

ECOS Inventory of State Lean and Process Improvement Events

(Updated October 2009)

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	Attended the 2009 Lean Government Exchange	
California	Maureen Gorsen, Director Dept of Toxic Substance Control Sacramento, CA Paul Blais Dept of Toxic Substance Control Sacramento, CA	mgorsen@dtsc.ca.gov 916-322-0504 pblais@dtsc.ca.gov 916-324-0381	CA planned Kaizen events in August and October 2007. Event areas are not known.	.
Colorado				

State	Contact	Contact Information	Completed Events/Projects	Future Events/Projects
Connecticut	<p>Commissioner Amey W. Marrella</p> <p>Karen Caliendo Human Resources Specialist Lean Coordinator</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>2</p>	<p>A Lean V Kaizen event has been scheduled for three project teams – 10/26-10/30, 2010:</p> <ul style="list-style-type: none"> Site Information Management System (SIMS) Enforcement Data Entry Standard Operating Procedures Evaluate the Review and Approval Process Used for Onsite Wastewater Disposal System Repairs and Upgrades Evaluate and Review Selected Health and Safety Activities <p>Lean Teams Progress Update for all teams will be held 11/19/09 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 Video with Team Testimonials/Learnings

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CT (cont'd)			<p>Lean IV – 5/11-5/15, 2009</p> <ul style="list-style-type: none"> • NPDES Permit Processing Coordination • Clean Water Fund Agreements • Re-Evaluation of the Title V Major Source Inspection Process <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 Implementation Plan, EPA Lean Web Site, reading material on kaizen event preparation provided by the training vendor, Kaizen Event Participant Roles and Responsibilities, and Lean terms) • 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) ○ 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) 	<p>A Lean VI Kaizen event will be held for three project teams from 1/25-1/29, 2010 (two projects are yet to be determined):</p> <ul style="list-style-type: none"> • Efficiency Improvements to Trout Production Program

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CT (cont'd)			<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 (e.g., Air Permit Modeling and Coastal Permitting Resources)</p>	

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Delaware	<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>VSM:</p> <ul style="list-style-type: none"> • Minor source air construction permitting (2005) <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 	<p>Lean website: http://www.dnrec.state.de.us/dnrec2000/vsm/index.htm</p>

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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	

State	Contact	Contact Information	Completed Events/Projects	Future Events/Projects
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>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><u>Land:</u></p> <ul style="list-style-type: none"> State Cleanup held a value stream mapping event 5/4—5/8. Several kaizen bursts were identified and an implementation plan was developed, including additional process mapping events. Geology held an event from 9/16—9/21 looking at how new technology affects the activities necessary to review and transmit technical documents. Activities vary by requesting program and by individual. Standard methods needed that will provide the most efficient use of staff time and enhance the consistency of reviews. Implementation was developed and is being executed. A value stream and process mapping event was conducted 10/6—10/8 for Emergency Response (ER). Improved processes for transferring information and site responsibility from ER staff to compliance and remediation programs in the Office of Air Quality (OAQ), Office of Water Quality (OWQ), and Office of Land Quality (OLQ) were determined. Key improvements included more clearly-defined criteria for when the transfer occurs and single points of contact within each program. Implementation plan is currently being executed; completion is anticipated by the end of 2009. <p><u>Water:</u> Process Mapping event for wetlands water quality certification was conducted 5/18—5/22. An improved process for reviewing, making a determination, and issuing water quality certifications was designed. Key improvements included electronic routing and notices; revising the application for clarity and writing instructions for applicants to assist with completing the application; earlier rejection of incomplete applications (missing a key component from the U.S. Army Corps of Engineers); and increased use of Commissioner's Discretion. 30-day and 60-day implementation plan meetings have been held; full implementation has been delayed by the loss of key staff in this very small working group. At full implementation, the future state shows savings of up to 28 days in total processing time.</p>	<ul style="list-style-type: none"> Concentrated Animal Feeding Operations (CAFOs) / Combined Feeding Operations (CFOs) lean event will be held 10/27—10/29. OAQ's Permits Branch Administrative Section will be process mapping public notice and intake processes 10/27—10/29. Office of Pollution Prevention & Technical Assistance will process map the application and review process for the Governor's Award for Environmental Excellence 11/30—12/4. All offices are putting together plans for lean events in 2010.
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<p>Indiana</p>			<ul style="list-style-type: none"> • A process mapping event for waste load analyses in the Permits Branch was conducted 6/22–6/24. A stabilized process for completing the waste load analyses was determined, and bottlenecks in the process were identified and addressed. A 30-day implementation plan meeting was held; the implementation plan is being executed and additional check-in meetings will be held prior to the end of 2009. • A process mapping event for the Compliance Branch data management and quality assurance was conducted 7/27–7/31. An improved process for managing and assuring the quality of data from wastewater facility Discharge Monitoring Reports (DMRs) was designed. Key improvements included more clearly-defined roles and responsibilities for staff; improved communication with wastewater inspectors to provide better assistance to facility operators; and the development of a process to clean-up old data violations. 30-day check-in was held and additional meetings are planned. Full implementation, including some key long-term items, will be completed by July 2010. <p><u>Air:</u></p> <ul style="list-style-type: none"> • The Compliance and Enforcement (CE) Branch held two events this year. An enforcement case resolution process mapping/stabilization event was held 2/9—2/13. An integrated compliance and enforcement process was designed and implemented over the course of four months. The CE Branch also did a process mapping event for asbestos notification on 7/23 and 8/19. 30-day check-in has been held and a new process was implemented on 10/1. Potential time savings of 50% and a 45% decrease in process steps were identified. • The Permits Branch held a 3-day Kaizen Event from 8/25—8/27 to examine the rules applicability, calculations, and change documentation processes. Improvements in reference tools, manager meeting communication, branch-wide emails and updates, and development of templates and forms, and publication of 	
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<p>Indiana</p>			<p>individual staff expertise are some of the items in the implementation plan. The 30-day check-in has been held.</p> <p><u>External Affairs:</u></p> <ul style="list-style-type: none"> • Process mapping for grants management was conducted 2/17—2/19. An improved process for managing and closing out grants IDEM receives from EPA and other federal agencies was designed. Key improvements included training additional accounting staff for complete the required FSRs (grant closeout documentation to EPA that has historically been submitted past deadlines) and holding grant project roll-out meetings with the agency Grants Coordinator, accounting staff, program staff who will be working on the project, and Media and Communication staff if involved. Implementation plan execution is complete; backlog of closeouts is cleared and kick-off meetings have been useful. • Process mapping for internal invoice handling was conducted on 5/26 and 6/1. A streamlined process with fewer handoffs was designed. The implementation plan was completed by July. 	
<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>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) 	<p>Upcoming events listed on website: http://lean.iowa.gov DNR-Flood Plain project review (9-09) Accounts Receivable (11-09)</p>

<p>Iowa</p>	<p>Chris Van Gorp IA Department of Natural Resources Lean Contact</p>		<ul style="list-style-type: none"> • 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) • 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 	
<p>Kansas</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 style="text-align: center;">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 had 8 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. • The division has value stream mapping activities scheduled for May 2009. • 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. • Division of Water is developing a MOA with University of Kentucky to hold “Lean Executive Leadership Institute” event • Followed by a 319(h) VSM conducted by UK to set groundwork for 319(h) Kaizen event • 11-17-08 – Department of Water expected to conduct a “Dedicated Lean Executive Leadership Institute” with the University of Kentucky to build support for lean activities in the department cabinet an the governor’s office • 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. 	<ul style="list-style-type: none"> • Division of Water’s Lean Team is developing lean training curriculum. FY2010 operational plan includes a target of training at least twenty percent of staff on lean concepts. • Division of Water’s Lean Team will develop an intranet page as a “LEAN Portal” to provide staff with Lean tools and updates.
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<p>KY (cont'd)</p>			<ul style="list-style-type: none"> • 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. 	
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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>Steve Chester, Director Michigan Department of Environmental Quality</p> <p>Lynn Fiedler, Acting Assistant Division Chief (MI Lean Contact Person) Air Quality Division Department of Environmental Quality 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>Air Permitting Process initiatives to improve regulatory climate in Michigan Program improvements in AQD:</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:</p> <ul style="list-style-type: none"> • 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.) • 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.) Log letter response process (2006) - 	
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			<p>Process for responding to letters from the public sent to the Governor or DEQ Director was redesigned. The new process, which relies the DEQ 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.</p> <p>May 2008 – Planning an event in stormwater permitting</p> <p>Groundwater Permitting Process initiatives to improve regulatory climate in Michigan</p> <p>Program improvements in Water Bureau:</p> <ul style="list-style-type: none"> • 1-VSM/Lean processing <p>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 Water Bureau unit.</p>	
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<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"> • QA/QC Field Work Auditing Process (2007) • Air Quality New Construction Application Completeness (2007-8) • Information Document for Investigating Ethanol Releases (2008) • Environmental Review for Ethanol Facilities (2008) • Impaired Waters Listing and Assessment (2008) • Stimulus Petroleum Improvement Team (SPIT) (June 2009) • Fleet Management Kaizen (June 2009) • Surface Water Assessment Design Kaizen (Sept. 2009) • Electronic Permit Application (E-Apps) Design Kaizen (Sept. 2009) <p>Six Sigma 2008:</p> <ul style="list-style-type: none"> • Environmental Review Processes (Environmental Review Unit triage, environmental assessment worksheet, environmental impact statement) (2007-2008) • Issue Management Process (2008) • Procurement Process (2008) • Enforcement Document Processing (2008) • Watershed Contracts Project (2008) • Stormwater Inspection Partnership Design Project (2008) • Stormwater Review/Roadmap (2008) • Asbestos NOI Process (2008) • Land Use Planning Design for Closed Landfills (2008) • Master contract (direct assignment to Impaired 	<p>Design Projects:</p> <ul style="list-style-type: none"> • MPCA's Role in Land Use Decisions • Electronic (on-line) submittal or permit applications
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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>	<p>Waters) (2008)</p> <ul style="list-style-type: none"> • Industrial Stormwater permitting (2008) <p>Six Sigma 2003-2007:</p> <ul style="list-style-type: none"> • NPDES wastewater permits (2003) • Air construction permits (2004) • Administrative Penalty Order issuance (2004) • Office of Environmental Assistance/PCA grant effectiveness (2004) • Storm water program compliance (2004) • Water quality grant data entry (2004) • Watershed pass-through funding (2004) • Waste Water Treatment Plant operator need to know (2004) • Pollution prevention discovery project (2004) • Contracts (2004) • Communication (2005) • DELTA (regulatory database system) discovery project (2005) • Employee performance management system (2005) • Feedlot inspections (2005) • File management (2005) • Individual sewage treatment systems county support (2005) • NPDES compliance determinations (2005) • Water quality funding gap (2005) • Spills information and data tracking (2005) • Board item process (2006) • Data management strategy (2006) • Commissioner Office Speech Process (2006) • Tanks Inspection Standardization (2006) • Expedited Permit Improvement (2007) • EAO Publications Inventory Improvement (2007) • Environmental Assistance <p>Attended 2009 Lean Government Exchange</p>	
Mississippi	Bruce Willis			

Missouri	John Madras Environmental Policy Director, Division of Environmental Quality MO Department of Natural Resources	john.madras@dnr.mo.gov 573-751-1233	Kaizen: <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) 	Kaizen: <ul style="list-style-type: none"> NPDES event in planning stages
Montana	Dave Klemp, Section Supervisor Air Permitting Section Montana Department of Environmental Quality Helena, MT Vicki Wash Air Permitting Section	dklemp@mt.gov 208-444-0286 viwash@mt.gov 406-431-1192	<ul style="list-style-type: none"> Held a week-long event in minor source permitting program process 	Plan to implement lean process in Title V Operating Permit Program
Nebraska	Mike Linder, Director Department of Environmental Quality Shelley Kaderly, Division Administrator Department of Environmental Quality Lincoln, NE Cindy Miesbach, Program Specialist Nebraska Dept. of Environmental Quality	Mike.Linder@nebraska.gov shelley.kaderly@nebraska.gov 402-471-2186 Cindy.Miesbach@nebraska.gov 402-471-4266	Kaizen: <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) Attended 2009 Lean Government Exchange	
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"> • 20 DES staff participate in 5-day Lean Workshop (March-April 2009) • New nine-member DES Lean Team created • Current value stream map (CVSM) completed for issuing administrative orders and conducting wetlands permit administrative completeness review (July 2009) • Kaizens initiated to explore options in the future-state VSM of the administrative order process and for administrative tasks in the wetlands permitting program • Land Resources Management Programs CVSM-like maps completed for 14 programs • Attended 2009 Lean Government Exchange 	<ul style="list-style-type: none"> • Develop SOPs as guide to move forward • Ideas being generated through work being conducted in the Land Resources Management Program (under EPA State Innovation Grant) • By 1/1/10, expect 60-80 staff in NH state agencies will complete basic Lean training • Discussion initiated on building a Lean Government Exchange in New England.
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>
North Carolina	<p>Bill Ross, Secretary Department of Environment and Natural Resources Office of the Secretary</p> <p>1601 Mail Service Center Raleigh, NC 27699-1601</p>	<p>919-715-4102</p>	<ul style="list-style-type: none"> • Value stream mapping on the air quality permit review process (April 2008) 	

	<p>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>Mike.Orbon@ncmail.net 828-296-4500</p> <p>Bill_Styres@ncauditor.net</p>		
North Dakota				
Ohio	<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>
Oklahoma				

<p>Oregon</p>	<p>May 2008 OECA event – Contact:</p> <p>Jane Hickman, Administrator Compliance & Enforcement Department of Environmental Quality OR John L. Reel, PMP Process Improvement Coordinator Oregon Dept. Of Environmental Quality 811 SW Sixth Avenue Portland, OR 97204-1390</p> <p>November 2008 Lab event – Contact: John L. Reel OR Greg Pettit Lab Administrator</p>	<p>hickman.jane@deq.state.or.us 503-229-5555</p> <p>Reel.John@deq.state.or.us 503-229-6066</p> <p>PETTIT.Greg@deq.state.or.us 503-693-5705</p>	<p>The Oregon Office of Compliance and Enforcement held a five-day Kaizen Event in May 2008.</p> <p>Results included:</p> <ul style="list-style-type: none"> ▪ 50% cut in # of steps from date of pre-enforcement notice to date civil penalty assessment issued. ▪ Establishment of performance measures (timelines), elimination of layers of approvals, simplification of documents. ▪ Three follow-up meetings in 2008 ▪ Two additional meetings scheduled before May 2009 ▪ The ODEQ Laboratory held a coping/kickoff meeting in October 2008 for an upcoming Kaizen event scheduled for November 3 – 7, 2008. The event will cover the process the Laboratory uses to process samples. <ul style="list-style-type: none"> • Attended 2009 Lean Government Exchange 	<p>Kaizen events in the following areas will be scheduled:</p> <ul style="list-style-type: none"> • Human resources recruiting processes • Water quality – new processes • Land Quality – existing processes • Air Quality – existing process • Internal business application development • Rules and regulations standards policies
<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				

Utah	Walt Baker, Director UT Department of Environmental Quality - Water Quality Division Rhonda Thiele	801-538-6047 wbaker@utah.gov 801-538-6951 rthiele@utah.gov	Staff attended Philadelphia training in 2007	
Vermont	Brendan Cosgrove, Assistant to the Commissioner Department of Fish and Wildlife Agency for Natural Resources	802-241-3713 brendan.cosgrove@state.vt.us	Kaizen: <ul style="list-style-type: none"> Wastewater permitting (Aug 2006) Water supply (2006) Wastewater permitting event findings (need to confirm with Vermont): <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 	
Virginia	Valerie Thomson Director of Administration Dept of Environmental Quality Richmond, VA James Golden DEQ Deputy Director	vethomson@deq.virginia.gov 804-698-4157 jjgolden@deq.virginia.gov 804-698-4220 Event website: http://www.deq.virginia.gov/info/permitreview.html	<ul style="list-style-type: none"> Evaluating corrective action process in the RCRA program Completed permit program reviews on: <ul style="list-style-type: none"> Air program Hazardous waste program Solid waste program Virginia Pollution Discharge Elimination Systems Virginia Wetland Protection 	Competing for EPA grants to fund a specific LEAN event in 08-09 View the Virginia DEQ list of priority projects: http://www.deq.virginia.gov/info/permitreviewb.html

Washington	<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.iones@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) 	
West Virginia				
Wisconsin	Mark McDermid	Mark.McDermid@Wisconsin.gov	No lean government activities to report	
Wyoming	<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 	