



Manure Management Plan Kaizen Event

By: NO FEAR

January 24 -28, 2005



***Destination
Excellence
Continuous
Improvement***

Team Members

Paul Tauke, Team leader
DNR/Forestry

Chad Kehrli, Sub-team, leader,
DNR/FO1

Cindy Martens, DNR/FO3

John Pecchia, DNR/FO2

Barb Lynch, DNR/ESD – FSCB Chief

Maggie Clover, DNR/FSCB

Dan Olson, DNR/FO4

Phyllis Maskarina, DNR/FO2



Ted Petersen, DNR/FO5

Al Witt, Prestage-Stocker Farms

Keith Kratchmer, Agrisolutions

Jay Moore, New Fashion Pork

Kevin Westaby, KGL Enterprises

Keith Tranel, Iowa Select Farms

Jon Schmitz, Christensen Family
Farms





Kaizen Methodology



■ Chad

- **Clear objectives**
 - **Team process**
 - **Tight focus on time**
 - **Quick & simple**
 - **Measurement focused**
 - **Is data driven, and fact based**
- **Provides a baseline for future Kaizen**
 - **Drives cultural change**
 - **5S mindset**
 - **Necessary resources immediately available**
 - **Immediate results (new process functioning by end of week)**

The 5 Days

Chad

- 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!!!
-

Background

Barb

- **New MMPs,CDS and updates required by Iowa law**
 - **The process started two years ago and is being refined to benefit the DNR, the producer, and the environment**
 - **Issues revolving around manure management and livestock production are emotionally charged**
 - **310 new/original MMPs last year**
 - **3,215 updates annually**
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SCOPE

John

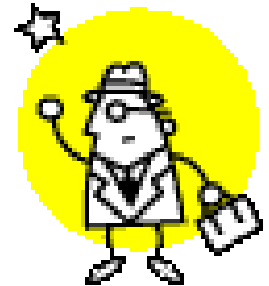
- Address the manure management plan submittal of originals, annual updates, and the inspection process.



Objectives

John

- To protect and preserve the natural resources for the citizens of Iowa
- To increase efficiencies in the manure management planning, approval, and inspection process to better serve external and internal customers



Goals

John

- Reduce incomplete submittals by 50 percent
- Decrease wasted time during field inspection by 50 percent
- Standardize and combine letters that are sent to un-permitted MMP applicants
- Decrease failure to submit letter to 30 days
- Standardize and strengthen response on late submittals



AI



Issues with Old Approval Process

AI

1. Alluvial soil/karst determinations slow down process
2. Getting County Auditor Signature
3. Application incomplete
4. Fees not paid when application arrives
5. Number of letters sent to producer
6. Environmental Specialist rechecks with geologist
7. CDS or engineering statement incomplete
8. Storm water permitting



Brainstorm New Submittal Main Themes

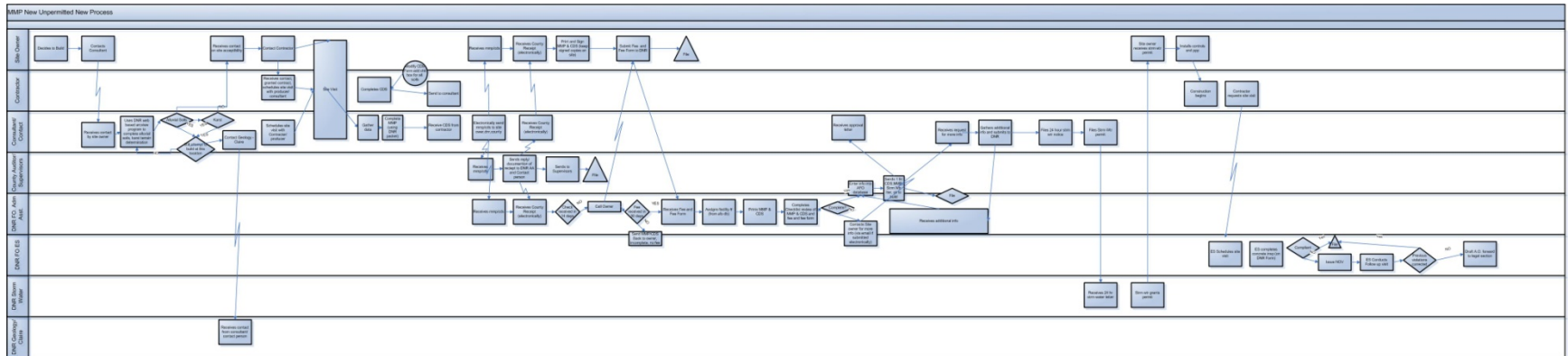
AL

1. E-mail/CD submittal
2. Consultant does geology review
3. Web based construction packet



New Approval Process

AI



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Unpermitted MMP Results

Keith

	Old	New	% Change
Steps	150	50	-67%
Value Added Steps	6	6	+200%
Decisions	11	7	-36%
Loop Back	5	1	-80%
Handoffs	27	12	-55%
Delays	15	1	-93%



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Form Changes

Keith

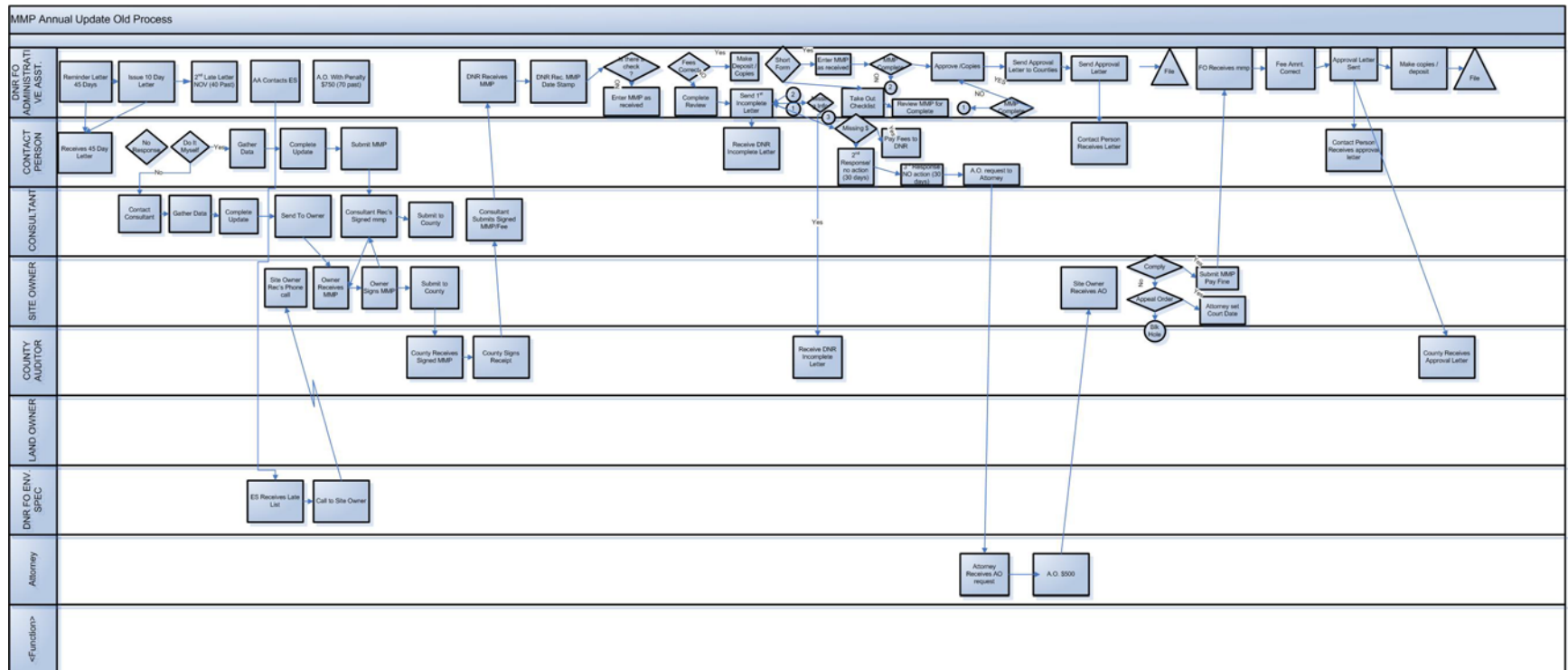
1. **Construction Design Statement (CDS)**
modified
2. Construction packet checklist created



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Old Annual Update Process

Phyllis



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Issues with Old Annual Update Process

Phyllis

1. Number of letters to producers
2. MMP checklist
3. Incorrect fees submitted
4. Incomplete update
5. Compliance with A.O.
6. Legal black hole



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Brainstorm Update Main Themes

DAN

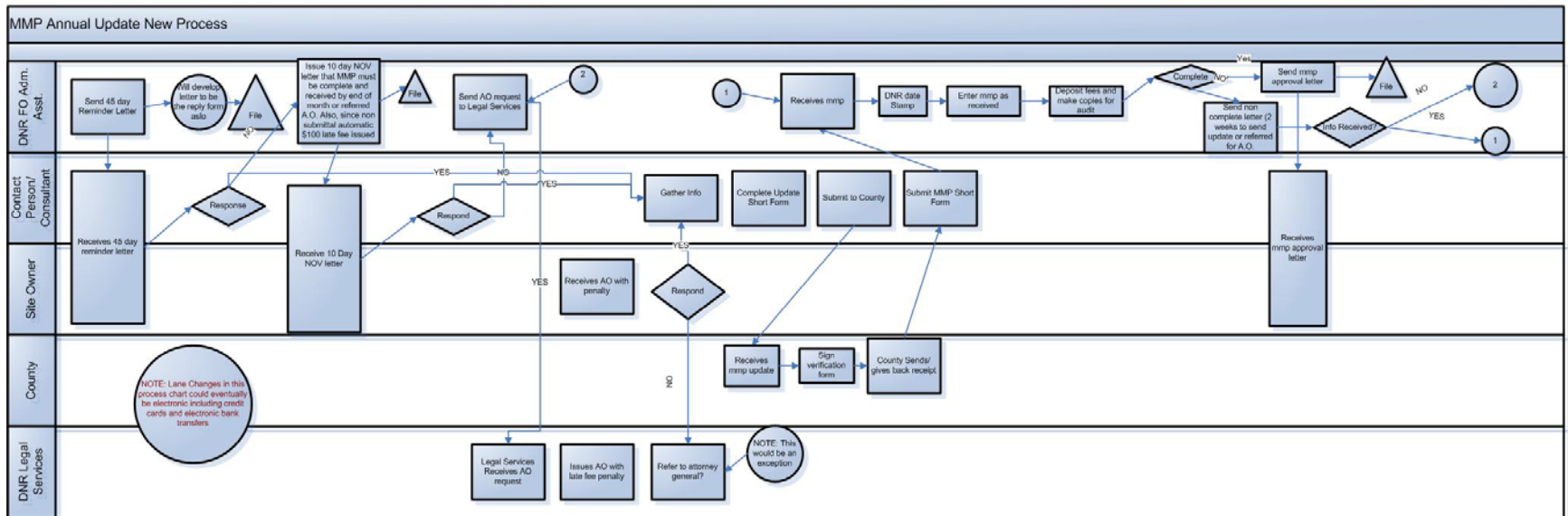
1. Change 45 day letter to serve as update & county verification form
2. Improvement & training on SOPs
3. Accept certified mail receipt as verification of county receipt
4. More responsibility on producer
5. Electronic sending and receiving of forms
6. Cross-training among F.O.s



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New Annual Update Process

Dan



Annual Update Process Results

DAN

	Old	New	% Change
Steps	76	25	-67%
Value Added Steps	2	2	+208%
Decisions	11	5	-54%
Loop Back	4	2	-50%
Handoffs	19	12	-37%
Delays	15	3	-80%



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Update Forms

Kevin

1. Annual Manure Management Plan (Letter & Form Combined)
2. NOV for failure to submit (includes late fee)
3. Notification of incomplete MMP update followed by an AO if not completed by end of month



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Update Forms

Kevin

Annual Manure Management Plan Update for Facility Name, ID # ID#

Section Section, Township Township, County County

January 15, 2005

Farmer Bob
1234 Anystreet
Anytown, IA 12345

Iowa law requires that confinement feeding operations submit updated manure management plans (MMP's) and fees on an annual basis. An MMP update for the operation indicated above is due March 1, 2005. If the update is not recieved in the appropriate DNR field office by the 10th of the month in which it is due, a Notice of Violation will be issued and a \$100 late fee will be assessed.

Check the box(es) below that apply to your operation. Make copies of this form for yourself, the appropriate county(ies) and the DNR field office. Submit a copy of this form and changes to the plan to the appropriate county(ies). Submit a copy of this form (signed by the facility owner and by the county) to the DNR field office.

Changes indicated below must be added to your current MMP (kept within 30 miles of the site).

- ☐ I have made no changes to my MMP.
- ☐ I have made the following changes to my MMP.
 - ☐ I have added acres.
 - ☐ I have changed my crop rotation or optimum yields.
 - ☐ My type of feeding system has changed.
 - ☐ I used a different method of application.
 - ☐ I am using a manure analysis for determining application rates when applying manure
- ☐ The animal unit capacity of my facility has changed. (Contact your local DNR field office.)
- ☐ I have made other changes to my MMP. (describe)

In order for the update to be approved by the DNR, it must be submitted on this form, at least one of the boxes above must be checked, the form must be signed by the county and the facility owner, and the fees must be paid.

Prior to making changes in manure management practices, the on-site copy of the MMP (kept within 30 miles of the site) must be updated to show the proposed changes and a copy of the updated MMP must be maintained at the confinement feeding operation site.

Signature of Facility Owner _____ Date _____

Verification of County Receipt
I have received a complete copy of the annual MMP update.

County _____ Signature _____ Date _____

County _____ Signature _____ Date _____

County _____ Signature _____ Date _____

County _____ Signature _____ Date _____

Update Forms

Kevin

Annual Compliance Fee Form For Confinement Feeding Operations Submitting Annual Updates

CREDIT FEES TO: _____
NAME OF OPERATOR: _____
LOCATION: _____
(Section) (Tier) (County) (Quarter/Quarter) (Quarter)

FACILITY ID

All confinement feeding operations required to submit
An MMP update must pay an annual compliance fee.
This fee is due only with the mmp ANNUAL UPDATE.

The annual compliance fee is calculated based on your previous filed MMP update.
If your animal units have changed, please contact your DNR field office where this
operation is located.

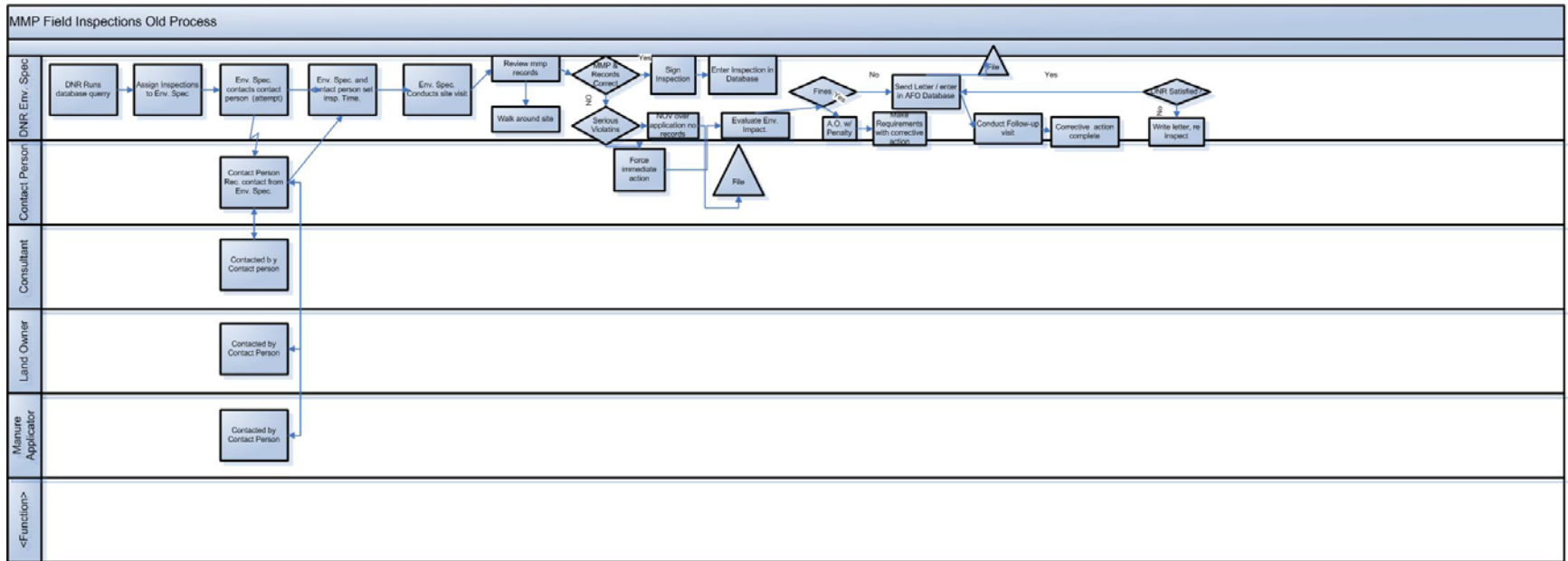
Total AUC of the Operation	X	FEE PER ANIMAL UNIT	=	TOTAL COMPLIANCE FEE Due with annual manure management plan update
_____(Auto fill)_____	X	_____(Auto fill)_____	=	_____ Auto Calculation _____

Please submit the total compliance fee due, shown above.

FOOTER SHOWING IOWA DNR REGIONS, WITH FIELD OFFICE ADDRESSES

Old Field Inspection Process

Ted



Issues with Old Inspection Process

Ted

1. Adversarial relationship between Environmental Specialist and producer
2. All producers are treated as if they are bad apples so ES spending time inspecting those operations that seldom if ever have a violation and not spending time focusing on chronic violators
3. Producer has incomplete and/or unorganized records on site creating wasted ES time during inspection
4. ES are viewed primarily as compliance cops not educators
5. Victimizes producer and ES
6. Standardization of Inspections between ES and FOs



Brainstorm Site Visit Main Themes

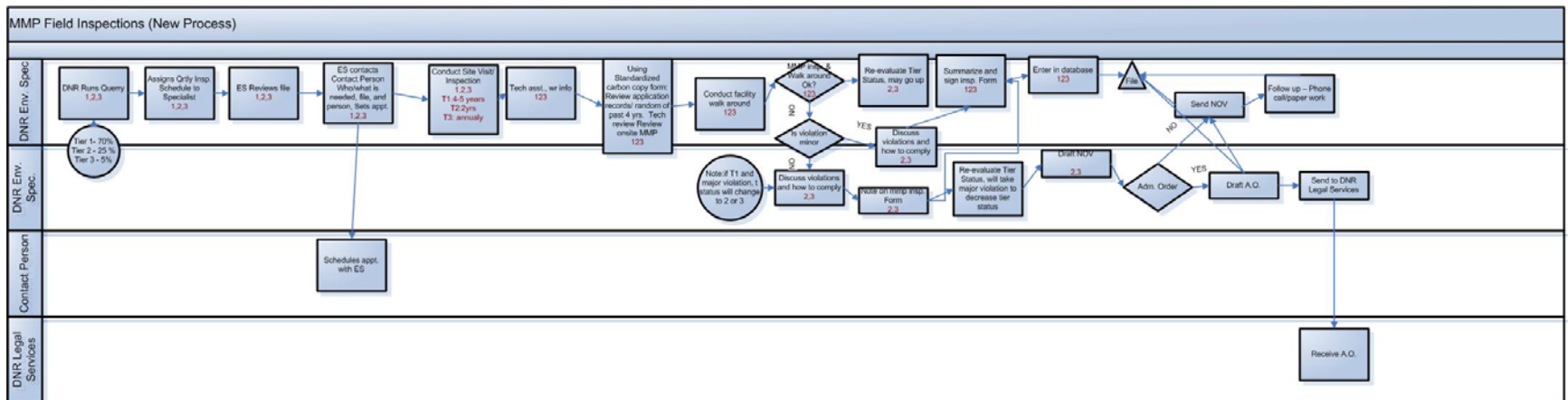
Cindy

1. Develop tiers to categorize & rate producers by violation frequency & severity
2. Producer told specifically what they need for inspection when called by ES
3. Web site updated
4. List server created
5. DNR being viewed as resource not threat
6. ES training and standardization
7. Cross-training among F.O.s



New Site Visit Process

Keith



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Site Visit Results

Keith

	Old	New	% Change
Steps	23	8, 13, 15	65, 43, 34%
Value Added Steps	1	4	+800%
Decisions	4	3	-25%
Loop Back	1	1,	0
Handoffs	10	4	-60%
Delays	5	2	-60%



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Tier I Criteria

Cindy

- Tier I is made up of those sites that are the image of environmental stewardship and quality management of a confinement operation.
 - The goal is to have 70% (or more) of the confinement sites in Iowa comprising this group.
 - Sites in this tier will have no Administrative Orders within the last 5 years.
 - A site in this tier will be allowed one clerical NOV within a five year period with no effect on tier status.
 - If a second clerical NOV is received within the same 5 year period as the first NOV, this site will move down to Tier II.
 - Sites in this tier will have an MMP inspection interval of 4-5 years with a random inspection option.
 - Any non clerical NOV will move this site to a Tier II status.
-

Tier II Criteria

Cindy

- This group of sites will be made up of operations that have some opportunity for improvement due to compliance challenges for the operation.
 - These sites will be inspected at a minimum of every two years.
 - It is currently estimated that 25% of the sites in Iowa are in the Tier II status.
 - These sites will have incurred at least one non-clerical NOV or two clerical NOVs within the previous five years.
 - A second non-clerical NOV for the same violation will move this site to Tier III.
 - A clean inspection will be required to elevate this site to Tier I status.
 - Once you have a Tier II status you must remain there for one inspection without an NOV before being eligible to move to Tier I
-

Tier III Criteria

Cindy

- Sites in this tier represent those operations that have posed a threat to the environment or have failed to comply with IDNR environmental regulations on multiple occasions. These sites have the greatest opportunity for improvement and can expect the most assistance from DNR Environmental Specialists
 - It is estimated that this tier will represent 5% or less of the confinement operations in Iowa and this designation is not desirable.
 - An Administrative Order to any site in any tier will automatically move a site to Tier III status. The intent or extenuating circumstances of the violation may be considered in this determination. Those actions with criminal intent will have no other option but being placed in Tier III.
 - Tier III sites can expect yearly inspections.
 - Once a site has acquired a Tier III status that site will need three consecutive site inspections with no violations and then the site will move to a Tier II status. The site will then remain at a Tier II status until another inspection is conducted with no non clerical violations. This is a minimum of one year.
- **Note****All new or change of ownership sites will be visited within one year to establish a tier status.
-

Forms - Site Visit

Jay

1. New site visit form – mmp review form
2. Site visit scheduling – telephone checklist
3. New contact procedure - scheduling
4. Producer/consultant informational checklist for mmp development



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30 Day List

- Barb

Action	Who?	Completed By
Soft Skill Training	Barb	Feb 3
Geologist Database & Resource Allocation	Maggie	Feb 3
Auditor/DNR/Contractors Meeting on Electronic Receipt	Barb	Feb 16
Web Sites Updates	Cindy	Feb 16
Proposal for creating tracking system for tier system in database	Maggie	Feb 3
Rolling out communication & training plan for MMP changes for internal and external partners and public	Barb & Jeff	Feb 9
Phase in of existing data to the three-tier system	Barb/FO	Feb 9
Non-permitted MMP application tickler system	Maggie	Feb 3
Check on creation of list server	Maggie	Feb 10
E-mail power point & other documentation to team	Paul	January 31
Update SOPS	Dan/John/Ted	Feb 10
Complete all draft forms, letters, checklists created forms	Dan/John/Ted	Feb 10



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AI's Experience



Comments

Jim Scott



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We welcome your
questions and comments!



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