

E3: Enhancing Effectiveness & Efficiency

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Improvement

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

E3: Enhancing Effectiveness & Efficiency

Are you too busy to improve?



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**



Surface Water Monitoring Data

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.

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Surface Water Monitoring Data



Surface Water Monitoring Data

Results:

- E³ 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.
- E³ Proposed 40 actions in 4 categories (data collection and monitoring, data management and sharing, data interpretation, and education and information dissemination).

Surface Water Monitoring Data

- E³** 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.

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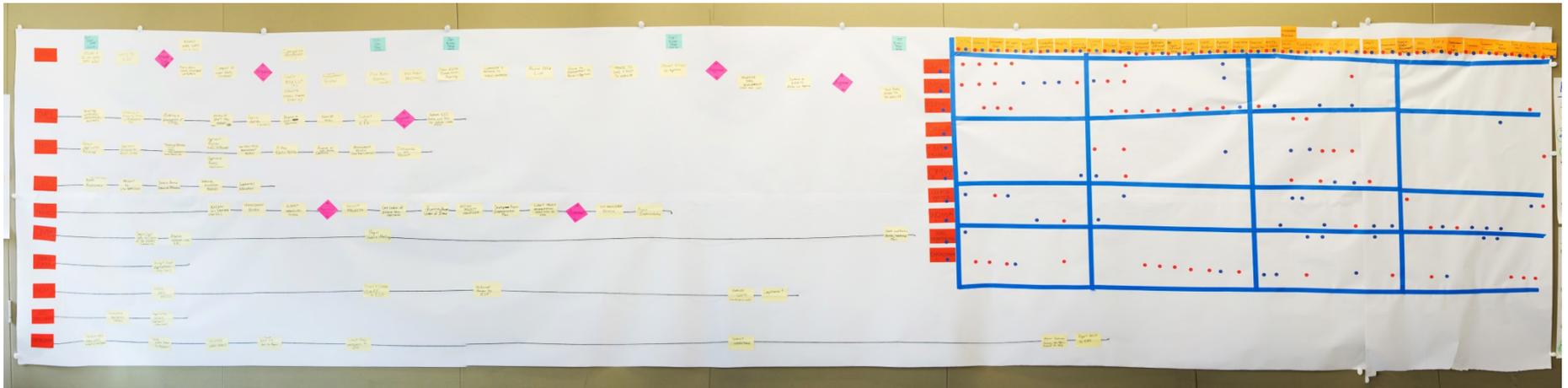
Clean Water 4.0-Coordinated Prioritization

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.

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Clean Water 4.0-Coordinated Prioritization



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Clean Water 4.0-Coordinated Prioritization

Key Recommendations/Actions:

- E³ Convene initial meeting of Interdisciplinary Team.
- E³ Create mechanism for identification and designation of protected waters.
- E³ Examine the potential role of increased compliance and enforcement where appropriate.
- E³ Establish Supplemental Environmental Projects as a restoration tool.

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Clean Water 4.0-Coordinated Prioritization

Key Recommendations/Actions:

- E³ Define and delineate subcategories of impaired waters for DNR prioritization.
- E³ Create public information tools on a watershed basis.
- E³ Align with Our Missouri Waters and Community Services.

Community Services Pilot Evaluation

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.

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Community Services Pilot Evaluation



Community Services Pilot Evaluation

Results and Achievements:

- E³ Designed a single, streamlined process, combining lessons learned at each region during the pilot.
- E³ Interviewed two communities that participated in the pilot to determine what they valued in the process.
- E³ Identified best practices, areas for improvement, and 58 actions and recommendations.

Community Services Pilot Evaluation

Key Actions and Recommendations:

- E³ Improve communication and coordination with external partner agencies.
- E³ Standardize all documents, templates, and procedures throughout the process.
- E³ Establish regional resource teams with all partners.
- E³ Strengthen customer service culture throughout the agency.



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

E3 Challenge: EDMR

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.

Project Corner

Background

The federal eReporting Rule is a federal mandate that all NPDES permitting and compliance monitoring reporting be completed and reported electronically. Phase I of the rule requires that all NPDES permit holders begin reporting electronic Discharge Monitoring Reports (DMRs) by December 21, 2016. To address this the department has acquired a web-based system referred to as eDMR.

The Problem

Currently implementation procedures are not efficiently or effectively implementing requirements of the rule. As a result, the requirements of the rule may not be met before the federal deadline. Additionally, sectional and regional staff do not have the tools to implement rule requirements in permits or provide accurate information to the permitted community. Last, the permitted community is largely unaware of the rule and, to date, the department has not made electronic submission mandatory. The result of this is failure of the department to implement a federal rule.

The Goal

The goal of this project is 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.

Team Corner

Project Coordinator	Stacie Box
Subject Matter Expert	Susie Mills
Subject Matter Expert	Jake Faulkner
Subject Matter Expert	Angela Falls
Subject Matter Expert	Emilie Twining-Gerdes
Management/EPA Liaison	Chris Wieberg
Observer/Optional Subject Matter Expert	Hebin Lin
Facilitator	Logan Cole



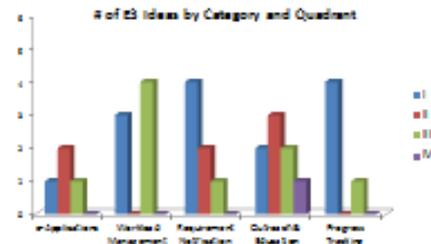
Metrics Corner

Opportunities for Improvement

During the event, the team identified 26 areas within the current eReporting implementation process where staff can improve to become more efficient and effective. The team was able to consolidate these areas into 3 major problem areas.

Efficiency Ideas

The team developed 31 possible improvements to the current eReporting implementation process. Of these 31 efficiency options, 13 were determined to be immediate actions items. These are discussed in the Results and Sustainability Corner. Additionally, 9 other options will be considered for long-term goals, while 8 other ideas will be tabled until the other tasks are complete or close to completion.



Results and Sustainability Corner

As seen below, actions items were given specific deadlines which will result in increased efficiency in implementing Phase I of the eReporting Rule. These actions, as well as future items, will allow the department to effectively implement the eReporting rule. Further, these actions will prepare staff to better assist permittees with accessing and operating the eDMR system. Last, these actions will assist in increasing the efficiency of application processing to ensure that permittees and the department are compliant with the eReporting rule.

Task	Deadline
01. Draft special condition for permits to comply	Oct 1 2016
02. Draft and send media campaign timeline to submit applications for approval	Oct 1 2016
03. Research and infrastructure requirement for applications	Sep 13 2016
04. Create internal application processing guidelines	Oct 1 2016
05. Train more staff to process all steps of applications prior to finalization	Oct 1 2016
06. Generalize report to track facilities and implementation progress	Sep 13 2016
07. Minimize paper for data routing and paper workflow	Oct 1 2016
08. Create plan to train all staff on the deadline of the eDMR system	Nov 1 2017
09. Research options for modifying permits to require eDMR	Sep 13 2016
10. Draft program policy memo	Sep 13 2016
11. Update permit application forms A, B, B1 & B2 for online transfer	Sep 13 2016
12. Acquire access to eDMR system for all permitting staff	Nov 1 2016
13. Initiate training for eDMR system training for permittees	Aug 30 2016

eReporting Application Status



Questions?

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