

LUST Kaizen Report Out, Friday, July 16, 2004

The final day of the LUST kaizen event focused on a report out and summary of results by the team. Team members took part in the informal presentation in the Wallace Building Auditorium, explaining the new CADR (Corrective Action Design Report) process to attendees.

Here is a summary of the information provided by the team:

1) Old CADR Process: 43 steps

- 5 loops (steps backwards in process)
- 9 delays
- 10 decisions
- 13 handoffs (from person to person)
- 1 black hole (process stalls indefinitely)

2) New CADR Process: 12 steps

- 0 loops
- 0 delays
- 2 decisions
- 6 handoffs
- 0 black holes

3) Objectives- Before the kaizen event, the team set the following objectives:

- The DNR will anticipate the end of the UST fund in 2016 and ensure the risks to public health are minimized at UST fund-eligible sites prior to loss of funding.
- The improved CADR system will be a reliable, understandable process that stakeholders believe in.
- Ensure that all these objectives occur without harming or compromising the environment.

4) Goals

The team had these goals for the event:

- Reduce the time it takes for a decision for corrective action to 90 days and implementation to 180 days from approval
- Achieve a 90 percent first time acceptance rate of CADR submittals
- CADR review times shall be within 60 days
- Improve compliance with the required time for submittals
- To have 100 high risk sites with approved corrective action plans through the new process in the next year
- Reallocate the resources dedicated to clean up by 50 percent by 2009

5) Implementations

- Streamlined process for Corrective Action strategy approval
 - Improved involvement from owner/operators

- Improved funding involvement from DNR
- Groundwater professionals (GWP) paid for previously unpaid time
- GWP completes research of site specifics, feasibility of low cost options, cost estimates, and sends to all parties
- Meet in group setting to arrive at strategy based on GWP research; leave meeting with a decision and timeline
- GWP prepares proposal to send to all parties
- Fund requests/receives board approval
- Corrective action implemented on previous given timeline
- Continuous update process, immediate notification if goals not met
- Process will start immediately; three sites already scheduled
- Facilitator within the DNR will help move more difficult sites to No Further Action (NFA) in a more expeditious manner

6) 30-day List

While the team accomplished much during the week, additional work still needs to be done. The team identified a number of tasks as part of a 30-day list, which included such things as finding facilitators and exploring options for town meetings.

7) Parking Lot and Newspaper

Issues that came up throughout the week that were not directly within the scope of the kaizen event were placed in the “parking lot” or as part of the “newspaper.” The team briefly discussed these issues, as well as issues it would like to see addressed in the future.

8) The Kaizen Experience

The team admitted that beginning the kaizen process was difficult, especially due to the size and complexity of the issue. However, a breakthrough happened when everyone agreed on a common goal and the new process.

9) Questions and Answers

The team addressed concerns about the new process by answering questions presented by members of the audience.