



Inside IPI



Dan Clark - IPI Director

“Thoughts From The Throne”

My wife and I have been happily married for 36 years. Well, most years anyway. But there’s one thing that’s nearly ended our union several times over the years - running out of toilet paper at the wrong time! When left stranded, both of us are fairly sure that the other one is completely to blame for this problem.

Sitting there one day, I realized we needed a countermeasure.

The first step was making the problem visible. At the time, we kept our toilet tissue hidden away in a nice bathroom vanity, but since it wasn’t visible, we never knew how much TP was in there:



During one of our family daily huddles, my son suggested we get a metal TP stand like at their friend’s house - brilliant! Now we could easily see whether the situation was normal or not, BEFORE we sat down:



Houston, we’ve got a problem.



Ahhhhh. Situation normal!

And that was all we needed to do - once it became visually obvious whether we needed more toilet paper or not, the problem seemed to correct itself.

As a bonus, this device has a built-in min/max level indicator. You can immediately tell whether there’s too much TP there, or not enough.

When the items we need to do our duty (sorry) are hidden away, it’s impossible to know whether the situation is normal (no action needed) or abnormal (some action needs to be taken). But sometimes a simple change can help us immediately see the status of our work and our workplace.

PIMS at home? Why not, it’s just the use of human ingenuity to solve problems! And visual management is a great tool to help make those problems visible.

- Dan

Customer Spotlight

Iowa City CSD Liberty High School



IPI is honored to have provided furniture throughout Iowa City Community School District's brand-new Liberty High School.

An extensive amount of time was spent on planning furniture for over 1,000 students. The process started with furniture idea submissions to SVPA Architects Inc. of Des Moines on the project several years ago. Last fall, IPI submitted a formal bid for the project. Once awarded, IPI Sales Representative Andrew Gogerty and Liberty's Principal Scott Kibby met many times to finalize specifications and color selections for all areas of the school including the cafeteria, classrooms, and offices. Liberty's Teacher Librarian Jan Smith was instrumental in selecting furniture for the library. IPI also worked with the architect to design, bid and eventually build and install over 1,000 hall lockers with the Liberty High School "Liberty Lightning" logo plasma-cut into them.



While the locker installation started back in the spring, deliveries of furniture to Liberty High School were spread throughout the summer months and included products from all IPI's furniture shops. The majority of classroom furniture was produced in Anamosa Metal Furniture. Custom wood office furniture for the principals and other leadership staff

were manufactured in maple wood in Fort Madison Furniture. Mitchellville's Panels and Seating produced lounge chairs and couches for the library as well as chairs for offices, the library and teachers. Anamosa Custom Wood built a variety of pieces including science tables, bookcases, benches and nurses cots. Altogether, Liberty High School is IPI's largest school project to date and provided many hours of training opportunities for offenders throughout IPI's furniture shops.



IPI would like to thank ICCSD Physical Plant Director Duane Van Hemert, Liberty High School Principal Scott Kibby, Liberty High School Librarian Jan Smith, and SVPA Architects for supporting our offender work training programs. We look forward to meeting Iowa City Community School District's furniture needs for years to come.



Shop Highlights

Habitat for Humanity Cabinetry Program



IPI's Fort Madison Furniture operation is pleased to have a cooperative partnership with Habitat for Humanity (HFH) of Iowa. This partnership started in 2003 as a challenge and a hope... to help the needy in the state and give offenders the ability to give back to society. Since then, kitchen cabinets and bathroom vanities have been produced for HFH affiliates across Iowa in our shop. IPI is fortunate to be partnering with all 29 HFH affiliates across the State of Iowa for their cabinetry needs.

By 2005, HFH Iowa had constructed 500 houses in Iowa. Just 6 short years later, that number doubled to 1,000. Over 3,000 individuals now live in safe, affordable homes. That is more than the population of 817 of the 947 communities in Iowa! More than 90% of those HFH homes have IPI cabinetry.

At IPI there are approximately 15 full time offenders assigned to building/finishing/wrapping of the cabinets. Most offenders in Fort Madison Furniture get to help in the program at some point in their training. Senior Technician Brad Kite is newly assigned as the HFH program supervisor with Production Coordinator Bryan Koechle as his mentor. Over Bryan's career, this program has been one of the most beneficial programs to offenders and staff in Fort Madison.

IPI's partnership with Habitat for Humanity is consistent with our mission, as it provides the offender meaningful work opportunity, the ability to give back to the community in a positive manner, and the opportunity for the offender to learn marketable skills. This collaborative effort creates a win-win situation for low-income families, the disabled, offenders, and Habitat affiliates. The rewards to offenders of learning marketable skills and helping others provide enormous benefits to the Department of Corrections, offenders, and the people of Iowa as a whole.



I have to tell you that the cabinets you guys did are amazing! Thank you so much for your efforts to get them here on time. We got them just in time!! And the chair is also fantastic!
-Russell Van Wyk, HFH of Marion County



Lean Highlights

The Importance of a Strong Foundation.



I've only been with IPI long enough to witness 3 "Busy Seasons" as our summers are commonly referred to as by shop staff and offenders. It's the time when we are trying to complete and deliver school orders before classes start. It's the time when the old state fiscal year is ending and excess dollars are spent and when the new state fiscal year is starting and there are new projects to complete. There are lots of reasons and variables that create the "Busy Season". And let's face it, we want more orders so it is a good problem to have! And so my observation has been that summers are a time to just hunker down and keep pushing because we all know what to expect! Lots of hours, lots of unforeseen problems, quality issues, lots of problem solving on the fly, and lots of overtime and weekends required to get everything done. That is what appears to be accepted as "Normal". And everyone knows Normal is good, right!? If your body temperature is "normal" everything is OK. If your day is "normal" you seem to know what to expect as part of the job. As I visit the shops I like to ask people how their day is going. More often than not I hear responses like, Good! Or Normal!.....another happy day! But what is a good day? How do we define the difference between a good day and a bad one?

Or days with opportunities to make improvements? Remember in many of the PIMS modules and presentations we say, things we don't measure, we cannot improve. So how do we measure a good day? Is it nobody was injured? Is it all of our orders got out on time? Does a good day mean no damaged goods or bad service reported from our customers?

What does it mean to have a good day?! Often in the production areas that are struggling with issues of safety, quality, delivery, cost or people engagement, we find those areas often also struggle with the foundational tools of PIMS like 5S and standard work! Basics like **developing a culture of discipline** around 5S can prevent many wastes that add no value to our goods or services. **Improvements to our standard work documents** can help make sure our processes are predictable. **Reducing or eliminating waste**

such as having delivery trucks delivering only partially full loads. **Eliminating extra motion** moving product in various stages of completion. Reducing the motion of moving excessive inventory of raw materials or finished goods. **Eliminating the time wasted** waiting for things. Stopping over production that is using time to make more than what the customer needs or not being able to get the right pieces done at the right time to put them together. Identify those things and stopping processes that are adding more value than what our customers expect or are willing to pay for such as excess sanding, grinding, painting or packaging. **Eliminating the defects** that can happen with all the extra motion and inventory sitting around in the way or improper handing throughout the process. And the worse waste is all of the **ideas that don't get tried or implemented** to make things a little better every day which will 100% guarantee that we will have another "Busy Season" next summer! So now it is very clear you are being empowered with a choice! You can change nothing and expect to have another "Busy Season" next June, July, and August. OR you can work with your team and brainstorm what are the top 3 to 5 things you would like to see different next year so your job and the jobs of your team are safer, more enjoyable, and more efficient so you do not have to work long hours and every weekend.

So my challenge for each of you is this. When you do get a moment to take a breath as your Busy Season 2017 comes to a close, please take the time to capture things that you would do different next year! **Write them down!** If they are captured we can sit down with your team and fill out a PPS (process problem solving) form to identify the root cause or your issues and develop a plan to start working on solutions now! I'm happy to help with that anyway I can. I'm just a phone call away!...(Continued on page 6.)

If your shop has Lean improvements that you would like to share, please submit to Steve Forbes.

Employee Highlights

New Employees



Karen Donahue

IPI welcomes Karen Donahue as a new Customer Service Representative. She has 30 plus years of experience working in customer service and sales, and is excited to be a part of the IPI team. She looks forward to working with the accounts and learning more about IPI. Outside of work, Karen has been married for 35 years

to her husband, Dennis. They have three adult children and three grandchildren. In her spare time, Karen enjoys traveling and old movies. She is a proud fan of the Iowa Hawkeyes!



Carlea Schuler

Carlea Schuler, our new marketing intern, is a recent graduate from Iowa State University. She earned her degree in public relations with a general business minor. Carlea is excited to get hands on experience at IPI. She will be working on the company's social media pages, blogs, videos and this year's annual report.

Carlea enjoys watching Netflix, photography, and being outdoors in her spare time.



Darrell Robinson

Darrell Robinson is our new graphic design intern. He is a recent graduate from the University of Northern Iowa where he studied graphic design with a graphic technology minor. Darrell will be editing product catalogs, newsletters, price lists and this year's annual report at IPI. In his spare time, Darrell likes to hang out with

friends, lift weights and draw.

Retirement



On June 30, 2017, Laurie Cochran retired from IPI's Mount Pleasant operation. Laurie started working with the State in June of 2000 and transferred to IPI as a State Industries Technician in 2008. IPI wishes her the best and a very happy retirement!

Work Anniversaries

September

- 1 – Al Stecher (AN), 17 years
- 3 – Al Reiter (AN), 24 years
- 5 – Steve Anderson (FM), 9 years
- 12 – David Schmitt (AN), 37 years
- 23 – John Foster (Farms), 1 year

October

- 1 – James Johnson (Farms), 3 years
- 3 – Jerry Manning (MV), 21 years
- 11 – Todd Givens (MV), 15 years
- 14 – Jim Pinegar (MV), 14 years
- 16 – Todd Pearson (AN), 2 years
- 21 – Gary Schilling (AN), 14 years
- 23 – Deanna Cross (NW), 30 years
- 30 – Aaron Lofthus (FM), 19 years

November

- 8 – Pam Kray (AN), 28 years
- 26 – Sandy Bunce (AN), 41 years
- 27 – Bob Fairfax (DM), 19 years

Employee Highlights

Employee News



Chris Guy

Chris Guy started her new position as Global IT Specialist in the Anamosa Business Office on August 11, 2017. Chris will be working with IPI staff in all locations and Global to ensure that we are continuously improving and using Global efficiently and effectively.



Diane Hughes

Diane Hughes moved into Metal Furniture as an Industries Technician on August 11, 2017. Diane's background in manufacturing and Lean experience is sure to be a huge asset in the shop.

Both Diane and Chris have provided exceptional service to our customers for many years, and we can't thank them enough for their assistance with the training of our new staff in Des Moines. Good luck to both of them in their new positions!

Lean Highlights

(Continued from page 4.)

It really goes back to the basics:

- Build up that foundation!
- If you have had a 5S event, maintain your progress with discipline to having a place for everything and keeping everything in its place!
- Complete your 5S audits and take the countermeasures seriously.
- Ask your leadership for help when you need it!

Good 5S practices help make the expectations of your area visual. When everyone knows the expectation clearly, they will strive to meet it! Trust the system and tools that are there and they will work for you in making your job safer and more efficient!... Continued on page 6.

Next year, we want even more orders than we had this year but to do that we must make adjustments to our processes that will meet our customer's expectations and help us become better suppliers. I believe Albert Einstein is credited with the quote, "Doing the same thing and expecting a different result, is the definition of insanity!" I think you would all agree, we need to make changes to make our summers more enjoyable when we are at work!

Always happy to help!

Steve Forbes

New Products

Sitka Seating

IPI is pleased to introduce a new line of seating, the Sitka Stack & Task Collection. This new collection includes six models that can be configured in numerous ways to meet a variety of our customers' needs. Prices range from \$159 to \$399 and will be upholstered and assembled in Mitchellville's Panels & Seating division.



Sitka Task Stools



Sitka Task Chairs



Sitka 4-Leg Chairs with Casters



Sitka Sled Base Chairs



Sitka 4-Leg Chairs



Sitka Cafe Stools

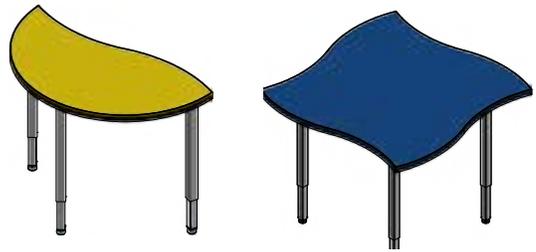
Perch Stool

IPI's new height adjustable Perch Stool offers modern looks and functionality. It will also be assembled in the Panels & Seating division in Mitchellville and sells for \$199.00.



Shaped Tables

The Sales Office and Anamosa Custom Wood are putting the finishing touches on uniquely-shaped tables for schools. The tables feature laminate tops, t-mold edging, and adjustable height metal legs, which are produced in Metal Furniture.



Stainless Steel Tumblers

The Engraving area in Anamosa has expanded their stainless steel tumblers to add black tumblers in both 20oz. and 30oz. sizes. The black tumbler engrave a silver color. The silver mugs that engrave black are still available. The tumblers sell for \$20 to \$35 depending on the color and size, and the engraving on both sides of the tumbler is included in the price.

