



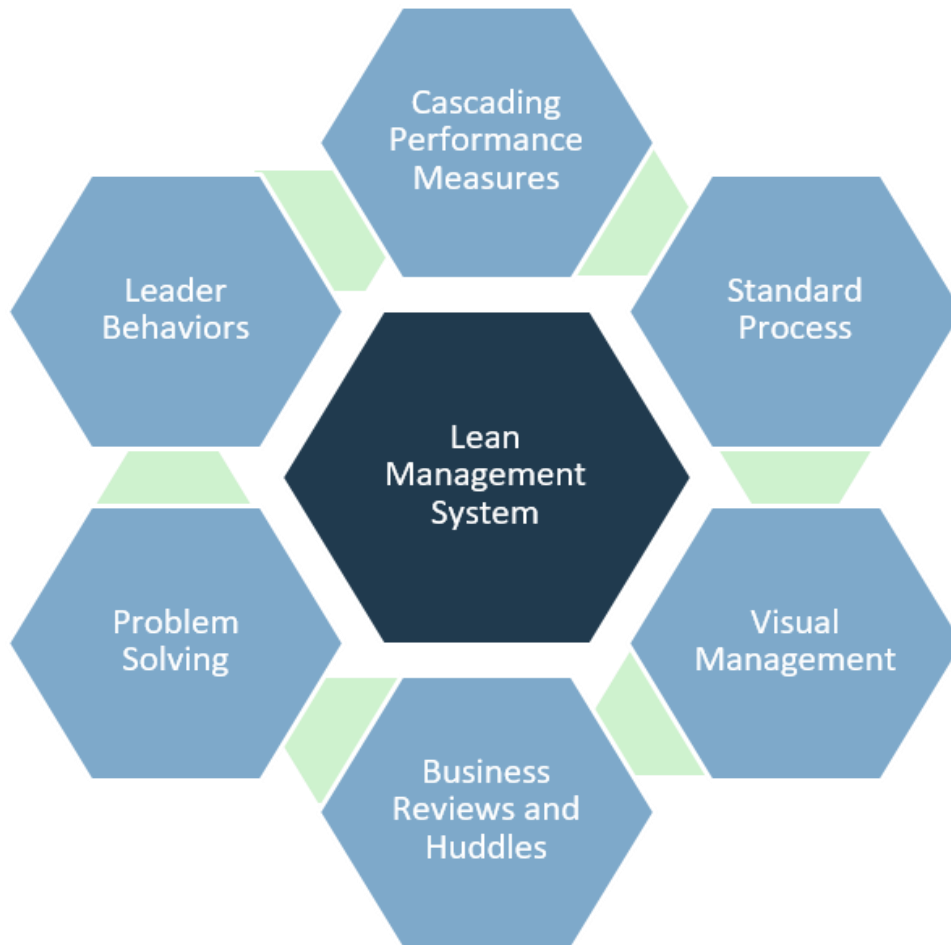
EPA SIP Lean Effort Overview

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Fundamentally





- Intentional means of continuous improvement through identification and solving of problems at the level closest to the work
- Based on respect for the people doing the work
- Seeks to create accountability to process without blame of people
- Seeks to sustain gains from improvement efforts (kaizen)
- Seeks to emphasize developing and adhering to standard process
- Solves small problems before they become big problems

EPA LEAN MANAGEMENT SYSTEM (ELMS)

What is “Lean”

- A set of principles and methods for identifying and eliminating waste (non-value added activity) in any process.
- Method for eliminating waste in a process and let value flow through the process most efficiently.
- Lean provides for an emphasis on empowerment, real-time change, tracking progress, and change culture.
- What is a “Kaizen event”? A 3-5 day facilitated rapid improvement project, comprised of a cross-cutting team using lean tools to identify and eliminate waste from a process by implementing solutions that improve customer value.
 - Kaizen is a Japanese term meaning “change for the good of all.”

How Does Lean Work?

Practices

- Continuous improvement
- Problem solving
- Root cause analysis
- Eliminating waste (non-value added activities)
- Visual performance
- Standard work

Tools

- Kaizen event; Just Do It
- Value Stream Map; Swim Lane Process Map
- Root cause analysis – 5 Whys; Fishbone diagram
- SIPOC – understanding customers at each step

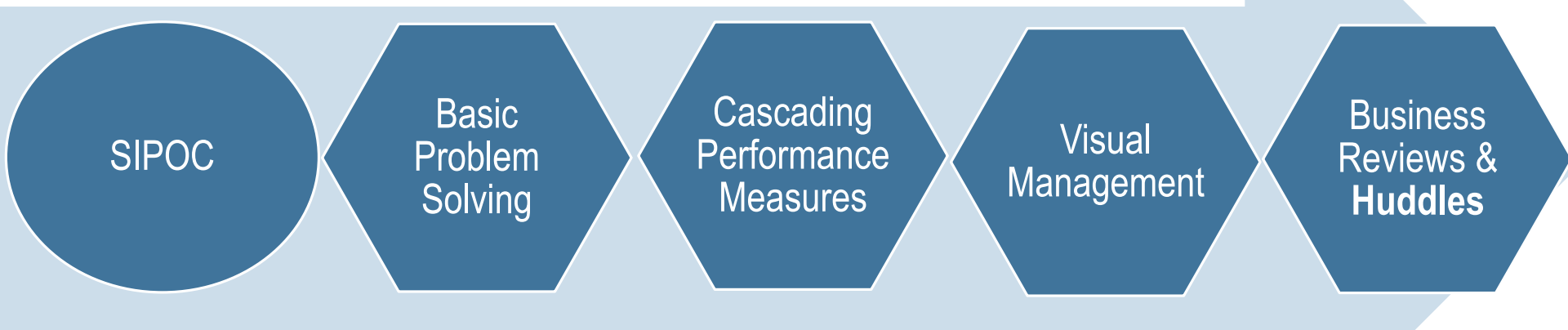


How Does Lean Work?

- Focus on People, Principles, Practices, and Tools
- People
 - Our most important resource
 - Clarity about expectations
 - Ground up management of inefficiencies/waste
 - Engagement
- Principles
 - Value
 - Value stream
 - Flow
 - Pull
 - Performance

ELMS Deployment Road Map

We will understand the components of the process, use basic problem-solving to address challenges, identify measures to track and assess our performance, establish visual management, and utilize huddles to sustain our progress.



Initial Steps: Priority Area Kaizen

13 Reform Plan Areas

Each project is led by an executive sponsor, process owner, project leader, and EPA coach.

Eventually, Kaizen will be performed for all EPA Strategic Plan goals

- Deploying a Lean Management System
- Speeding Up Environmental Permitting
- Reducing Unnecessary Industry Reporting Burdens
- Maximizing Infrastructure Investments
- Examining EPA Field Presence
- Tailoring State Oversight
- Improving Management of EPA Laboratories
- Enhancing HR Shared Services Centers
- Speeding Up the EPA Acquisition Process
- Eliminating the SIP Backlog
- Speeding Up FOIA Responses
- Increasing Flexibility in State and Tribal Assistance
- Seeking Organizational Efficiencies

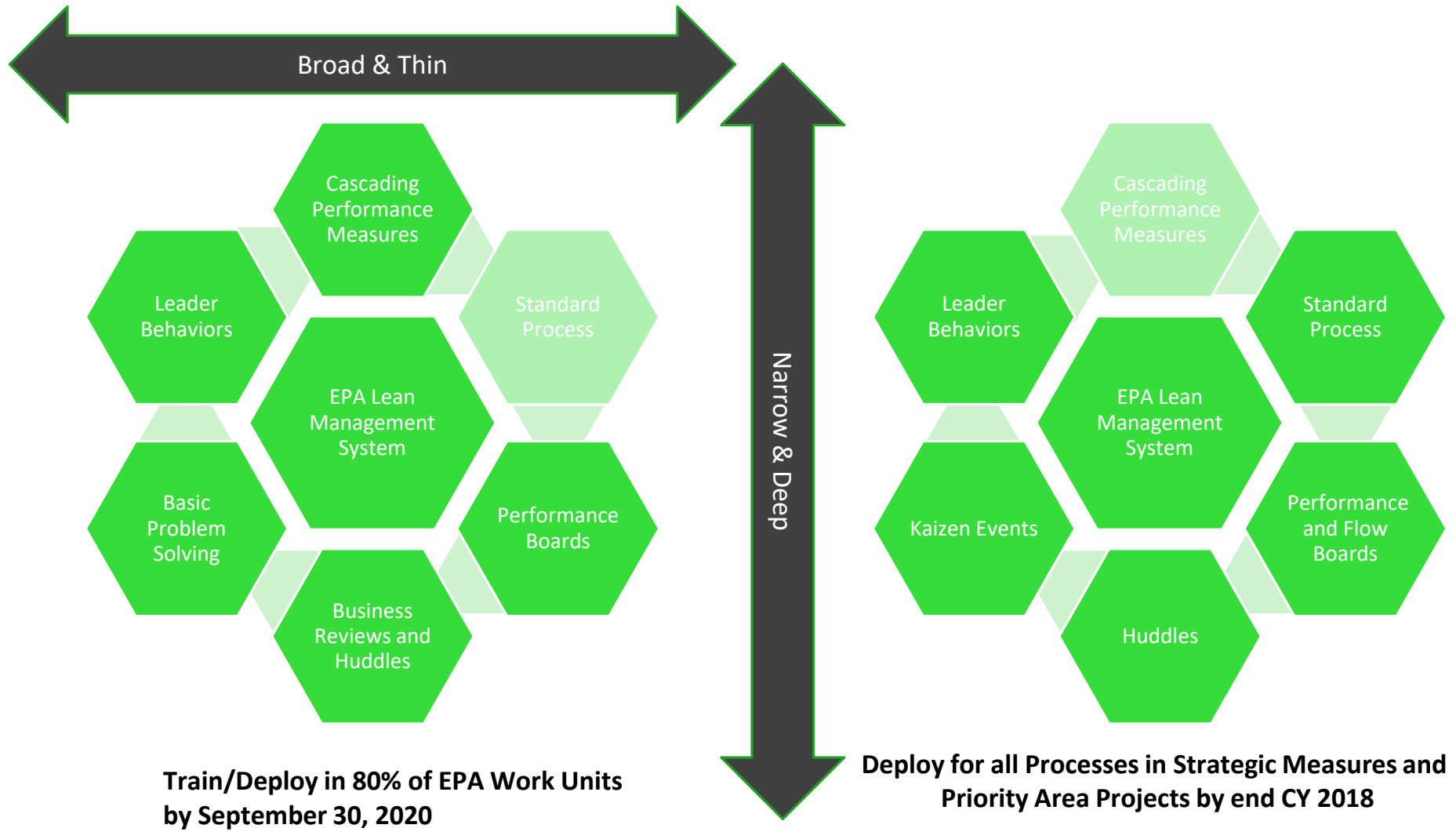
Additional Projects

8 Projects

Each project is led by an executive sponsor, process owner, project leader, and EPA coach.

- NPDES 402 Permitting
- Underground Injection Control Permits
- TSCA Premanufacture Notice Final Determinations
- Brownfields RAU
- Superfund RAU
- Reporting requirements
- CAA Title V
- CAA New Source Review (Preconstruction)

EPA Lean Management System Deployment Model



SIP Processing Improvements

- ❑ **High priority** continues to be reducing the SIP backlog and improving SIP processing times
- ❑ **Trends in SIP processing**
 - ❑ Historic backlogged SIPs reduced by 80% (between October 2013 and March 2018)
 - ❑ Total pending SIPs reduced by 20% (between October 2013 and March 2018)
- ❑ **SIP management improvement efforts ongoing**
 - ❑ SIP management plans continue to provide opportunities for EPA regional offices and states to engage on setting SIP action priorities
 - ❑ EPA emphasizing early engagement with air agencies
 - ❑ Continued commitment to providing timely guidance on SIP development issues
 - ❑ EPA maintaining emphasis on internal SIP processing improvements
 - ❑ Significant IT investments (SPeCS)
 - ❑ National use of lean to improve SIP review process

SIP Lean Priority Area

- ❑ SIP lean event held in February 2018 focused on both EPA process and state process – and included participants from 3 states and 1 local area.
- ❑ Goal of SIP lean event was to develop process and tools that would enable EPA to eliminate the backlog and process SIPs within CAA timelines, by 2022.
- ❑ Timely action on SIPs is a priority for EPA, as reflected in EPA's Strategic Plan for FY 2018 – 2022 and the Agency's Reform Plan.

Key Principles of Revised Process

- ❑ Early engagement with air agencies during SIP development process
- ❑ Early feedback from EPA on approvability issues and/or concerns with draft submission
- ❑ Regular communications to ensure EPA is taking action on air agency priorities and/or SIPs that are most important
- ❑ Internal improvements – use of electronic systems and other methods to improve efficiency
- ❑ Standard work – use of more standard work across regional offices in terms of templates, checklists, etc...

Benefits of a Lean Management System for SIPs

- Reduce rework
- Early feedback on potential issues
- Faster action on SIPs once submitted to EPA
- Greater regulatory certainty

Next Steps

- ❑ Internal work to develop resources, tools, and internal training needed to effectuate new process
- ❑ Tools includes products that would support EPA early engagement with air agencies
- ❑ EPA is also looking at the current pending SIPs (backlogged and not) and evaluation options for handling those in a manner consistent with lean management
- ❑ EPA will provide air agencies with regular updates and anticipates that there will be opportunities for air agency input on specific tools/resources as they are developed
 - ❑ EPA has developed a “Fact Sheet” to give overview of SIP lean project
- ❑ Initial implementation steps focus on internal improvements to EPA processes

For more information ...

For more information about EPA's SIP lean effort, please contact Vera Kornylak in EPA's Office of Air Quality Planning and Standards at 919-541-4067 or Debra Suzuki at EPA Region 10 at 206-553-0985

Questions and Comments

