

**Wisconsin Lean Government Initiative**  
**Annual Report**  
*July 2014 – June 2015*  
 Department Results

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7. Project Name: Water Quality Based Effluent Limit Standardization & Process
- a. Problem Statement: The lack of a standard process for conducting WQBEL calculations has resulted in inconsistencies and customer dissatisfaction.
  - b. Business Case for Improvements: The goal of the project was to better standardize how WQBELs are developed for WPDES permits across the state. Customer feedback received during the WPDES Lean 6 project indicated that there is a lot of variation in WQBELs across the state. It is difficult for the public to determine how the calculations were made and difficult to make side by side comparisons of WQBELs for different but similar facilities. The goal will include development and improvement of templates, improved documentation of methodologies, and a standardized review process.
  - c. Process Improvements Recommended:
    - i. Statewide template for WQBEL memos.
    - ii. Companion documents with standardized language.
    - iii. Combining 14 discharge scenario spreadsheets into a selectable drop down spreadsheet.
    - iv. Use standard template to create an easier to read memo for customers.
    - v. Development of Standard Operating Procedures
  - d. Savings:
    - 1) Expected Time Saved: 960 hours annually.
    - 2) Expected Lead Time Reduced: 15 days per calculation.
    - 3) Expected Customer Satisfaction Improvement: Customer satisfaction is expected to improve as a result of more consistent department decisions.
    - 4) Process Simplified: 5 unique processes consolidated to 1 standard process (reduction of

<b>Totals:</b>				
<b>Number of Completed Projects</b>	<b>Expected Time Saved</b>	<b>Expected Lead Time Reduced</b>	<b>Expected Customer Satisfaction Improvement</b>	<b>Process Simplified</b>
7	10,865 hours annually	177 days in combined savings per unit processed (see project detail above)	Varies by project (see project detail above)	- 25 non-value added steps eliminated - Five unique processes standardized into one statewide process