

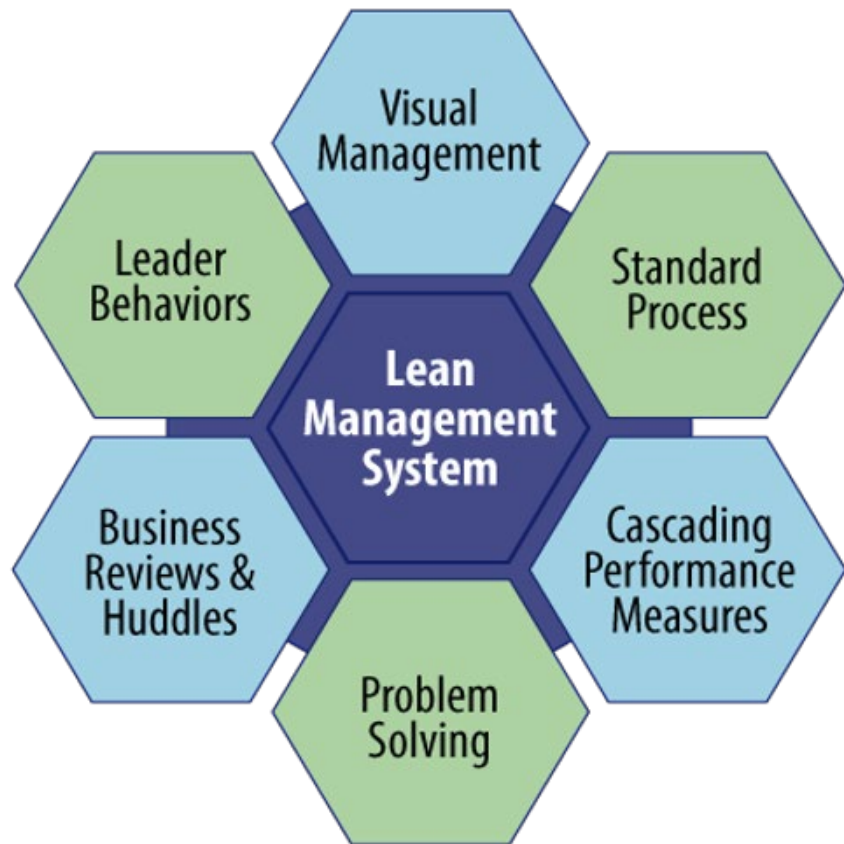
OFFICE OF CONTINUOUS IMPROVEMENT
Schedule. Better. Action.



Region 9 RTOC EPA Continuous Improvement Program

Presenter: Stefan Martiyan, OCI Acting Director, EPA Office of the Chief Financial Officer

What is a Lean Management System (LMS)?



A system that uses **Lean principles** and **tools**, paired with **routine monitoring, measurement** and **engagement** to **identify problems, solve problems** and **sustain improvements**.



Improving Tribal Work through LMS

- Protecting Native American Children from Lead in Drinking Water (Region 6)
 - Significantly reduced lead in drinking water for Tribal schools and child-care facilities
- Water Quality Standard (WQS) Packages (Region 10)
 - Significantly reduced WQS packages submitted by states and authorized Tribes
- Air quality data review for tribes (Region 8)
 - 100% of quarterly data review now being tracked for Tribes
- [Streamlining Tribal GAP Grant Award Process](#) (Region 9)
 - Reduced time it takes to award grants to Tribes by 40%



E-Enterprise for the Environment Support for Tribes

- E-Enterprise (EE) aims to transform the way environmental programs are implemented through collaboration and [shared governance](#).
- Examples of EE Lean projects to support Tribes:
 - 2016 EE and select Tribes in Regions 5, 6 and 9 piloted electronic reporting for water quality assessments in the Assessment Total Maximum Daily Load Tracking and Implementation System (ATTAINS)
 - 2018 Lean event to improve EPA portion of QAPP review and approval process
 - 2019 performance measure established
 - 2020 to present goal to reduce and eliminate QAPP backlog
 - Performance data available on Qlik tool via [public channel](#)



Beyond EPA

EPA has helped Maryland, Connecticut, New Hampshire, Texas and Oklahoma implement a Lean management system to improve:

- Industrial Waste-water, Solid Waste, Water Quality, RCRA, NPDES and Stormwater Permits
- Ambient Air Monitoring
- Industrial Hazardous Waste Renewal Application
- Air Monitoring Data Validation
- Dam Safety Inspection Reviews



Online Resources for Tribes

State and Tribe Deployments

In the spirit of continuous improvement, EPA would like to share its experience implementing ELMS with state and Tribal partners. EPA intends to work with states on a variety of permit processes including but not limited to water, air quality and hazardous waste permits, and to work with Tribes on shared governance processes. The agency will focus on permits issued by states and Tribes on behalf of EPA including authorized and delegated permits.

- [EPA Lean Management System \(ELMS\) Fact Sheet for States and Tribes \(PDF\)](#)(2 pp, 4 MB)
- [EPA State and Tribal ELMS Deployment Program \(PDF\)](#)(4 pp, 125 K)
- [EPA State and Tribal ELMS Deployment Program Readiness Assessment \(PDF\)](#)(4 pp, 122 K)

Source: www.epa.gov/continuous-improvement



Additional Resources & Contacts

- [EPA Lean Management System \(ELMS\) Fact Sheet for States and Tribes \(PDF\)](#)
- [EPA State and Tribal ELMS Deployment Program \(PDF\)](#)
- [EPA State and Tribal ELMS Deployment Program Readiness Assessment \(PDF\)](#)
- [Streamlining Tribal GAP Grant Award Process](#)
- Questions on OCI or Tribe LMS deployment - Achstatter.Lauren@epa.gov
- Questions on EE Lean projects – Snyder.Jessica@epa.gov or Comer.Lisa@epa.gov

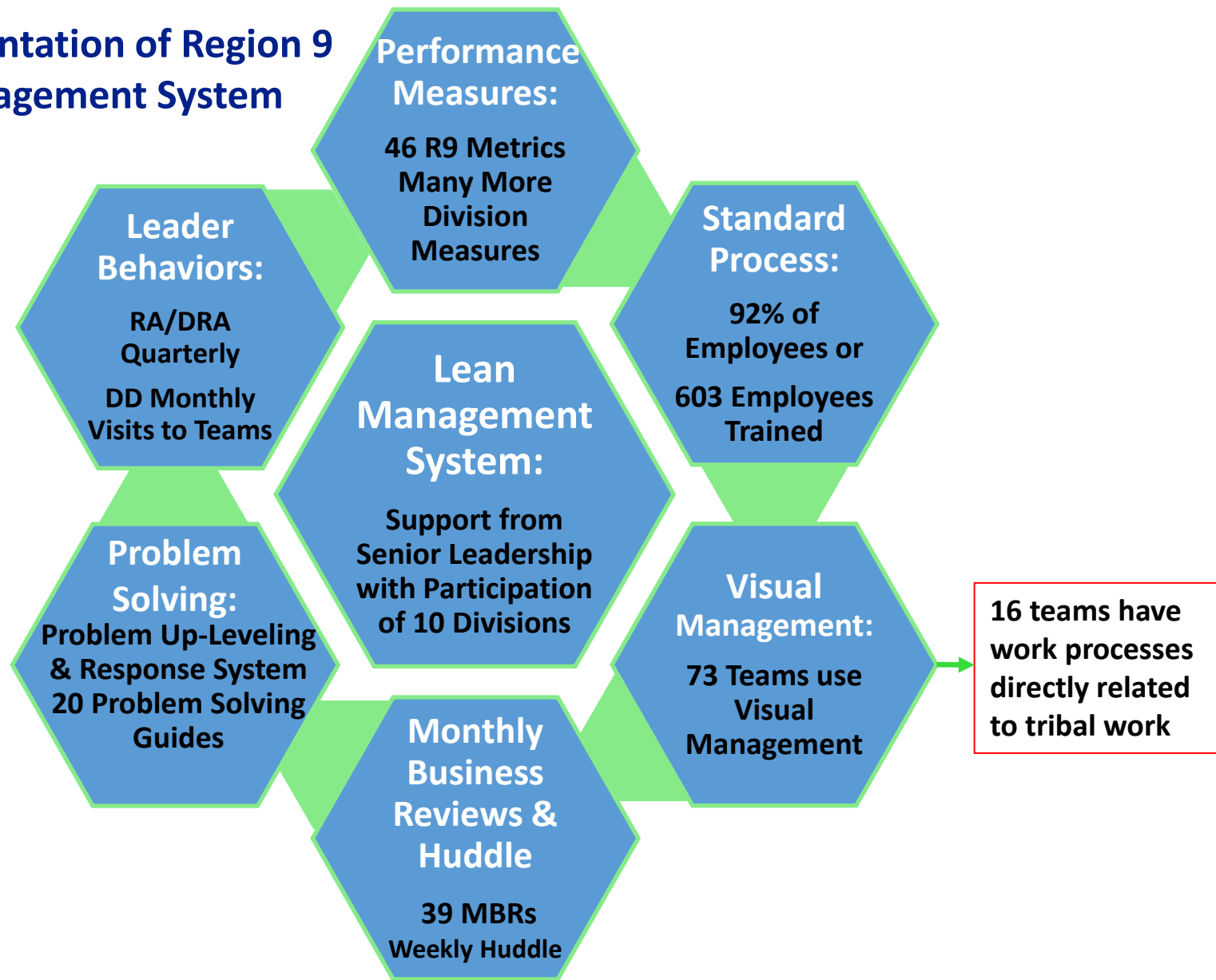


EPA Region 9 Lean Management System

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R9 Continuous Improvement Program Manager



Full Implementation of Region 9 Lean Management System



Indicators of Lean Management Maturity

Employee Ideas/Employee Engagement

- Over 80 employee ideas implemented Q1 and Q2 of FY21 resulted in beneficial improvements of operations

Over 35 Process Improvements Since Deployment of System

- Process improvements achieved by teams
- Significant process improvements directed by executive leaders

Sharing Best Practices

- Cross Regions
- Collaborate with HQ
- Partnering with States & Tribes

Coaching of Teams by 15 Skilled Champions

Using a Repertoire of Lean Tools by Over 50 Lean SS Black & Green Belts



Region 9 Air and Radiation Division Lean Activities

- “A3” projects and other executive focus process improvements
 - Technical Systems Audits for air monitoring
 - Improving processing time for draft and final report completion
 - Only one tribe reviewed in 2020, but other tribes with regulatory monitors included in cycles every year
 - Asthma outreach to high-risk populations
 - Priority for FY 2021, focus on improving outreach to populations that would benefit the most
 - Improving tribal consultation in regulatory activities
 - Organic process improvement driven by requests and comments from tribes

Region 9 Air and Radiation Division Lean Activities

- Critical business process tracking
 - Regulatory processes – SIP/permit review and approvals
 - Established clear SOPs for work to standardize expectations, timeframe -> results in more reliable process
 - New focus on pre-application meetings to resolve problems before submittal (saving time for applicants and EPA)
 - Draft modelling guidance developed for tribal consultation work
 - Grants management
 - DERA Tribal Grants -> Adding Insular Areas to process, waiving cost share requirements (process improvement based on feedback)

Region 9 Air and Radiation Division Lean Activities

- Continuous problem solving
 - COVID-driven process improvements
 - How do we do our work remotely?
 - Opportunity to reexamine routine processes to make more of our work possible away from the office, while also improving outcomes
 - Assisting tribes in understanding their air quality
 - Understanding sources, emissions, and what informational versus regulatory air monitoring can provide
 - Updating Air Pollution Training Institute Course 470 on Air Quality Monitoring

