



# Using **Lean** to Create & Sustain a Culture of Innovation



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## In the Beginning

- Play 2:32 secs of In the Beginning Video : <https://youtu.be/waa47jX8pKc>



2

# The Vision & Case for Change



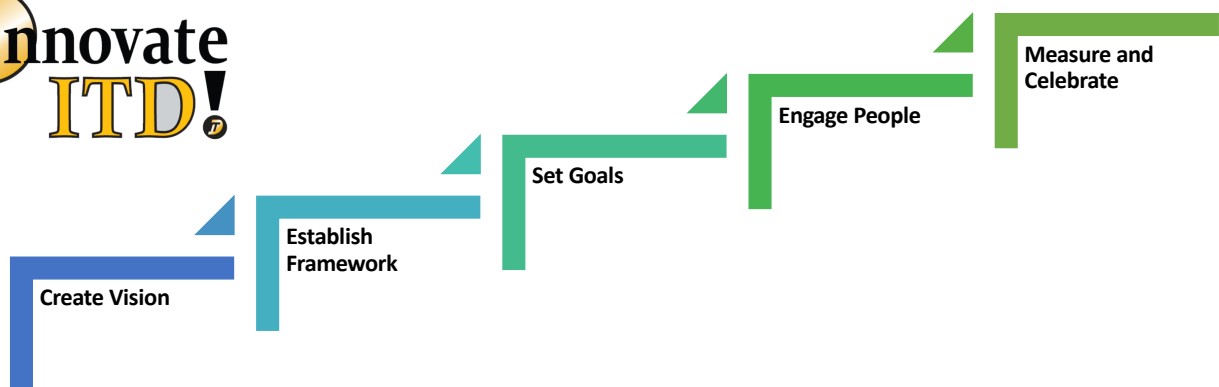
Customers

Culture

Change



## The Foundation: Culture



# Continuous Improvement Needs at ITD

We need direction toward goals/change and have choices to make

We need to DESIGN with a person in mind  
*CENTERED AROUND A HUMAN EXPERIENCE*

We have a gap between Current and Goal – Process Oriented  
*CENTERED AROUND A PROCESS*



# Continuous Improvement Landscape at ITD

**Strategic Planning**

**Design Thinking**

**Problem Solving**

When we need direction toward goals/change and have choices to make

When we need to DESIGN with a person in mind  
*CENTERED AROUND A HUMAN EXPERIENCE*

Gap between Current and Goal – Process Oriented  
*CENTERED AROUND A PROCESS*



# State of Problem-Solving Today at ITD

**MISSION** Your Safety • Your Mobility  
Your Economic Opportunity

**Fiscal Year 2017 Annual Report**

**Investment Pays**

- 60** Safety – Funding increases paid for an additional 60 road and bridge projects across the state in Fiscal Year (FY) 2017, improving safety and service for the traveling public.
- 74** Mobility – In the worst winter Idaho has experienced in three decades, ITD maintenance employees were able to keep Idaho's state highways clear of snow and ice 74 percent of the time during storms. This was in addition to responding to nearly 100 road-clearing emergencies such as overturned, lost trucks, and flooding.
- 400** Economic Opportunity – High-innovation technology allowed more than 400,000 miles to be paved in FY17, saving nearly \$2.5 million in time and fuel, allowing companies, reducing shipping costs for businesses, and improving safety for drivers.

**Innovation = Savings and Efficiency Improvements**

- 1.7** A team of employees from Pocatello, Pocatello, Blaine, and Boise developed a new process that groups project data and reduces construction time. The effort saved approximately \$1.7 million.
- 700** ITD engineers used 3D and 4D modeling to design an award-winning arch-ribbed bridge over the Cheyenne Canal near Malheur. The new bridge allows farmers to move larger equipment, reduces right-of-way for drivers, and saved \$700,000 in construction costs.
- 37** County DMV offices can now issue handicap placards on the spot, saving 27,000 hours per year for county and state employees. Rather than having to wait for paperwork to be mailed, customers can walk out the door with a placard in hand.

**Five-Year Idaho Growth Rates**

	Population	Licensed Drivers	Vehicle Registrations	Annual Miles Driven	State of Freight Revenue
2017	1.68 million	1.13 million	1.75 million	17.15 billion	\$13.1 billion
2013	1.61 million	1.11 million	1.62 million	15.87 billion	10.9 billion

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- [Play 2:33sec 2018 Summit Highlights V1:](https://www.youtube.com/watch?v=opTQ3FGk-KM&feature=youtu.be)



## Impact

**Innovate ITD!**

**Innovation Scorecard**

- Employee Ideas: 1,432
- Implemented Innovations: 965
- Savings/efficiencies: \$8.7 million\*
- Hours saved: 189,376
- Customer-service improvements: 556

As of Oct. 31, 2018

\* Savings/efficiencies are invested back into Idaho roads and bridges or customer-service improvements for the citizens of Idaho.



# Questions?



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