

Performance Excellence
Continuous Improvement

**4 State / EPA
Water Quality Standard
Kaizen Event Report Out**

**By: The Westport Standards
Express Team**

June 11-15, 2007

Team Members

Team Leader

- Wayne Gieselman - IA
 - Chuck Corell – IA
 - Adam Schnieders – IA
 - Jon Tack - IA
 - Ed Galbraith - MO
 - Phil Schroeder - MO
 - Bruce Martin - MO
 - Dan Schuette – MO
 - Pat Rice - NE
 - Marty Link - NE
 - John Bender - NE
 - Mike Linder – NE
 - Yan Wang - KS
 - Ron Hammerschmidt - KS
 - Karl Mueldener - KS
 - Mike Tate - KS
 - Art Spratlin – EPA – Region 7
 - David Cozad – EPA - Region 7
 - Denise Keehner EPA - HQ
 - Ephraim King – EPA – HQ
 - Lee Schroer – EPA - HQ
 - John DeLashmit – EPA - Region 7
 - Ann Lavaty – EPA - Region 7
 - Jim Scott - Consultant
 - Mike Rohlf – IA - Co-Consultant
 - Christine Brittain – IA - Co-Consultant
 - Cindy Miesbach – NE Co-Consultant
- Observers**
- Bill Rice (EPA R7)
 - John Askew (EPA R7)
 - Jamie Burnett, EPA Office of Innovation
 - Alice Geller – MO
 - Betty Berry – (EPA R7)
 - Jeff Robichaud – (EPA R7)
 - Bob Zimmerman - Delaware

SCOPE

- This event will address the processes from when the states recognize that standards need to be changed, till the EPA has approved the standards.

Background

Art Spratlin

Objectives

Cindy Miesbach - NE

- Establish and improve the partnership and trust between the EPA and the States
- Understand each state's, EPA Region's and EPA HQ's processes for WQS
- Determine when and how to communicate with the public to facilitate the process and understand the impact on the public
- Maintain a high level of staff competence in the organizations (states and EPA)
- Clarify and improve the waters quality standards process and our roles for working together

Objectives

Cindy Miesbach - NE

- Clarify and understand EPA's range of expectations (legal, technical and scientifically defensible) for a WQS's package
- Maximize our collective resources
- Consistency of EPA review process
- Region 7 has confidence of EPA HQ (no second guessing)
- Develop a common understanding of protecting and sustaining waters of the U.S.

Goals

Jon Tack

- 100% legally defensible approvals on time
- EPA engages with state early and effectively in the WQ development process; includes written comments during the public process
- States address new EPA WQ recommendations within 2 triennial reviews
- States stay current in triennial review

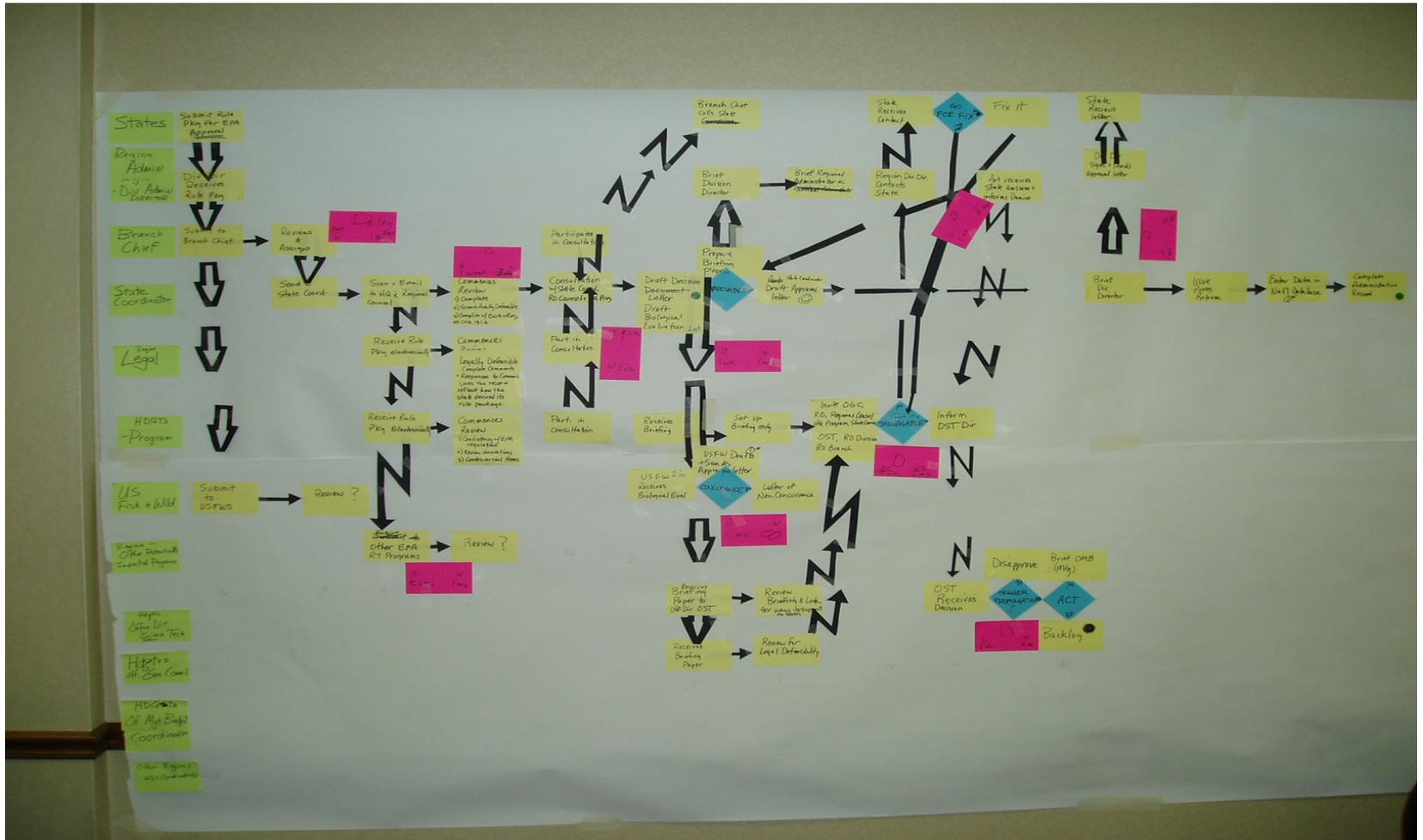
Kaizen Methodology

Chuck Corell

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process functioning by end of week)
- 5S “mindset”, use the steps to support the event activities

Old Process

Ephraim King



New Process

Ed Galbraith and John DeLashmit



Results

Phil Schroeder

	Current EPA Process	New EPA Process	% of Change	New State Process
# of Steps	50	26	48%	39
# of Hand offs	17	14	18%	19
# of Decisions	6	3	50%	4
# of Loop backs	2	0	100%	3
# of Value Added Steps	2	1	50%	2
# of Delays	10	0	100%	5
Best Completion Time Line	19 Weeks	0	100%	4 Wks
Worst Completion Time Line	5 1/2 – 6 Years	0	100%	5 yrs

Implemented

Mike Linder

Agenda and Ground rules for Scoping Meeting (to be revised upon receiving checklists).

- **Discussion of scope of rulemaking and/or planning of WQS issue's.**
 - Background history.
 - Potentially affected interests.
 - Discussion/History of EPA's experiences of the specific WQS issues.
 - Fast tracking potential.
- **Discussion of science, burden of proof, sources of data, toxicity database, memo's etc.**
 - National significance?
 - What is a standard? What is not a standard?
 - Legal Implications?
- **Creation of the EPA/State Team**
 - Assign homework for the State and EPA
 - Establish time lines for homework
- **Establish overall time lines for WQS issue's (case by case).**
- **Educate new EPA staff members (at meeting and identify future opportunities).**

Implemented

Adam Schnieders

Output from the Scoping Meeting

- Homework items
- Timelines for homework items for the process.
- Timelines for overall process from start to finish (i.e. EPA approval/disapproval)
- Meeting summary (minute/notes - draft and send out corrections)

Implemented

Dave Cozad

Ground Rules for the Scoping Meeting

- Abide by the new process
- No hidden agenda / transparency
- Come prepared (i.e.. EPA should know state process and history and visa versa).
- Free flow of ideas and information.
- Non- binding decisions
- Past is the past

Implemented

Yan Wang

Describe the feedback to the states from the consultation process

- Discussion of EPA understanding of what state is trying to achieve.
- Discussion of scientific defensibility of any proposed state changes.
- Discussion of analysis of state's legal foundation for proposed changes.
- Review of applicable 40 CFR 131.6 criteria (completeness).
- Statement of “non inconsistent with CWA or indication of concerns and areas of need.

If the statement indicates concerns or areas of need, the following should be included.

- Clear list of additional needed items to make a complete and approvable package.
- Science options, if existing, to guide and assist states.

Implemented

Karl Mueldener

Regularly scheduled conference calls WQS Staff Agenda for the first meeting

Agenda

- Identify WQS issues
- Brief state updates
- Conference topic ideas / focus
 - Identify issues and speakers
 - How and who to host (KC or in one of the 4 states?)
- Stream classifications
- UAA's
- High Flow
- Standards
- Biological

Timing

- July , 2007

Invitees

- WQS Staff (States, EPA)
- Other programs
- Management alerted invited

Homework

Ann Lavaty

Item	Item Description	Person Responsible	Due Date
1	Develop final submittal checklist	Ann Lavaty-EPA HQ	7/30/07
2	Develop content checklist (EPA)	Ann Lavaty-EPA HQ	7/30/07
3	Develop completeness checklist (EPA)	Ann Lavaty-EPA HQ	7/30/07
4	Develop a list serve within Region 7	Art Spratlin	7/30/07
5	Define the bar of what is Scientific Defensible	Ann Lavaty-EPA HQ	7/30/07
6	All states need to considers water quality forum and or focus groups	Chuck Corell, Ed Galbraith, John Bender, Karl Mueldener	7/30/07

Rollout / Communication Plan

Denise Keehner

WQS Kaizen Roll Out Plan

- **Roll Out**
- State staff to train other WQS personnel in their respective states by July 31, 2007. The following people are responsible:
- **Iowa: Chuck Corell**
- **Kansas: Mike Tate**
- **Missouri: Ed Galbraith**
- **Nebraska: John Bender**
- Region 7 staff will also be trained in the new process by July 31, 2007. This will include staff from the WWPD, ESD, and ORC. Dave Cozad and John DeLashmit have planned a joint training session for all the staff.
- The narrative of the process, the process map, the checklists and other documents will be made available via the listserv or R7 website.
- **Implementation**
- Iowa will set up a scoping meeting with R7 by June 29, 2007. The meeting is planned for sometime in July 2007. This will be a criteria package including TDS and chloride.
- Kansas will set up a scoping meeting with R7 by July 31, 2007. The meeting is planned for sometime in November 2007. This standards package will be a routine triennial review package.

Team Member's Experience

Bruce Martin

Marty Link

Comments

Bill Rice

Comments

Jim Scott-Consultant

We welcome your
questions and comments!