review
- Floodplains permit



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# Background (cont.)

Diane

- High visibility with public
- Protecting Iowa's natural resources
- Rebuild credibility to the system
- Unified voice



# Objectives

Scott V.

To protect and preserve the natural  
resources for the citizens of Iowa



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# Goals

Scott V.

1. To improve the process efficiency
  - a. Reduce lead time from notification to response by 30%
  - b. Eliminate duplicative activities and effort
  - c. Institute paperless and simultaneous routing
2. To improve coordination and communication with other DNR programs and external agencies (such as Army Corp of Engineers and U.S. Fish and Wildlife Service)
  - a. Develop one DNR response going to external customer
3. To improve customers and public's understanding of process
  - a. Establish a clear sovereign lands policy that is understood by both the public and staff.
  - b. Establish clear rules and regulations for operation



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# Team Members

Martin

Scott Vander Hart, Team leader, DNR/ESD

Keith Dohrmann, DNR/CRD – P&C

Michelle Wilson, Sub-team leader, DNR/CRD

Chris Schwake, DNR/ESD – Water Quality

Diane Ford Shivers, DNR/CRD – P&C

Mary Thompson, DNR/ESD – Water Quality

Daryl Howell, DNR/CRD – T&E

Dave Allen, DNR/ESD – Water Quality

John Pearson, DNR/CRD – T&E

Todd Bishop, DNR/CRD – Wildlife

Jeff Joens, DNR/CRD – Wildlife

Scott Marler, Iowa Department of  
Transportation

Martin Konrad, DNR/CRD – Fisheries

Richard Baugh, Army Corp of Engineers

Greg Jones, DNR/MSD – Realty Services

Neal Johnson, Army Corp of Engineers

Jeff Morrison, DNR/CRD – Conservation  
Officer

Scott Gritters, DNR/CRD – Fisheries



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# Kaizen Methodology

Chris

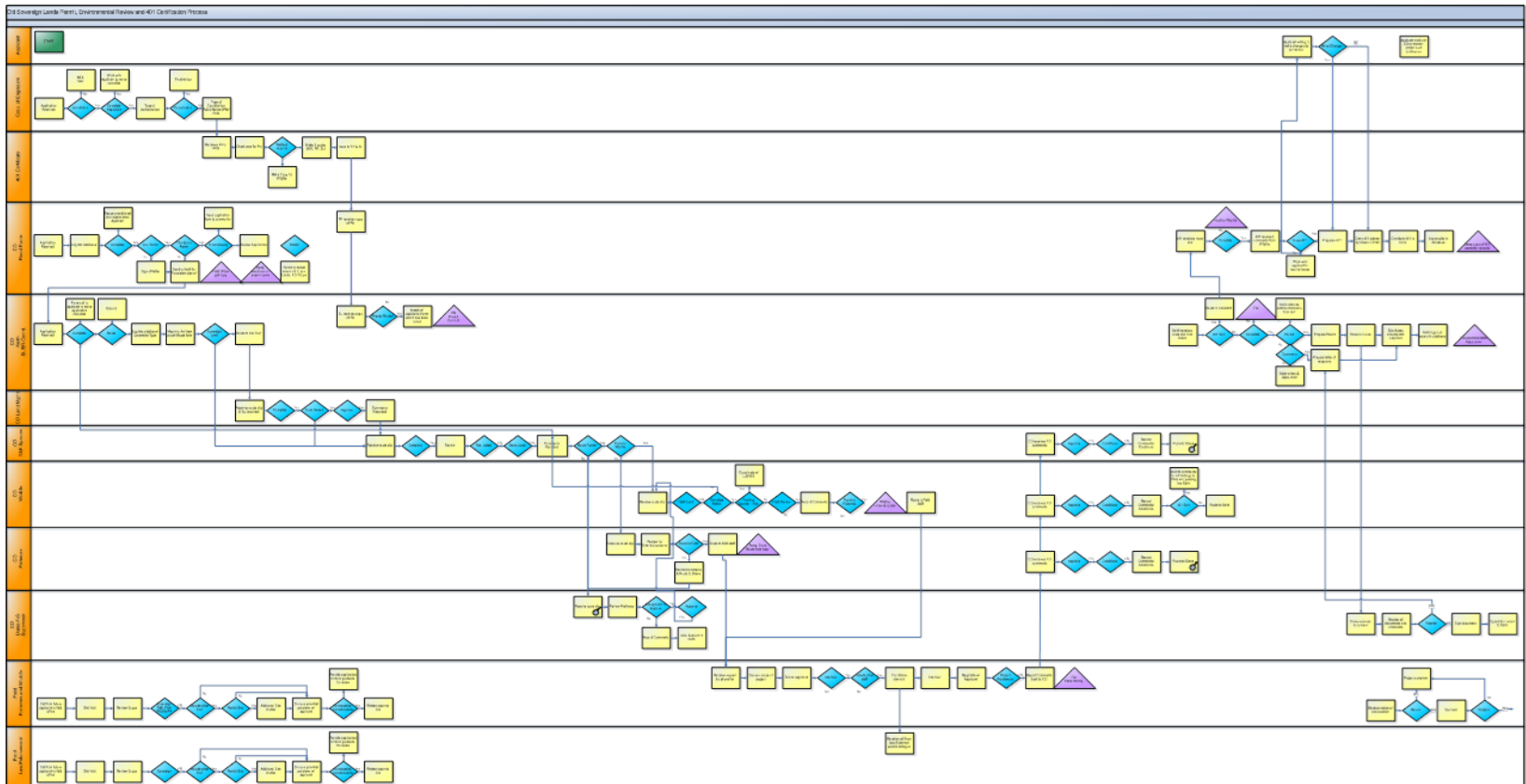
- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process functioning by end of week)
- 5S mindset



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# Old Process

Scott



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# Issues with Old Process

Keith and John

1. Different databases
2. Visibility – don't know that others are doing
3. Lack of electronic transmittal
4. Lack of back-up
5. Different levels of completeness on application
6. Lots of decisions
7. Similar delays
8. Different field review, no standard
9. Decisions made at inappropriate time
10. Linear process
11. Times shorter than anticipated
12. Projects that are dead still going through process
13. Pre-application work is a benefit
14. Beginning point is not clearly defined
15. A lot of storing records – no formal filing system, duplication
16. Similar tasks done by different people
17. Application appears to be problem – lack of incorrect information
18. Better information upfront
19. Instructions too long, too technical



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# Brainstorm Main Themes

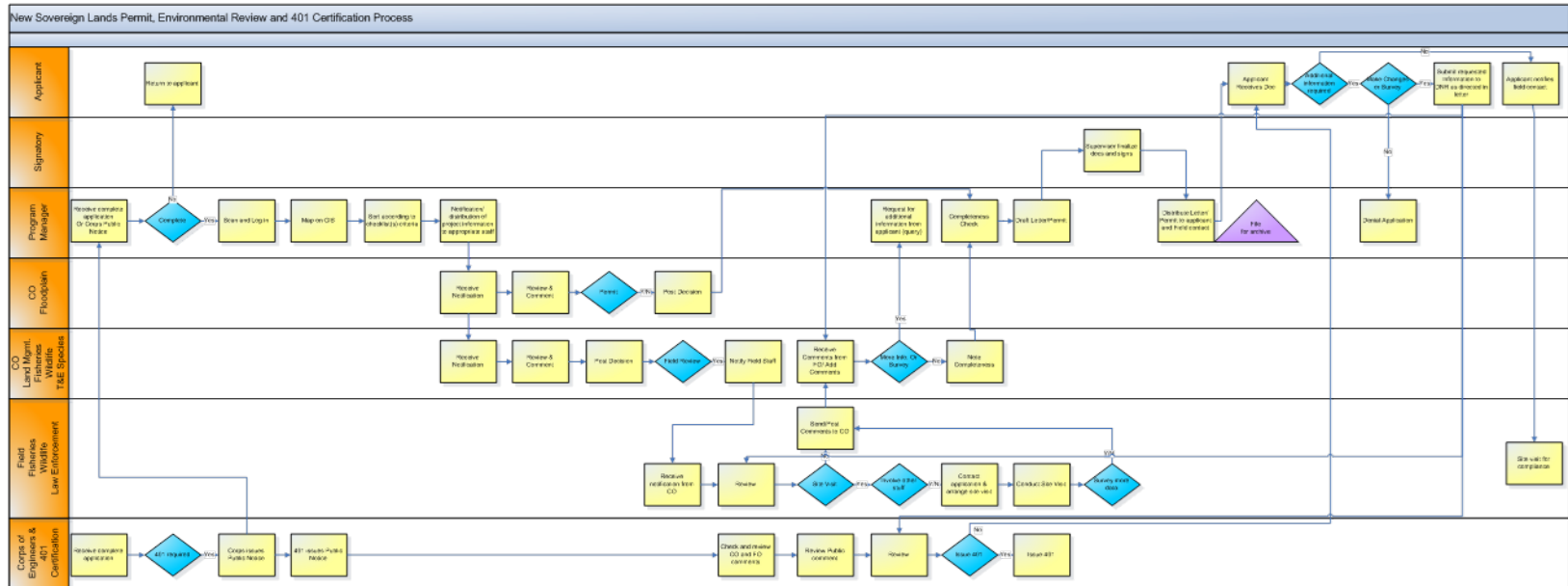
Mary

1. One/Linked Database
2. Checklist with application
3. Electronic routing
4. Improve application quality
5. Project manager/coordinator
6. Early sort of easy/complex
7. Standardized completeness review/check
8. Common project number
9. Cross training
10. Single response



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Jeff



# Results

Daryl

	Old	New	% Change
<b>Steps</b>	87	34	60.9%
<b>Value Added Steps</b>	8	3	62.5%
<b>Decisions</b>	57	8	85.9%
<b>Loop Back</b>	23	3	86.9%
<b>Handoffs</b>	16	7	56.2%
<b>Delays</b>	16	1	93.8%
<b>Functions in Process</b>	14	11	21.4%
	Old (Day)	New (Day)	% Change
<b>Lead Time Best Time</b>	66	7	89.4%
<b>Lead Time Worst Time</b>	163	86	47.2%
<b>Average</b>	114	46.5	



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# Design for Implementation

Greg

1. Application checklist and revise application instructions
2. Web application design
3. Sort criteria for project manager
4. Skills and cross training matrix
5. Standard transmittal letter format



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# Kaizen Newspaper

Michelle

Action	Who?	Completed By
Checklist with application	Chris	Dec. 3, 2004
Revise Application and Instructions	Chris and Corps of Engineers	Dec. 3, 2004
Web database design	Diane, Todd, and IT	Jan. 28, 2005
Sort criteria	Dave, John and Daryl	Dec. 3, 2004
Cross training/manual and strategy	Michelle, Diane, Chris, Greg and Mary	Jan. 10, 2004
Standard letter transmittal	Jeff, Michelle and Dave	Dec. 3, 2004
Environmental review application form	Keith, John, Daryl and Mary	Dec. 3, 2004
Research and purchase scanners	Greg and Todd	Dec 30, 2004
Project manager assignments/Duties	Diane, DAs and supervisors	Dec 3, 2004
Identify Groupwise alternative for routing	Scott	Dec 3, 2004



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# Parking Lot

Michelle

Chapter 13 rewrite



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# Todd's Experience



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# Comments

Jim Scott



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We welcome your  
questions and comments!



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