

Evaluate the Review and Approval Process Used for Onsite Wastewater Disposal System Repairs and Upgrades

Bureau of Materials Management
and Compliance Assurance –
Water Permitting and Enforcement Division



State of Connecticut
Department of Environmental Protection
Amey Marrella, Commissioner



October 2009







THE POOLICE







THE POOLICE

We ain't afraid
of no poo



Kim Hudak/Oswald Inglese – Team Sponsors

Denise Ruzicka/Bob Kaliszewski - Team Champions

Antoanela Daha -Team Leader

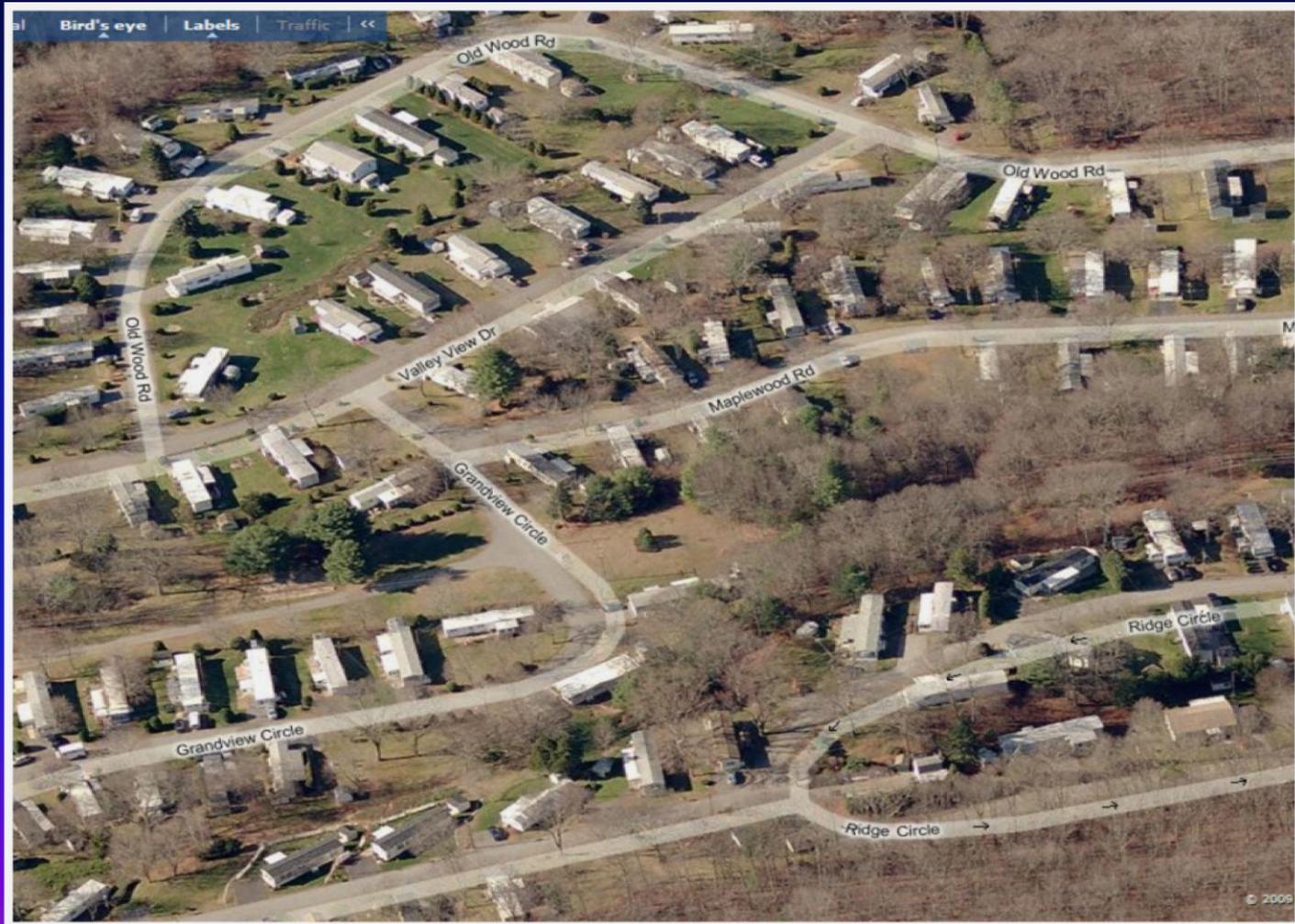
Team Members: Jennifer Zmijewski, Joe Wettemann, Ramona Gravesande,
Enna Herrera, Michael Hart, Naomi Davidson, Judy Prill

Project Team Charter

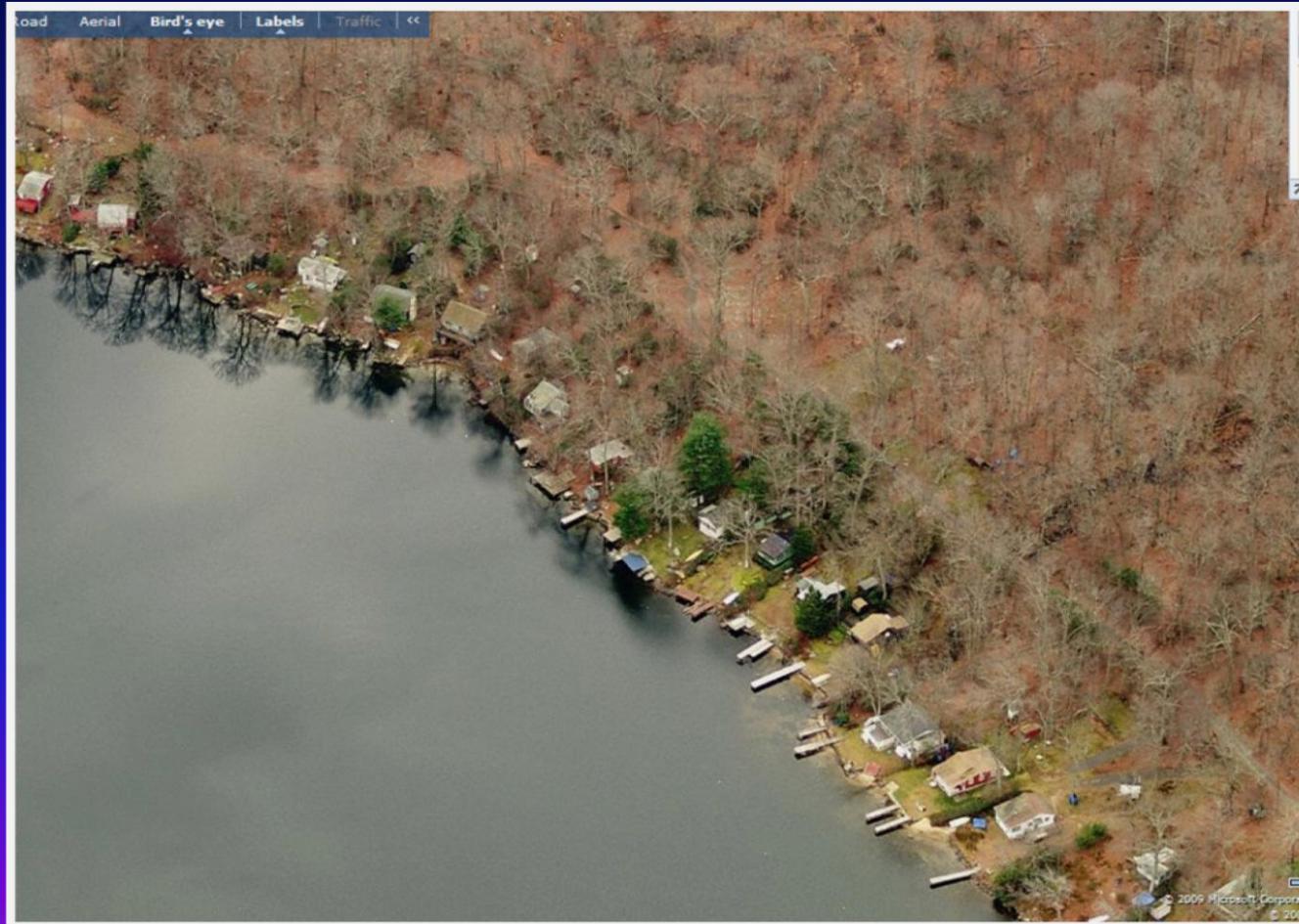
Scope:

Improve the way DEP administers its regulatory oversight of small residential onsite wastewater disposal systems on DEP jurisdictional lots and evaluate the timelines associated with the review and approvals for repairs and upgrades on such lots.

Manufactured Home Communities (aka Mobile Home Parks)



Lake and other Waterfront Communities



Seasonal Cottages and Campgrounds



Project Team Charter

Opportunities for Improvements:

Obtaining authorization from DEP to perform repairs and/or upgrades of residential onsite wastewater (AKA subsurface sewage) disposal systems within DEP's jurisdiction is often fraught with misinformation and misdirection from various governing agencies, leaving the regulated individual(s) frustrated with both the state and local governmental agencies. DEP needs to improve both the methodology and the timeliness associated with approving/disapproving these requests for authorization to perform repairs and/or upgrades.

Project Team Charter

Goals (Metrics):

Develop Standard Operating Procedures for handling repairs and upgrades to subsurface sewage disposal systems on lots discharging > 5000 gallons per day (gpd) by January 2010.

Develop a standardized authorization such as a general permit for existing residential onsite wastewater (subsurface sewage) disposal systems (to include repairs and upgrades) on lots discharging >5000 gpd by April 2010.

Prepare factsheet(s) for: 1) homeowners, 2) homeowner associations, 3) local health and 4) building officials by April 2010.

Project Team Charter

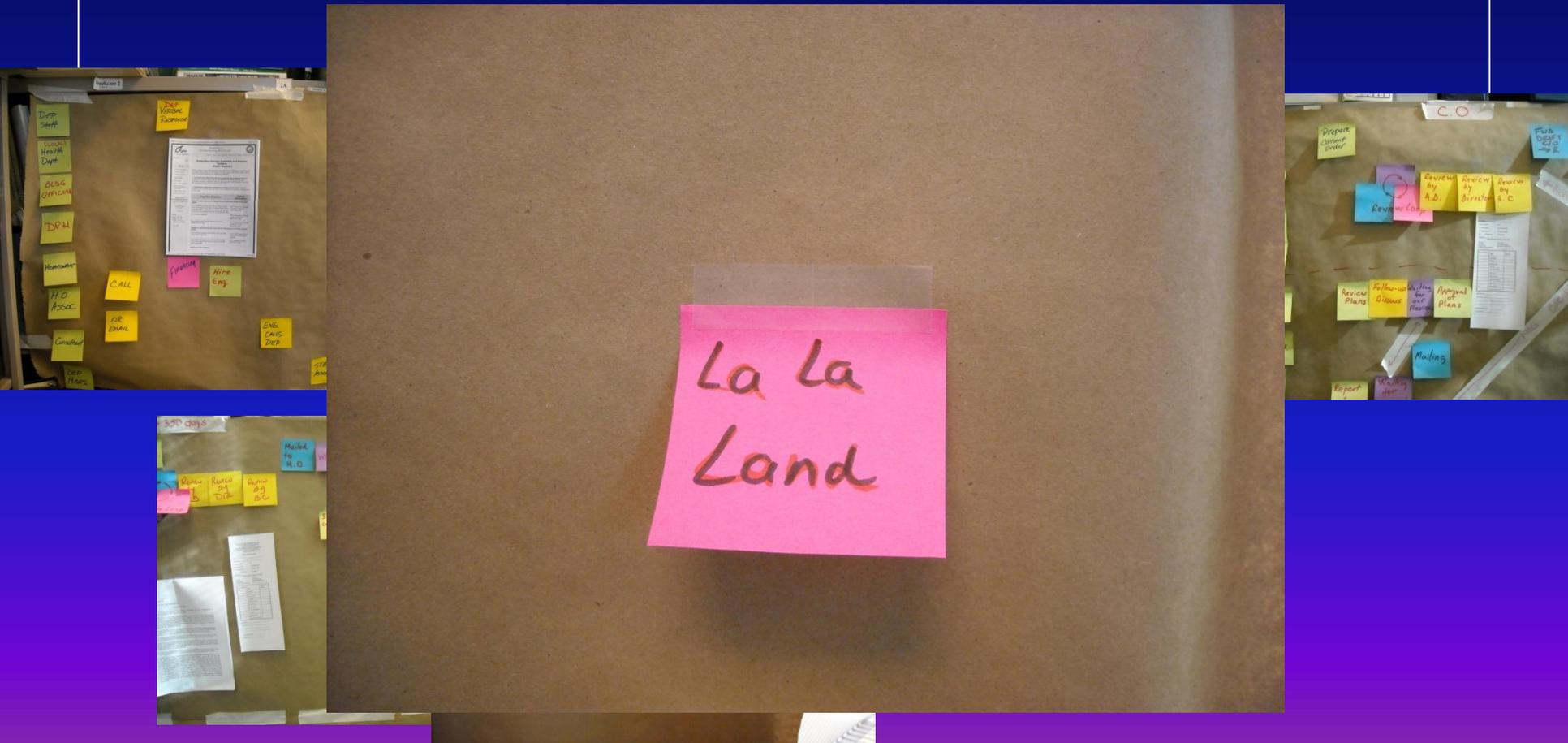
Goals (Metrics):

Evaluate the effects of the Kaizen event and the implementation of the goals on the timeframes for approval/disapproval of the request for the authorization to perform repairs and upgrades for small residential wastewater disposal systems on DEP jurisdictional lots by July 2010.

Educate the regulated community and the local health and building officials on DEP's standard procedures and criteria by October 2010.

Current State

Current process is fraught with confusion regarding local and state jurisdiction resulting in frustration for all ...homeowner, association, LHD, DPH and DEP.





Too much green...
not enough red!!!



Invited Guests Day 3



Connecticut Department of Public Health

Robert Scully, Matt Pawlick

Connecticut Environmental Health Association

Carol Lord, Don Mitchell

Stonington Building Official

Wayne Green

Woodstock Planning Department

Delia Fey

East Haddam Land Use Office

Jim Ventres

Department of Environmental Protection

Dennis Greci, Fred Riese, Ken Major, Jeff Caiola, Peter Francis

Invited Guests

Day 4



Association Presidents/Directors

Wildwood Association

Clif Kirsch

White Memorial Foundation

Keith Cudworth

Consultant/Engineering Firm

Nathan L. Jacobsen & Association

Brian Curtis

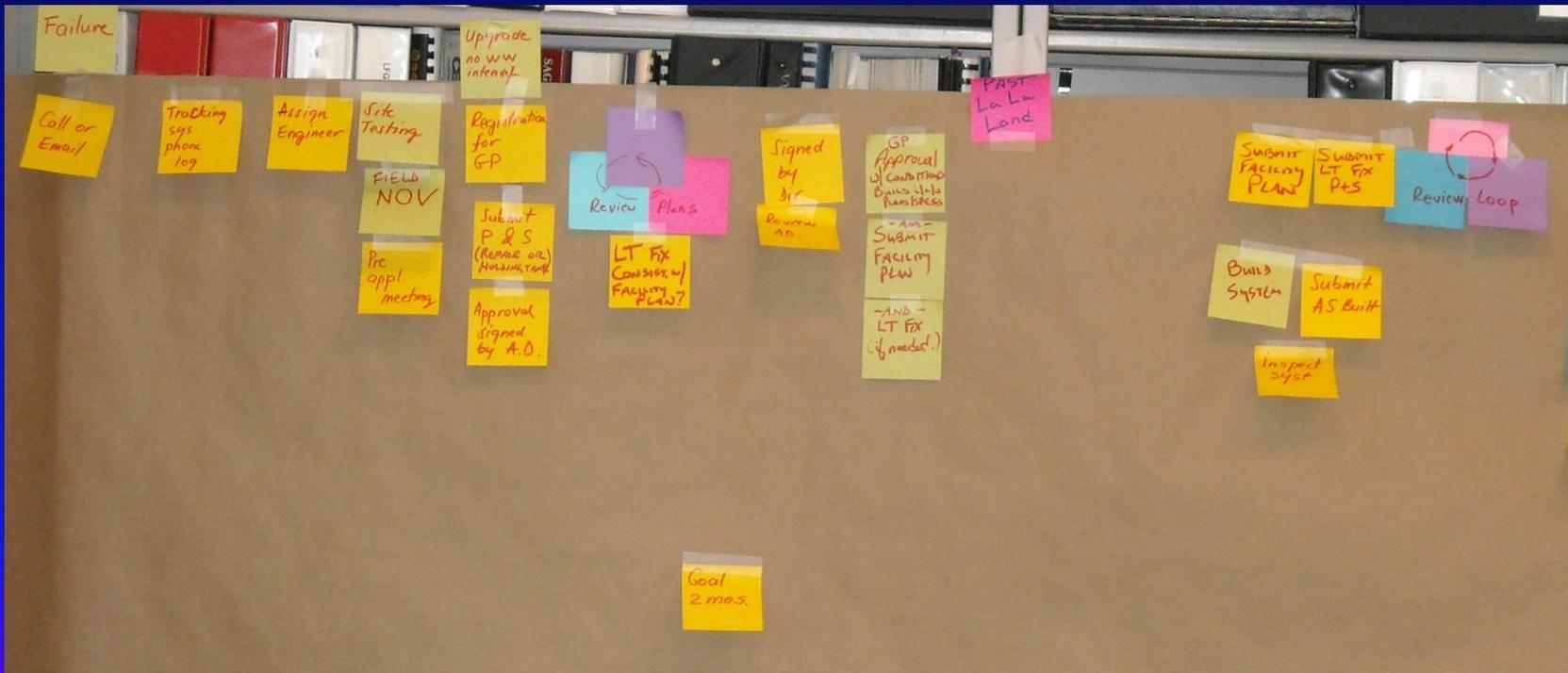


Not protective

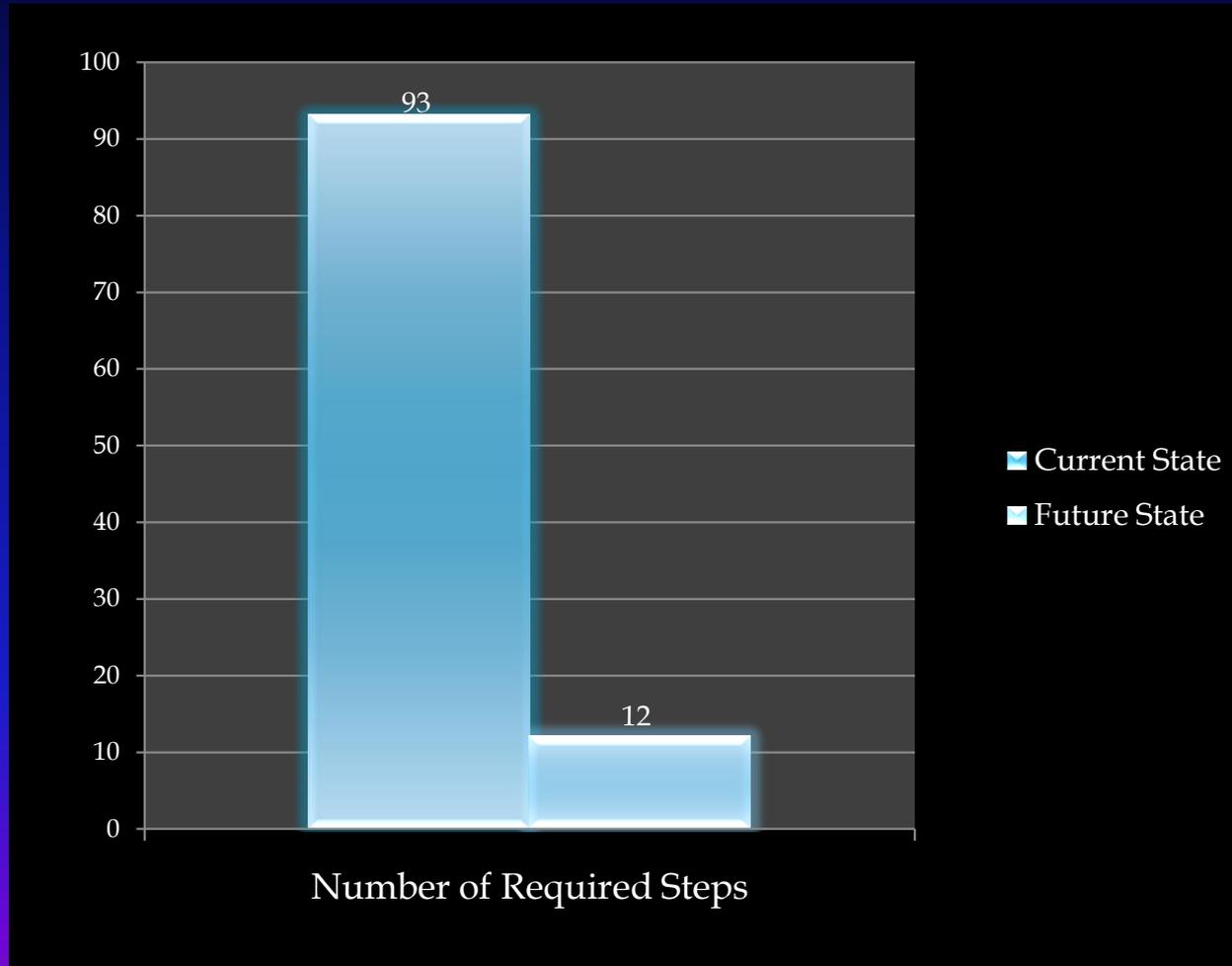
No compliance schedules



VSM for New and Improved Process



Comparison of the Current and Future States per VSM

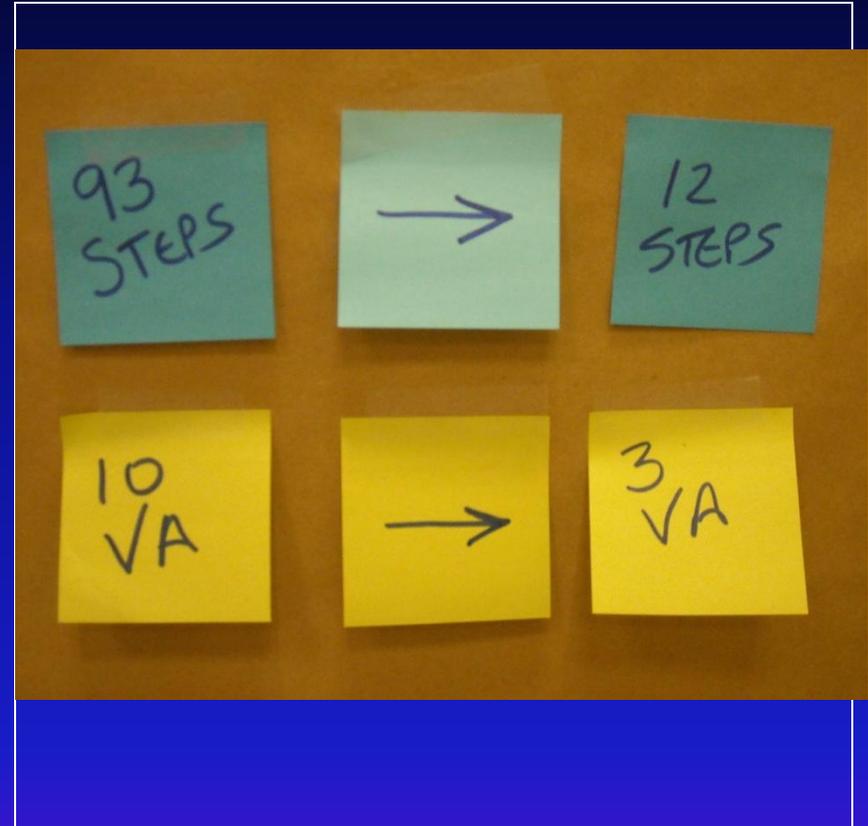


Comparison of Current and Future States per VSM



Future State per VSM

Type of Process	Current # of Processes	Future # of Processes
Value added = Green	10	3
No Value Added = Pink	13	1
No Value Added but Necessary = Yellow	36	5
Waiting = Purple	18	1
Transport = Blue	16	2
Total	93	12
% REDUCTION IN THE NUMBER OF TOTAL STEPS = 87%		



Project Implementation Plan

Onsite Wastewater Disposal Team / Project Plan - October 200

Project Goals

TASK/ACTIVITY	TASK OWNER(S)	PARTICIPANTS	November				December				January				Week 1
			Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	
Task 1. Project Startup	Antoanela Daha														
Schedule Weekly Meetings		Ozzie Inglese													
Formalize internal policy creating time to work on LEAN		Ozzie Inglese													
Formalize internal policy - Interim operating procedures															
Send thank you notes to guests															
Task 2. Develop intake form for staff for incoming system failure notifications	Judy Prill	Jennifer Zmijewski, Ramona Gravesande, Enna Herrera													
Task 3. Finalize Guidance and Standards for Large Scale On-site Wastewater Renovations Systems	Jennifer Zmijewski	Joe Wetteman, Naomi Davidson													
Task 4. Develop Fact Sheets for Property Owners, Homeowner, Local Health Dept., Building Officials	Antoanela Daha/Ramona Gravesande	Jennifer Zmijewski, Joe Wetteman													
Version 1 - Pre-issuance GP															
Version 2 - Post issuance GP															
Task 5. Develop Guidance for Consulting Engineers	Naomi Davidson	Antoanela Daha, Jennifer Zmijewski, Joe Wetteman													
Minimum Requirements for Plans and Specs															
Requirements for Inspection of Construction Sites															
Task 6. Develop Field NOV	Ramona Gravesande	Joe Wetteman													
Task 7. Develop General Permit	Michael Hart	LEAN Team, DPH, Local Health Departments, Affected Property and Home Owners													
Retreat to work on General Permit															
Develop draft General Permit															
Finalize General Permit															

PROJECT PLAN TASKS 1 TO 2 MONTHS

- ❖ Project Startup Schedule: Set up Weekly Meetings
- ❖ Formalize internal policy creating time to work on LEAN steps
- ❖ Formalize internal policy - Interim operating procedures
- ❖ Send thank you notes to guests
- ❖ Develop intake form for staff for incoming system failure notifications
- ❖ Finalize Guidance and Standards for Large Scale On-site Wastewater Renovations Systems
- ❖ Develop Fact Sheets for Property Owners, Homeowner, Local Health Dept., Building Officials - Pre-issuance GP
Version 1

Project Plan Task

2 to 6 months

- ❖ Develop Fact Sheets for Property Owners, Homeowner, Local Health Dept., Building Officials Version 2 - Post issuance GP
- ❖ Finalize Guidance and Standards for Large Scale On-site Wastewater Renovations Systems
- ❖ Develop Guidance for Consulting Engineers
 - Minimum Requirements for Plans and Specs.
 - Requirements for Inspection of Construction Sites
- ❖ Develop draft General Permit
- ❖ Retreat to work on General Permit

Project Plan Task 6 to 12 months

- ▣ Finalize the General Permit



Key Performance Indicators (Metrics)

- ❑ Track % of failing systems addressed by General Permits with a goal of 80%
- ❑ Track % of plans for failing systems submitted within 30 days of site testing
- ❑ Track % of failing systems addressed within 60 days
- ❑ Track % of plans and specifications submitted by consultants that have to be **resubmitted** more than one time. Goal :< 10%
- ❑ Track % increase of unpermitted existing facilities covered by a permit

LEAN V
POOLICE

A corkboard covered in various sticky notes and a diagram. The notes include:

- Tracking
- Assign Engineer
- Life Testing
- Oppose no wire interlock
- NOV
- Keen
- LT for
- Approved by A.D.
- Spec. Reg. Summary
- local times
- 12 steps
- 10 VA
- 10 VS
- 25 steps
- 10 VA

A diagram with a central diamond shape and several smaller diamonds branching out, possibly representing a process flow or organizational structure.

To Do

	Nov 9 - start
Finalize Gradmate & Standards	2 mo
Develop Intake Form (process)	1 mo
Submit to work on GP	6 mo
Draft General Permit	12 mo
Plan	2 mo
Develop First sheets	4/1/12
Property Owner	work for GP
Homeowner	
local H&D	
illeg. details	
Develop guidance for engineers:	3 mo
minimum requirements for plans	3 mo
intentional limits - do as minimum	
Formalize internal policies - written!	
create time to work. LEAD	> 1 mo
to respond to each item	
Develop Files NOV	4 mo

Thank you notes for guests



Summary Statements

What we learned - Taking time out of regular work load to focus is essential

- It helps to have a variety of skilled people on your team

- Change is possible - you need to believe

- How effective we can be with LEAN

“WOW” moments – Ozzie said “We Can Do Anything We Want”

- Guests very supportive of the change

What went well – Working well together (constructive criticism)

- Guests positive responses

- Management support to do pre-Kaizen preparation

Other – Recommend having pre-Kaizen preparation

Acknowledgements

Commissioner - Amey Marrella

Bureau Chief – Yvonne Bolton

Fallen Champion – Tess Gutowski

All-around Support – Kevin Sowa

Sensei - Fred Shamburg

THE GRASS IS ALWAYS GREENER

**THE
END**

OVER THE SEPTIC TANK