



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

PERMITTING

Long Island Sound Program Permit (OLISP)
 Lean I - June 2008, Brian Thompson

NPDES Permit Processing Coordination (NPDES)
 Lean IV - May 2009, Kim Hudak

NDDB Species Review Request Processing (NDDB)
 Lean VI - January 2010, Rick Jacobson & Jenny Dickson

Inland Water Resources Permits (IWRD)
 Lean II - October 2008, Denise Ruzicka

Wastewater System Repairs & Upgrades (Subsurface)
 Lean V - October 2009, Kim Hudak

Radiation Registrations (Radiation)
 Lean VI - January 2010, Ed Wilds

Solid Waste Facility Individual Permits (Solid Waste)
 Lean VII - May 2010, Diane Duva

PLAN & COMMUNICATE

Teaming up with professional organizations, DEP was able to leverage their websites and periodic meetings to inform targeted audiences, bringing more facilities that should have registered into compliance with State law. (Radiation) Including stakeholders both during the Kaizen event and during implementation keeps the communication channels open. (Subsurface)

Changing application content to be specific in requirements such as topographic surveys for OLISP; creating fact sheets and minimum requirements for design, construction, and installation, in the case of subsurface sewage disposal systems; focusing on obtaining higher quality information from applicants so that Natural Diversity Data Base (NDDB) staff are performing reviews with fewer delays related to insufficient submissions; and placing example applications for solid waste individual permits on the DEP website.

Instituting pre-application coordination with local officials and other agencies to ensure OLISP is consistent with a wide variety of standards including Harbor Management Commission, local Shellfish Commission, and CT Dept. of Agriculture. In Solid Waste Permitting, updated permit renewal notification letters offer the option of a pre-application meeting for Solid Waste Individual Permits. In the NPDES Permitting Program, an application is pre-assigned to the engineer who meets with applicant at least 300 days prior to the permit expiration to discuss the submittal of the application and any compliance, fisheries and water quality issues.

STANDARD WORK

Creating checklists and developing SOPs for permit engineers, fisheries and other DEP Divisions. Staff assisted in the development of the Permitting Desk Reference available on the DEP Intranet site. The industrial NPDES permit application review process, with a flowchart, is linked to the relevant standard operating procedures (SOPs) and are available for all NPDES permit engineers to use. (NPDES)

Realizing that the two separate Radiation Registration Programs, DTX and RMI, could share similar registration processes, allowed for consistency and predictability for the regulated community. This has opened the door to further cooperation between the Diagnostic and Therapeutic X-Ray Devices program (DTX) and Radioactive Materials and Industrial X-Ray Devices program (RMI) registration groups as exemplified by a sharing of staff time. Requiring registration in alternating years allows the two groups to assist each other in a synergistic and more cost-effective manner. (Radiation)

Standardizing routine work by establishing a two-stream work flow (Level 1 and Level 2 reviews). Routine reviews (L1) can be dealt with using standard responses and will no longer consume biologists' time or delay the processing of more complex reviews (L2). (NDDB)

Identifying certain application types for solid waste facility individual permits to target for fast tracking such as renewal applications and minor amendments. (Solid Waste)

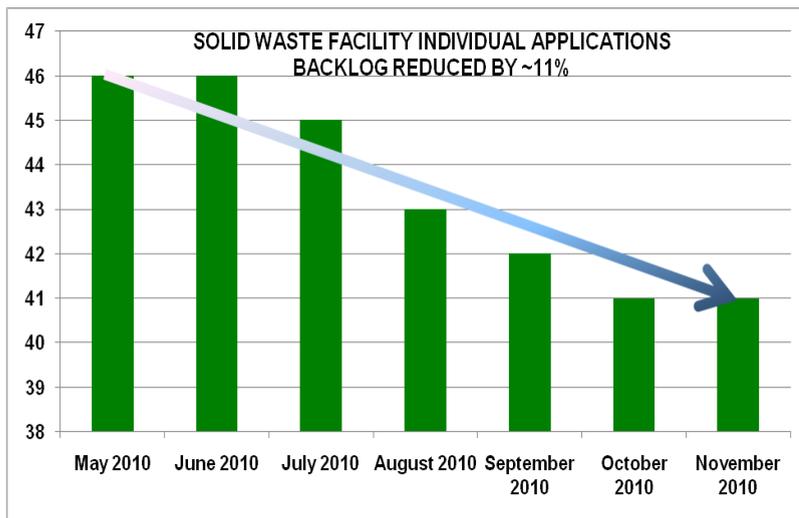
ELIMINATE WASTE

Eliminating redundancy in the number of databases currently in use. Expected future SIMS' enhancements to enable further consolidation to one database. This will streamline the process, afford considerable savings in staff time, and create a central repository of program registrations. (Radiation)

Leveraging existing technology by adopting SIMS as a process tracking and document sharing system. Staff from three different DEP locations now have shared access to maps, plans and other materials submitted with each request and can collaborate on a single response letter. Doing so reduced costs associated with distribution of materials to multiple offices and consolidated multiple letters to the applicant into one coordinated response. (NDDB)

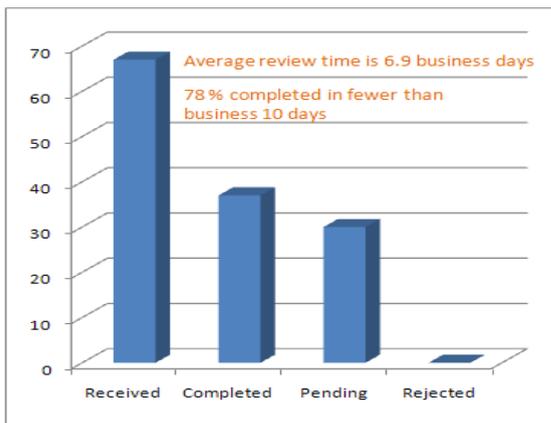
Tearing down silos that were created over time through the administration of the various regulatory programs within IWRD and bringing the six programs into one by taking the six separate regulatory programs and condensing it to two technical disciplines with one file lead. The LEAN team mapped out the current Sufficiency Review process by using a Swim Lane approach which clearly showed a lot of waste and duplicative effort between the programs and staff. (IWRD)

Streamlining mailing lists means less mailings to do which saves the department time and money. (OLISP)



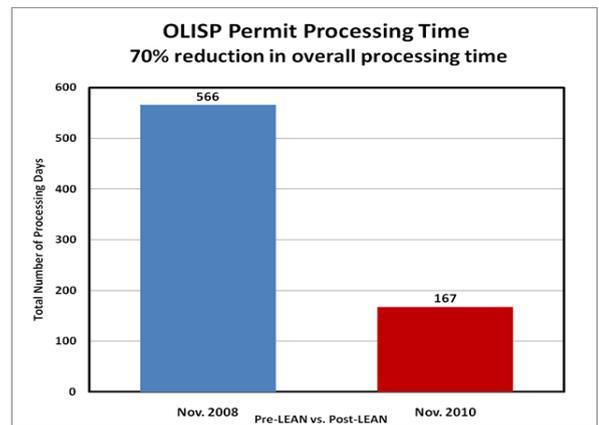
Solid Waste Management Applications
In six months the Solid Waste Facility Individual Permit Team has reduced the backlog by 11% and should exceed their goal of a 20% reduction in 12 months.

Status of NDDB Reviews
Oct. 1, 2010 - Nov. 19, 2010



NDDB Reviews

Since implementing electronic tracking, DEP has a complete picture of status and turnaround times of NDDB review requests.



Long Island Sound Permitting Program

OLISP has reduced its total average permit processing time by over 70%.

Inland Water Permitting

IWRD has made tremendous improvements in review timeframes for both technical and sufficiency aspects.

