



Managing To Create Problem-Solvers

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 **Lean Transformation**
Summit 2017
Carlsbad, CA | March 7-8, 2017

From Band-Aid to Preventative Medicine

How using TPS to care for our clients is enabling SBP to transform disaster recovery

Zack Rosenberg, Co-Founder & CEO, SBP



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St. Bernard Parish, 2006



Six Months After Katrina, the luckiest survivors were living in trailers or their cars.

Others in attics or unsafe houses.



The Human Toll



After disaster, people just want to come home. They crave **predictability** and want **transparency** in the recovery process.

Disaster stresses every member of the family. Parents have to juggle everyday responsibilities with recovery - including the stressful financial component.

Children's formative years are interrupted.

Seniors' golden years are lost.



“This is the way it’s always been done.”

FEMA & other recovery agencies:

*“Rebuilding is phase 2, if not phase 3.
This is how we’ve always done disaster
recovery.”*

Having seen the scale of the devastation
and met survivors, this explanation was
simply unacceptable.



We do it this way because we've always done it this way, son!



Adherence to Process Over Output

FEMA and recovery agencies were wedded to a strict adherence to process.

It was slow, cumbersome and not at all tied to the kind of measurable results or output that alleviate human suffering (homes rebuilt).

We met Mr. Andre, a WWII veteran in his eighties who slept in his pickup every night for three months, applying for a FEMA trailer three times per day, rejected every time.

Is this the type of process or problem solving that helps anyone?



Adherence to Measurable Output & Results

2007: 88 Homes Rebuilt



Long-Term Recovery Group

**“Allocated” Funds for 13
homes**





2008 CNN Hero of the Year

THE WALL STREET JOURNAL.

Nobody Does it Better

By HOWARD HUSOCK

Updated Oct. 24, 2008 11:59 p.m. ET

In a building that once housed a small appliance-repair business just outside of the New Orleans city limits, Zack Rosenberg and Liz McCartney lead an effort that some (including the local United Way) consider the most effective home-rebuilding program in the area. The St. Bernard Project's combination office and warehouse is a buzzing

...But not Improving



The Toyota Effect



Zach R.
VIDEO

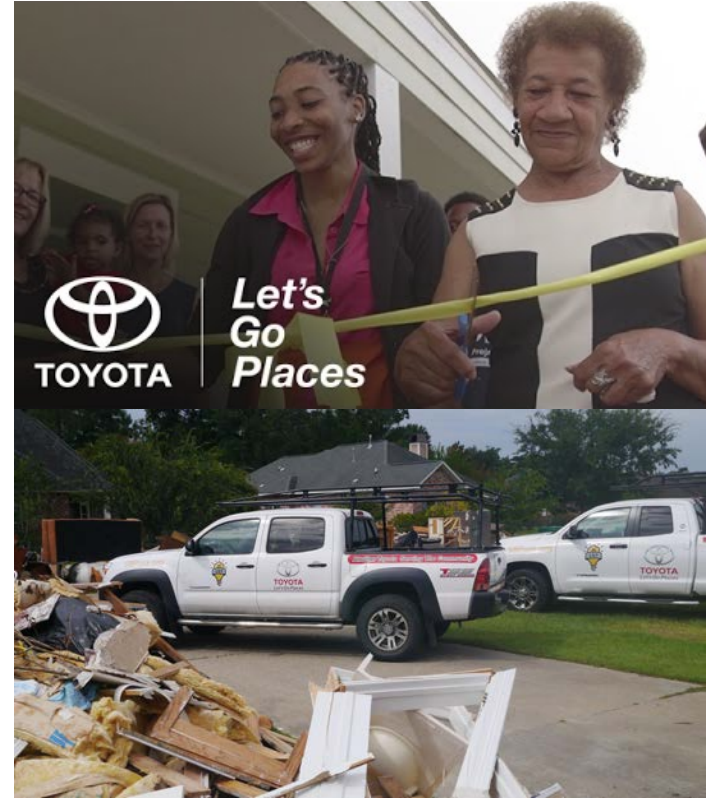
Toyota & SBP



Toyota, a long time SBP partner, has caused tremendous impact in SBP's construction **system** and organizational **culture**.

By training SBP's team in the Toyota Production System (TPS) via bi-weekly trainings, SBP *reduced construction time by 48 percent* in New Orleans and 32 percent in Joplin.

Toyota has committed \$5 million to fund SBP's AmeriCorps program for the next three years, and train each member in TPS.

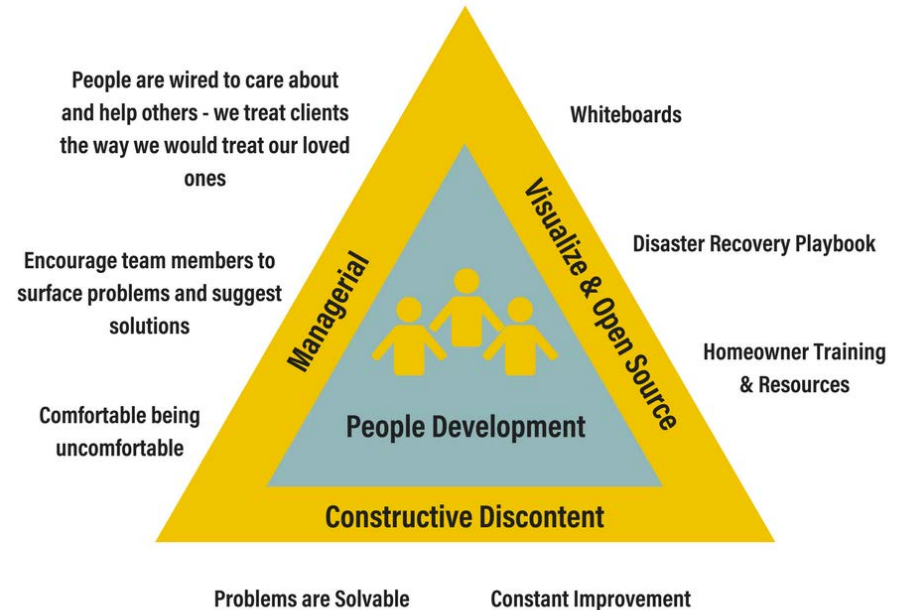


Constructive Discontent

SBP's success due to our culture and ethos:

Constructive Discontent

This enables SBP staff and AmeriCorps to fully utilize TPS



Embracing TPS

**Constructive
Discontent**



**Continuous
Improvement**



Toyota & SBP



All AmeriCorps members
trained in TPS = **Force Multiplier**



If the Goal is Continuous Improvement...

Is **rebuilding** a solution? Or is it a Band-Aid?



SBP's "Why"

SUFFERING



TIME



BREAKING POINT



Shrinking Time Between Disaster & Recovery



WE FORTIFY PEOPLE
AGAINST UNNECESSARY
SUFFERING

Therefore SBP's mission is to:
**SHRINK TIME BETWEEN DISASTER
AND RECOVERY**



SBP's Five Strategic Interventions



5

STRATEGIC
INTERVENTIONS
TO SHRINK THE
TIME BETWEEN
DISASTER AND
RECOVERY



REBUILD

REBUILD HOMES QUICKLY AFTER DISASTERS

by mobilizing private sector innovations and assigning a single point of contact to make the home rebuilding process faster and more predictable.



SHARE

SHARE REBUILDING INNOVATIONS

with other rebuilding organizations to allow for efficient, predictable recovery on a national scale.

PREPARE

PREPARE HOME & BUSINESS OWNERS

prior to and following disaster with specific steps to mitigate risk and improve resilience.

ADVISE

ADVISE POLICY MAKERS IMMEDIATELY AFTER DISASTER

so they can deploy federal dollars sooner, and in a way that empowers an efficient recovery.

ADVOCATE

ADVOCATE FOR THE REFORM OF DISASTER RECOVERY

strategies in the U.S. to improve the predictability and speed of recovery.



SBP Moving Forward: Continuous Improvement

**Shrinking
Time Between
Disaster &
Recovery**

Training other Organizations

Resilience Training

Advising Government

NYC Home Elevation

Bridge Loans



Thank You!



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