U.S. EPA Lean Management System (ELMS)
What is ELMS?
Agency ELMS-related Goals

Deploy ELMS to 80% of EPA by EOY FY2020
Agency ELMS-related Goals

Improve 250 processes at EPA by EOY FY2022
Deployment Framework and Strategy

- Executive Leadership Support/Buy-in
- Readiness Assessment
- Train-the-Trainer/Invest Internally
- Organic Process Selection
- Post-deployment Support
- Andon Response
- Connecting the Dots
Cascading Performance Measures

**Administrator**
- Strategic Measures
- Reform Plan Projects

**National Program/Regional Office**
- Bowling Charts
- Countermeasures
- Breakthroughs

**Work Units**
- Flow Boards
- Performance Boards
Success Stories & Process Improvements

- Freedom of Information Act (FOIA) Process
- Acquisition/Contract and Grant Process
- Hiring Process
- Legal Review Process
- Permitting Process
- State Implementation Plan (SIP) Process
Improving Permit Process

Goal:
• Reach all permitting-related decisions (except NSR and Title V) within six months by end of FY2022.

Progress:
• Backlog of new permit applications reduced by 51% since June 2018
• Launched new electronic system to track pending permits
• Made major improvements to NPDES permit application forms to improve flow and clarity (to reduce errors and incomplete applications)

New Backlogged Permits
Target Direction: Decrease

- NPDES
- UIC (all classes)
- PCB Approvals
- RCRA
Improving SIP Process

Goals:
1. Deliver final action on SIPs within 18 months of submittal to EPA by 2022.
2. Eliminate the SIP backlog by 2022.

Progress:
• All regions and HQ using visual mgmt. to track SIP progress / identify issues
• Took final action on 162 SIPs since October 2018, including 83 backlogged SIPs since May 2019.
On the Horizon

- Problem Solving Corps
- U.S. State (and Tribal) Deployments
- Andon Response
- Success Stories/Branding
- Complete Deployments
- Realize Process Improvements