



State of Arizona

Colorado Plateau Water Advisory Council

Flagstaff, AZ

Sybil I. Smith

ADEQ

Friday, July 26, 2013

- Agency Focus and Strategic Plan
- LEAN-ing ADEQ (Projects and Process Improvements)
- Kaizen Events held to date
- Open Discussion

- Support environmentally responsible economic growth;
- Enhance Arizona's unique environment; and
- Accelerate cleanups.

ADEQ Strategic Plan:

http://www.azdeq.gov/function/forms/download/strategic_plan-2012.pdf



Overall Strategic Direction



Do More Good for the Environment

- **Balanced, Leading-edge Environmental Protection**
- **Radical Simplicity for Customers & Staff**
- **Technical & Operational Excellence**

Restore Capacity within the New Reality

- **Unleash Human Potential**
- **Deploy Lean**
- **Leverage E-Technology**
- **Increase Outreach**
- **Strengthen Core Programs**

Maintain Core Programs

- **Stabilize Funding**
- **Prioritize Programs**
- **Reduction in Force**

We are here

Informs our Future State and provides granularity to our Vision

Planning Horizon

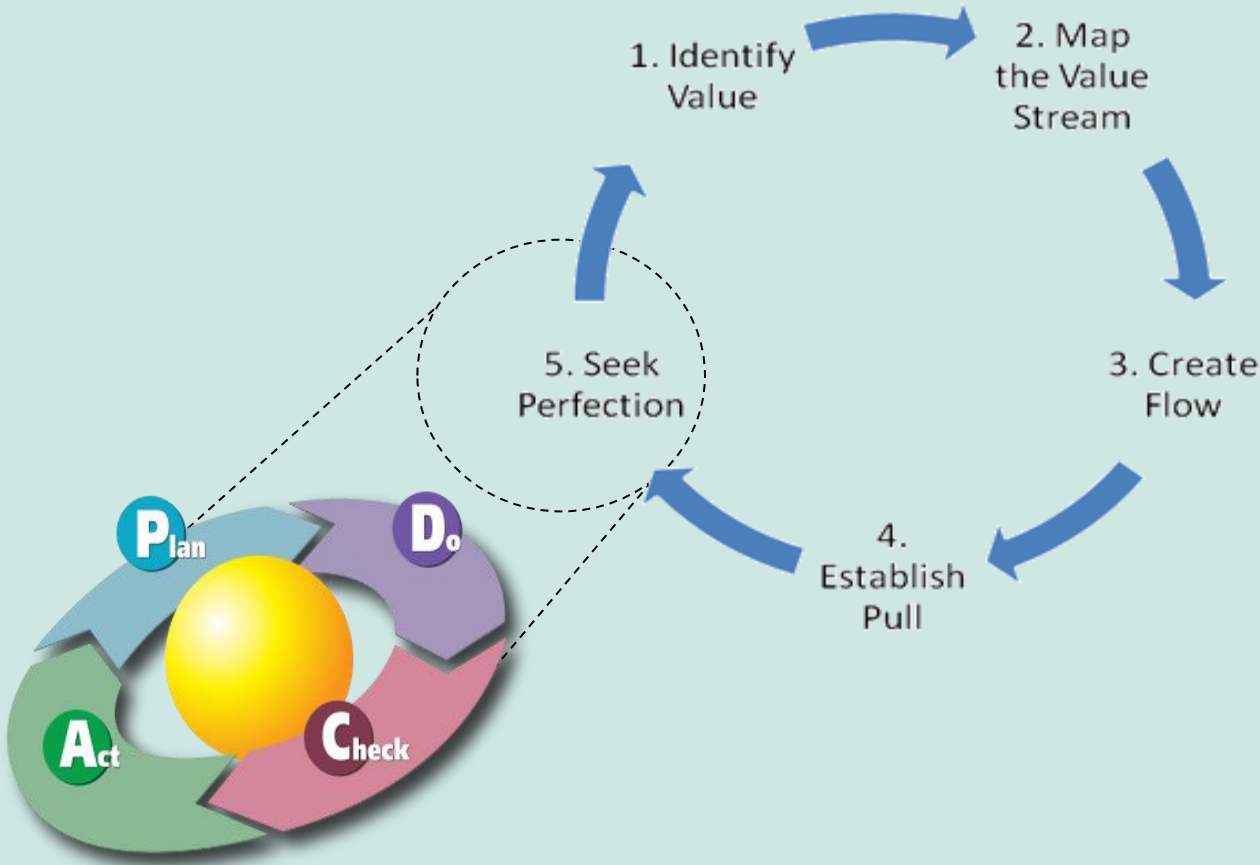
FY 2009

FY 2014

FY 2018



Lean Principles



Strategies



Key Challenges	Affected Goal(s)	Opportunity	Strategy
<p>Stakeholders are dissatisfied with the timeframes associated with permitting and worry about ADEQ's ability to be responsive if economic conditions improve and the demand for permits and other services increases.</p> <p>Stakeholders are dissatisfied with the timeframes associated with clean-up.</p>	<p>Support environmentally responsible economic growth</p> <p>Accelerate Cleanups</p>	<p>Use well-established continuous improvement techniques to work better, faster, and cheaper.</p>	<p>Deploy Lean</p>
<p>Aging computer infrastructure and software is limiting our productivity. Stakeholders are requesting better electronic tools for permitting, reporting, and transparency.</p>	<p>Fully support and champion ADEQ's Mission; Support environmentally responsible economic growth</p>	<p>Use program-related savings and appropriation authority for technology upgrades.</p>	<p>Leverage E-Technology</p>
<p>A combination of reductions in force, layoffs, depleted training opportunities, static / reduced wages, a lack of viable career paths, and outdated management systems have resulted in a failure to fully leverage ADEQ's human potential.</p>	<p>All goals</p>	<p>Leverage Personnel Reform and recommendations from the Appreciative Inquiry to engage staff and train managers.</p>	<p>Unleash Human Potential</p>
<p>Necessity of focusing on and maintaining core programs has resulted in the reduced outreach efforts which in turn reduce our visibility and our effectiveness in release and pollution prevention.</p>	<p>Support environmentally responsible economic growth; Enhance Arizona's unique environment</p>	<p>Develop and deploy the Voluntary Stewardship Program; reinvigorate functions that were previously unfunded / under-funded by utilizing savings and appropriation authority.</p>	<p>Increase Outreach</p>
<p>ADEQ's General Fund appropriation has been eliminated. ADEQ is now funded through fees and federal grants. The current fee structure is insufficient to fully fund the Agency's core functions.</p>	<p>All goals</p>	<p>Partner with stakeholders to fully implement fee for service model.</p>	<p>Strengthen Core Programs</p>

Projects



Unleash Human Potential	Deploy Lean	Leverage Technology
Use employee input during the strategic planning process	Lean Awareness Training for all ADEQ staff	Hardware and software refresh
Conduct a skills inventory and deploy a tool for cross training and cross utilization	Fundamentals of Process Improvement training for select staff	Developing e-general permitting, e-reporting and e-notification tools
Assist ADOA in developing a better employee performance review system	Staff Workouts to identify opportunities to increase value and eliminate waste throughout ADEQ	Development of an e-portal where regulated facilities will be able to conduct business with ADEQ through the web
Partner with ADOA to develop better career paths for ADEQ employees	APP Process Improvement	Finish and deploy the revenue, invoicing and collection system (RICS) to replace the existing outdated system
Partner with ADOA to develop a better performance-based compensation structure for ADEQ employees	Title V Process Improvement	Prepare a 5-year Technology Roadmap
Produce addendum to ADOA state-wide employee handbook for ADEQ's unique work environment	Permits service family evaluation to leverage lessons learned on APP and Title V across all permits	Deploy tool to track employee work time and tasks (Time Tracking)
Assist ADOA in developing better supervisor training	UST State Lead Procurement Process Improvement	Transition Permit Compliance System (PCS) to the Integrated Compliance Information System (ICIS)
Conduct leadership training for section managers and above (including training on change management and motivation)	WQARF Process Improvement UST Corrective Action Process Improvement	
	Compliance & Enforcement Process Improvement	

Projects



Increase Outreach	Strengthen Core Programs
Voluntary Stewardship	Participate in Agency Fee Commission review of ADEQ funding
Small Communities Environmental Compliance Assistance Program	Safe Drinking Water Act fees
Produce ADEQ 25 th Year Anniversary Brochure	Renew recycling support and funding
Produce ADEQ instructional videos to be posted online	Continuity of operations plan (COOP) consistent with statewide priorities and direction
Emerging contaminants stakeholder process	Long-term underground storage tank funding
Enhance Arizona Border Trash web site	Implement senate bill (SB1280) for municipal stormwater programs
Stakeholder process for UST Financial Assurance	Agency-wide environmental management system (EMS) development and deployment
Stakeholder process to redevelop ADEQ's recycling program	Enhance pollution prevention (P2) program
Stakeholder process to identify permanent funding for the UST Program	Stakeholder process for triennial review of surface water quality standards
Conduct additional stakeholder meetings before making decisions or undertaking initiatives with broad impact	

Kaizen Events

- APP Process – 235 distinct steps reduced to 84 steps (65% reduction) [Team: 7 ADEQ; 3 External]
- Title V Class 1 Permit Process – 166-369 steps reduced to 67-99 (60-73% reduction) [Team: 10 ADEQ; 3 External]
- Compliance and Enforcement Process – Goals: reduce time from inspection to issuance by 70%; reduce review times by 30%

- **What's different?**

- Combined activities
- Reduced loops
- Increased communication
- Reduced number of steps
- Shorten time frame
- Reduced hand offs
- Less wait time
- Cost effective
- Project manager empowerment
- Increased interaction with customers
- Ask what our customers value
- Receptiveness to more communication during substantive review phase
- Being involved , give input and a chance to learn
- More appreciation for FA review
- Agency's willingness to open up a process for critical discussion
- Improved guidance

What's different?

- Fewer Handoffs
- Admin review defined and significantly shortened
- Reduced Do Over loops and escalation process
- Increased communication opportunity
- Shorter process time for same level of environmental protection
- More cooperation between customer and agency
- Process Standardization
- Reduced staff touches
- More authority for engineer to make decision
- Improved application due to increased communication and guidance
- Clearer expectations
- Feel of empowerment
- Cost reduction
- Faster permits
- Fewer opportunities to stop the clock
- Better applications and better buy in from applicant
- Combined functions for tasks
- Better consensus
- More opportunity to be heard in a clearer way
- Decisions made at a lower level

Questions
Comments
Discussion

Funding Opportunities

Watershed Management: Water Quality Improvement Grants (WQI)

*****Pre-Proposal (mandatory): Aug. 9, 3 p.m.*****

*****Final Applications: Sept. 20, 3 p.m.*****

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ADEQ Water Quality Improvement Grants

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<http://www.azdeq.gov/environ/water/watershed/improvement.html>



ADEQ Brownfields – ongoing opportunities

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www.azdeq.gov/environ/waste/cleanup/brownfields

Brownfields EPA Coalition Grant

Coconino~Flagstaff~Navajo~Winslow~Holbrook

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AZ Water Protection Fund Commission

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