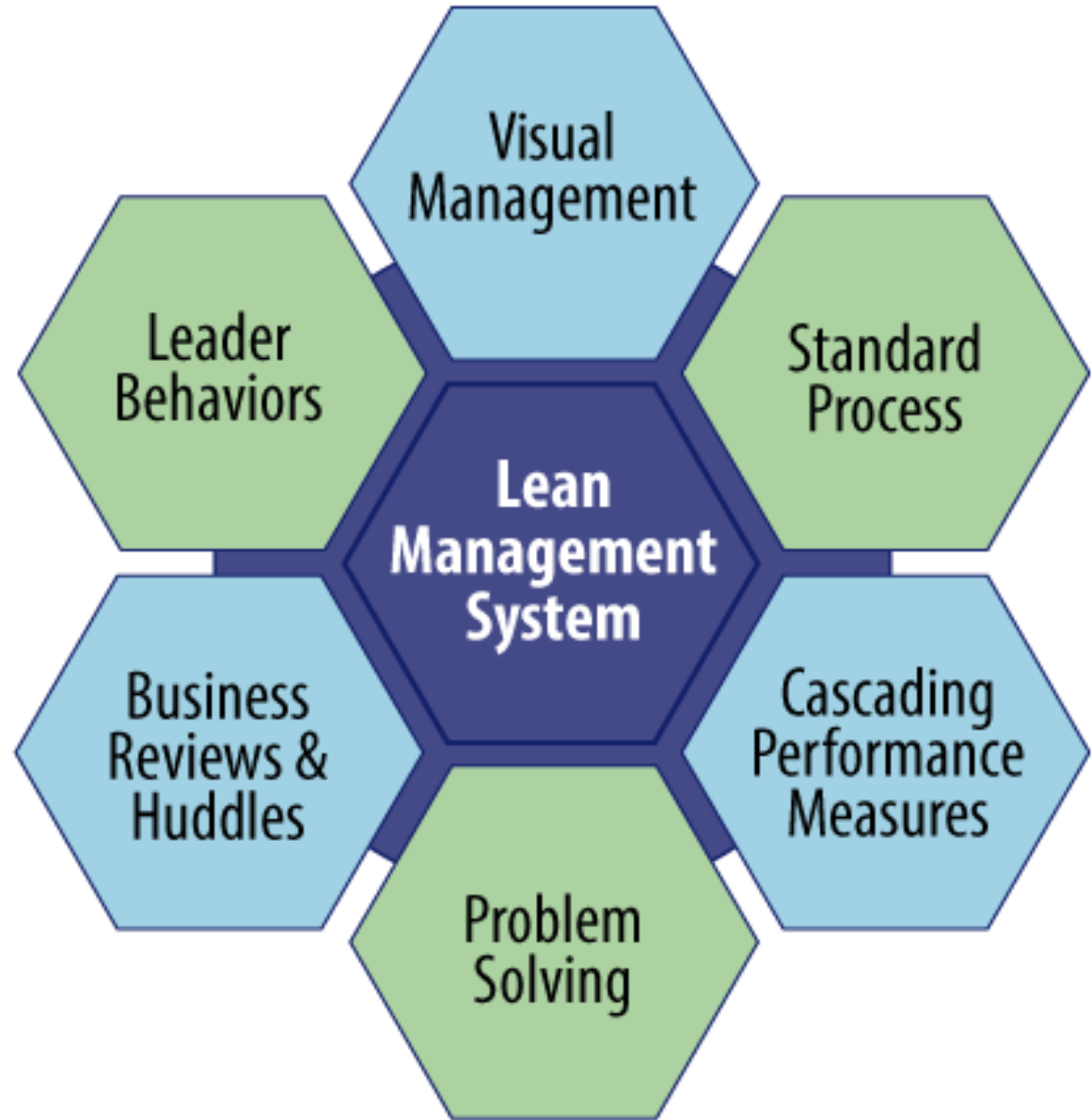


U.S. EPA Lean Management System (ELMS)

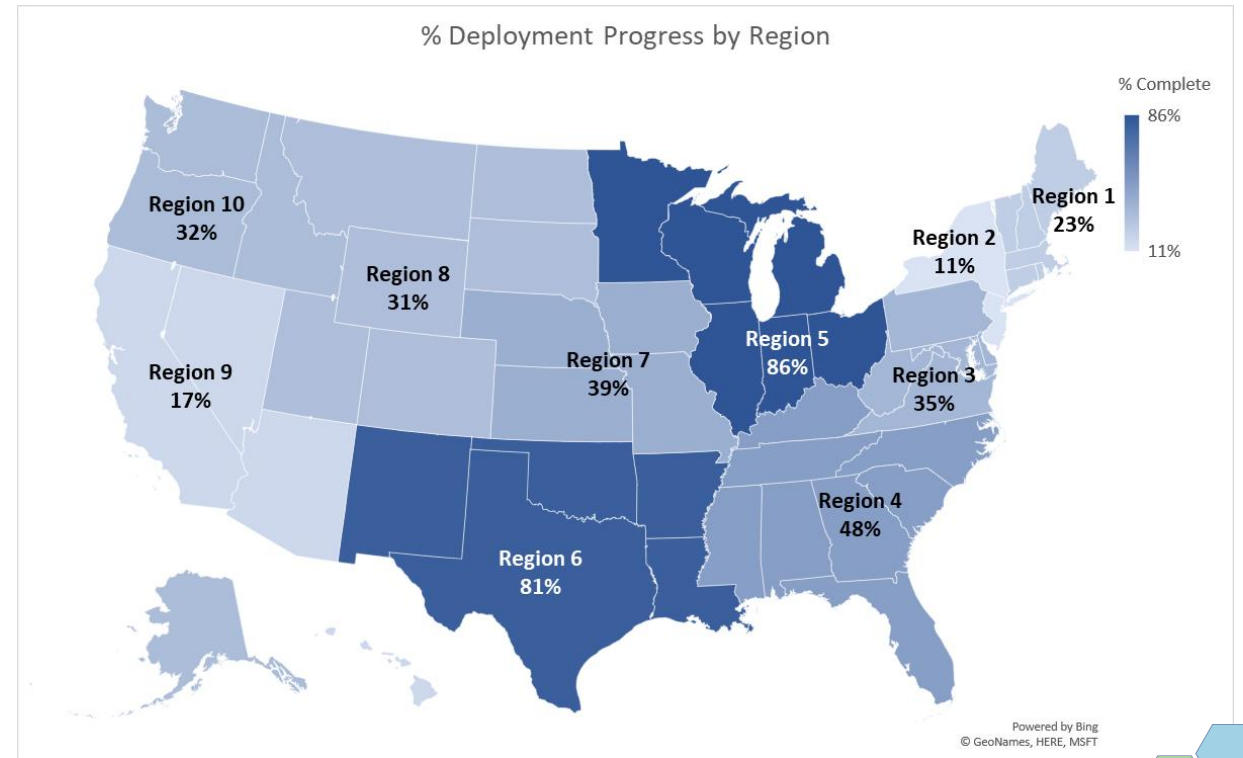
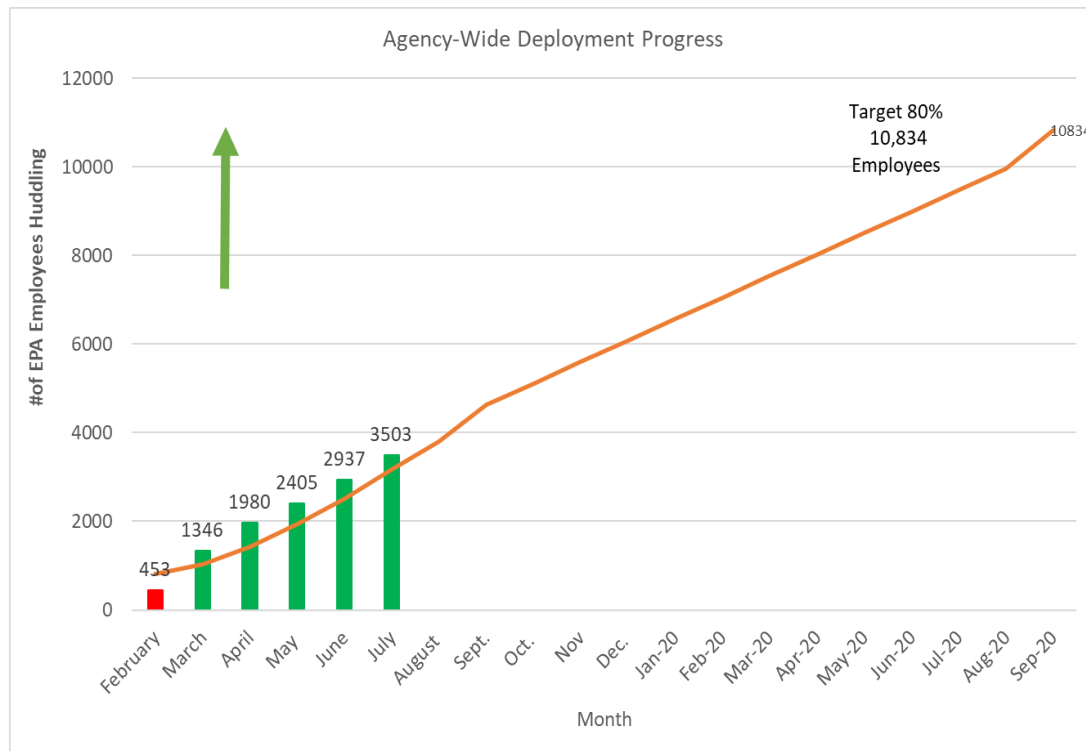


What is ELMS?



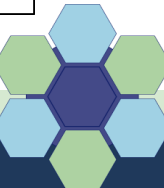
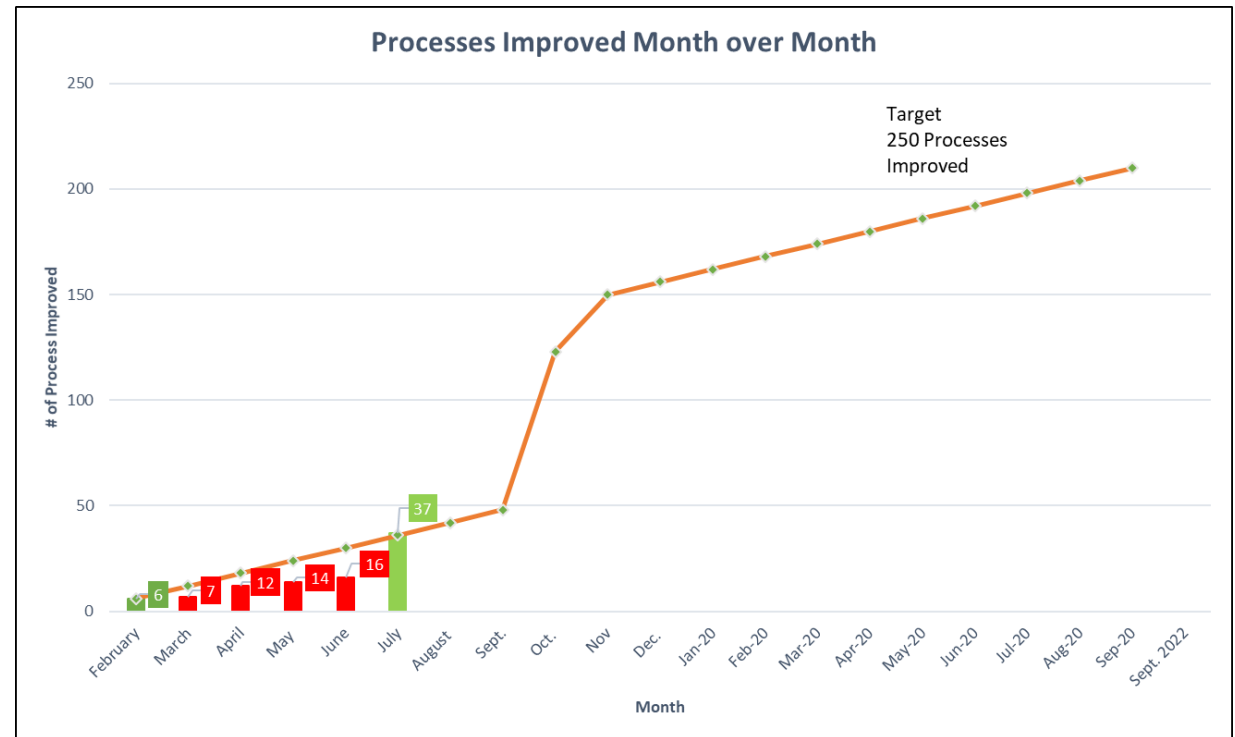
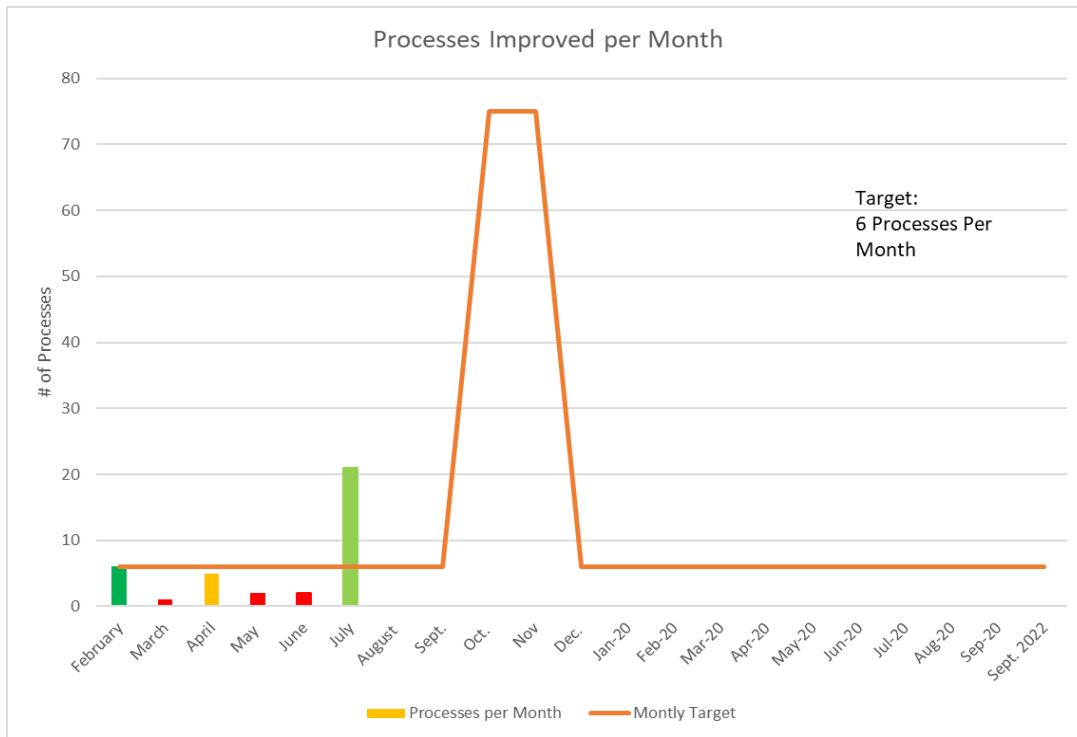
Agency ELMS-related Goals

Deploy ELMS to 80% of EPA by EOY FY2020



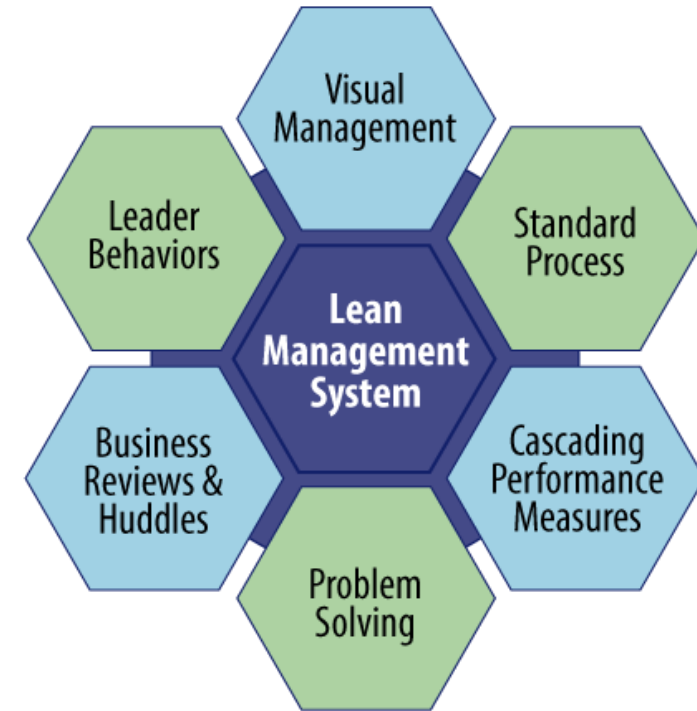
Agency ELMS-related Goals

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



Department of Child Safety - Monthly Score Card

Measure	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
# of Child Care Licenses	1,000	1,100	1,200	1,300	1,400	1,500	1,600	1,700	1,800	1,900	2,000	2,100
# of Child Care Centers	100	110	120	130	140	150	160	170	180	190	200	210
# of Child Care Workers	100	110	120	130	140	150	160	170	180	190	200	210
# of Child Care Hours	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000
Cost per Hour	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100



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



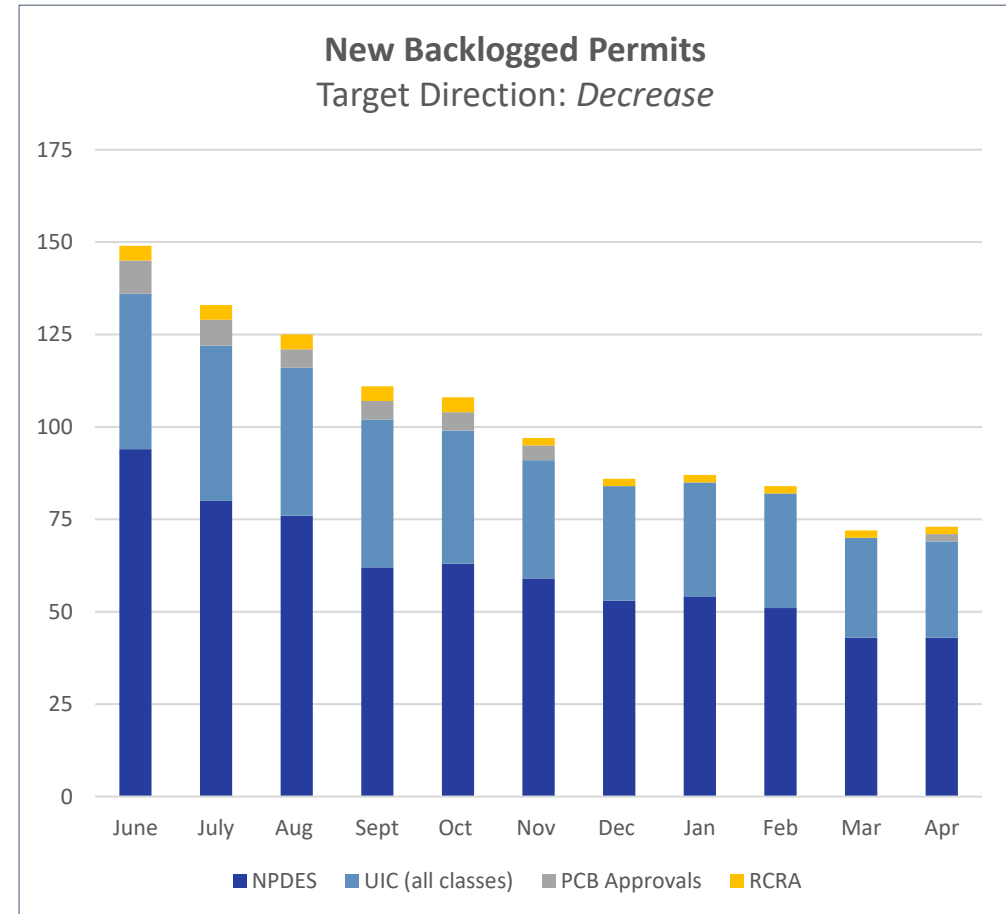
Improving Permit Process

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)



Improving SIP Process

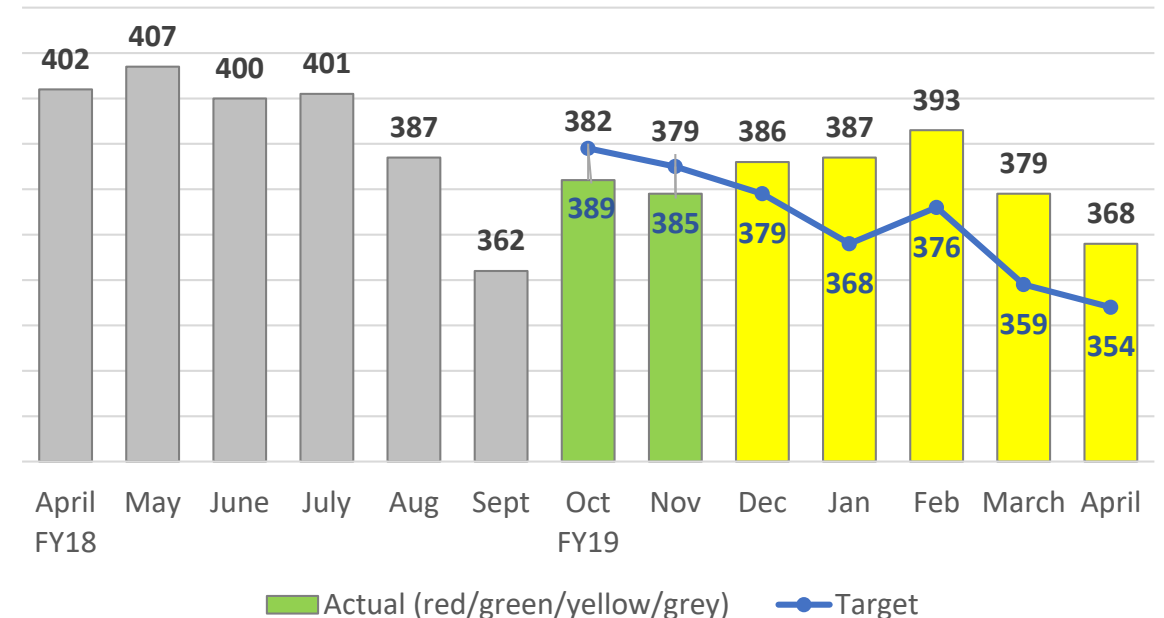
Goals:

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.

Number of SIPs in Backlog
Target Direction: *Decrease*



On the Horizon

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

