

ECOS Inventory of State Lean and Process Improvement Events

(Updated May 2010)

State	Contact	Contact Information	Completed Events/Projects	Future Events/Projects
Alabama	Chuck Burton	CBurtron@adem.state.al.us 334-260-4511	Sent 7 employees to 2009 Lean Government Exchange	
Alaska				
Arizona	Carol Aby Paul Rasmussen	Aby.Carol@azdeq.gov Rasmussen.Paul@azdeq.gov	AZ is interested in Air Quality permitting and waste water enforcement	
Arkansas	Teresa Marks	MARKS@adeq.state.ar.us		
California	Maziar Movassaghi, Director Dept of Toxic Substance Control Sacramento, CA Paul Blais Dept of Toxic Substance Control Sacramento, CA	mmovassaghi@dtsc.ca.gov pblais@dtsc.ca.gov 916-324-0381	CA planned Kaizen events in August and October 2007. Event areas are not known.	.
Colorado				

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Connecticut	<p>Commissioner Amey W. Marrella</p> <p>Karen Caliendo Human Resources Specialist Lean Coordinator</p> <p>www.ct.gov/dep/lean</p>	<p>Amey.Marrella@ct.gov 860-424-3571</p> <p>Karen.Caliendo@ct.gov 860-424-3163</p>	<p>Background Information: DEP completed “Leaning at DEP: An Implementation Plan (April 11, 2008)”</p> <ul style="list-style-type: none"> Lean Implementation Team serves in an advisory capacity as needed <p>Since that time, DEP has held four kaizen events with thirteen teams in total using value stream mapping as the primary Lean tool; eight projects were in regulatory enforcement, inspection, or permitting programs. Each Lean event included training and the development of a Project Implementation Plan with two, six, and twelve-month goals for the teams to work on after the event. The week events concluded with presentations of the teams’ findings for the agency.</p> <p>Lean I – 6/9-6/12, 2008 Projects</p> <ul style="list-style-type: none"> Major Source Air Permit Modeling Evaluation of the Water Permitting and Enforcement Division’s Enforcement Program Improvement in Office of Long Island Sound Programs Permit Processing Timeframes <p>Lean II – 10/6-10/10, 2008 and 12/8-12/12, 2008</p> <ul style="list-style-type: none"> Improvement in Solid Waste Enforcement Program Evaluation of the Storage Tank Compliance Inspection Process <p>Lean III – 2/2-2/6, 2009</p> <ul style="list-style-type: none"> Improvements to the Environmental Land Use Restriction Application (ELUR) Process Transition from Teaching Boating Safety Education to Training Improvements to the Requisition and Purchasing Workflow Process 	<p>A Lean Teams Progress Update for all teams was held in November 2009 to educate staff in a fun and informative way using such strategies as:</p> <ul style="list-style-type: none"> Team Storyboards with summaries of the project and pre and post-kaizen results, key performance indicators, and “wow” moments Internally-produced “Green and Lean” Video with Team Testimonials/Learnings. <p>DEP provided input into the development of a statewide Request for Proposal for “Professional Services - Strategic Business Consulting/Facilitating for Lean Government Methodologies and Services” (contract awarded March 2010) which is now available for use by all CT state agencies and municipalities.</p> <p>Curt Spalding, EPA Region 1 Administrator, conducted a site visit in March 2010 with several of the Lean teams to learn about their</p>

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CT (cont'd)			<p>Lean V – 10/26-10/30, 2009 Projects</p> <ul style="list-style-type: none"> • Evaluate and Review Selected DEP Health and Safety Activities • Evaluate the Review and Approval Process Used for Onsite Wastewater Disposal System Repairs/Upgrades • SIMS Enforcement Data Entry Standard Operating Procedures <p>Lean VI – 1/25-1/29, 2010 Projects</p> <ul style="list-style-type: none"> • Diagnostic and Therapeutic X-Ray Device Registration and Radioactive Materials and Industrial Devices • Improvement in Natural Diversity Database Species Review Request Processing • State Forest Management Planning <p>Development and Publication of the DEP Lean Initiative internal website with the following major sections for use as a reference tool for all staff :</p> <ul style="list-style-type: none"> • Introduction to Lean – Commissioner Amey W. Marrella • Resources (includes the Lean Implementation Plan, EPA Lean Web Site, reading material on kaizen event preparation provided by the training vendor, Kaizen Event Participant Roles and Responsibilities, Lean terms, and recommended reading) • Education and Outreach Communications <ul style="list-style-type: none"> ○ Lean Slides for DEP to Use to Educate (provided by training vendor) ○ Have You Heard that DEP is Leaning? Presentation (9/08) 	<p>projects and status of their Implementation plans.</p> <p>DEP's Lean Implementation Team and staff involved in the Lean events received an EPA Region 1 Environmental Merit Award in April 2010 for their accomplishments.</p> <p>DEP provided input on its Lean achievements for Governor Rell's Permitting Reform Task Force in April 2010.</p> <p>A Lean VII Kaizen event will be held for four project teams from 5/17-5/21, 2010:</p> <ul style="list-style-type: none"> • Office of Adjudications Revisit/Revise Hearing Procedures and Rules • Air Quality Monitoring Data Acquisition Improvement Project • Land Management Surplus Property Review Process Standardization • Solid Waste Facility Individual Permits

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CT (cont'd)			<ul style="list-style-type: none"> ○ CT Business and Industry Lean Presentation (2/09) ○ ECOS Green Report – Case Studies (4/09) ○ DEP Green Team Presentation on Lean (5/09) ○ Lean Parks Presentation (5/09) ○ EPA New England States Enforcement Planning Meeting Presentation (6/09) ○ DEP Lean Journey Presentation (1/10) <ul style="list-style-type: none"> • Forms (includes standardized documents such as Project Charter and instructions for completion and Project Plan, Presentation and Quarterly Summary Status Report templates that kaizen teams use during and after the events) • Lean Project Teams (communicates the status and results of the ongoing improvement efforts and achievements of all teams to date; in addition to the Team Charter, Presentations, Project Plan, and Summary Status Report, teams may place other relevant project information onto the site to highlight accomplishments) <p>Addition of Lean project-related information to the DEP Internet by several teams pertaining to permitting programs (e.g., Air Permit Modeling, Coastal Permitting Resources, NPDES Permits, and ELUR)</p>	<p>Representatives from DEP's Lean Teams will conduct a "CT DEP Lean: Always Green, Now Its Lean" presentation at the EASTEC 2010 Lean and Green Resource Center in MA in May 2010.</p>

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<p>Delaware</p>	<p>Bob Zimmerman, Director of External Affairs Office of the Secretary Dept of Natural Resources & Environmental Conservation Dover, DE</p> <p>Paul Foster Division of Air and Waste Management Dept of Natural Resources & Environmental Conservation Dover, DE</p>	<p>robert.zimmerman@state.de.us 302-739-9000</p> <p>paul.foster@state.de.us 302-323-4542</p>	<p><u>May 2010 Update.</u></p> <ul style="list-style-type: none"> ▪ VSM for New Underground Tank Installation ▪ VSM planned for Division of Air and Waste Management Timekeeping System ▪ Developed “What is Lean” Education Poster ▪ Developed A3 Storyboards for the following VSM Projects <ul style="list-style-type: none"> ○ Brownfield Development Program ○ Air Quality Management Natural Minor Permits ○ Leaking Underground Storage Tanks ○ Wetlands and Subaqueous Lands ▪ Storyboards and Lean Education Poster on display for staff ▪ Developed a Department-wide Lean Achieving Excellence Three-Year Strategy ▪ Participating in the Governor’s initiative to become more efficient in issuing Department permits <p>Working with all Department Financial Accounting Officers to VSM and streamline their processes</p> <p>VSM:</p> <ul style="list-style-type: none"> • Minor source air construction permitting (2005) 	<ul style="list-style-type: none"> ▪ Issue an RFP for “Strategic Business Consulting/Facilitating for Lean Government Methodologies and Services.” ▪ Continue to work with the Delaware Manufacturing Extension Partnership ▪ Do some in house VSM Projects using Department Staff <p>Lean website: http://www.dnrec.state.de.us/dnrec2000/vsm/index.htm</p>

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Delaware			<p>From the Lean Primer:</p> <ul style="list-style-type: none"> • VSM for brownfields (2006) • VSM for UST (2006) • VSM for synthetic minor air construction permitting (2006) • VSM for wetlands permitting • VSM for storm water permitting <p>May 2008 Update:</p> <ul style="list-style-type: none"> ▪ MEP Center coming in to conduct follow-up with teams who have done value stream mapping (VSM) events. ▪ The results from follow-up activities will influence the lean development process for all agencies in Delaware ▪ Delaware's workforce development plan to increase current employee skills and prepare for a large workforce retirement will include lean training. ▪ Attended 2009 Lean Government Exchange 	

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Florida	<p>Jodi Conway, Community Outreach Manager Florida Department of Environmental Protection Northeast District Office 7825 Baymeadows Way, Suite B200 Jacksonville, FL 32256</p> <p>Greg Strong, Northeast Director (same address)</p> <p>Michael Savage, Environmental Specialist Northeast District</p>	<p>Jodi.Conway@dep.state.fl.us 904-807-3210</p> <p>904-807-3300</p> <p>Michael.Savage@dep.state.fl.us 904-807-3344</p>	<ul style="list-style-type: none"> FL's NE District Office started its lean journey in 2006 and tapped into a local lean consortium. 	
Georgia			Ga. Dept. of Transportation conducting some events	

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Hawaii	<p>Larry Lau, Deputy Director of the Environmental Health Administration Dept of Health Hawaii State Department of Health 1250 Punchbowl Street Honolulu, HI 96813</p> <p>Keith Kawaoka, Hazard Evaluation of Emergency Response Office (same address)</p> <p>Genevieve Salmonson, HI DOH Compliance Assistance Ombudsman</p>	<p>laurence.lau@doh.hawaii.gov 808-586-4424</p> <p>keith.kawaoka@doh.hawaii.gov 808-586-4249</p> <p>g.salmonson@doh.hawaii.gov 808-586-4528</p>	<p>Kaizen:</p> <ul style="list-style-type: none"> 9-21-08 – Hazard Evaluation & Emergency Response Program completed an event. 30-day follow-up on Kaizen event completed 22-20-08: Lean presentation, in conjunction with the consultant, to Health Branches. <p>Attended 2009 Lean Government Exchange</p>	
Idaho	<p>Mary Anderson Dept of Environmental Quality Air Quality Division 1410 N. Hilton Boise, ID 83706</p>	<p>mary.anderson@deq.idaho.gov (208) 373-0202</p>	<p>Kaizen:</p> <ul style="list-style-type: none"> Air permitting program (2006) <p>Kaizen: Wastewater enforcement program (May 2007)</p>	
Illinois			<p>Kaizen:</p> <ul style="list-style-type: none"> Minor source air construction permits (June 2007); Genevieve Damico, EPA, region 5 will attend 	

<p style="text-align: center;">Indiana</p>	<p>Thomas Easterly, Commissioner Indiana Department of Environmental Management</p> <p>Rick Bossingham, Assistant Commissioner, Office of Pollution Prevention & Technical Assistance (Lean contact person)</p> <p>Kristin Brier, Office of Pollution Prevention & Technical Assistance, Continuous Improvement Coordinator</p>	<p>317-232-8611</p> <p>rbossing@idem.IN.gov 317-233-6658</p> <p>Kbrier@idem.in.gov 317-234-2754</p>	<p>October 2007 – December 2008</p> <ul style="list-style-type: none"> • Air Permit Significant Source Modifications October 2007 • Air Title V Permit Renewal Process December 2007 • Recycling Market Development Program Loan Process December 2007-March 2008 • Pollution Prevention Grant Process June 2008 • 5-Star Childcare Application and Certification Process July 2008 • OPPTA Recognition Programs Communications and Event Scheduling Process September 2008 <p>January 2009 – April 2010</p> <p><u>Office of Air Quality</u></p> <ul style="list-style-type: none"> • Air Compliance and Enforcement Integration Process Mapping February 2009 • Asbestos Notification Process Mapping July-August 2009 • Air Permitting Process Mapping August 2009 • Air Permitting Public Notice and Intake Process Mapping October 2009 <p><u>Office of External Affairs</u></p> <ul style="list-style-type: none"> • Federal Grants Management and Closeout Process Mapping February 2009 • Invoice Handling Process Mapping May-June 2009 <p><u>Office of Land Quality</u></p> <ul style="list-style-type: none"> • State Clean-up Project Management VSM May 2009 • Geology Technical Document Review Process Mapping September 2009 • Emergency Response Project Hand-Offs VSM and Process Mapping October 2009 • CAFO/CFO Program Permitting and Compliance VSM and Process Mapping October 2009 • Incoming Mail Handling and Processing VSM <p>9</p>	<p>May – December 2010</p> <p><u>Office of External Affairs:</u></p> <ul style="list-style-type: none"> • Planning and Assessment, Quality Assurance SOP revisions <p><u>Office of Land Quality:</u></p> <ul style="list-style-type: none"> • Voluntary Remediation Program • Science Services Branch document review process • Permitting and Compliance incoming mail <p><u>Office of Pollution Prevention and Technical Assistance:</u></p> <ul style="list-style-type: none"> • Recycling measurement process • E-Waste manufacturer, collector, and recycler registration process <p>Recycling locations database update process</p>
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<p>Indiana</p>			<p><u>Office of Pollution Prevention and Technical Assistance</u></p> <ul style="list-style-type: none"> • Governor’s Awards for Environmental Excellence Process Mapping January 2010 • Mercury Switch Payment Claim Processing Process Mapping March 2010 • Recyclable Materials Market Directory Kaizen Event March 2010 <p><u>Office of Water Quality</u></p> <ul style="list-style-type: none"> • Wetlands / 401 Water Quality Certifications Process Mapping May 2009 • Water Permitting Process Mapping June 2009 • Water Compliance Data Management and QA Process Mapping July 2009 	
<p>Iowa</p>	<p>Teresa Hay McMahon, Performance Results Director Iowa Department of Management State Capitol Building Des Moines, IA 50319</p> <p>Wayne Gieselman Administrator, Environmental Services Division IA Department of Natural Resources</p> <p>Chris Van Gorp IA Department of Natural Resources Lean Contact</p>	<p>teresa.mcmahon@iowa.gov 515-281-6537</p> <p><u>wayne.gieselman@dnr.iowa.gov</u></p> <p>chris.vangorp@dnr.iowa.gov</p>	<p>State of Iowa has completed nearly 100 Lean and Six Sigma governmental events and projects. Sixteen of the earliest projects are listed below. See the website for the full listing.</p> <p>Kaizen:</p> <ul style="list-style-type: none"> • Air quality complex permitting (2004) • Air quality new source construction permits (2003) • Animal feeding operations construction permits (2005) • Clean water construction project permits (2004) • Floodplain permits (2005) • Land acquisition (2005) • Landfill permits (2004) • Leaking underground storage tank (LUST) corrective action decisions (2004) • Legal service: administrative orders (2005) • Magazine production (2005) • Manure management plans (2005) • NPDES wastewater permits (2004) • Sovereign lands permits: environmental reviews (2004) • State revolving fund (SRF) cross-cutters (2006) 	<p>Upcoming events listed on website: http://lean.iowa.gov</p> <p>Groundwater Value Stream Mapping Event, May 10-14</p>

Iowa			<ul style="list-style-type: none"> • Vehicle fleet management (2005) • Air Quality Stack Testing (8/08) • Flood Plain Mapping: Established a process to organize a flood plain mapping system for the State of Iowa. (2009) • Attended 2009 Lean Government Exchange DNR-Flood Plain project review (9-09) • Accounts Receivable (11-09) 	
Kansas			<p>Kaizen:</p> <ul style="list-style-type: none"> ▪ Participated in water quality standards event with Region 7 (2007) ▪ Participated in wastewater permit event with Region 7 (2008) 	

<p>Kentucky</p>	<p>Ronald Price, Manager Resource Planning and Program Support Branch Kentucky Division of Water</p>	<p>Ronald.Price@ky.gov 502-564-3410</p>	<ul style="list-style-type: none"> ▪ The Division of Water’s Lean team is developing a Lean Strategy for the division and conducting training in 8-Step Problem Solving in May 2009. ▪ In November 2008, Division of Water conducted a “Dedicated Lean Executive Leadership Institute” with the University of Kentucky to build support for lean activities in the division, department, and cabinet. ▪ The Division of Water had six staff members attend Lean Certification Training at the University of Kentucky in coordination with Toyota Motor Corporation in January, February, and March 2009. ▪ The division participated in 5-day Nonpoint Source 319(h) Value Stream Mapping conducted by University of Kentucky in May 2009. ▪ The Division of Water’s Lean Team is developing a Lean Strategy for the division. ▪ In June 2009, three staff attended the Lean Government Exchange in Des Moines, Iowa. ▪ Division of Water’s Lean Team used lean principles to develop the division’s annual operational plan for FY2010. ▪ Division of Water’s Lean Team conducted in-house training classes on “Lean 101” in August and September 2009. ▪ Thirty percent (66 people) of Division of Water staff have been exposed to lean training. ▪ Twenty-four Division of Water staff attended a class on visual control conducted by University of Kentucky in December 2009 	<ul style="list-style-type: none"> ▪ Division of Water’s Lean Team is developing lean training curriculum. ▪ Division of Water will use lean tools to reduce processing time for NPDES permit applications. ▪ DOW intends to develop an employee recognition system using a lean approach.
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<p>Maine</p>	<p>David Littell, Commissioner Department of Environmental Protection</p> <p>Deb Garrett, Deputy Commissioner</p>	<p>David.P.Littell@maine.gov 207-287-5869</p> <p>Deborah.n.garrett@maine.gov</p>	<p>Lean and Energy Pilot Project concept well received and awaiting formal funding approval Proposal to integrate pilot process in other states in similar standing- smaller scope depending on funding</p> <ul style="list-style-type: none"> ▪ Completed participation in a Lean 101 training provided by the Manufacturing Extension Partnership (MEP) in Maine (March 2008) ▪ Maine DEP has initiated a Lean and Energy Pilot Project in partnership with EPA Region 1. Maine and other New England states are working in partnership with the Manufacturing Extension Partnership (MEP) to identify mid-sized manufacturers for Lean/Energy events for up to six pilot projects throughout New England. ▪ USEPA's "The Lean and Energy Toolkit" (link below) will be used to guide the pilots. Maine DEP, who has spearheaded the project as a whole, will identify and work with two companies for its addition to the New England-wide project. ▪ In addition to the goals of fully integrating the energy component to MEP's "lean" field work with companies and improving industry efficiency and reducing energy costs for Maine's manufacturers, another goal of the project is to roll out the pilot process to states in other USEPA regions for implementation. 	<p>Evaluating how to use Lean internally (ongoing)</p> <p>Currently interacting with a large state agency group who are incorporating lean programs</p>
<p>Maryland</p>	<p>Stephen L. Pattison Assistant Secretary</p>	<p>SPattison@mde.state.md.us 410-537-3086</p>	<ul style="list-style-type: none"> • Lean presentation at the permit writer's Fall 2008 forum • Lean presentation to senior staff in Spring 2009 • Attended 2009 Lean Government Exchange 	
<p>Massachusetts</p>	<p>Phil Weinberg</p>	<p>Philip.Weinberg@state.ma.us</p>		

<p>Michigan</p>	<p>Rebecca A. Humphries, Director Michigan Department of Natural Resources and Environment</p> <p>(MI Lean Contact Person) Lynn Fiedler, Assistant Division Chief, Air Quality Division, Department of Natural Resources and Environment Lansing, MI</p>	<p>fiedlerl@michigan.gov 517-373-7087</p> <p>Lean website: http://www.deq.state.mi.us/aps/miparp.shtml</p>	<p>Process initiatives to improve regulatory climate in Michigan</p> <p>Program improvements in DNRE:</p> <ul style="list-style-type: none"> • 1- VSM/Lean processing • 2-Continuous Workload Analyses • 3-Customer Service Initiatives • Also have revised public hearing process <p>VSM/LEAN:</p> <p>Air construction permitting: Permit to Install application review process (2004) (Results: Decreased time needed to process all air construction permits from 167 days to 59 days. Initial application administrative completeness rose from 82 to 95 percent.)</p> <p>Land and Water Management Division's consolidated (e.g., wetlands, inland lakes and streams, submerged lands) permitting process (2005) Result: Over half of all the permits not requiring public notice are being issued within the initial 30 day application period. The process has freed up staff time to address more compliance issues. Most recommendations have been implemented, however there has been a delay in implementing some of the improvements because they required changes in the law and/or required certain infrastructure upgrades. The long term goal</p>	
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Michigan

is full implementation.

Log letter response process (2006) - Process for responding to letters from the public sent to the Governor or Department Director was redesigned. The new process, which relies the email system, increases efficiency through the early involvement of pertinent staff, the reduction in wait time throughout the review of the draft response, and the tracking of the assignment. Storage of the initial letter and associated DEQ response is now done electronically.

Groundwater Permitting Process initiatives to improve regulatory climate in Michigan. The revised permitting process involves the local health department and township officials early in permit application review process. On-site data in the evaluation of site suitability for drain fields is now required. A recommendation for improved communication and coordination is to consolidate all sanitary sewage (<20,000 gallons per day) permit reviews into a single unit. Implementation has been delayed due to budget issues.

The Air Quality Division, Title V Permit Program will be going through Lean Process Improvement during the summer of 2010. The permit is a compilation of all applicable requirements and necessary monitoring, recordkeeping and reporting. The goal is to redesign a more efficient and effective program that meets all Clean Air Act requirements.

The DNRE has committed to using the Lean Process to redesign additional processes as part of the efforts to combine the Departments of Natural Resources and Environmental Quality.

Two DNRE staff are in the process of being certified as Lean Process Improvement Facilitators.

<p>Minnesota</p>	<p>Jim Warner, P.E., Director, Data and Performance Management Division Minnesota Pollution Control Agency St. Paul, MN</p>	<p>james.warner@state.mn.us 651-757-2187</p>	<p>Lean/Kaizen Events:</p> <ul style="list-style-type: none"> • MPCA’s Role in Land Use Decisions (Discovery 2009) • Electronic Permit Application (E-Apps) Design Kaizen (Sept. 2009) • Impaired Waters Assessment Process Re-Design Kaizen (Sept. 2009) • Fleet Kaizen (June 2009) • Petroleum Remediation Program Stimulus Planning & Implementation Team Kaizen (June 2009) • Air Quality New Construction Application Completeness (2008) • Information Document for Investigating Ethanol Releases (2008) • Impaired Waters Listing and Assessment (2008) • Environmental Review for Ethanol Facilities (2008) • QA/QC Field Work Auditing Process (2007) <p>Six Sigma:</p> <ul style="list-style-type: none"> • Large Above Ground Storage Tank Program Records into OnBase System (Standardization 2010) • E-Apps Discovery Team (2009) • Large Above Ground Storage Tanks Permit Program (2009) • Closed Landfill Program Redesign (2008) • Procurement Process (2008) • Issue Management Process (2008) • Asbestos NOI Process (2008) • E-Mail Use Discovery Team (2007) 	<ul style="list-style-type: none"> • MPCA’s Role in Land Use Decisions Design Team (April 2010) • E-Apps Design Project (2010) • Closed Landfill Program ReDesign Implementation and Control (January 2009-Present)
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	<p>Tom Baumann Continuous Improvement Program Leader Minnesota's Enterprise Lean Administration Department St. Paul, MN</p>	<p>tom.baumann@state.mn.us 651-201-2560</p> <p>www.excellence.state.mn.us</p>	<ul style="list-style-type: none"> • Air Quality Expedited Permit (2007) • Cold Calls (2007) • EAO Publications Inventory Process Map (2007) • First Report Form Incident Reporting (2007) • Data Management Strategy (2006) • Commissioner Office Speech Process (2006) • WWTP Operator Certification (Need to Know) (2006) • Watershed Pass-Through Funding (2006) • Spills Information & Data Tracking (2006) • UST Inspection Standardization (2006) • Water Quality Compliance Determination (2006) • Air Emission Inventory (2006) • Feedlot Inspection (2006) • Water Quality Data (2006) • Water Quality Funding Gap (2006) • Environmental Assistance Revolving Loans and Competitive Grants (2006) 	
Mississippi	Bruce Willis			
Missouri	<p>John Madras Environmental Policy Director, Division of Environmental Quality MO Department of Natural Resources</p>	<p>john.madras@dnr.mo.gov 573-751-1233</p>	<p>Kaizen:</p> <ul style="list-style-type: none"> • Participated in water quality standards event with Region 7 (2007) • Participated in wastewater permit event with Region 7 (2008) 	<p>Kaizen:</p> <ul style="list-style-type: none"> • NPDES event in planning stages

Montana	<p>Vickie Walsh, Air Permitting Supervisor Montana Department of Environmental Quality Helena, MT</p> <p>Debbie Skibicki, Air Permitting Lead Engineer</p>	<p>viwash@mt.gov 406-431-1192</p> <p>dskibicki@mt.gov 406-444-1472</p>	<ul style="list-style-type: none"> • Held a week-long event in minor source permitting program process • Implemented the lean process into the Title V permitting program as well 	<p>Plan to implement lean process Montana Open Burning Permit Program</p>
Nebraska	<p>Mike Linder, Director Department of Environmental Quality</p> <p>Shelley Kaderly, Division Administrator Department of Environmental Quality Lincoln, NE</p> <p>Cindy Miesbach, Program Specialist Nebraska Dept. of Environmental Quality</p>	<p>Mike.Linder@nebraska.gov</p> <p>shelley.kaderly@nebraska.gov 402-471-2186</p> <p>Cindy.Miesbach@nebraska.gov 402-471-4266</p>	<p>Kaizen:</p> <ul style="list-style-type: none"> • Air construction permitting (2005) • Participated in water quality standards event with Region 7 (2007) • Participated in wastewater permit event with Region 7 (2008) <p>Attended 2009 Lean Government Exchange</p>	
Nevada				

New Hampshire	<p>Bob Minicucci Special Projects Manager Office of the Commissioner NH Department of Environmental Services (DES) P.O. Box 25,29 Hazen Drive Concord, NH 03301</p> <p>Vincent Perelli Chief of Planning and Policy</p>	<p>Robert.Minicucci@des.nh.gov 603-271-2941</p> <p>Vincent.Perelli@des.nh.gov 603-271-8989</p>	<ul style="list-style-type: none"> • 36 DES staff received 3 or 5-day Lean training. • DES Lean Team working since late spring '09. • SOPS in place. • Three projects completed; 9 in process; 7 in queue • Completed projects are smaller: file labeling; accounting for conference calls; and sharing information between Air Resources Division permitting and enforcement shops to eliminate redundancies. • Projects in process tend to be larger and cluster around Water-Division permitting and enforcement procedures; harmony sought between 14 different programs. • Other projects in process include: administrative procedures for travel approval and reimbursement; streamlining database use in the drinking water bureau; and Air Resources Div. filing process. • Other projects in queue: public file review procedures; administration of LUST financial assurance; several in accounting unit. • Attended 2009 Lean Government Exchange. • Working with other State of NH agencies through a "NH Lean Network." 	<ul style="list-style-type: none"> • Major source of Ideas is work being conducted in the Land Resources Management Program (under EPA State Innovation Grant) • 53 ± DES staff trained at least to awareness level. • Discussion ongoing with EPA Reg. 1 on building a Lean Government (i.e., environmental agency) Exchange in New England. • Ongoing focus probably to incl. more effort on "Change Management."
New Jersey				
New Mexico	<p>Rita Trujillo Air Quality Bureau New Mexico Environment Department</p>	<p>rita.Trujillo@state.nm.us 505-955-8024</p>	<ul style="list-style-type: none"> • Conducted an administrative leaning exercise on air compliance reporting. • Conducted a Kaizen Event in March 2008 and are currently implementing a number of the improvements to the process. • Hired a consultant, Guidon, to assist them with the process. • Debra McElroy has deemed it a huge success and felt it is lead to additional tangential benefits. • Debriefed EPA and ECOS (10/08) 	<p>Would like to plan a Lean exercise involving their permitting process in the next fiscal year.</p>
New York	<p>Leslie Brennan</p>	<p>lfbrenna@gw.dec.state.ny.us</p>	<p>No completed Lean events/projects</p>	<p>Hope to plan a project beginning in Fall 2008</p>

<p>North Carolina</p>	<p>Bill Ross, Secretary Department of Environment and Natural Resources Office of the Secretary</p> <p>1601 Mail Service Center Raleigh, NC 27699-1601 Mike Orbon, Assistant Regional Engineer North Carolina Dept. of Environment and Natural Resources Asheville Regional Office Division of Environmental Health - Public Water Supply</p> <p>Bill Styres—NC Auditor 2090 U.S. 70 Highway Swannanoa, NC 28778</p>	<p>919-715-4102</p> <p>Mike.Orbon@ncmail.net 828-296-4500</p> <p>Bill_Styres@ncauditor.net</p>	<ul style="list-style-type: none"> Value stream mapping on the air quality permit review process (April 2008) 	
<p>North Dakota</p>				
<p>Ohio</p>	<p>Jan Allen, Cabinet Secretary Office of Governor Ted Strickland</p>	<p>jan.allen@governor.ohio.gov 614-728-7345</p>	<ul style="list-style-type: none"> Kaizen event at Bureau of Workers Compensation 	<p>Ohio is training an internal team in Kaizen and other process improvement tools (on-going)</p> <p>Planning for an air permitting event is underway</p>
<p>Oklahoma</p>	<p>Wendy Caperton, Director, Administrative Services Division</p>	<p>Wendy.Caperton@deq.ok.gov (405) 702-0111</p>	<p>Wendy Caperton, Director, Administrative Services Division and Judy Duncan, Division Director, Customer Services, attended 2009 Lean Government Exchange</p>	

<p>Oregon</p>	<p>DEQ Lean Champion: Joni Hammond Deputy Director</p> <p>DEQ Lean - Kaizen Coach and Facilitator: John L. Reel, PMP Process Improvement Coordinator Management Services Division</p> <p>DEQ - OCE: Jane Hickman Administrator Compliance & Enforcement</p> <p>DEQ - LEAD: Greg Pettit LEAD Division Administrator</p> <p>DEQ - BSD: Sohng Shin Business System Development Manager</p> <p>DEQ - Records Management: Ella Crumble Records Management Coordinator</p>	<p>Hammond.Joni@deq.state.or.us (503) 229-5332</p> <p>Reel.John@deq.state.or.us (503) 229-6066</p> <p>Hickman.Jane@deq.state.or.us (503) 229-5555</p> <p>Pettit.Greg@deq.state.or.us (503) 693-5705</p> <p>Shin.Sohng@deq.state.or.us 503) 229-6295</p> <p>Crumble.Ella@deq.state.or.us (503) 229-5559</p>	<ul style="list-style-type: none"> • Office of Compliance and Enforcement Five Day Lean - Kaizen Project, 4/2008 - 2/2009 • Laboratory and Environmental Assessment Division Project Five Day Lean - Kaizen Project, 10/2008 - 7/2009 • Human Resources Department Two Day Lean - Kaizen Project, 11/12-13/2008 • Business Services Development Five Day Lean - Kaizen Project, 2/2009 - 9/17/2009 • Records Management Five Day Lean - Kaizen Project, 10/2009 - Present 	<ul style="list-style-type: none"> • Rulemaking Process (2010) • Common Invoicing (2010) • ACES Application Development (2010) • 401 program (state and federal aw) • Hazardous waste inspections • Contracting • Updating/developing web pages • Legal services requests (updating the 2001 legal services policy) • TMDLs
<p>Pennsylvania</p>				

Rhode Island	<p>Terrence D. Gray, P.E. Assistant Director for Air, Waste and Compliance</p> <p>Tom Getz Assistant to the Director Rhode Island Dept of Environmental Management</p> <p>David Choppy, Acting Chief, Compliance and Inspection</p> <p>Ron Gagnon, Chief, Customer and Tech Assistance</p>	<p>terry.gray@DEM.RI.GOV 401-222-2771</p> <p>thomas.getz@DEM.RI.GOV 401-222-4700 x2417</p> <p>david.choppy@dem.ri.gov 401-222-1360 x7257</p> <p>ron.Gagnon@dem.ri.gov 401-222-6822 x7500</p>	<ul style="list-style-type: none"> ▪ Compliance: Streamlining the drafting of Administrative NOVs. Completed current and future VSM and six events. Subprojects have developed for fast-tracing citations for air and water violations and to streamline referral of enforcement cases from medial offices to compliance. ▪ Waste: Internal event to fast-track application process for Brownfields development. Ready to bring in outside stakeholders ▪ Permitting: Revamp Customer and Tech Assistance as a Permitting Portal for the Dept using lean tools – completed 2-3 events and consolidated staff from various programs to improve efficiency <p>Attended 2009 Lean Government Exchange</p>	
South Carolina	<p>Bob King, Deputy Commissioner</p>		<p>Attended 2009 Lean Government Exchange</p>	
Tennessee	<p>Paul Sloan, Deputy Commissioner Tennessee Department of Environment and Conservation</p> <p>Elaine Boyd Strategic Management Tennessee Department of Environment and Conservation L & C Annex, 1st Floor 401 Church Street Nashville, Tennessee 37243- 0435</p>	<p>615-532-0102 Paul.Sloan@state.tn.us</p> <p>615-532-0288 Elaine.Boyd@state.tn.us</p>	<ul style="list-style-type: none"> ▪ Completed 2007 VSM event ▪ ARAP and department staff in attendance ▪ ID'd problems with application completeness review and technical review (see website) <p>Tennessee conducted a Value Stream Mapping exercise (August 2007) focused on the Aquatic Resource Alteration Permits (ARAP) program. Utilized the University of Tennessee's Center for Industrial Services.</p> <p>Now have a permit writer on a temporary assignment to focus solely on furthering the long term goals identified at the August event.</p>	
Texas				

<p>Utah</p>	<p>Walt Baker, Director UT Department of Environmental Quality - Water Quality Division</p> <p>Rhonda Thiele</p>	<p>801-538-6047 wbaker@utah.gov</p> <p>801-538-6951 rthiele@utah.gov</p>	<p>Staff attended Philadelphia training in 2007</p>	
<p>Vermont</p>	<p>Brendan Cosgrove, Assistant to the Commissioner Department of Fish and Wildlife Agency for Natural Resources</p>	<p>802-241-3713 brendan.cosgrove@state.vt.us</p>	<p>Kaizen:</p> <ul style="list-style-type: none"> • Wastewater permitting (Aug 2006) • Water supply (2006) <p>Wastewater permitting event findings (need to confirm with Vermont):</p> <ul style="list-style-type: none"> • Decreased from 150 to 38 steps • Decreased from 31 to 5 decisions • Decreased from 25 to 3 delays • Decreased processing times from 542 to 34 days 	
<p>Virginia</p>	<p>Valerie Thomson Director of Administration Dept of Environmental Quality Richmond, VA</p> <p>James Golden DEQ Deputy Director</p>	<p>yethomson@deq.virginia.gov 804-698-4157</p> <p>james.golden@deq.virginia.gov 804-698-4220</p> <p>Event website: http://www.deq.virginia.gov/info/permitreview.html</p>	<p>2008-2009 Completed permit program reviews on:</p> <ul style="list-style-type: none"> • Air program • Hazardous waste program • Solid waste program • Virginia Pollution Discharge Elimination Systems • Virginia Wetland Protection <p>2009-2010 Contracted with Philpott Manufacturing Extension</p>	<p>Project: RCRA Corrective Action; follow-up and measure expected results.</p> <p>Project: RCRA PPG Grants; complete future state map; develop action items and implementation plans.</p> <p>Anticipated Projects:</p>

<p>Virginia</p>			<p>Partnership (VPMEP) through EPA grant to assist Lean implementation in Hazardous Waste Division.</p> <p>Project: Streamline the RCRA Corrective Action Process.</p> <ul style="list-style-type: none"> • Value Stream Mapping training delivered • Current state map developed. • Future state map developed • Action items and implementation plans developed. <p>Project: Improve RCRA PPG Grants Process. Current state map developed.</p>	<p>Improve water PPG grants and air PPG grants processes.</p> <p>Anticipated Projects: Improve air, water, waste permitting processes.</p> <p>Develop internal Lean expertise and infrastructure to support efficient ongoing implementation of Lean Six Sigma projects.</p> <p>View the Virginia DEQ list of priority projects: http://www.deq.virginia.gov/info/permitreviewb.html</p>
<p>Washington</p>	<p>Janice Adair, Special Assistant Regulatory Improvement Washington Department of Ecology PO Box 47600 Olympia, WA 98504</p> <p>Meg Jones, Management Analyst Gov't Management Accountability & Performance</p>	<p>jada461@ECY.WA.GOV 360.407.0291</p> <p>Meg.jones@gov.wa.gov 360-902-0849</p>	<p>Completed permit program reviews on:</p> <ul style="list-style-type: none"> • Pollution Prevention planning process (planned for week of 6/16/07) – using TBM • Financial assistance program under the water quality program (2007) 	
<p>West Virginia</p>				
<p>Wisconsin</p>	<p>Mark McDermid</p>	<p>Mark.McDermid@Wisconsin.gov</p>	<p>No lean government activities to report</p>	

<p>Wyoming</p>	<p>Chad Schlichtemeier, Manager Dept of Environmental Quality Air Quality New Source Review Cheyenne, WY</p> <p>Cole Anderson, Sr. Engineer Dept of Environmental Quality Cheyenne, WY</p> <p>Darla Potter, Program Supervisor</p> <p>Dan Clark</p> <p>Dave Finley, Administrator Dept of Environmental Quality Cheyenne, WY</p>	<p>307-777-5924</p> <p>307-777-3776 Cander3@wyo.gov</p> <p>307-777-7346 dpotte@wyo.gov</p> <p>307 777-7388 dclark@wyo.gov</p> <p>307-777-7391</p>	<p>Kaizen:</p> <ul style="list-style-type: none"> ▪ Air Quality Division's New Source Review of existing business processes associated with minor source oil and gas permits (June 18-22, 2007) ▪ Schedule of follow-up meetings: <ul style="list-style-type: none"> 30 day – 7-17-07 60 day – 8-23-07 90 day – 9-07 6 mo. – 12-07 1 yr. – June 2008 	
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