

PROJECT CHARTER

Project Name: Phase 2 of the Master Planning Process

Date Chartered: January 30, 2012

Expected Completion Date: August 2012

Team Leader: Diane Brusoe

Project Background:

Chapter NR44, Master Planning for Department Properties, creates a uniform planning process for the management and use of department managed properties. It establishes procedures for the development, revision, amendment, implementation and review of master plans. Master Planning Workflow consists of three phases:

Phase One – consists of preplanning work; collecting and analyzing baseline data, writing the biotic inventory, preparing the base maps, summarizing all information. The output of this phase is the “Draft Regional and Property Analysis” and “Preliminary Vision and Goals”, which are the primary input for Phase 2.

Phase Two – is considered the plan development phase; consists of holding a public meeting to announce the planning process, and allow public review of the draft RPA and preliminary vision and goals; develop a preferred alternative that is used to write the “Draft Master Plan and Environmental Analysis”; it concludes by holding another public meeting for review and comment of the draft master plan, and then finalizing the MP and EA for NRB action.

Phase Three – consists of Natural Resources Board approval of the MP and EA.

In total, a master planning process typically takes approximately 2 years or more to complete. The Department has an estimated 85 projects (totaling 259 properties) requiring master plans or master plan revisions.

Team Mission:

Identify defects in Phase 2 of the planning process, and subsequent improvements that eliminate variation in quality and speed, and improve process flow and speed.

Goals:

1. Reduce DNR staff workload dedicated to Phase 2 of the planning process by 10%.
2. Reduce the length of time between the public open house initiating the master planning process and the public open house presenting the draft master plan by 20%.
3. Improve internal customer (team members) satisfaction by providing guidance of an efficient process, and producing a quality product on time that meets their needs.
4. Improve external customer (public and property users) satisfaction by producing a quality product, on time that meets their needs.
5. Simplify the process steps required for internal master plan review and approval.

Questions to be addressed:

- Compile quantitative and qualitative data on the length of time it took to complete Phase 2 of master planning processes for the past 5 years; what does the data tell us?
- What are the internal and external customers' needs? Is this process delivering what they want?
- Is there variation among planners and planning teams that can be reduced or eliminated?
- Trace the flow of work through the planning process; are there steps that don't add value that can be eliminated?
- Do we have policies in place to efficiently and consistently address management issues?

Expected results:

- A standard operating procedure that is followed statewide.
- Consistent and efficient process that delivers a product that meets internal and external customer needs within a reasonable and predictable timeframe.

Responsibilities and boundaries:

The team will not look at *Phase 1* of the process; actions to improve this phase of the process are being implemented. The team will not look at *Phase 3* of the process; this phase includes minimal team work, and is largely dependent on NRB workload and priorities.

Team Members:

Diane Brusoe

Alan Crossley

Drew Feldkirschner

Kristen Tomaszewski

Craig Thompson

Jordan Petchenik

Jeff Prey

Expected Time Commitment:

The Lean Six Sigma charge is anticipated to run from February-August of 2012. I am *estimating* 8-10 hours per month, which may consist of either 1 or 2 half-day meetings or perhaps assignments "outside of class". I will give a better estimate as conversations and training progress.



DNR Lean Project - Final Report

Project Name: P2 L6S – Phase 2 of the Master Planning Process

Project Team Leader: Diane Brusoe

Project Purpose: Identify defects in Phase 2 of the planning process, and subsequent improvements that eliminate variation in quality and speed, and improve process flow and speed.

Project Team Members: Alan Crossley Drew Feldkirchner Jordan Petchenik
 Jeff Prey Craig Thompson Kristen Tomaszewski

Summary of Improvements: See attached Project Implementation Plan

Project Results:

Goal	Baseline	Target	After Improvements	Goal Met?
Reduce DNR staff workload.	unavailable	10%		Y
Reduce Lead (delivery time).	21 months	20%	42% (<12months)	Y
Improve Customer Satisfaction.	21 months	< 12 months	<12 months	Y
Simplify the Process.	21 months	< 12 months	<12 months	Y
Ensure Staff and Customer Safety.				Y

Project Cost:

	Hours	Dollars
157	177	
Project Team Members	198	
Meeting Costs		\$0
Improvement Costs		\$0
Total	375	\$0

Recommendations for Future Code/Statute Changes: See attached Opportunity Chart

Lessons Learned:

- **Planning is difficult to run through the Lean Six Sigma process since no two planning projects are the same; we can't reduce the variation among the projects. The best we can do is standardize the process steps. This will also help address inconsistencies realized between the programs.**
- **The importance of using data to define and measure the problem, and continuing to drill for the underlying root causes of the problem.**

