

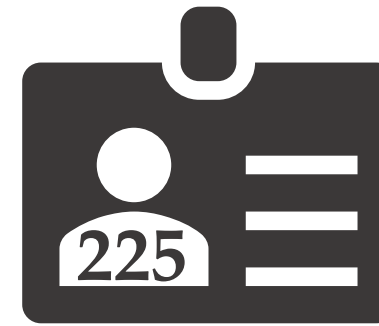
Getting Better all the Time:

Process Improvement at the
Department of Environmental
Conservation

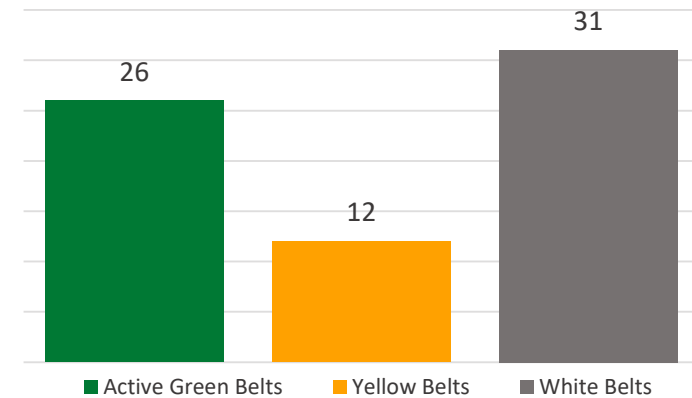
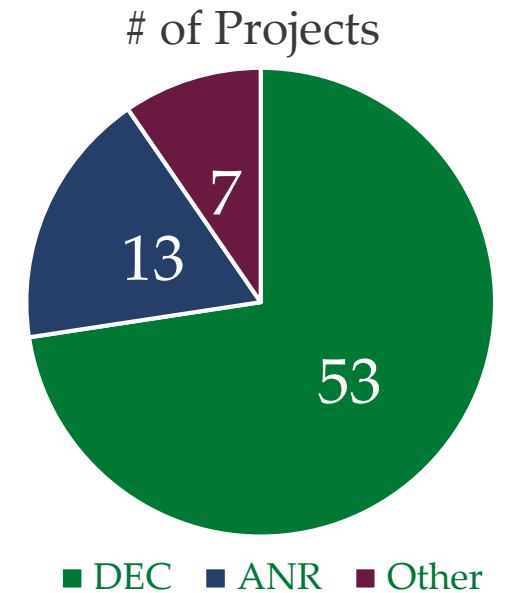
- **15 Minutes - Lean Training**
 - Program Description
 - Key Projects (alter depending on audience)
 - Environmental Notice Bulletin (ENB)
 - DW Construction Application
 - Find and Fund II
- **15 Minutes – Complete worksheet as a group**
 - 1+, 1Δ, 1 Recommendation about working w/ State
- **15 Minutes – Share experiences about collaboration challenges**
- **15 Minutes – 5S Sheet explanation**
 - Explain Handout
 - Describe how to use 5S in day-to-day operations

- Lean is a term that describes a growth strategy, management philosophy, and set of practices used to develop the highest quality products or services, at the lowest cost, with the shortest lead time. Organizations practice Lean for four main reasons:
 - To ensure that all business processes meet existing and emerging needs.
 - To maximize the use of resources in the delivery of services or the production of goods.
 - To create a drive and appetite for continuous improvement among employees.
 - To free up staff time that can be directed to higher value and more satisfying work

- Began its Lean journey in earnest in 2013 with support from the Vermont legislature
- Now in its sixth year, DEC's Lean Program is focusing on improvement activities ranging from short 30-minute problem solving sessions initiated by staff to the more intensive 2- 5-day events identified through strategic planning

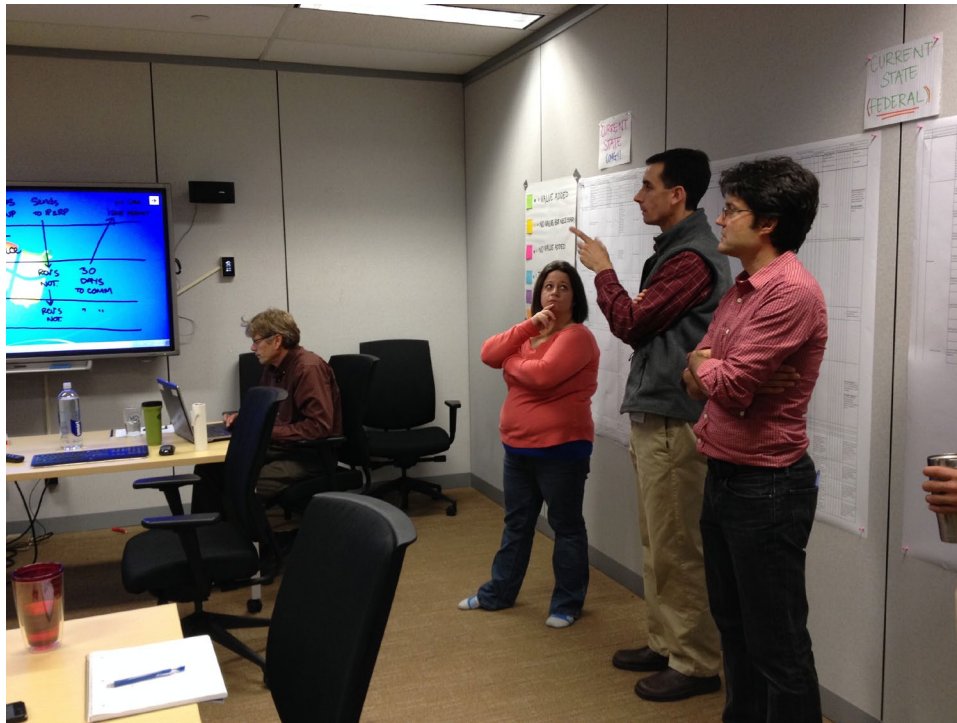


of Unique DEC Staff Who Have Participated in Lean Events*



of Trained Staff

- Opportunity: At the time of the Lean Event in 2014, DEC had 84 unique public notice processes.



- Outcome: As of January 1, 2018, almost all DEC permits follow one of 5 standardized public notice procedures, and the ENB is the single online location for the public to find permit notice information.

Search the ENB

Activity Name	Permit #	Permit / Other
ENB ID	Address	Street Address

Filter Activity Type(s)

☐ Air Quality and Climate Division Engineering Services

- ☐ Air Pollution Control Major Source Construction / Subchapter X Operating Permit
- ☐ Air Pollution Control Major Source Construction / Title V Operating Permit
- ☐ Air Pollution Control Major Source Construction Permit
- ☐ Air Pollution Control Minor Source Construction / Subchapter X Operating Permit
- ☐ Air Pollution Control Minor Source Construction / Title V Operating Permit

Filter Town(s)

☐ Addison

- ☐ Addison
- ☐ Bridport
- ☐ Bristol
- ☐ Cornwall
- ☐ Ferrisburgh

Activity Status

☐ In Review

- ☐ Draft Decision / Comment
- ☐ Final Decision / Appeal

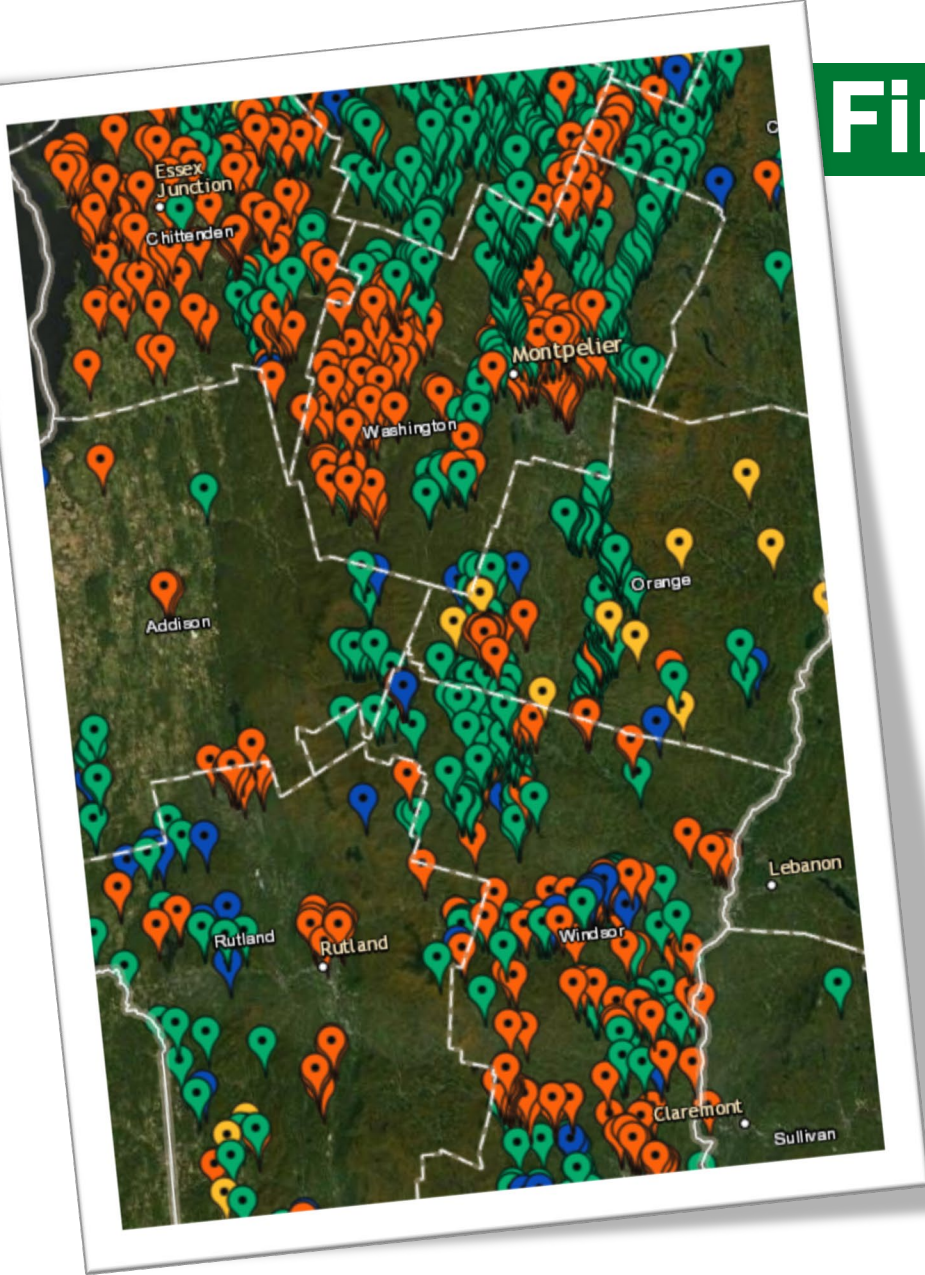
Search

Clear

By Location

Goals of the project:

- Developing an approach to reduce the backlog of construction permits;
- Improve the quality of the technical submittals from consultants,
- Reduce the overall permit review time,
- Increase number of administratively complete applications received
- The major changes implemented include:
 - Development of SOPs for administrative procedures related to processing the construction permit submittals;
 - Creation of a new permit application with embedded checklists and associated instructions posted to the Division website;
 - Auto generation of permits including standard conditions.



- The [“Water Quality Project Screening Tool”](#) provides basin specific info and regulatory and non-regulatory contact info for a discrete project location.
- [Watershed Project Explorer Map](#) provides the discrete location(s) of projects that have been identified for further development, based on:
 - water quality monitoring data,
 - outcome of sector-based assessments, and
 - where identified as priorities through water quality mapping and modeling

+ Successes

Effective KPIs tracking DEC Lean Progress

Right sized Lean events efficiently addressing problems

Large pool of Green Belts

Utilizing a variety of tools

Opportunities to share improvement work with the public

Δ Challenges

Understanding what Lean can do for programs with underserved areas

Supporting ongoing implementation efforts

Staff are busy, difficult to find time to improve

Leadership changes make supporting Lean difficult

Activity

- Come up with a plus/delta for your own interactions with the VT DEC
- Based on that, come up with a single recommendation for a change in process or procedure



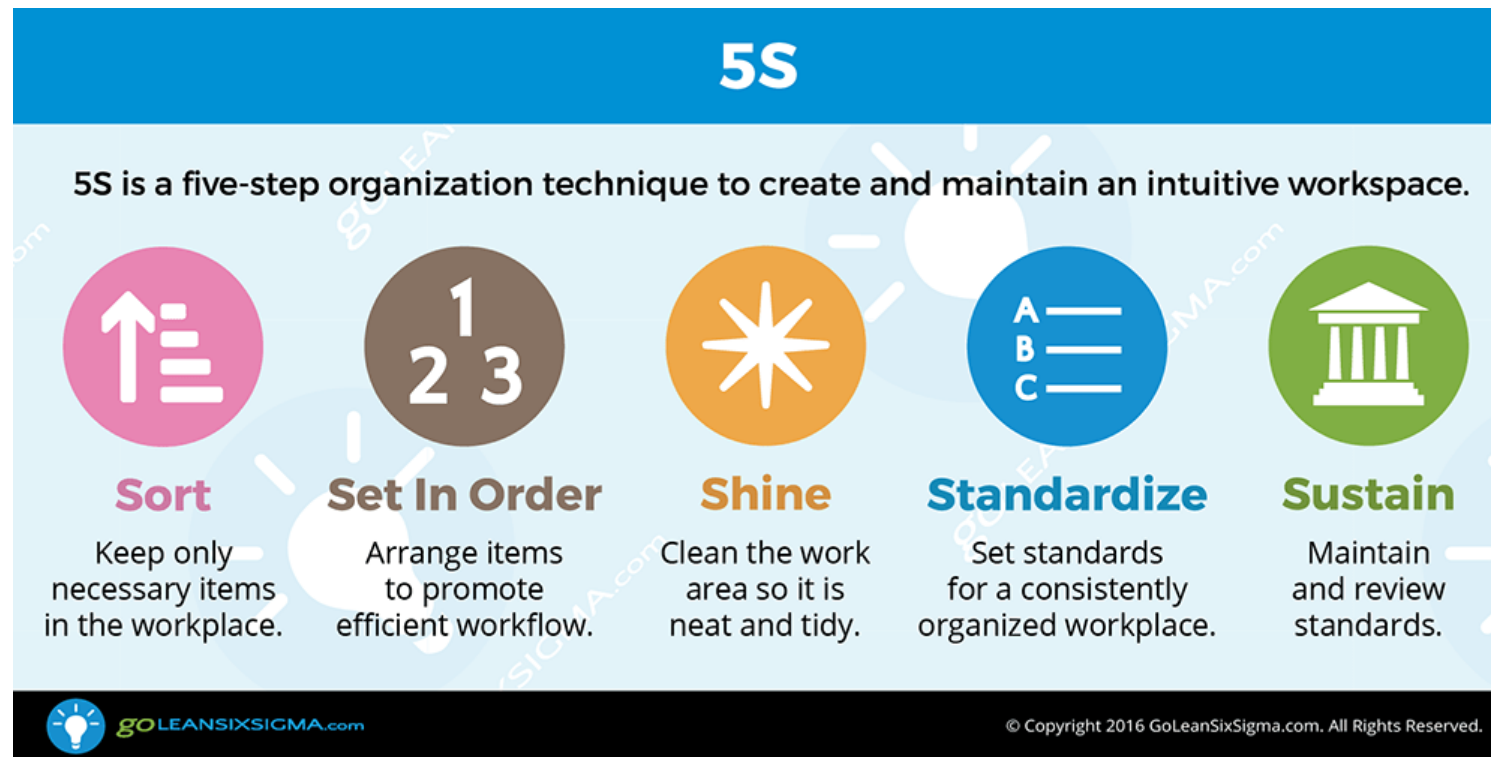
Activity Discussion

- How did it feel to provide feedback?
- Was it a challenge deciding on a single recommendation?
 - Did you all agree?
 - Did you all have difference perspectives?
 - How did you arrive at just one recommendation?



Tools for you to use!

5S is a methodical way to organize your workplace and your working practices as well as being an overall philosophy and way of working. It is split into 5 phases, each named after a different Japanese term beginning with the letter “S”; (Seiri, Seiton, Seiso, Seiketsu, Shitsuke) hence the name 5 S.



- SORT - Remove Unnecessary
 - Sort through everything on, in and around your work area
 - Separate the items that are unnecessary or in the wrong place
 - Remove those items from the work area
- SET IN ORDER - Arrange Necessary Items for Easy and Efficient Access
 - The average individual spends 150 hours each year looking for misplaced information. So how can you avoid this? By assigning a “home” for everything.
 - Labeling shelves, binders, cabinets and filing cabinets is one more way to make sure items are assigned a home.

- SHINE - Clean Everything and Keep Everything Clean
 - Schedule regular cleaning time
 - Take a picture of reference items or scan them
 - Clean it before you leave it
- STANDARDIZE - Create Guidelines for Keeping the Area Organized, Orderly, and Clean
- SUSTAIN - Maintain the Gains
 - Make it a habit, do it every day
 - Create a calendar, audit 5S!

