

# Leaking Underground Storage Tank Kaizen Event

By:

Speedo

July 12-16 , 2004

# Introduction

Tom Norris

- Kaizen Methodology
  - Focused on lead-time and variation reduction
  - Measurement focused
  - Is data driven, and fact based
  - Provides a baseline for future Kaizen
  - Drives cultural change

# Background

Tim Hall

- Investigate, evaluate, regulate and remediate UST sites
- Leaking sites:

Total	6000
Active	2000
Low Risk	600
High Risk	1200
NFA	4000
- It can take more than a decade for some sites to move through the process
- Selected by DNR as first of six Kaizen events for FY05

# The 5 Days

Rochelle Cardinale

- Day 1
  - Training
- Day 2
  - Map the old process
  - Brainstorm ideas
- Day 3
  - De-selection of ideas
  - Map new process
- Day 4
  - Fine tune new process
  - Work on details
- Day 5
  - Report Out & Celebration!!!

# Goals

Jeff Myrom

- Reduce the time it takes for a decision for corrective action to 90 days and implementation to 180 days from approval
- Achieve a 90% first time acceptance rate of CADR submittals
- CADR review times shall be within 60 days
- Improve compliance with the required time for submittals
- To have 100 high risk site with approved corrective action plans through the new process in the next year
- Reallocate the resources dedicated to clean up by 50% by 2009

# Objectives

Jeff Myrom

- DNR will anticipate the sunset of the UST Fund in 2016 and ensure the risks to public health are minimized at UST Fund eligible sites prior to the loss of funding.
- The improved CADR system will be reliable, understandable process that stakeholders believe in.
- Ensure that all these objectives occur without harming or compromising the environment.

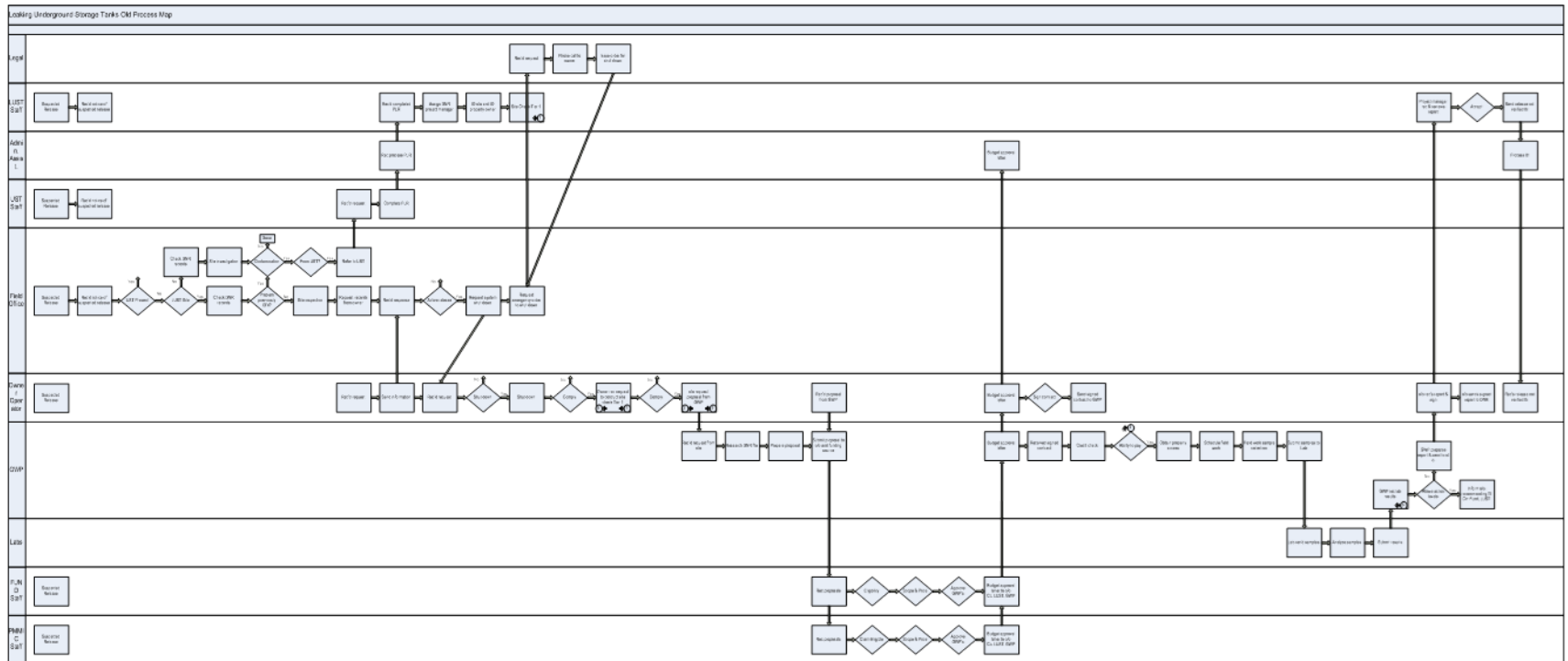
# Team Members

Jeff Hove

- Jeff Myrom (Team leader)
- Elaine Douskey (Sub-team leader)
- Jim Scott (Consultant)
- Julie Chang (Event recorder)
- Tim Hall (DNR)
- Jim Humeston(DNR)
- Rochelle Cardinale (DNR)
- Tammy Vander Bloemen (DNR)
- Dave Wornson (DNR)
- Bill Gross (DNR)
- Glenn Norgart (Casey's)
- Jeff Hove (Petroleum marketers)
- Tom Norris (PMMIC)
- James Gastineau (Fund)
- Ken McFadden (Preston Engineering)
- Tom Draur (Barker Lemar)
- Ray Widder (Seneca)
- Neil Searcy (GAB Robins)

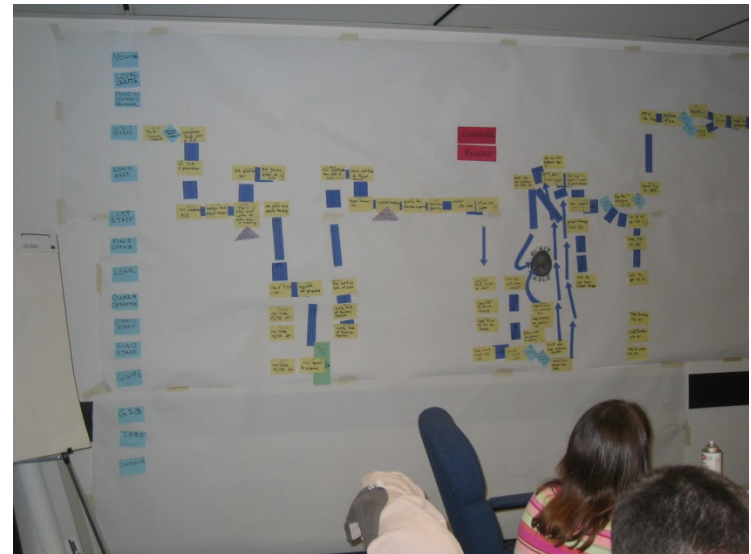
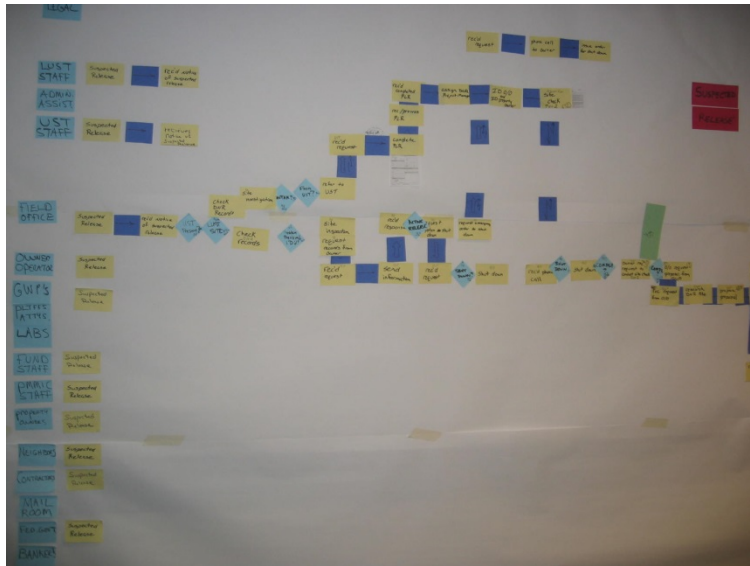
# Map the OLD Process

Tom Draur





# Pictures of the Process



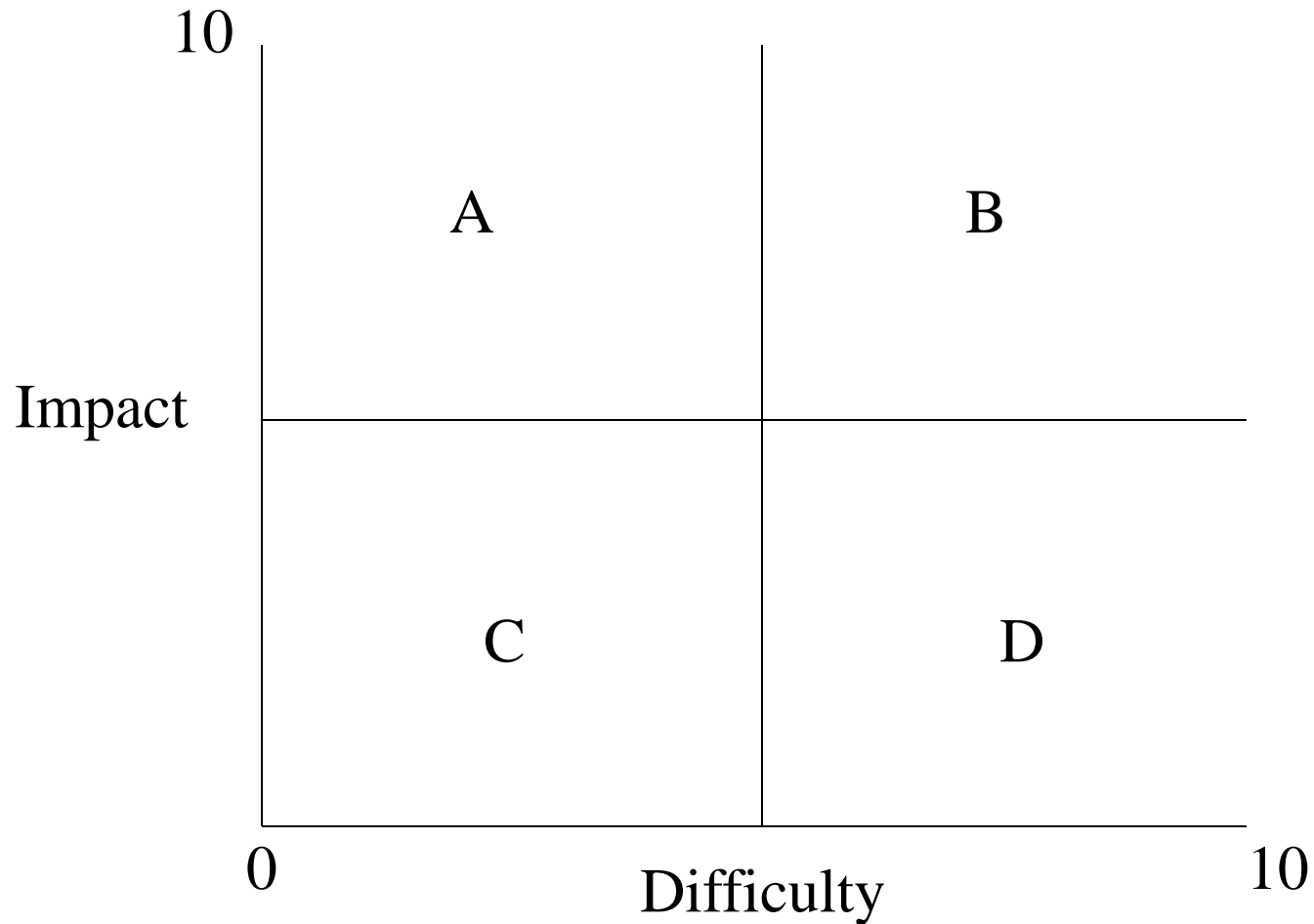
# Brainstorming

Glenn Norgart

- Everyone signs schedule plan in the meeting
- Team has constant communication between ALL parties
- Dedicated GWP versus a team
- Bringing temporary help in beginning stage
- Lumping site together by finding a common denominator
- Compensating GWP for preliminary proposal work

# De-selection of Ideas

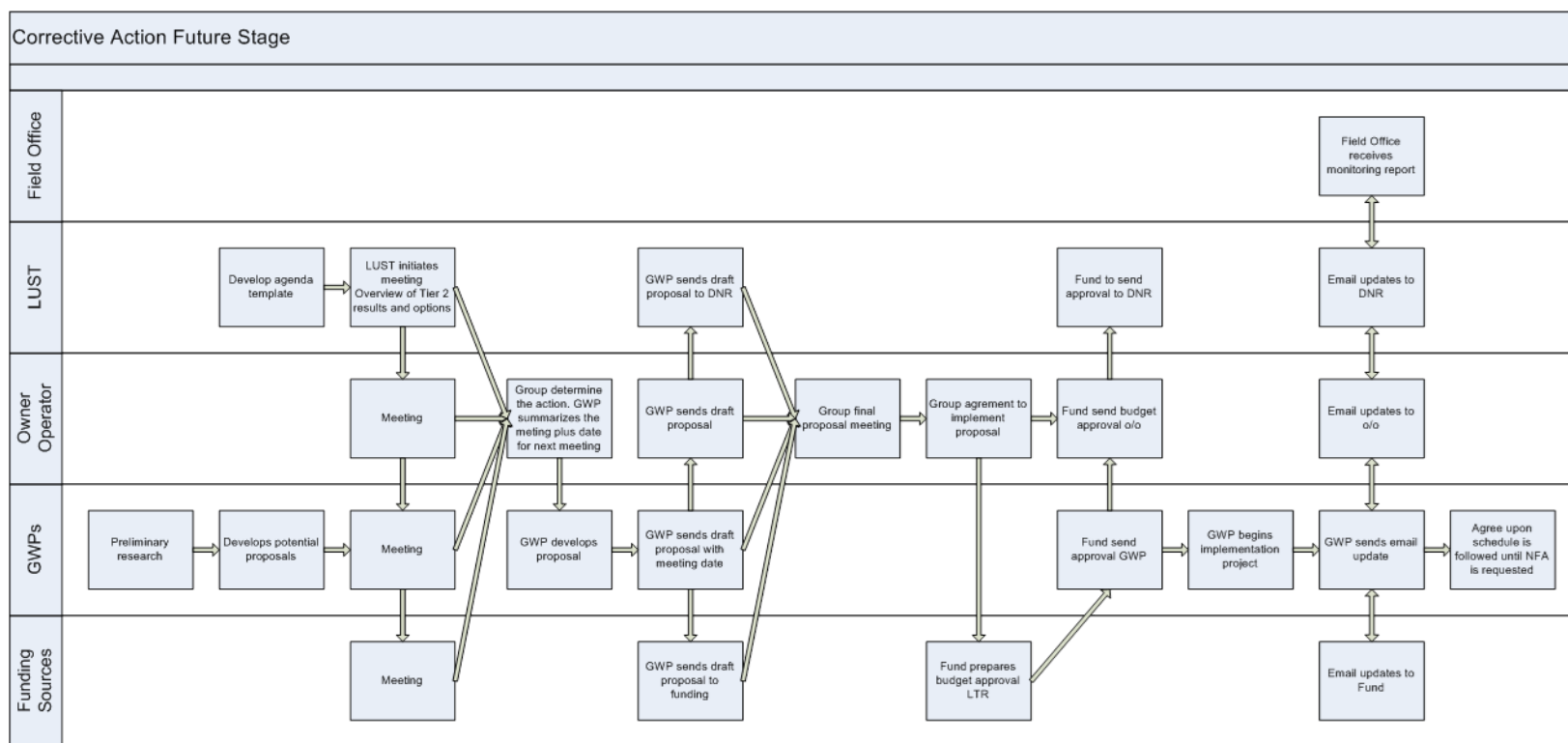
Neil Searcy



# Map the NEW Process

## Corrective Action

Elaine Douskey



# Results

Jim Humeston

	<b>Old Process All</b>	<b>Old CADR Process</b>	<b>New CADR Process</b>	<b>% Change for CADR</b>
Total steps	110	43	12	72%
Number of loops	3	5	0	100%
Number of delays	21	9	0	100%
Number of decisions	29	10	2	93%
Number of handoffs	30	13	6	80%
Number of black holes	3	1	0	100%

# Implementation

Ray Widder

- Streamlined process for CA strategy approval
  - Improved involvement from o/o
  - Improved funding involvement from DNR
  - GWP paid for previously unpaid time
  - GWP completes research of site specifics, feasibility of low cost options, cost estimates approx., sends to all parties
    - Meet in group setting to arrive at strategy based on GWP research - leave meeting with a decision and timeline
    - GWP prepares proposal sends to all parties
    - Fund receives/requests board approval
    - Corrective action implemented on previous given timeline
    - Continuous update process, immediate notification if goals not met
    - Starts immediately, 3 sites scheduled
- Facilitator within DNR to move more difficult sites to NFA in more expeditious manner

# 30 Day List

Tammy Vander Bloemen

- Concentrate on 1<sup>st</sup> 23 CADR through the new system
- Select a facilitator (Tim Hall)
- Refocus project managers temporarily (Jim H.)
- Funding sources for the facilitator (Tim H, Jim H)
- Communication game plan – Web, PMI, EPI, PMMIC (Julie, Tom)
- Query the sites per recommendations of team (Jim, James)
- Free product survey – FO and GWP (Jim H)
- Explore town meetings scheduling for PMCI road show and rules meetings
- Make clear to o/o's that they can initiate this process by contacting DNR. Plus communicate the benefits of initiating the process. Sell it!!
- Preparation of legal agreement (Dave W.)
- Finalize the pre-meeting form (Ray) by 7/23
- Add some feel good sentence to letter to o/o's at start of process (Tammy)
- Develop system for tracking the progress of the new process (Individual Project Manager)
- Phone system and space for facilitator to conduct conference calls

# Parking Lot

Ken McFadden

- **Issues that were discussed, applied, covered or determined not applicable**
  - Enforce an earlier deadline of proof o/o have a contract with a consultant
  - Require certification of insurer/o/o/consultant that ensures they commit to schedule
  - Consent form with o/o to enforce the contract
  - Pay for performance
  - Commingle plume (multi sources, multi RP's)
  - New release over old release
  - Inability to pay, bankrupt, access, etc.
  - Batch activities
  - Payment issues (stop work)
  - Free product new releases. What is a "significant" free product issue that requires active/aggressive recovery?
  - Liability issues between DNR/Fund/GWP
  - Why reports are rejected (Revisions?) maybe for future Kaizen
- **Issues that team want to be addressed in the future**
  - What criteria results in a rejection
  - Sites that have estate issues



# Kaizen Newspaper

David Wornson

Item	Who	Results	Date Completed
Notice letter (GWP selection must have)			Completed
GWP – Pay for the initial meeting		\$750 to \$1000 flat fee	7/13
Develop a check list for the proposal development	Tammy, Jeff, Tom, Ray, Neil		Completed
List of GWP by city is firms			Jim H
Core issues for review/rejection			Parking Lot issue
Enforcement for overdue	David W		
Prioritize 613	Rochelle, James, Tom, Ken, Dave		By facilitator
Email EPI about new process	James G.		Within 30 days
Names for temp help	Tim Hall		Completed

# Experience

Bill Gross

- Trough (Frustration)
  - Limited resources
  - Reluctance to change
  - Many entities involved
  - Size and complexity of issue
- Breakthrough (Consensus)
  - Everyone agreed on ideal situation (same goals)
  - Everyone agreed on the new process

# Comments

Jim Scott

Questions?