



CTDEP Lean Journey: Lean V Project Team, October 2009 Kaizen Event, Quarterly Status Report – May 2010

Evaluate the Review and Approval Process Used for Subsurface Sewage Disposal System Repairs and Upgrades

Project / Bureau: Evaluate the Review and Approval Process Used for Subsurface Sewage Disposal System Repairs and Upgrades
 Bureau of Materials Management and Compliance Assurance (BMMCA)/Water Permitting and Enforcement Division (WPED)

Team: Total number of team members = 13 (7 staff within Division / 6 staff outside Division)

Team Sponsors: Kim Hudak, Assistant Director (BMMCA/WPED); Oswald Inglese, Director (BMMCA/WPED)

Team Leaders: Antoanela Daha, SE2 (BMMCA/WPED)

Team Members: Naomi Davidson, Supervising EA (Commissioner’s Office); Ramona Gravesande, SE1 (BMMCA/WPED); Michael Hart, SE3 (WPLR/IWRD); Enna Herrera, SE2 (BMMCA/WPED); Judy Prill, EA3 (Commissioner’s Office); Joe Wetteman, SE3 (BMMCA/WPED); Jennifer Zmijewski, SE3 (BMMCA/WPED)

Team Champion: Tessa Gutowski, Management Analyst 3 (Commissioner’s Office); Denise Ruzicka, Assistant Director (WPLR/IWRD); Robert Kaliszewski, Director (Commissioner’s Office)

Opportunity Statement: 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 the various governing agencies, leaving the regulated individual(s) frustrated with both the state and local government agencies. DEP needs to improve both the methodology and the timeliness associated with approving/disapproving these requests for authorization to perform repairs and upgrades.

Objective: Improve the way DEP administers its regulatory oversight of all existing unpermitted subsurface sewage disposal systems on DEP jurisdictional lots and evaluate the timelines associated with the review and approvals for repairs and upgrades of such lots.

Goals/Key Performance Indicators:

Pre-Kaizen Event Goals – October 2009	Post Kaizen Event Results/Key Performance Indicators – Status May 18, 2010:
Develop General Permit for handling repairs and upgrades to subsurface sewage disposal systems on lots discharging > 5000 gpd by August 2010.	****Revised KPIs pending development of General Permit. Drafted General Permit currently in review with management.
<ul style="list-style-type: none"> • Track % of failing systems addressed by general permits with a goal of 100%. • 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. 	
Prepare fact sheet(s) for: 1) homeowners, 2) homeowner associations, 3) local health and 4) building officials by October 2010.	
Educate the regulated community and the local health and building officials on DEP’s standard procedures and criteria by October 2010.	

Value Stream Mapping: The activities and steps, both value and non-value added, as shown in the Pre-Kaizen state versus Post-Kaizen desired state.

Type of Process	Pre-Kaizen – # of Processes	Post Kaizen – # of Processes
Valued Added	10	3
No Value Added but Necessary	13	1
No Value Added	36	5
Waiting	18	1
Transport	16	2
Total	93	12
Percent Reduction in the Number of Total Steps = 87% Reduction		

The Post-Kaizen desired state has resulted in a number of improved program efficiencies, and include the following:

- Developed intake form for staff to establish project assignments and tracking.
- In process of finalizing the *Guidance and Standards for Large Scale On-site Wastewater Renovations Systems* providing the regulated community a tool to better understand the DEP requirements.
- Working on developing a Field NOV which will make standard work and expedite the response required by the violator.
- Developed guidance for Consulting Engineers (minimum requirements for Plans and Specifications and requirements for inspection of construction sites.
- Developing General permit with Short-term and long-term resolution of existing subsurface sewage discharge disposal issues.

Highlights of the Project Plan and Implementation (2, 6 and 12 month deadlines)

- **One-two month goals** – (1) Project Startup Schedule: Set up weekly meetings; (2) Formalize internal policy – interim operating procedures; (3) Develop intake form for staff for incoming system failure notifications; (4) Finalize Guidance and Standards for Large Scale On-site Wastewater Renovations Systems;
 - **Status: Completed – 1; 2; 3. On-going – 4.**
- **Six month goals** - (6) Finalize Guidance and Standards for Large Scale On-site Wastewater Renovations Systems; (6) Develop guidance for consulting engineers: minimum requirements for plans and specifications and requirements for inspection of construction sites; (7) Develop draft general permit; and (8) Develop Field NOV.
 - **Status: Completed – 6; 8. Ongoing: 5; 7.**
- **Twelve month goals (October)** – (9) Finalize the general permit; (10) Develop fact sheet for property owners, homeowners, Local Health Department, Building Officials – Post GP; (11) Outreach; (12) Start tracking KPIs .
 - **Status:**

Additional Comments/Observations/WOWS/Innovations from the Team:

- **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; being able to listen to what people have to say and to be open to constructive criticism is key.
- **“WOW” moment** –Ozzie said “We Can Do Anything We Want”; it is important to have invited guests that will be affected by the decisions the team makes during the event- being brought in and consulted prior to all decisions being made helps implementing the final goals.
- **What went well** – working well together; guests positive responses was encouraging; management support is empowering.
- **Other** – Pre-Kaizen preparation is necessary.