

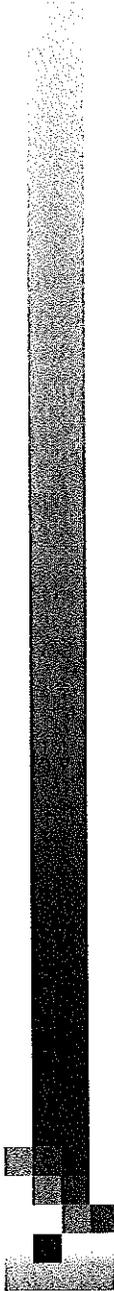
Presented by: Fred Shamburg

Leanovations, LLC Why Am I Here Today?

To Speak Against Raised a Bill No. 467 with a
title "An Act Concerning Lean Government"

Fred Shamburg
Leanovations, LLC
117 Northwest Drive
Plainville, Ct. 06062
Office: (860) 479-0293
www.leanovations.com
info@leanovations.com
Property of Leanovations, LLC



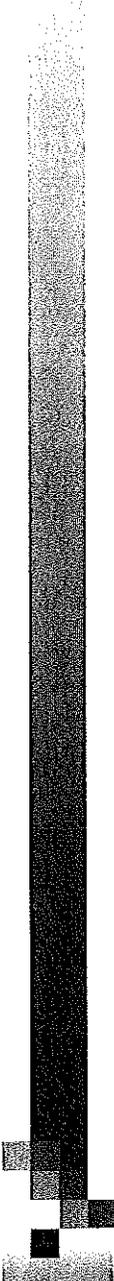


Why am I Here Today

- I am speaking today in response to the General Assembly February 2010 Session, that Raised a Bill No. 467 with a title “AN ACT CONCERNING LEAN GOVERNMENT” .
- It is with deep concern I am here today and to request that this presentation of “19” Slides and the following 40 pages of attached documents (a total of 59 pages) supporting my presentation today be accepted into the public records on Friday March 19, 2010 Government Administration and Elections Committee Public Hearing in Room 2B of the LOB.

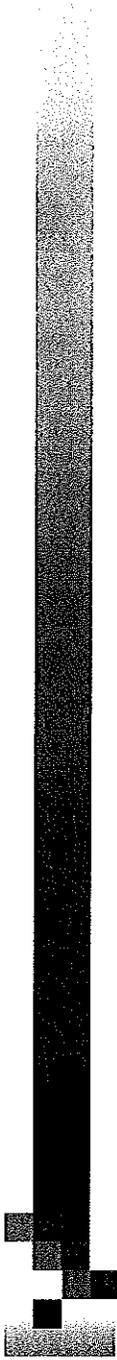
This Bill Creates a Monopoly for Government And Hinders Small Business Entities

- **What this Raised Bill No. 467 – An Act Concerning Lean Government, states is each agency shall, with the assistance of a facilitator from CONNSTEP, the Department of Labor or a private entity that is volunteering its services without compensation, use lean techniques.**
- **So this Bill expects private entity’s to “volunteer” services and provide Lean services without compensation. This appears to be protectionism for government sponsored and funded organizations creating a government monopoly, and be detrimental to small businesses like Leanovations, who provide Lean services, hindering our job creation capabilities and thus tax revenue opportunities for the state**



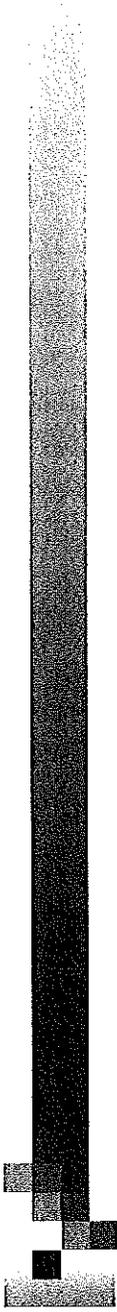
Are State Funded Agency's Free

- It must be asked if CONNSTEP and Department of Labor (DOL) are providing their services for free.
- The answer is no, as these organizations are funded through our taxes, and the employees of these organizations are paid through federal and state government taxes, which is not free at all.
- As a matter of fact when you calculate the total cost to run these organizations with the full State benefits these employees receive, and overhead costs, I would predict outsourcing Lean services to a private entity would actually cost less and would generate addition revenue for the State of Connecticut through the collection of taxes from a private entity



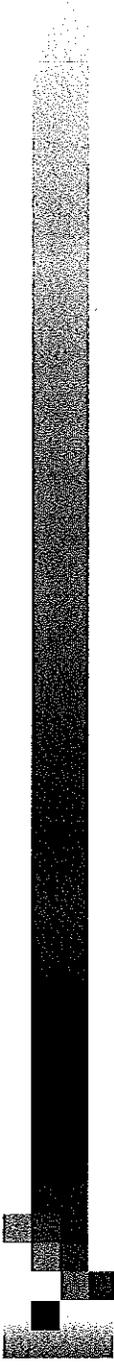
CONNSTEP Conflict of Interest

- **CONNSTEP is funded federally through MEP (Manufacturing Extension Program) and by law these funds are to be used for; the objective of the NIST Manufacturing Technology Centers (MEP) to enhance productivity and technological performance in United States manufacturing.**
- **Asking CONNSTEP to now support the CT State Government Lean initiatives is not part of the CONNSTEP program objective and would be a conflict of interest and impact their ability to support our struggling manufacturers in Connecticut, further hindering job growth and tax revenues.**



What is in this Bill is Being Addressed by Governor Rell and the DAS

- **On a positive side this Raised Bill 467 does promotes Lean practices in Government to eliminate wasteful and inefficient practices, and encourages changes with agency processing times that has an impact on the public, but all of what this bill is calling for was already established by Governor Rell with a January 31, 2010 announcement on Lean Government.**
- **Governor Rell's announcement was followed up with a State Department of Administrative Services (DAS) RFP #10PSX0019 – Lean Government Services on February 8, 2010.**



This Bill Negates All The Good DAS is Trying to Accomplish

- I became aware the State of Connecticut Department of Administrative Services announced the DAS Procurement RFP #10PSX0019 – Lean Government Services, to provide Professional Services – which my company worked many hours to develop and submit a 199 page proposal to provide such services.
- This Raised Bill 467 if passed appears to negate all of this work by the Governor and DAS, and will no longer provide the best service to the State’s Lean initiatives
- This bill definitely does not support Small Business entities providing Lean services, which create jobs and pay taxes.

Kill This Bill Today

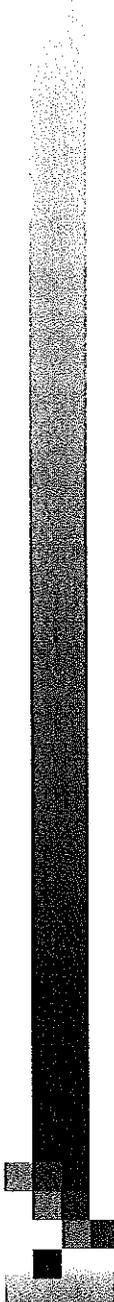
- I oppose this Raised Bill No. 467 as a tax payer and as a private entity, and believe this bill is “Anti-Lean” and is not in the best interest of the State agencies or the public.
- I support the current DAS RFP proposal as being in the best interest of Connecticut State Government, small business entities, the tax payers and citizens of Connecticut.
- Organizations must have the ability to select the coaches/trainers they feel can provide the best overall results and value, and the only way to do that is through a free enterprise system where private entities have the ability to compete against government funded agencies on a level playing field.
- In conclusion, I Strongly oppose this Raised Bill No. 467 and ask that you kill it today!! Thank You!!!

Presented by: Fred Shamburg

Leanovations What Are We About

Fred Shamburg
Leanovations, LLC
117 Northwest Drive
Plainville, Ct. 06062
Office: (860) 479-0293
www.leanovations.com
info@leanovations.com
Property of Leanovations, LLC

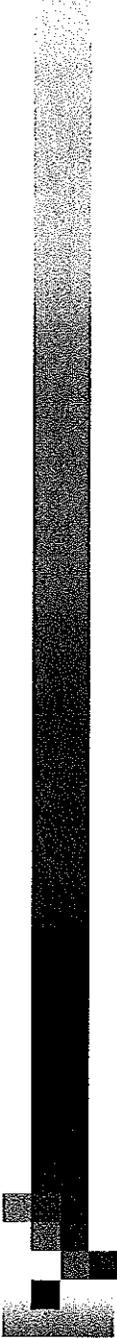




Leanovations Background

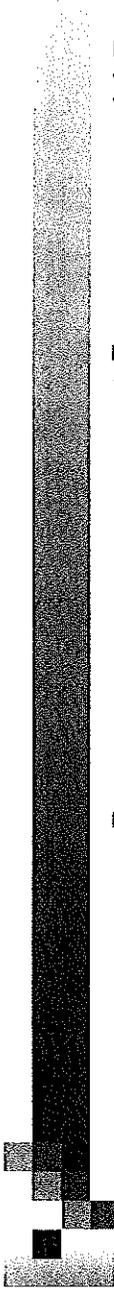
- Leanovations has been in existence since April 2006, the owner (Fred Shamburg) is a “National Shingo Prize Examiner” awarded by the Board of Examiners and trained under ex-Toyota Executives, who worked directly for Mr. Ohno in Toyota’s Lean Promotion Office
- Leanovations follows “The Shingo Prize Model” which is the basis for assessing and examining the depth of understanding of Lean principles, the implementation of management systems that support the principles, and the appropriate selection and use of Lean tools and techniques





Leanovations CT State Experience and Recognition

- Leanovations is a registered “Qualified Lean Expert Provider” for the State of Connecticut’s Center for Advanced Technologies and a “Certified Lean Consultant” for the Connecticut CEEF PRIME Program.
- Leanovations has State of Connecticut experience with providing Lean consulting services not only with CT. DEP over the last two years but also through a contracted PSA (Personal Service Agreement) to provide Lean Enterprise and Kaizen training and consulting services for Central Connecticut State University – Institute for Technology and Business Development (CCSU-ITBD)



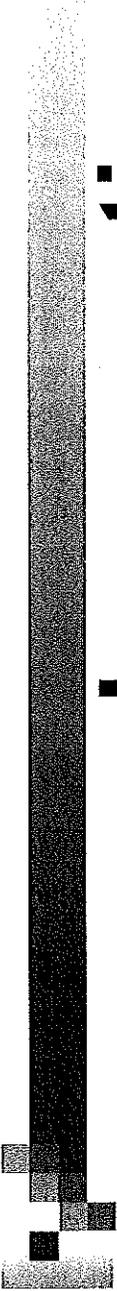
Leanovations “Lean Partnership” with CT DEP

- Through our “Lean Partnership” with CT DEP, the success they have accomplished is well documented and recognized nationally.
- By employing Lean strategies and approaches, CT DEP developed a Lean learning culture and have demonstrated continuous improvement results in:
 - Improved program outcomes by increasing operational efficiencies
 - Reduced and eliminated waste in government and agency processes
 - Engaged and empowered the employees in beneficial practices enhancing delivery of services



Leanovations Project and Team Development Process At DEP

- **We meet with top management/leadership of CT DEP to identify potential Lean projects, team members/leaders, goals for the team and discuss “how we will create success with the project” .**
- **We work with the DEP teams to develop the scope and team charter for the Kaizen project approximately 2-4 weeks before the Kaizen event.**



Leanovations

DEP 5-Day Kaizen Event

- Each 5-Day event starts with a 4 Hour Overview Lean Training Session, which is open to any DEP Employee
- We conduct a 5 Day Kaizen event on the project with the DEP teams (identified in the team charter) to identify “opportunities to improve” with the teams.
- We help the teams develop a Plan-Do-Check-Act Project Plan “PDCA Project Plan” to continue to adopt the Lean Transformation begun by the team during Kaizen event.

The Goal of Leanovations

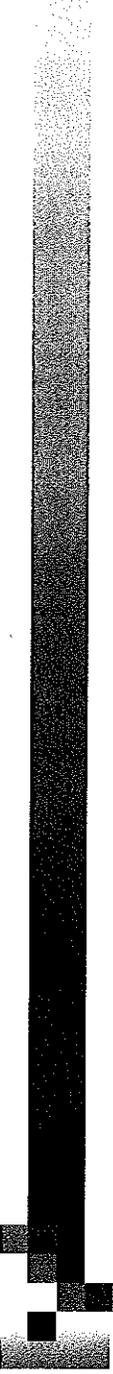
Partnership with CT DEP

- We conduct follow-up reviews with the DEP Lean leaders, implementation teams and agency staff, usually 30-60 days after the event with the teams to assist in additional training, coaching and support to “stay the course” .
- Leanovations goal is to teach our clients (such as DEP) to “fish” and to learn how to become proficient to conduct their own Lean events in the future.
- We are teachers and coaches and it is our responsibility to pass on our knowledge and experiences so the client can develop their own lean leaders who will create a lean learning culture for their whole organization.



Leanovations Lean Philosophy

- Leanovations believes Lean is a “Growth Strategy”, not a cut and slice policy.
- For state agencies this means eliminating wastes (non-value processes) to create new capacities and skills for the employees, so the organization can deliver enhanced services in a most efficient, cost-savings way while being more responsive to the public and customers they serve.



Leanovations References

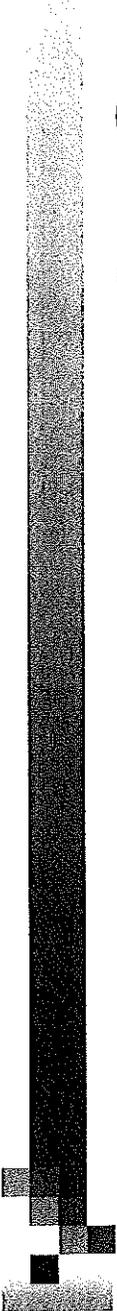
- Leanovations has enjoyed a very successful “Lean Partnership” with CT. DEP and we encourage you to contact the following references to better understand our capabilities and approach that gets Lean results

REFERENCES

Amey Marrella
Commissioner CT DEP
79 Elm St. Hartford, CT 06106
Phone: 860-424-3000
e-Mail: Amey.Marrella@ct.gov

Karen Caliendo
Human Resources Specialist/Lean Facilitator
Department of Environmental Protection
79 Elm St. Hartford, CT 06106
Phone: 860-424-3000
e-Mail: Karen.Caliendo@ct.gov





Leanovations in Summary

- Leanovations has the experience, capacity and ability to support the multiple state agencies located throughout various geographical locations throughout the state of Connecticut.
- Our approach is simple, we focus on engaging and empowering the employees through a Kaizen Team process focusing on creating business success
- Using Lean business process improvement methods and tools, Leanovations coached, mentored and assisted 18 DEP teams in the last two years achieving both short and long term process improvements.

Attachments For The Record

- Please insure the following is submitted as part of the records for today's hearing on Bill 467.
 - Leanovations Letter to GAEC on March 15th
 - Leanovations CT. Small Business Enterprise Certification
 - Governor Rell's Jan. 31, 2010 Lean Announcement
 - CT DEP Lean Website (Please view the video they have developed highlighting Leanovations)
 - ECOS Green Report April 2009 (highlighting DEP & Leanovations successes)
 - ECOS Update by Commissioner Marrella Oct 2009
 - Article on DEP Lean Open House
 - List of Clients/References for Leanovations with similar work as Government
 - Sample of What Leanovations Clients say about us
 - Letters from companies and individuals who do not support Bill 467
 - What an MEP Objective is (supporting Manufacturing not Government)
 - The Raised Bill 467 An Act Concerning Lean Government with Highlighted areas that make no sense at all

Leanovations, LLC

117 Northwest Drive
Plainville, CT 06062
(860) 479-0293
www.leanovations.com



Dear Government Administration and Elections Committee, Representatives and Legislatures;

Subject: Raised Bill No. 467 – An Act Concerning Lean Government

March 15, 2010

I am writing in response to the General Assembly February 2010 Session, that Raised a Bill No. 467 (LCO No. 2163 * 02163 ___ GAE*) with a title "AN ACT CONCERNING LEAN GOVERNMENT". It is with deep concern I am writing this letter and ask that this letter be accepted into the records on Friday March 19, 2010 Government Administration and Elections Committee Public Hearing at 12:00 PM in Room 2B of the LOB.

What this Raised Bill No. 467 – An Act Concerning Lean Government, states is each agency shall, with the assistance of a facilitator from CONNSTEP, the Department of Labor or a private entity that is volunteering its services without compensation, use lean techniques. What is so concerning is you expect private entity's to "volunteer" services and provide Lean services without compensation. This appears to be protectionism for government sponsored and funded organizations creating a government monopoly, and be detrimental to small businesses like Leanovations, who provide Lean services, hindering our job creation capabilities.

It must be asked if CONNSTEP and Department of Labor (DOL) are providing their services for free. The answer is no, as these organizations are funded through our taxes, and the employees of these organizations are paid through federal and state government taxes, which is not free at all, and as a matter of fact when you calculate the total cost to run these organizations with the full State benefits these employees have, I would expect outsourcing Lean services to a private entity would actually cost less. If the concept or thought behind this Raised Bill No. 467 is to "make work" for an under utilized State funded organization, maybe the State should examine those agency's processes and consider re-aligning their workforce, like a private entity must do in today's economic environment. If Lean facilitation for the many State Agencies were only provided by CONNSTEP or Department of Labor, it would create an overburden on these organizations and create inefficiencies with other services they provide. The Connecticut taxpayers deserve a government that delivers enhanced services in the most efficient; cost-saving way while being responsive to the people they serve, and by providing protectionism and a monopoly, it does not provide the best service for the tax payers and citizens of Connecticut.

CONNSTEP is funded federally through MEP (Manufacturing Extension Program) and by law these funds are to be used for; the objective of the NIST Manufacturing Technology Centers (MEP) to enhance productivity and technological performance in United States manufacturing. Asking CONNSTEP to now support the CT State Government Lean initiatives is not part of the CONNSTEP program objective and would be a conflict of interest and impact their ability to support our struggling manufacturers in Connecticut, further hindering job growth and tax revenues. If additional resources are needed by CONNSTEP to support this Raised Bill 467, this will require an increase in their budgets thus increasing the tax payer's portion. The other very troubling concept behind this Raised Bill is that having a government funded agency providing Lean services to other Government agencies does not provide any check and balances on progress, this appears to be like having a fox run the hen house.

On a positive side this Raised Bill 467 does promotes Lean practices in Government to eliminate wasteful and inefficient practices, and encourages changes with agency processing times that has an impact on the public, but all of what this bill is calling for was already established by Governor Rell with a January 31, 2010 announcement on Lean Government. Governor Rell's announcement was followed up with a State Department of Administrative Services (DAS) RFP #10PSX0019 – Lean Government Services on February 8, 2010. Below are parts of the January 31, 2010 announcement.

On January 31, 2010 Governor Rell announced that in her continuing effort to reduce the size and cost of state government, agencies are effectively changing the way they do business by adopting "*Lean*" principals, a nationally recognized discipline initially used in manufacturing for streamlining and efficiency.

The Governor then discussed in the announcement the substantial efficiencies and cost-savings measures by the State Department of Environmental Protection (DEP) which my company, Leanovations, LLC has provided Lean facilitation and training to over the last couple of years. It was due to these positive results at DEP that the Governor then announced taking those same principals and expanding them to other agencies such as:

- Motor Vehicles (DMV)
- Consumer Protection (DCP)
- Administrative Services (DAS)
- Revenue Services (DRS)
- Economic and Community Development (DECD)

On Monday, February 8, 2010 I became aware the State of Connecticut Department of Administrative Services announced the DAS Procurement RFP #10PSX0019 – Lean Government Services, to provide Professional Services – Strategic Business Consulting/Facilitating for Lean Government and Services which my company worked many hours to develop and submit a 199 page proposal to provide such services. We were contacted by CT DAS on March 2, 2010 that we were selected to enter into negotiations with the State for the purchase of Lean Government Services. But now this Raised Bill 467 if passed appears to negate all of this work by the Governor and DAS, providing the best service to the State's Lean initiatives, while supporting Small Business entities providing Lean services, which create jobs and pay taxes.

In the January 31, 2010 announcement by the Governor the following was stated by CT DEP Commissioner Marrella; "We would never have imagined the magnitude of success that we now see," DEP Commissioner Amey Marrella said. "Staff teams have led 18 *Lean* projects and we are implementing their recommendations on improving our processes for permitting, enforcement and other programs. "The improvements are resulting in better services for the public and those whom we regulate," Commissioner Marrella said.

DEP entered into a contract with Leanovations in 2008, after less then acceptable results with Lean facilitation from a State organization occurred. DEP has been working with Leanovations over the last 18 months and our work is still ongoing. Using a team approach to identify and remedy inefficiencies and duplicative steps, the agency has streamlined a review for seven types of inland water permits that previously used seven separate processes to one consistent process. Dock permits, which had been issued an average of 550 days after application, are now down to about 100 days. The DEP has also been able to reduce by 62 percent (294 days to 113 days) the time needed to process applications for loans for municipal wastewater treatment projects under state's Clean Water Fund. These results are not Leanovations stated results, these are results stated by Commissioner Marrella.

The bottom line is I oppose this Raised Bill No. 467 as a tax payer and as a private entity, and believe this bill is "Anti-Lean" and is not in the best interest of the State agencies or the public. It must be understood that "one size shoe" does not fit all, and that concept is especially true with Lean implementation. Organizations must have the ability to select the coaches/trainers they feel can provide the best overall results and value to their organization, and the only way to do that is through a free enterprise system where private entities have the ability to compete against government funded agencies on a level playing field.

In conclusion, I oppose this Raised Bill No. 467, and support the current DAS RFP proposal as being in the best interest of Connecticut State Government, the small business entities, the tax payers and citizens of Connecticut.

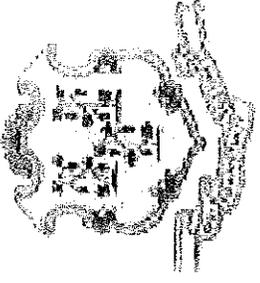
Sincerely,

A handwritten signature in cursive script that reads "Fred Shamburg". The signature is written in black ink and is positioned below the word "Sincerely,".

Frederick M. Shamburg
Owner/President
Leanovations, LLC
Certified by CT DAS Supplier Diversity Program
"Small Business Enterprise"

State of Connecticut

Department of Administrative Services
Supplier Diversity Program



This certifies

Leanovations, LLC

117 Northwest Drive, Plainville, CT 06067

as a

Small Business Enterprise

March 11, 2010 through March 11, 2012

Owner(s): Frederick M. Shamburg

Contact: Frederick M. Shamburg

Email: fshamburg@leanovations.com

Telephone: (860) 479-0293 Ext:

Web Address: www.leanovations.com

FAX: (860) 747-4342

**** Affiliate Companies:**

Approved Goods & Services: For a list of program approved Goods & Services go to <http://www.biznet.ct.gov/SDCert?CID=24073>

Product Description: Leanovations consulting firm specializes in teaching and coaching companies to compete worldwide with Lean operational excellence, and to win profitable growth through innovations. We help organizations to apply Lean and innovations correctly as a growth

Meg Yetislofsky

Supplier Diversity Director

Meg Yetislofsky

Supplier Diversity Specialist

**A contractor awarded a contract or a portion of a contract under the set-aside program shall not subcontract with any person(s) with whom the contractor is affiliated.



DEPARTMENT OF ENVIRONMENTAL PROTECTION



[ABOUT US](#) [PROGRAMS AND SERVICES](#) [PUBLICATIONS](#) [FORMS](#) [CONTACT US](#) [HOME](#)

Search

Go

January 31, 2010

DEP MAIN MENU

- » ENVIRONMENTAL PROTECTION BEGINS WITH YOU
- » OUTDOOR RECREATION
- » NATURAL RESOURCES
- » AIR, LAND, WATER
- » MATERIALS & WASTE MANAGEMENT
- » PERMITS & LICENSES
- » LAWS AND REGULATIONS
- » EDUCATION
- » PUBLIC PARTICIPATION
- » IN THE NEWS



Department of Environmental Protection
79 Elm Street
Hartford, CT 06106-5127

Phone:
(860) 424-3000
Voice/TTY

[Directions](#)



E-ALERTS

Receive DEP news updates by e-mail.

» [Subscribe now or update your e-Alerts](#)

» [LOGIN](#)

Governor Rell: State Trimming Bureaucracy With "Lean" Practices and Policies

Governor M. Jodi Rell today announced that in her continuing effort to reduce the size and cost of state government, agencies are effectively changing the way they do business by adopting "Lean" principals, a nationally recognized discipline initially used in manufacturing for streamlining and efficiency.

Governor Rell said "Lean" methods used by state Departments of Environmental Protection (DEP) and Labor (DOL) have resulted in substantial efficiencies and cost-saving measures. Those same principals are now being expanded to five more agencies:

- Motor Vehicles (DMV)
- Consumer Protection (DCP)
- Administrative Services (DAS)
- Revenue Services (DRS)
- Economic and Community Development (DECD)

Lean is a waste-reduction technique that examines an agency's processes, identifies and eliminates redundancies to ultimately expedite services for taxpayers while doing more with existing resources.

"Piles of paperwork, reams of red tape and bureaucratic hurdle after bureaucratic hurdle are a snapshot of a bogged down system. It is too cumbersome and too costly," Governor Rell said. "We are changing the way state government does business.

"Our taxpayers deserve a government that delivers services in the most efficient, cost-saving way while being responsive to the people they serve," the Governor said. "Many agencies are already seeing substantial results. Less red tape gives staff more time to carry out the responsibilities to our citizens."

The DEP began its efforts 18 months ago and they are still ongoing. Using a team approach to identify and remedy inefficiencies and duplicative steps, the agency has streamlined a review for seven types of inland water permits that previously used seven separate processes to one consistent process. Dock permits, which had been issued an average of 550 days after application, are now down to about 100 days. The DEP has also been able to reduce by 62 percent (294 days to 113 days) the time needed to process applications for loans for municipal wastewater treatment projects under state's Clean Water Fund.

"We would never have imagined the magnitude of success that we now see," DEP Commissioner Amey Marrella said. "Staff teams have led 18 *Lean* projects and we are implementing their recommendations on improving our processes for permitting, enforcement and other programs.

"The improvements are resulting in better services for the public and those whom we regulate," Commissioner Marrella said. "As a result of *Lean*, DEP is

freeing up staff resources to address backlogs and provide more timely and high quality service."

The DOL is working with agencies and groups both inside and outside state government to adopt *Lean* practices. The agency's *Lean* Government practices have been recognized by the Connecticut Quality Improvement Award Partnership (CQIAP), the first and oldest state-level Malcolm Baldrige National Quality Award for Performance Excellence organization in the country.

"We are doing more with less. We have to," Governor Rell said. "Agencies in my Administration clearly understand that serving the public in a more-efficient, less-expensive way is paramount. A bigger and costlier government has never been the answer."

For more information on *Lean* Government practices go to: www.ctdol.state.ct.us/LEAN or call *Lean* Government Services Operations Manager Steve Dombrowski, 860-263-6517.

[Printable Version](#)

[Home](#) | [CT.gov Home](#) | [Send Feedback](#)

State of Connecticut [Disclaimer](#) and [Privacy Policy](#). Additional [DEP Disclaimer](#).
Copyright © 2002, 2003, 2004, 2005, 2006, 2007, 2008 and 2009 State of Connecticut.



DEPARTMENT OF ENVIRONMENTAL PROTECTION



[ABOUT US](#) [PROGRAMS AND SERVICES](#) [PUBLICATIONS](#) [FORMS](#) [CONTACT US](#) [HOME](#)

Search

DEP's LEAN Initiative

DEP MAIN MENU

- » [ENVIRONMENTAL PROTECTION BEGINS WITH YOU](#)
- » [OUTDOOR RECREATION](#)
- » [NATURAL RESOURCES](#)
- » [AIR, LAND, WATER](#)
- » [MATERIALS & WASTE MANAGEMENT](#)
- » [PERMITS & LICENSES](#)
- » [LAWS AND REGULATIONS](#)
- » [EDUCATION](#)
- » [PUBLIC PARTICIPATION](#)
- » [IN THE NEWS](#)



Department of Environmental Protection
79 Elm Street
Hartford, CT 06106-5127

Phone:
(860) 424-3000
Voice/TTY

[Directions](#)



E-ALERTS

Receive DEP news updates by e-mail.

» [Subscribe now or update your e-Alerts](#)

» [LOGIN](#)

The DEP is applying **LEAN** principles and practices to improve the way we do business. To meet the needs of our customers, we are becoming more efficient while maintaining our environmental requirements. We are eliminating time-consuming steps that add no value so we can spend more time on what we do best - protecting the environment.

As of February 2010, DEP has undertaken 19 projects to address environmental quality, conservation and business administration processes in areas including permitting, inspection, and enforcement in air, waste, and water pollution control programs, trout stocking practices, boating safety certification, requisition and purchasing, health and safety, radiation registration, requests for wildlife species review, and forest management planning.

In keeping with LEAN practices, DEP is also taking advantage of technology to create efficiencies and improve customer service through "eGov" initiatives.

[DEP Green and Lean Video](#)

[What is LEAN?](#)

[LEAN at DEP - Projects and Results](#)

[eGov Fact Sheet](#)

[Governor Rell's LEAN Initiative](#)

[Related Resources](#)

For further information on DEP's LEAN initiative, please contact Karen Caliendo by [e-mail](#) or by phone at 860-424-3163.

[Printable Version](#)

[Home](#) | [CT.gov Home](#) | [Send Feedback](#)

State of Connecticut [Disclaimer](#) and [Privacy Policy](#). Additional [DEP Disclaimer](#).
Copyright © 2002, 2003, 2004, 2005, 2006, 2007, 2008 and 2009 State of Connecticut.



Copyright © 2009, the Environmental Council of the States. Permission is granted for our members to copy for state government purposes.

LEAN CASE STUDIES: CONTINUOUS IMPROVEMENT IN STATE AGENCIES

April 2009

*By Lee D. Garrigan, Senior Project Manager
Environmental Council of the States*

INTRODUCTION

State environmental leaders are successfully leveraging Lean approaches to improve the quality of the services they deliver to a wide range of customers. Maximizing cost efficiencies and minimizing budget cuts and employee lay-offs are paramount for today's public sector official. For agencies feeling the pinch of declining resources in today's economy, consider giving continuous improvement tools a second look.

Lean is a process improvement approach and set of methods that seek to eliminate non-value added activities or waste. Kaizen and Value Stream Mapping (VSM) events are key to Lean's effectiveness in making rapid, breakthrough improvements while creating an employee-empowered continual improvement culture. In Japanese, *kai* means "to take apart," and *zen* means "to make good."

For the past few years, state governmental agencies with primacy over the administration of environmental programs have begun to significantly improve permitting and administrative processes using Kaizen, VSM, and Six Sigma. Lean events have cut lead times for air and water permit reviews, reduced the complexity and redundancy of administrative tasks and procedures, and improved the quality of state agency reporting, products, and services. The Lean process improves relationships among and between states and stakeholders, U.S. EPA regions, and EPA headquarters. Most importantly, Lean helps states to more efficiently and effectively reach their environmental protection goals.

This report is a compilation of 23 case studies provided by states and the EPA. The studies document the successes that states—and at least one region—have achieved utilizing lean process improvement techniques. The description of the state Lean events include specific examples of the types of changes

that environmental—and other—agencies have made as part of their efforts to cut costs, improve delivery of services, and streamline programs.

CASE STUDY LISTING

<i>State</i>	<i>Page</i>
Connecticut - Evaluation of the Air Planning and Standards Division Permit Modeling Program	3
Connecticut - Office of Long Island Sound Structures, Dredging, and Fill Permit Application	5
Connecticut - Evaluation of the Water Permitting and Enforcement Division's Enforcement Program	8
Delaware - Minor Source Air Construction Permitting	11
Florida - Northeast District Wastewater Inspection Follow-Up	13
Florida - Northeast District SLERP Enforcement Documentation Improvement	14
Florida - Northeast District Sanitary Sewer Spill Response Improvement Event	15
Four States/EPA - National Pollutant Discharge Elimination System (NPDES)	17
Four States/EPA - Water Quality Standards Submission, Review, and Approval Process	19
Hawaii - Department of Health Environmental Response Process	21
Iowa - Environmental Enforcement Process	22
Iowa - Wastewater Permitting Process	24
Iowa - Environmental Staff Allocation	26
Indiana - Air Compliance and Enforcement Processes	27
Indiana - Office of Air Quality Permitting Process for Significant Source Modifications	29
Indiana - Office of Air Quality Permit Renewal Process	30
Minnesota - Surface Waters Pre-Assessment and Assessment Process	31
Minnesota - Wastewater Permitting Process	33
Nebraska - NPDES Permitting Process	35
Nebraska - Air Construction Construction Permitting Process	37
Oregon - Streamline Laboratory Analytical Process	38
U.S. EPA - Corrective Actions Tracking Process	40
Vermont - Wastewater Permit Process	42
Wyoming - Air Quality Permitting Process	43
Resources	45

Connecticut - Evaluation of the Air Planning and Standards Division Permit Modeling Program

State Agency: Connecticut Department of Environmental Protection (DEP), Bureau of Air Management (BAM), Planning and Standards Division (PSD)

Method Implemented: Kaizen Event

Summary: The current Division's regulatory air modeling process is impacting the timely issuance of new source review (NSR) air permits. The process under review starts with a pre-permit application meeting through approval of a dispersion modeling analysis performed in support of a permit application.

Scope of the Kaizen Project

Specific Process Involved: Evaluation of the Air Planning and Standards Division Permit Modeling Program.

Goals and Objectives:

- Conduct Value Stream mapping of all steps that affect the modeling process.
- Eliminate wastes and/or non-value added steps found in process.
- Identify ways to improve the process to free up internal staff resources and to contribute to a reduction in elapsed time between a pre-application meeting and final permit approval.
- Establish baseline measures for the Division's permit modeling process and track improvements over time.
- Reduce processing time by one-third.
- Develop project plan to implement changes.
- Develop time measurement system for tracking and reporting projects.
- Update guidance and databases to improve communication flow and make process more visible to stakeholders.
- Increase efficiencies in disseminating inventory data.

Year Conducted: June 2008

Consultant Support: Leanovations, LLC

Process Changes and Results

As a result of this event, the Planning and Standards Division made a number of process changes, including the following:

- Based on our Value Stream Mapping, achieved a 43percent reduction in the number of total steps in the process.
- Rewrote of modeling guidance.
- Implemented new business rules.
- Made key information accessible via DEP website.
- Created and maintain visual boards.

The project yielded the following results:

- Trend indicates reduction in processing time; major improvement goals for the process are still in development.
- Project Plan completed and, to date, 20 tasks out of 38 were completed.
- Development of a time measurement system for tracking and reporting projects was completed, and Key Performance Indicators (KPI) now are tracked.
- In progress/updated guidance and databases. Enhanced and improved Web access; created status mapping boards visible to the public; developed new business rules to facilitate process; developing new guidance document for web posting (currently editing draft document); developing databases which stakeholders can use to facilitate a modeling review (hit a national snag in the quality of data available; expecting resolution from EPA 1st quarter 2009).
- Completed short-term improvement in the dissemination of inventory data by eliminating F.O.I.A. request. Require electronic request of data for speed and tracking purposes. Currently working on e-government inventory access (EMIT On-Line).

Post-Kaizen desired state resulted in improved program efficiencies:

- Eliminating administrative wait time has cut the time required to process an inventory request.
- Document transfer time has been reduced to a minimum by the elimination of some supervisory sign-offs and electronic transfer of all documents.
- A significant time step of approximately 10 days for delivery of ambient monitoring data has been eliminated by making this data available to stakeholders on the agency website.

Highlights of the Implementation Project Plan included:

Two-month goals:

1. *Meet with Northeast regional modeling contacts:* At a meeting of the Northeast states modeling contacts, states coordinated to develop common databases, and guidance was discussed; cooperation from other states on modeling guidance expected, but initial database effort will be minimal due to lack of resources and funds for such an effort.
2. *Amended permit application instructions:* Expedite review process by requiring submission of two paper copies and one electronic copy of the application, eliminate supervisory sign-off on modeling transmittal memo, and send memo electronically.
3. *Eliminate F.O.I.A. request for routine inventory search:* Stakeholder can contact appropriate staff directly via e-mail.
4. *File all documents in to SIMS (Site Information Management System):* Drafted and finalized protocol for entering documents into SIMS.
5. *Prepared spreadsheets of measured design concentrations for all criteria pollutants:* Posted this data on the web and developed maps of this data to post on the web.
6. *Prepare spreadsheet of PM_{2.5} 24-hour measured data:* These text files were developed and placed on the website so that stakeholders have direct access to the data at all times; this will save information transfer time.
7. *Develop work plan for uploading inventory data on web:* This is a long term (one year) plan to give stakeholders direct read-only access to routine inventory emissions and stack parameter information.
8. *Develop modeling project spreadsheet and post a visual for the public:* Informs stakeholders about the status of projects at a glance.

Status: Completed - 1, 2, 3, 4, 5, 6, and 8; Ongoing - 7

Six-month goals:

1. *Develop first draft of revised modeling guidance document:* Review current guidance from other states, identify best guidance as a template, write first draft document.
2. *Prepare meteorological data sets for posting on web:* Develop pre-processed meteorological data sets that stakeholders can use in their regulatory modeling.
3. *Quality-assure inventory data for web posting:* QA data to limit need for agency interaction w/stakeholders, this task has not been started.

Status: *Completed – 1; Ongoing - 2; Not started - 3*

Twelve month goals:

1. *Upload completed meteorological data sets to web page:* Met. Database development is ongoing; some snags have been identified, but one-year completion deadline should be met.
2. *Provide stakeholders opportunity to weigh in on draft revised modeling guidance (March 2009):* To maintain an open process and obtain valuable input from stakeholders.
3. *Finalize revised modeling guidance and post on web page:* Promote consistency, make modeling process as transparent as possible, and avoid mistakes and misunderstandings that lead to frequent rework by stakeholder and re-review by agency.
4. *Post inventory data on web page:* On going through the EMIT On-Line effort.

Status: *Ongoing and On Schedule: 1, 2, and 3 on schedule; Ongoing and not on schedule: 4*

Additional Comments

Development of KPI chart documented baseline time steps in the modeling process and brought into focus a current timeline of the process and a clear need to implement and even improve the draft project plan. Critical in the process is having management support in accepting recommendations for change and being fully engaged in implementation. Work done by this team has been shared with the eight NESCAUM states; they have been interested in our progress, and we have been updating them on our NESCAUM Modeling Committee quarterly conference calls. A thoroughly detailed and honest Value Stream Mapping of the process is the foundation for everything that follows.

More Information

Karen Caliendo, Agency Coordinator
Human Resources Specialist
Staff and Organization Development Unit
Department of Environmental Protection
79 Elm Street
Hartford, CT 06106
(860) 424-3163
Karen.caliendo@ct.gov

**Connecticut - Office of Long Island Sound Structures, Dredging, and Fill Permit
Application Review Process**

State Agency: Connecticut Department of Environmental Protection (DEP), Bureau of Water Protection and Land Reuse, Office of Long Island Sound

Method Implemented: Kaizen Event

Summary: Waste in the Division's Structures, Dredging, and Fill (SDF) permit application review process creates extended processing times and inefficiencies, preventing staff from undertaking new initiatives in permitting, compliance, and enforcement. The specific process is the review of full permit applications from receipt to issuance of the permit document.

Scope of the Kaizen Project

Specific Process Involved: Structures, Dredging, and Fill Permit Application Review Process

Goals and Objectives:

- Identify waste within the permit application review process including the initial completeness review, consistency determination, site inspections, general processing, and internal review, approval, and sign-off steps.
- Develop a value stream map of the permitting process, document process steps, and develop written Standard Operating Procedures.
- Reduce average processing time by minimizing the number of steps in the process.
- Reduce average processing time of initial response letter ("fee letter").
- Reduce average processing time from application receipt to permit decision.
- Reduce the pending permit application backlog by 50 percent.

Year Conducted: June 2008

Consultant Support: Leanovations, LLC

Process Changes and Results

As a result of this event, the Office of Long Island Sound made a number of changes to the application review process, including the following:

- Eliminated steps in the permit review process, which were not value-added.
- Eliminated the time-consuming back and forth between the analyst and the applicant/engineer.
- Instituted a new permit review process whereby the applicant is required to coordinate with state and local entities prior to application submission in order to identify potential concerns and obtain recommendations.
- Strongly encouraged pre-application meetings between applicants/engineers and staff to assure the submission of a complete application that is consistent with statutory standards.
- Standardized forms and permit documents.
- Substantially reduced certified and general mailings that were not required by statute to reduce costs.
- Began the use of new permit process documents and mail procedures prior to the complete implementation of Lean to glean the early benefits from the Lean process.

The project yielded the following results:

- Completed the value stream map and development of written Standard Operating Procedures.
- Reduced average process review steps from 132 steps (June 2008) to 76 steps (January 2009) (42percent reduction).
- Reduced average processing time of initial response letter from 205 days (June 2008) to 23 days (January 2009) (89 percent reduction) (one application; proposed was 30 days).

- Reduced average processing time from application receipt to permit decision from 566 days (June 2008) to 52 days (January 2009) (90 percent reduction) (one application; proposed was 131 days).
- Reduced application backlog from 269 (June 2008) to 262 (January 2009) (3percent reduction).

Post-Kaizen desired state resulted in improved program efficiencies:

- Pre-application consultation with local officials and resource experts eliminates nearly all waiting for review/response during application review and allows applicants to revise application before even submitting to DEP.
- Requirement for surveys to be submitted with all application drawings so that DEP may rely upon drawings with greater certainty of site conditions.
- Revised mailing list to provide significant time and cost savings for DEP.
- New Pre-Application Questionnaire allows DEP to identify concerns early in the process.

Highlights of the Implementation Project Plan included:

Two month goals:

1. Revise protocol for clerical staff assignment of applications by town-assignments.
2. Complete hard copy of future state map.
3. Create central location for all new permit template documents.
4. Create new consultation forms and instructions.
5. Develop new notice of insufficiency and other correspondence.
6. Develop new summary sheets (completed for all goals).

Six-month goals:

1. Create new application form and instructions.
2. Train permit staff on new review procedures.
3. Conduct outreach and training for regulated community and consultants.
4. Conduct outreach and training for local officials and resource experts.
5. Develop protocol for analyst recommendation meeting.
6. Develop permit process.
7. Upload new forms to Internet.
8. Request delegation of authority to Bureau Chief for signature.
9. Train clerical staff on new PN procedure.
10. Develop Frequently Asked Questions document; implement new procedure (November 1, 2008) (completed and/or ongoing for all goals).

Twelve month goals:

1. Seek statutory/regulatory change for application fees.
2. Develop process for expiration notices.
3. Conduct customer survey (Status Update: June 30, 2009).

Additional Comments

The transition period allowed direct attention to be paid to backlogged applications. The regulated community embraced change and suggested additional improvements and innovations. CT DEP hopes to expand process improvements to other application types in near future. The post-Kaizen regular meetings are critical to ensuring that forward momentum continues. We recognize that Key Performance Indicators may not show immediate results, especially when a full application process is the focus of Kaizen improvement.

More Information

Karen Caliendo
Human Resources Specialist
Staff and Organization Development Unit
Department of Environmental Protection
79 Elm Street
Hartford, CT 06106
(860) 424-3163
Karen.caliendo@ct.gov

Connecticut - Evaluation of the Water Permitting and Enforcement Division's Enforcement Program

State Agency: Connecticut Department of Environmental Protection (DEP), Bureau of Materials Management & Compliance Assurance (MMCA), Water Permitting and Enforcement Division (WPED)

Method Implemented: Kaizen Event

Summary: The Division's Enforcement programs do not consistently meet the Department's Enforcement Response Policy (ERP) timeframes. The Division includes three separate enforcement programs -- Storm Water Permitting and Enforcement; Industrial Enforcement; and Field Compliance and Enforcement. Each of the program's administrative enforcement processes needs to be evaluated and standardized to improve overall enforcement program timeliness. The work processes under review are from the point of an issuance of an NOV, through to its subsequent next steps -- either to closure or to an elevated enforcement action (i.e., draft Consent Order).

Scope of the Kaizen Project

Specific Process Involved: Evaluation of the Water Permitting and Enforcement Division's Enforcement Program.

Goals and Objectives:

- Conduct value stream mapping on the three programs.
- Eliminate wastes and/or non-value added steps found in the administrative enforcement activities.
- Identify ways to improve administrative enforcement processes so as to meet the Agency's Enforcement Response Policy (ERP) timeframes.
- Establish baseline measures for the Division's enforcement processes.
- Reduce Notice of Violations (NOV) response review time by 50percent (60 days to 30 days).
- Reduce enforcement elevation decision time by 30percent (60 days to 42 days).
- Reduce the time for drafting formal enforcement document by 30percent (Actual time to draft - 387 days; ERP timeframe - 180 days; Pre- Kaizen goal - 120 days).
- Reduce the timeframes regarding review process for: staff (45 day goal), supervisors (15 day goal) and managers (15 day goal).
- Reduce NOV backlog: 6 month goal = 50 percent (291) and 12 month goal = 75 percent (387).
-Revised 6 month goal (596): Status as of January = 549 (46 percent).

-Revised 12 month goal (894): *June 2009*.

Year Conducted: June 2008

Consultant Support: Leanovations, LLC

Process Changes and Results

As a result of this event, the Water Permitting and Enforcement Division made a number of changes to the process, including the following:

- Based on our Value Stream Mapping, achieved a 68 percent reduction in the number of total steps in the process. Eliminated all no value steps in the review process.
- Standardized forms and permit documents; utilized electronic transmittals among staff for review of draft documents.
- Developed Standard Operating Procedures for standard administrative work practices for enforcement program staff.
- Eliminated pre-agenda meetings.
- Established Key Performance Indicators (revised), tracked KPIs and shared with all enforcement staff.
- Created electronic buck-slip for sign-off of documents.
- Created Status boards and visual file management process.
- Changed NOV review process.

The project yielded the following results:

- Trends indicate a reduction in the NOV response review time. Currently (1/09), average is 13.2 days, resulting in a 75 percent reduction.
- Reduced enforcement elevation decision time to 7 days, resulting in an 88percent reduction.
- Reduced the time for drafting a formal enforcement document; trends (1/09) indicate a reduction: currently, average is 104 days, resulting in a 73 percent reduction.
- Reduced the timeframes regarding review time by staff:
 - Staff review time: currently (1/09), average is 46 days (needs work).
 - Supervisors review time: currently (1/09), average is 12 days.
 - Managers review time: currently (1/09), average is 12 days.
- Reduced NOV backlog:
 - Revised 6 month goal (596): Status as of January = 549 (46percent)
 - Revised 12 month goal (894): *June 2009*

Post-Kaizen desired state resulted in improved program efficiencies:

- The time to draft a final Consent Order currently (1/09) averages 112 days. The Agency's Enforcement Response Policy sets a deadline of 180 days.
- An important value-added step new to the process is the bifurcation of management lead decision-making on enforcement cases.
- Established Weekly Status Meetings that have facilitated information sharing, discussion/debate and decision-making on cases resulting in timely resolution of cases, and consistency among the three enforcement program administrative approaches.

Highlights of the Implementation Project Plan included:

Two-month goals:

1. Centralized Division's Enforcement File Management: colored folders, e-mail pop-ups, revised buck-slips that include timeframes for sign-offs; created a process for automatically generating closure letters and created new process for notice to responsible parties to improve compliance with response requirements.
2. Created status boards.
3. Changed the NOV review process. Initiated and conducted weekly status meetings.
4. Defined manager's expectations of enforcement actions and defined managerial responsibility for decision making.
5. Assigned Field Staff to Office to reduce NOV backlog.
6. Implemented work review process using electronic drafts.
7. Training provided to staff on Access and Excel (database management) and training on project management.

Status: *Completed for all two-month goals.*

Six month goals:

1. "Standard Operating Procedure for Administrative Enforcement Processes" drafted and made effective 01/14/09. This SOP establishes protocols for the enforcement process including case preparation, document flow, case coordination, and supervisory review. This SOP covers the period from completion of the inspection report through to the issuance of NOVs and completion of the first draft of formal enforcement action.
2. Standardize NOV, CO language and penalty calculations for General Permits: Standard Work Formats being created for Vehicle Maintenance General Permit (drafted); Storm Water Industrial General permit (final draft); Tumbling and Cleaning General Permit (draft by June 30, 2009).
3. Implemented First-In/First-Out for the review and sign-off of enforcement actions at the managerial level.

Status: *Completed and/or ongoing for all six-month goals.*

Twelve month goals:

1. Developing a draft format for Field Consent Order (ticket/enforcement) for General permit violations.
2. Standardize penalty for more categories.
3. Streamline databases.
4. Developing a draft format for standard language for CO per individual permits and general permits.

Status: *Update June 30, 2009*

Additional Comments

Critical in the process is having management support in accepting recommendations for change and being fully engaged in implementation. Important to keep all Division staff informed as to the project's goals and implementation activities. Buy-in from staff is critical to make the process work. As the project implementation moves forward, need to be mindful of including others within the programs to integrate efforts moving forward. Acknowledge the work of the Team and Team Leader. There are competing demands on implementing Lean and on going work of the enforcement day-to-day program demands. Need to balance early on the KPIs and the goals set during the Pre-Kaizen planning phase.

During the Kaizen event it is important to include Information Technology expertise to identify opportunities for program efficiencies using the various databases and computer capabilities. Always use Plan-Do-Check-Act (P-D-C-A) as project plan is being implemented. Critical to the successful implementation of the project plan is the administrative support. Work done by this team has been shared with other Agency enforcement programs.

More Information

Karen Caliendo, Agency Coordinator
Human Resources Specialist
Staff and Organization Development Unit
Department of Environmental Protection
79 Elm Street
Hartford, CT 06106
(860) 424-3163
Karen.caliendo@ct.gov

Delaware – Minor Source Air Construction Permitting

State Agency: Delaware Department of Natural Resources and Environmental Control (DNREC)

Method Implemented: Value Stream Mapping (VSM)

Summary: The Delaware Department of Natural Resources and Environmental Control (DNREC) first used Value Stream Mapping (VSM) in July 2005 to identify ways to make air construction permitting processes more efficient. Michigan's success using VSM to improve a similar air permitting process served as a model for Delaware's initiative. The Department's "Future state" VSM workshop goals focused on improving permit processing times by significantly reducing rework and waiting periods and increasing early communication with the permit applicant. The Delaware Economic Development Office, General Motors, and other industry representatives provided technical assistance and guidance during all phases of the VSM process improvement initiative. Success stemming from the air construction permitting VSM workshop has led Delaware DNREC to expand its process improvement initiative—the Department is currently in the planning stages for five additional VSM projects.

Scope of the VSM Project

Specific Process Involved: Workshop on minor source air construction permitting

Goals and Objectives: The Delaware Economic Development Office, in conjunction with local industry representatives familiar with Michigan's success using VSM, recommended that Delaware DNREC apply VSM tools to increase efficiency in their permitting processes. Industry representatives, primarily from the automotive and applied chemistry sectors, were part of the project team and participated in the VSM workshop, permit redesign, and subsequent monthly project review meetings.

Year Conducted: 2005

ECOS Inventory of State Lean and Process Improvement Events
Updated October 2009
Submitted by Commissioner Amey W. Marrella
Connecticut Department of Environmental Protection

State	Contact	Contact Information	Completed Events/Projects	Future Events/Projects
Connecticut	Commissioner Amey W. Marrella Karen Caliendo Human Resources Specialist Lean Coordinator	Amey.Marrella@ct.gov 860-424-3571 Karen.Caliendo@ct.gov 860-424-3163	<p>Background Information: DEP completed "Leaning at DEP: An Implementation Plan (April 11, 2008)"</p> <ul style="list-style-type: none"> • Lean Implementation Team serves in an advisory capacity as needed <p>Since that time, DEP has held four kaizen events with thirteen teams in total using value stream mapping as the primary Lean tool; eight projects were in regulatory enforcement, inspection, or permitting programs. Each Lean event included training and the development of a Project Implementation Plan with two, six, and twelve-month goals for the teams to work on after the event. The week events concluded with presentations of the teams' findings for the agency.</p> <p>Lean I – 6/9-6/12, 2008 Projects</p> <ul style="list-style-type: none"> • Major Source Air Permit Modeling • Evaluation of the Water Permitting and Enforcement Division's Enforcement Program • Improvement in Office of Long Island Sound Programs Permit Processing Timeframes <p>Lean II – 10/6-10/10, 2008 and 12/8-12/12, 2008</p> <ul style="list-style-type: none"> • Improvement in Solid Waste Enforcement Program • Evaluation of the Storage Tank Compliance Inspection Process 	<p>A Lean V Kaizen event has been scheduled for three project teams – 10/26-10/30, 2010:</p> <ul style="list-style-type: none"> • Site Information Management System (SIMS) Enforcement Data Entry Standard Operating Procedures • Evaluate the Review and Approval Process Used for Onsite Wastewater Disposal System Repairs and Upgrades • Evaluate and Review Selected Health and Safety Activities <p>Lean Teams Progress Update for all teams will be held 11/19/09 to educate staff in a fun and informative way using such strategies as:</p> <ul style="list-style-type: none"> • Team Storyboards with summaries of the project and pre and post-kaizen results, key performance indicators, and "wow" moments • Video with Team Testimonials/Learnings <p>A Lean VI Kaizen event will be held for three project teams from</p>

		<ul style="list-style-type: none"> • Inland Water Resources Division Permit Sufficiency Review Team • Statewide Fish Distribution – Quinebaug Hatchery <p>Lean III – 2/2-2/6, 2009</p> <ul style="list-style-type: none"> • Improvements to the Environmental Land Use Restriction Application (ELUR) Process • Transition from Teaching Boating Safety Education to Training • Improvements to the Requisition and Purchasing Workflow Process <p>Lean IV – 5/11-5/15, 2009</p> <ul style="list-style-type: none"> • NPDES Permit Processing Coordination • Clean Water Fund Agreements • Re-Evaluation of the Title V Major Source Inspection Process <p>Development and Publication of the DEP Lean Initiative internal website with the following major sections for use as a reference tool for all staff :</p> <ul style="list-style-type: none"> • Introduction to Lean – Commissioner Amey W. Marrella • Resources (includes the Implementation Plan, EPA Lean Web Site, reading material on kaizen event preparation provided by the training vendor, Kaizen Event Participant Roles and Responsibilities, and Lean terms) • Education and Outreach Communications <ul style="list-style-type: none"> ○ Lean Slides for DEP to Use to Educate 	<p>1/25-1/29, 2010 (two projects are yet to be determined):</p> <ul style="list-style-type: none"> • Efficiency Improvements to Trout Production Program
--	--	---	---

	<p>(provided by training vendor)</p> <ul style="list-style-type: none"> ○ Have You Heard that DEP is Leaning? Presentation (9/08) ○ CT Business and Industry Lean Presentation (2/09) ○ ECOS Green Report – Case Studies (4/09) ○ DEP Green Team Presentation on Lean (5/09) ○ Lean Parks Presentation (5/09) ○ EPA New England States Enforcement Planning Meeting Presentation (6/09) 		
	<ul style="list-style-type: none"> ● Forms (includes standardized documents such as Project Charter and instructions for completion and Project Plan, Presentation and Quarterly Summary Status Report templates that kaizen teams use during and after the events) 		
	<ul style="list-style-type: none"> ● Lean Project Teams (communicates the status and results of the ongoing improvement efforts and achievements of all teams to date; in addition to the Team Charter, Presentations, Project Plan, and Summary Status Report, teams may place other relevant project information onto the site to highlight accomplishments) 		
	<p>Addition of Lean project-related information to the DEP Internet by several teams (e.g., Air Permit Modeling and Coastal Permitting Resources)</p>		

Article on Lean Open House: Celebrating Successful Process Improvements - 11/19/09

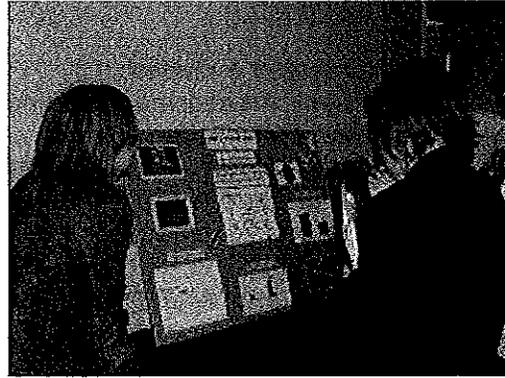
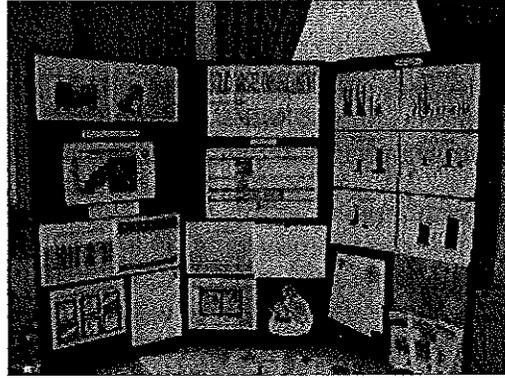
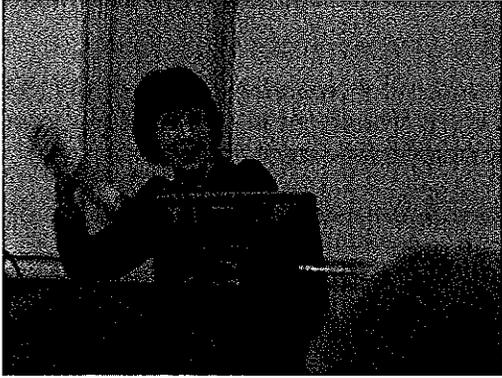
If you happened to stop by the Phoenix Auditorium and the Holcombe Room on 11/19/09 after lunch, you would have seen that those rooms were transformed into a Lean Open House in which the achievements of thirteen teams were celebrated!

The buzz of conversation about the impressive process improvements and reduction of waste that the teams made as a result of their Lean events filled the air as employees visited all the teams' booths in a setting reminiscent of a trade show. Teams showcased their results in very creative ways, including bringing in a flamingo mascot, wearing team t-shirts, and displaying colorful storyboards and other visuals that painted pictures of their Lean Journeys and "Wow" results! The program's theme of the day, "Lean = C⁵" was depicted by the diamond graphic poster that greeted attendees as they entered the auditorium. [Lean poster](#)

Teams that participated included:

- NPDES Permit Processing Coordination
- Clean Water Fund Agreements
- Re-Evaluation of the Title V Major Source Inspection Process
- Improvements to the Environmental Land Use Control Application (ELUR) Process
- Transition from Teaching Boating Safety Education to Testing
- Improvements to the Requisition and Purchasing Workflow Process
- Improvement in Solid Waste Enforcement Program
- Evaluation of the Storage Tank Compliance Inspection Process
- Inland Water Resources Division Permit Sufficiency Review
- Statewide Fish Distribution - Quinebaug Hatchery
- Major Source Air Permit Modeling
- Evaluation of WPED's Enforcement Programs
- Improvement in OLISP Permit Processing Timeframes

Next on the program agenda was the premiere screening of the "Lean and Green" video produced by the talented Judy Prill and Carol Smith with Middlesex Community College staff's assistance that brought the enthusiasm and spirit of Lean to life as the audience heard from some of the team members regarding their experiences in a fun and educational way! Hollywood, be ready for competition from our DEP employee actors and actresses! The grand finale was led by Dennis Schain who moderated a panel consisting of John Annino, Yvonne Bolton, Rickey Bouffard, William Hyatt, Charles Nezianya, Tonia Selmeski, Donna Seresin, and Betsey Wingfield. Panelists answered questions related to what Lean meant to them and how they were going to sustain the philosophy of Lean in their bureaus into the future. To them, Lean means such things as: success, teambuilding opportunity, encouragement of ownership and empowerment, commitment to change, involvement and feedback from constituents, a way to monitor both quality and quantity type of measurements, creative non-conventional solutions to "opportunities for improvement," and a technique for uncovering "surprises" in processes that weren't expected.



Congratulations to all the teams for a job well done in showcasing their impressive results! Thanks to Commissioner Marrella for supporting their efforts to improve the way they do business!

List of Clients with Similar Work

As requested here is a small list of clients where we have accomplished similar work within the government:

Connecticut Department of Environmental Protection

Amey Marrella
Commissioner CT DEP
79 Elm St.
Hartford, CT 06106
Phone: 860-424-3000
e-Mail: Amey.Marrella@ct.gov

Birmingham Group Health Services, Inc.

Mary Nescott, M.P.H.
Director of Quality Management
435 East Main Street
Ansonia, CT 06401
Phone: 203-736-2601
e-Mail: mnescott@bghealth.org

Zygo Corporation and Subsidiaries

Doug Eccleston
Senior V.P. Operations
Laurel Brook Road
Middlefield, CT 06455
Phone: 860-704-3940
e-Mail: decceston@zygo.com

Specialty Printing

Ed Poirier
Chief Operating Officer
4 Thompson Road
East Windsor, CT 06088
Phone: 860-623-8870
e-Mail: epoirier@specialtyprinting.net

The United Illuminating Company

Marissa Westbrook
Senior Marketing Representative
157 Church Street
New Haven, CT 06510
Phone: 203-499-3314
e-Mail: marissa.westbrook@uinet.com

*** Additional clients and references can be supplied upon request.

A Sample of What Clients Say About Leanovations
"Quotes From our Customers"

"To truly change habits, and culture you need a consistent and pervasive influence that penetrates the organization at all levels. Leanovations has delivered on this. The "Constant Gentle Pressure" that Leanovations applies has started a new mindset in our factory, a thought process driven to eliminate waste and constantly improve. Results gained from each of our "Kaizen Events" have transformed the most skeptical of our employees, and have fueled a passion to outdo the preceding team. Changing culture is not just a part of the game, it is the game, and we have begun to do it here at AIS, driven by our early success, full management commitment and the "Constant Gentle Pressure" from Leanovations".

John Dellalana
Director of Operations and Performance Excellence
Atlantic Inertial Systems

"Leanovations has been instrumental in helping me understand what it really takes to be successful in accomplishing a Lean Culture and Without the excellent foundation Leanovations has provided us, we would not be enjoying the success we are having today. I have and will continue to recommend Leanovations to all of our partners and none of our competitors."

Kevin Gregoire
Vice-President / General Manager
Precision Punch Corporation

"Leanovations truly became a partner in our Lean transformations. Fred's ability to keep things simple and easy to understand keeps all our employees engaged. Fred brings an enthusiasm and positive energy for Lean that brings results, he is very approachable and earns respect from all the teams. We are well on our way now due to his challenges and coaching to make us "Learn It, Live It and Love It" through his CGP.... Constant-Gentle-Pressure. Lean is a way of life for Fred and is the foundation of Leanovations".

Ed Poirier
V.P. Operations and Quality
Specialty Printing

"We have been utilizing Tom Dzialo and Fred Shamburg of Leanovations over the last year and we have had tremendous success and would highly recommend them. The enthusiasm and energy for Lean is new for Willington, and all employees involved with the training and Kaizen events are now excited about coming to work."

Mike Goepfert
General Manager
Willington Companies

March 17, 2010

To Whom it May Concern,

We have followed with interest and support recent initiatives by the Governor about the State of Connecticut embarking on its own Lean initiatives. We are also encouraged that the Department of Administrative Services (DAS) has embarked on an open RFP Bid Proposal for Strategic Business Consulting/Facilitating for Lean Government Methodologies and Services and fully support and encourage the State of Connecticut to get the best Lean coaching and mentoring it can.

Unfortunately we also learned recently that there is a Raised Bill proposal No. 467 titled "An Act Concerning Lean Government" that requires State Agencies to only use CONNSTEP or the Department of Labor, and that a private entity Lean consulting group could only provide services in a volunteering capacity and without compensation. We strongly oppose the Raised Bill No. 467 introduced by the Government Administration and Elections Committee, and feel this is not providing the best possible Lean training and solutions for the State of Connecticut. This bill needs to be abolished and the current process the Governor and DAS has begun with an open bid proposal to find the best Lean facilitators and trainers are selected and available to all State Agencies in their quest to become Lean.

We have utilized both state agency Lean facilitators and also private Lean Consulting Groups, such as Leanovations, and it has been our experience that private businesses provide better services than the government funded agencies in many cases. We are also aware of Leanovations significant success with helping the Connecticut Department of Environmental Protection to make great strides in getting their processes Lean.

Sincerely,

Michael J. Goepfert
President
Willington Name Plate, Inc.



The Willington Companies
11 Middle River Drive
Stafford Springs, CT 06076

Dear Government Administration and Elections Committee,
Representatives and Legislatures,

We have followed with interest and support recent articles and the announcement by the Governor about the State of Connecticut embarking on its own Lean initiatives which we fully promote. We are also encouraged that the Department of Administrative Services (DAS) has embarked on an open RFP Bid Proposal for Strategic Business Consulting/Facilitating for Lean Government Methodologies and Services and fully support and encourage the State of Connecticut to get the best Lean coaching and mentoring it can.

Unfortunately we also learned recently that there is a Raised Bill proposal No. 467 titled "An Act Concerning Lean Government" that requires State Agencies to only use CONNSTEP or the Department of Labor, and that a private entity Lean consulting group could only provide services in a volunteering capacity and without compensation. We strongly oppose the Raised Bill No. 467 introduced by the Government Administration and Elections Committee, and feel this is not providing the best possible Lean training and solutions for the State of Connecticut. This bill needs to be abolished and the current process the Governor and DAS has begun with an open bid proposal to find the best Lean facilitators and trainers are selected and available to all State Agencies in their quest to become Lean.

We have utilized both state agency Lean facilitators and also private Lean Consulting Groups, such as Leanovations, and it has been our experience that private entities provide better training, services, support and overall value then State Funded Agencies. We are also aware of Leanovations significant success with helping the Connecticut Department of Environmental Protection to make great strides in getting their processes Lean.

Sincerely,

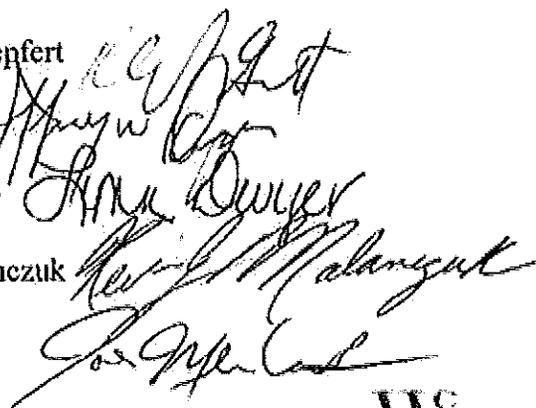
Michael Goepfert

Jeff Dwyer

Lynn Dwyer

Kevin Malanczuk

Joe Menhart



Tracy Bazzano

Tracy Bazzano

Joseph White

Joseph E. White

Theresa Botello

Theresa Botello

Donna Campagna

Donna Campagna

Lisa St. Germain

Lisa St. Germain

Melissa Bailey

Melissa Bailey

Ricky Bailey

Ricky Bailey

Lan Pho

Lan Pho

Nancy Blanchard

Nancy H. Blanchard

Diane Duquette Piccoli

Diane D. Piccoli

Angel Cunningham

Angel Cunningham

Mark Rainaud

Mark Rainaud

Douglas Depeau

Douglas L. Depeau

Raymond Rainaud

Raymond Rainaud

Catherine Greene

Catherine L. Greene

Felix Rodriguez

Felix Rodriguez

Kristin Keyes

Kristin Keyes

John Ruszyk

Terilee Serrambana

Terilee Serrambana

Ronald Lavoie Jr

Ronald Lavoie Jr

Mark Slater

Linda Lockhart

Linda Lockhart

Loring Lukasiwski

Loring Lukasiwski

Joan Stachelsky

Joan Stachelsky

Hai Tran *Hai Tran*

Luan Tran *Luan Tran*

Jessica Mitchell *Jessica Mitchell*

Thao Tran *Thao Tran*

Marc Morhardt *Marc Morhardt*

Thu Tran *Thu Tran*

Jeff Morrissey *Jeff Morrissey*

James Trench III *James Trench III*

Khoa Nguyen *Khoa Nguyen*

Lisa Turcotte *Lisa Turcotte*

Rosemary Oakes *Rosemary Oakes*

Lori Vik *Lori Vik*

Stacey Palmer

Gary Virginia

Thomas Palmer *Thomas Palmer*

Cassie Soucy *Cassie Soucy*

Jim Kirchhoffer *Jim Kirchhoffer*

Daniel Goepfert *Dan Goepfert*



March 17, 2010

Attention: State of Connecticut Government Administration and Elections Committee, Representatives and Legislatures:

Subject: Raised Bill No. 467 – An Act Concerning Lean Government

Dear State of Connecticut Government Administration and Elections Committee, Representatives and Legislatures:

We have learned that Raised Bill 467 would promote Lean Government in Connecticut.

We ask that you push for a Lean Connecticut State Government, but that careful consideration is given to how this program is facilitated.

We support **the current process** put in place by Governor Rell and the Department of Administrative Services Lean Bid Proposal recently announced trying to find the best Lean Service providers for the Connecticut State Agencies, which was open to bid on by private entities and also state and federal funded organizations.

However, Raised Bill 467 **does not** allow for the State agencies to have the best possible Lean support and training available at the best value, which is anti-lean.

Therefore, please do not vote in favor of Raised Bill 467.

We have followed with interest and support recent articles and the announcement by the Governor about the State of Connecticut is embarking on its own Lean initiatives which we fully promote and support. We are also encouraged that the Department of Administrative Services (DAS) has embarked on an open RFP Bid Proposal for Strategic Business Consulting/Facilitating for Lean Government Methodologies and Services and fully support and encourage the State of Connecticut to get the best Lean coaching and mentoring it can.

At The Willington Companies, we have used both State funded Lean facilitators with **minimal results.**

We also have used a private Lean entity to help facilitate our Lean journey and we had **great success with them.**



We here at The Willington Companies urge the Government Administration and Elections Committee **to dissolve the Raised Bill 467**, in favor of and supporting open enterprise bidding between private and state funded Lean Service Providers to find the State of Connecticut the best Lean Coaching and Training possible, as the DAS bid process is doing.

Sincerely,

We Identify With You

PRODUCT ID :: NAMEPLATES :: LABELS :: DECALS :: GRAPHIC OVERLAYS :: BANNERS

Kevin J. Malanczuk
Director of Operations & Controller
The Willington Companies
11 Middle River Drive
Stafford Springs, CT 06076
P.860.684.4281 x3021
F.860.684.1288 (Confidential Fax)
<http://www.wnpinc.com/>

“Family Business of the Year, 2008 by the UCONN Business School”

PRIVILEGED AND CONFIDENTIAL: This communication, including attachments, is for the exclusive use of addressee and may contain proprietary, confidential or privileged information. If you are not the intended recipient, any use, copying, disclosure, dissemination or distribution is strictly prohibited. If you are not the intended recipient, please notify the sender immediately by return email and delete this communication and destroy all copies.



Laurel Brook Road
P.O. Box 448
Middlefield, Connecticut
06455-0448

Voice: 860 347-8506
Fax: 860 347-8372
<http://www.zygo.com>

March 17, 2010

Dear Government Administration and Elections Committee, Representatives and Legislatures;

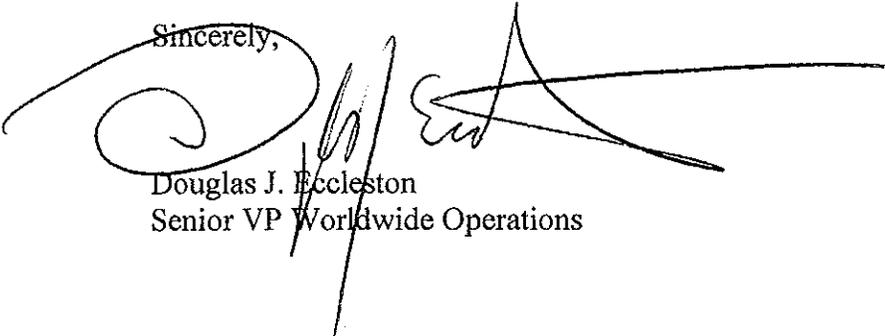
Subject: Raised Bill No. 467 – An Act Concerning Lean Government

I learned that Raised Bill 467 would promote Lean Government in Connecticut. I ask that you push for a Lean Connecticut State Government, but that careful consideration is given to how this program is facilitated. I support the current process put in place by Governor Rell and the Department of Administrative Services Lean Bid Proposal recently announced trying to find the best Lean Service providers for the Connecticut State Agencies, which was open to bid on by private entities and also state and federal funded organizations. Raised Bill 467, does not allow for the State agencies to have the best possible Lean support and training available at the best value, which is anti-lean. Please do not vote in favor of Raised Bill 467.

I have followed with interest and support recent articles and the announcement by the Governor about the State of Connecticut is embarking on its own Lean initiatives which we fully promote and support. I am also encouraged that the Department of Administrative Services (DAS) has embarked on an open RFP Bid Proposal for Strategic Business Consulting/Facilitating for Lean Government Methodologies and Services and fully support and encourage the State of Connecticut to get the best Lean coaching and mentoring it can.

I have used both State funded Lean facilitators with minimal results, and a private Lean entity to help facilitate our Lean journey and have had great success with them. I urge the Government Administration and Elections Committee to dissolve the Raised Bill 467, in favor of and supporting open enterprise bidding between private and state funded Lean Service Providers to find the State of Connecticut the best Lean Coaching and Training possible, as the DAS bid process is doing.

Sincerely,



Douglas J. Eccleston
Senior VP Worldwide Operations



SPECIALTY PRINTING

CONVERTING BETTER IDEAS

Date: March 16, 2010

Re: Lean Government in Connecticut: Opposing Raised Bill 467

To whom it may concern,

We have recently become aware of the announcement by the Governor about the State of Connecticut embarking on its own Lean initiatives which we fully promote. We are also encouraged that the Department of Administrative Services (DAS) has embarked on an open RFP Bid Proposal for Strategic Business Consulting/Facilitating for Lean Government Methodologies and Services and fully support and encourage the State of Connecticut to get the best Lean coaching and mentoring it can.

It has come to our attention that there is a Raised Bill proposal No. 467 titled "An Act Concerning Lean Government" that requires State Agencies to only use CONNSTEP or the Department of Labor. It would mean that a private entity Lean consulting group could only provide services in a volunteering capacity and without compensation. We strongly oppose the Raised Bill No. 467 introduced by the Government Administration and Elections Committee, and feel this is not providing the best possible Lean training and solutions for the State of Connecticut. This bill needs to be abolished and the current process the Governor and DAS has begun with an open bid proposal to find the best Lean facilitators and trainers are selected and available to all State Agencies in their quest to become Lean.

We ask that you push for a Lean Connecticut State Government, but that careful consideration is given to how this program is facilitated. We support the current process put in place by Governor Rell and the Department of Administrative Services Lean Bid Proposal they recently announced trying to find the best Lean Service providers for the Connecticut State Agencies, which was open to bid on by private entities and also state and federal funded organizations. Raised Bill 467 does not allow for the State agencies to have the best possible Lean support and training available at the best value, which in actuality is *anti-lean*. Please do not vote in favor of Raised Bill 467.

Sincerely,

Edward Poirier
Owner/COO
Specialty Printing LLC



PETER

PAUL

electronics co., inc.

480 John Downey Drive, P.O. Box 1180, New Britain, CT 06050
Phone (860) 229-4884 FAX (860) 223-1734 Duns 001160571

March 16, 2010

Ref.: Raised Bill No. 467 – An Act Concerning Lean Government

Attention: Government Administration and Elections Committee, Representatives and Legislatures

We have learned that Raised Bill 467 would promote Lean Government in Connecticut. We ask that you push for a Lean Connecticut State Government, but that careful consideration is given to how this program is facilitated. We support the current process put in place by Governor Rell and the Department of Administrative Services Lean Bid Proposal recently announced trying to find the best Lean Service providers for the Connecticut State Agencies, which was open to bid on by private entities and also state and federal funded organizations. Raised Bill 467, does not allow for the State agencies to have the best possible Lean support and training available at the best value, which is anti-lean. Please do not vote in favor of Raised Bill 467.

We have followed with interest and support recent articles and the announcement by the Governor about the State of Connecticut embarking on its own Lean initiatives which we fully promote and support. We are also encouraged that the Department of Administrative Services (DAS) has embarked on an open RFP Bid Proposal for Strategic Business Consulting/Facilitating for Lean Government Methodologies and Services and fully support and encourage the State of Connecticut to get the best Lean coaching and mentoring it can.

We have used a private Lean entity to help facilitate our Lean journey and have had great success with them. We urge the Government Administration and Elections Committee to dissolve the Raised Bill 467, in favor of and supporting open enterprise bidding between private and state funded Lean Service Providers to find the State of Connecticut the best Lean Coaching and Training possible, as the DAS bid process is doing.

Sincerely,

PETER PAUL ELECTRONICS CO., INC.

Judith T. Spreda

Human Resource Manager



E. A. PATTEN COMPANY

303 Wetherell Street, Manchester, CT 06040

Phone: 860-649-2851

Fax: 860-645-3715

Email: sales@eapatten.com

March 17, 2010

To Whom It May Concern:

We have learned that Raised Bill 467 would promote Lean Government in Connecticut. As a private business currently on our own Lean Enterprise journey we applaud this step. We have learned that facilitation of this project must be done by CONNSTEP and the Department of Labor, and that the only way a private entity Lean Consulting Group could provide services to the State is through volunteering and with no compensation. This raises two concerns:

1. CONNSTEP receives Federal funds through MEP (Manufacturing Extension Program) and by law these funds are to be used for; the objective of the NIST Manufacturing Technology Centers (MEP) to enhance productivity and technological performance in United States manufacturing, asking them to now support the State Government Lean initiatives is not part of the CONNSTEP program objective and would be a conflict of interest and impact their ability to support manufacturers in Connecticut.
2. Using only CONNSTEP and Department of Labor for Lean facilitation with the many State Agencies, it would create an overburden on these organizations and create inefficiencies with other services they provide, which is an unacceptable outcome.

We ask that you push for a Lean Connecticut State Government, but that careful consideration is given to how this program is facilitated. We support the current process put in place by Governor Rell and the Department of Administrative Services Lean Bid Proposal they recently announced trying to find the best Lean Service providers for the Connecticut State Agencies, which was open to bid on by private entities and also state and federal funded organizations. Raised Bill 467, does not allow for the State agencies to have the best possible Lean support and training available at the best value, which is anti-lean. Please do not vote in favor of Raised Bill 467.

Sincerely,

A handwritten signature in black ink, appearing to read 'David Pinette', with a long horizontal line extending to the right.

David Pinette
President
EA Patten Company

GLOBAL SUPPLY CHAIN MANAGEMENT, LLC

17 Fern Lane
Madison, CT 06443
203 421-4206
roger.ohanlon@snet.net

March 17, 2010

To: Committee on Government Administration and Election

Subject: AN ACT CONCERNING LEAN GOVERNMENT

Just recently it came to my attention that this committee was working on a bill titled Raised Bill 467. The bill purports to develop Lean approaches within the Connecticut State Government Departments. Bravo, an act that I am sure all citizens of Connecticut recognize as much needed. However, reading the February Session 2010 minutes raises concern as to the approach of the Committee. It appears the approach is not in concert with the process put in place by Governor Rell and the Department of Administrative Services through the Lean Bid Proposal for Strategic Business Consulting/Facilitating for Lean Government Methodologies and Services. The intent of this activity is to establish the best Lean Service providers for the Connecticut State Agencies. This method is in motion and the Request for Bid by the private sector is complete.

It appears Raised Bill 467 takes an opposite approach in that State agencies (Department of Labor and CONNSTEP) are the only organizations that can reform the activities. It seems self serving to say that only State organizations can provide such a service.

These organizations have assigned roles in government. The Department of Labor is one of those agencies that needs the education to develop Lean in government. How are they to be the provider of today's Lean knowledge and implementors of such a program? CONNSTEP is an organization created by the State and paid for by the State of Connecticut and the Federal Government to promote development of manufacturing in Connecticut. They are tasked with this serious role - where does this organization get the time to do this critical job and provide the service to State agencies and departments?

The industrial and commercial side of Corporate America has known for over 25 years that the way to gain the upper edge in competitiveness and quality of service is through Lean. However, the private sector also knows that it does not happen through internal actions, but through non-aligned education and assistance from the outside.

As a citizen of Connecticut I ask you not to approve Raised Bill 467.

Sincerely yours,

Roger P. O'Hanlon

March 16, 2010

Joint Committee on Government Administration and Elections

Dear Distinguished Legislator,

I would like to comment on bill SB 467.

I am very excited that the State of Connecticut is pushing Lean Initiatives to better serve the people of Connecticut. Eliminating waste in state government processes is the easiest way to cut costs in government. This is important not only in these tough economic times, but at all times the government needs to deliver their services in the most efficient manner. The bill also uses incentives and pressures to encourage state agencies to implement Lean.

I have some major concerns with the bill as currently written.

1. It sets up a bureaucratic process to "prioritize" and track Lean projects. This is the opposite of what Lean is trying to accomplish. I can see no value added to the process with this initial reporting to the Office of Policy and Management.
2. All facilitation must be done by CONNSTEP, Department of Labor, or a private firm "volunteering" their time. Has CONNSTEP and DOL already agreed to volunteer their time? Otherwise, why would they be paid, and a private firm not be paid? If they are using current employees, why do they have time to undertake this huge volume of work?
3. Will undertaking this work cause CONNSTEP or the DOL to not provide the public support they were created for? CONNSTEP as an MEP is relied on to support manufacturers in CT. DOL support for Connecticut workers is crucial in this economy.
4. If new employees will be hired by these agencies to support this program, where does this money come from in a strained state budget? Once these employees are hired, it becomes difficult to eliminate the positions. The goal of all Lean implementations should be to eventually have the organization run Lean themselves. At that point, no outside facilitators are required.

It would seem the fairest process would be to bid this facilitation work to any qualified parties.

While I applaud the state using Lean techniques to improve efficiency and better deliver services to their customers, I believe this bill needs to be revised to make sure it best delivers those goals. I am worried this bill will not deliver true Lean processes to the state, and instead just add more bureaucratic paper shuffling.

Please include this letter as part of the public hearing of March 19, 2010. Thank you for your time and consideration of my concerns.

Sincerely,

Fredrick Heintz

Topic Areas

[About MEP](#)

[Manufacturers](#)

[State of Manufacturing](#)

[Partners](#)

[Successes](#)

[Find Your Local MEP](#)

[Local MEP Events](#)

[Staff Directory](#)

Related Links:

[Legislative History](#)

[Next Generation Plan](#)

[Impacts/Research/Reports](#)

[Advisory Board](#)

[Hollings](#)

[About the Director](#)

Contact

General Information:

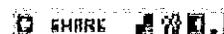
301-975-5020

mfg@nist.gov

100 Bureau Drive, H/S 4800
Gaithersburg, MD 20899-4800



About MEP



Legislative History

Hollings Manufacturing Extension Partnership Competition

Background:

The objective of NIST MEP program is to enhance productivity, technological performance, and strengthen the global competitiveness of small- and medium-sized U.S. based manufacturing firms.

In support of this objective, NIST MEP provides funding to manufacturing extension centers across the United States. Currently, the MEP national system consists of over 400 centers and field offices located throughout the United States and Puerto Rico.

The projects funded under this program are focused on providing manufacturing extension services to primarily small- and medium-sized manufacturers in the United States. These services are provided through the coordinated efforts of a regionally-based manufacturing extension center and local technology resources.

NIST MEP centers provide those manufacturing extension services required by the small- and medium-sized manufacturers in its service region utilizing the most cost effective, local, leveraged resources for those services. It is not the intent of this program that the centers perform research and development.

The NIST MEP statutory authority is 15 U.S.C. § 278k. The NIST MEP implementing regulations are set forth in 15 C.F.R. Part 290.

Announcement of Federal Funding Opportunity

The National Institute of Standards and Technology invites proposals from qualified organizations for funding projects that provide manufacturing extension services to primarily small- and medium-sized manufacturers in the United States. These projects will establish manufacturing extension centers under the Manufacturing Extension Partnership Program for three regions including the state of Arizona, Chicago region of the state of Illinois



General Assembly

Raised Bill No. 467

February Session, 2010

LCO No. **2163**

02163 _____ GAE

Referred to Committee on Government Administration and
Elections

Introduced by:

(GAE)

AN ACT CONCERNING LEAN GOVERNMENT.

Be it enacted by the Senate and House of Representatives in General Assembly convened:

Section 1. (NEW) (*Effective from passage*) (a) For the purposes of this section, "lean techniques" means a method of improving administrative processes that (1) is based upon a focus on a customer service perspective that seeks to optimize value delivered to the public, (2) involves employees, the regulated community and the public in continual improvements and the finding of solutions, (3) uses a continual improvement framework that emphasizes rapid implementation rather than lengthy planning, (4) seeks to reduce the complexity of the process, and (5) uses metrics and visual controls to improve decision making and problem solving.

(b) Each state agency shall identify a process that either requires significant agency processing times or resources or that has a significant impact on the public and, not later than thirty days after the effective date of this section, shall submit a summary of such process to the Secretary of the Office of Policy and Management. Not later than June 1, 2010, the secretary shall compile a list of all agency processes submitted in accordance with this subsection and determine which such processes have the highest priority in terms of the potential savings if streamlined or of the actual economic impact of the process. The secretary shall coordinate the examination and improvement of each agency process and shall seek private entities willing to train agency personnel in implementing lean techniques to improve each process in accordance with

subsection (c) of this section without compensation.

(c) Each agency shall, in order of priority as determined by the secretary in accordance with subsection (b) of this section, with the assistance of a facilitator from CONNSTEP, the Labor Department or a private entity that is volunteering its services, use lean techniques to (1) align work processes, identify problematic issues and streamline the process, (2) meet or exceed any processing time guidelines that exist, (3) minimize the number of employees involved and delays in the process, (4) replace paper with technology whenever possible, (5) simplify the process without impacting legal requirements of the process, and (6) develop and track process benchmarks. The agency shall solicit the involvement of employees and the public to highlight and find solutions for areas of the process in need of improvement.

(d) Each agency selected to implement lean techniques shall report, on or before June thirtieth of each year, and quarterly thereafter, to the Secretary of the Office of Policy and Management on the agency's progress in complying with the requirements of subsections (b) and (c) of this section. If the secretary determines that the agency has made insufficient progress toward such compliance, the Governor shall, notwithstanding the provisions of section 4-85 of the general statutes, reduce any allotment requisition or allotment in force for the agency by an amount equal to, in the aggregate, one per cent of the agency's total appropriations for the current fiscal year.

(e) Notwithstanding chapter 10 of the general statutes, it shall not constitute a conflict of interest for any contractor, as defined in section 4e-1 of the general statutes, to provide training of state employees of an agency in lean techniques or to provide facilitators to assist an agency in implementing lean techniques in accordance with subsection (c) of this section without compensation, provided such contractor is not party to a contract with such agency.

This act shall take effect as follows and shall amend the following sections:		
Section 1	<i>from passage</i>	New section

Statement of Purpose:

To require state agencies to implement lean techniques to improve current processes.

[Proposed deletions are enclosed in brackets. Proposed additions are indicated by underline, except that when the entire text of a bill or resolution or a section of a bill or resolution is new, it is not underlined.]

