E3: Enhancing Effectiveness & Efficiency

November 9, 2016

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E3 Principles

• Work of government is noble…
  People in government are amazing…
  Processes of government are a mess!

• Staff driven
• Customer service oriented
• Measurable and fast
• Achieve mission through E3 culture
Are you too busy to improve?

No thanks!

We are too busy

Håkan Forss @hakanforss http://hakanforss.wordpress.com
This illustration is inspired by and in part derived from the work by Scott Simmerman, “The Square Wheels Guy” http://www.performancemanagementcompany.com/
Implementation

4-Pronged Approach:

1. Multiple day VSM or Kaizen Events
2. One day Mini-events – Idea Mining, Mini-Kaizen
3. E3 Challenge
4. E3 Consultation (developing)
Multiple day events – Value Stream Mapping or Kaizen Process Improvement – E3 team/facilitator led

- Hiring Process
- Outgoing Grant/Financial Assistance Process
- **Surface Water Monitoring**
- Open Burn Permits
- **Clean Water 4.0 – Coordinated prioritization**
- Community Services
Problem: Government agencies collect lots of data often without a high degree of coordination.

Scope: Identify opportunities for the improved coordination of water quality data collection and to increase awareness of existing data. Long-term goals were to improve water quality data sharing, identify data gaps and find opportunities for collaboration on data collection that better serve Missouri citizens.
Surface Water Monitoring Data
Surface Water Monitoring Data

Results:

- Traced 14 data types from supplier (data collector) to the computer system storing the data, through data products to customers to highlight the important connections needed.

- Proposed 40 actions in 4 categories (data collection and monitoring, data management and sharing, data interpretation, and education and information dissemination).
Developed 4 action plans for immediate implementation based on priority

- Create an annual interagency surface water monitoring workshop to realize improved collaboration on water quality data collection;
- Establish a SharePoint site that shares monitoring plans, objectives and deliverables;
- Conduct DNR coordination meetings to discuss data sharing opportunities;
- Create an online catalog of organizations collecting data, data types, methods, storage locations and access instructions.
Clean Water 4.0-Coordinated Prioritization

**Problem:** Water quality problems are evolving and government approaches to solutions need to follow.

**Scope:** This event was one in series of events looking at restoration and protection of Missouri’s waters. Document the process to develop and prioritize Missouri’s 303(d) list, to look at all of the water protection tools available to DNR, to begin the process of developing a revised framework for prioritizing the 303(d) list, and improve collaboration.
Clean Water 4.0-Coordinated Prioritization
Clean Water 4.0-Coordinated Prioritization

Key Recommendations/Actions:

- Convene initial meeting of Interdisciplinary Team.
- Create mechanism for identification and designation of protected waters.
- Examine the potential role of increased compliance and enforcement where appropriate.
- Establish Supplemental Environmental Projects as a restoration tool.
Clean Water 4.0-Coordinated Prioritization

Key Recommendations/Actions:

- Define and delineate subcategories of impaired waters for DNR prioritization.
- Create public information tools on a watershed basis.
- Align with Our Missouri Waters and Community Services.
Not a Problem, but an Opportunity: Evaluate new Community Services program to maximize customer service for small communities.

Scope: This event served as an opportunity to evaluate the performance of the Small Community Assistance pilot program. Variations of the process used by regional offices were mapped and analyzed, and a new standard process was created, focused on maximizing the value of the program to participating communities.
Community Services Pilot Evaluation
Community Services Pilot Evaluation

Results and Achievements:

- Designed a single, streamlined process, combining lessons learned at each region during the pilot.
- Interviewed two communities that participated in the pilot to determine what they valued in the process.
- Identified best practices, areas for improvement, and 58 actions and recommendations.
Community Services Pilot Evaluation

Key Actions and Recommendations:

- Improve communication and coordination with external partner agencies.
- Standardize all documents, templates, and procedures throughout the process.
- Establish regional resource teams with all partners.
- Strengthen customer service culture throughout the agency.
One-day Events

Idea Mining events – Identify process improvement needs

• **Water Protection** and Drinking Water

Mini-E3 event – one-day mapping events

• **Permit Review Process**
• **TMDL Coordination**
• Financial Assistance Center
• Public Drinking Water Well Construction
The Goal

To improve the current implementation plan for compliance with the federal eReporting Rule. Revisions to the current implementation plan need to consider both department staff and the permitted community’s needs, which will result in a phased approach with measurable timelines for certain milestones. The goals of this project are to: improve education and marketing on rule requirements and deadlines to the permitted community, provide knowledge and tools to department staff to aid in implementation of the rule.
Questions?

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