



STATE OF CONNECTICUT
DEPARTMENT OF ENVIRONMENTAL PROTECTION
79 Elm Street, Hartford, CT 06106
Commissioner Amey W. Marrella
<http://www.ct.gov/dep/lean>

Connecticut DEP LEAN Celebration 2010: Transferable Knowledge for Efficient & Effective Government

COMPLIANCE/ENFORCEMENT

Water Enforcement Program (WPED)
Lean I - June 2008, Kim Hudak

Storage Tank Compliance Inspection (ESRUST)
Lean II - October 2008, Peter Zack

Solid Waste Enforcement Program (Solid Waste)
Lean II - October 2008, Diane Duva

Title V Major Source Inspection (Air Inspection)
Lean IV - May 2009, Bob Girard

TEAMWORK

Collaborating with partners such as local officials, enlisting their assistance in collection of facts. To borrow from the health care industry, this enables a 'coordination of care' to optimize the case assessment and development roles of local and/or state officials investigating illegal dumping complaints. (Solid Waste)

Communicating between divisions has become part of our daily routine because of the LEAN process. We now recognize two groups of internal customers in the Title V permit lifecycle: permitting and field engineers. Increasing communication has resulted in the recommendation to standardize the permit, inspection report, and source reporting that were embraced by internal customers and external customers. (Air Inspection)

Constant gentle pressure through weekly meetings between managers and enforcement supervisors provides better communication so the flow of enforcement actions is timelier. (WPED)

Transferring new software technology and a shared universe of sources to the Stage II Gasoline Dispensing Facility inspectors now means efficiencies gained by one group benefits another inspection unit within the agency. (ESRUST)

VISUAL MEASURES & STANDARD WORK

Leveraging technology by integrating the use of electronic tracking for status of each case helps to keep the staff's case load on track. Identifying next steps keeps work flowing and assists the managers in identifying status of the caseload. (Solid Waste)

Providing visual status boards including key performance indicators allows staff, supervisors, and managers an opportunity to see work load demands on an ongoing basis and keep on top of deadlines. (WPED, Solid Waste, & Air Inspection)

Revising and updating standard operating procedures and providing training means staff perform tasks, such as inspections and cold case closures, consistently, ensuring that regulatory requirements are being met. (Solid Waste & Air Inspection)

Leveraging institutional knowledge by standardizing penalty calculations and enforcement order formats makes the process more consistent and efficient and allows staff to issue orders in the field. (WPED)

Standardizing the inspection template so that notices of violation can be automatically generated from the inspection report template, avoids duplication of work later in the office. (ESRUST)

EFFICIENCY/PREPARATION

Building in shorter internal timeframes to meet the agency's Enforcement Response Policy required timeframes, resulting in environmental benefit sooner. (Solid Waste & WPED)

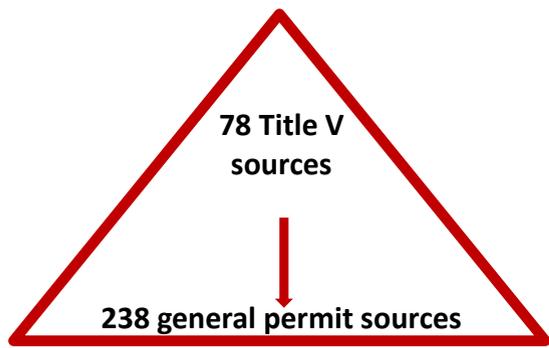
Managers working on the business instead of in the business frees the managers for other priorities resulting in environmental compliance sooner. Managers will be more involved with negotiation on an as-needed basis, but less involved for standard work. (WPED)

Instituting Plan, Do, Check, Act at the working level. The facility case files are now being prepared by office staff supporting the field engineers in advance. This allows the field engineers to be more effective in their evaluation, verifying compliance with numerous state and federal requirements. (Air Inspection)

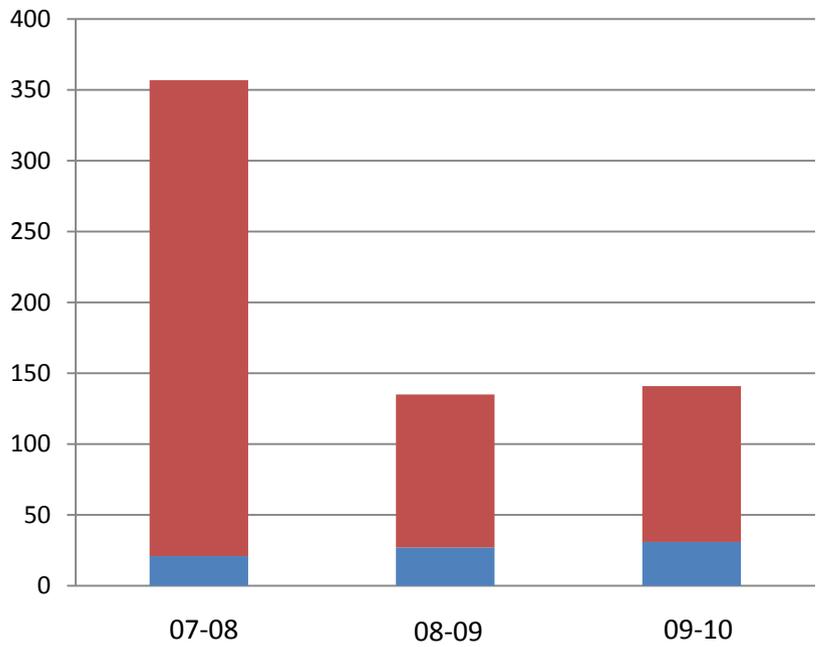
Streamlining enforcement through a new Incentivized Penalty negotiation, for routine types of violations covered under the agency's Civil Penalty Policy, the program can now offer the maximum reductions the Penalty Policy allows if facilities rapidly return to compliance and meet deadlines. (Solid Waste)

Automating the inspection report format so that reports can be generated and printed out in the field immediately following the inspection. By enabling the technology to work for the field staff the customer receives feedback in a more timely manner. (ESRUST)

RESULTS →



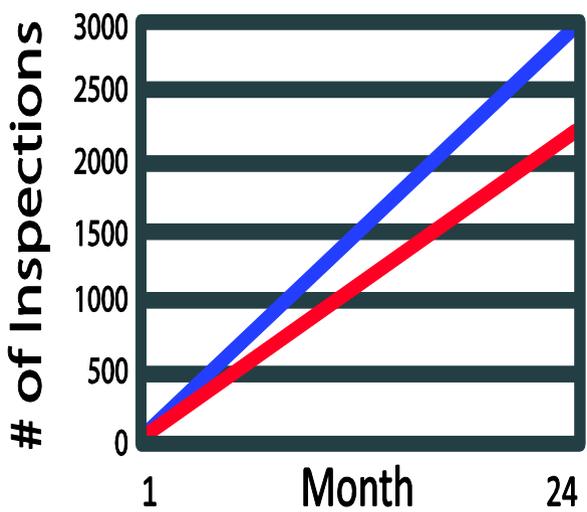
Air Full Compliance Inspections
 Project is now a model to be used for inspecting the General Permit Sources, as well as other regulated air sources.



of days to Issuance

of orders

Water Enforcement Program
 Order issuance time now reduced by more than 200 days.



Storage Tank Inspections
 Now exceeding inspection quotas with almost no inspections conducted by seasonal staff.



Solid Waste Enforcement Program
 Program is able to focus inspections on a larger percent of the permitted facilities to ensure compliance.