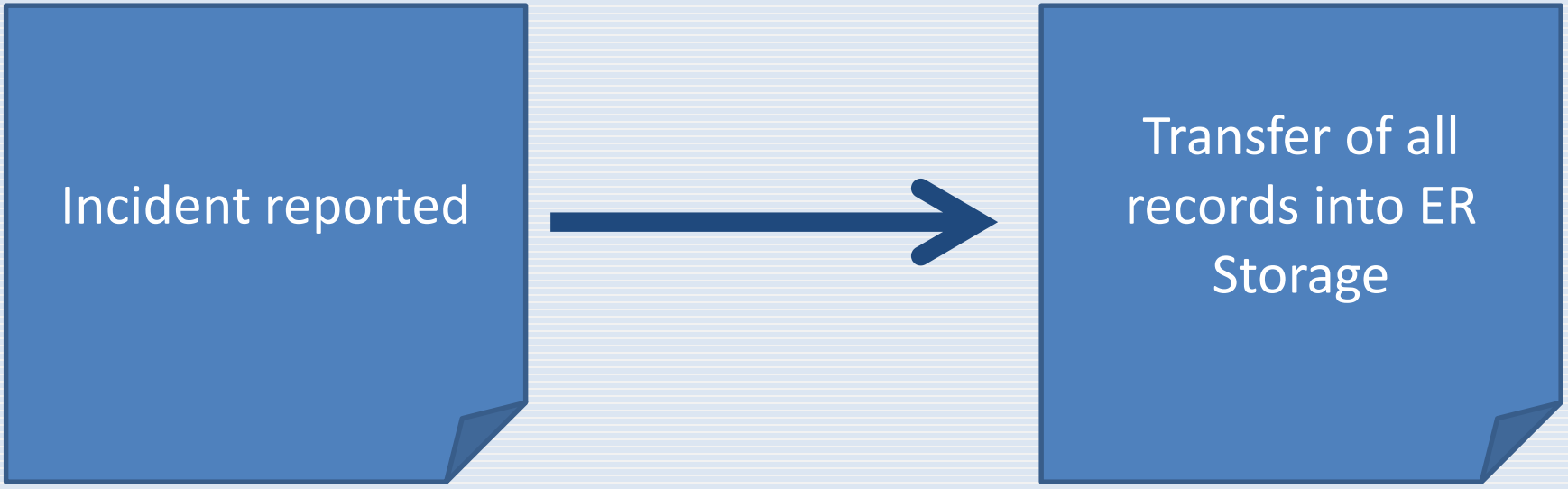
Environmental Protection Agency
Emergency Response Process
June 22 – 26, 2015

TransformERs

How Did We Get Here?

- Current process in place for 30+ years
- Demands of Emergency Response have evolved
- Challenging to meet regulatory requirements
- No standard process

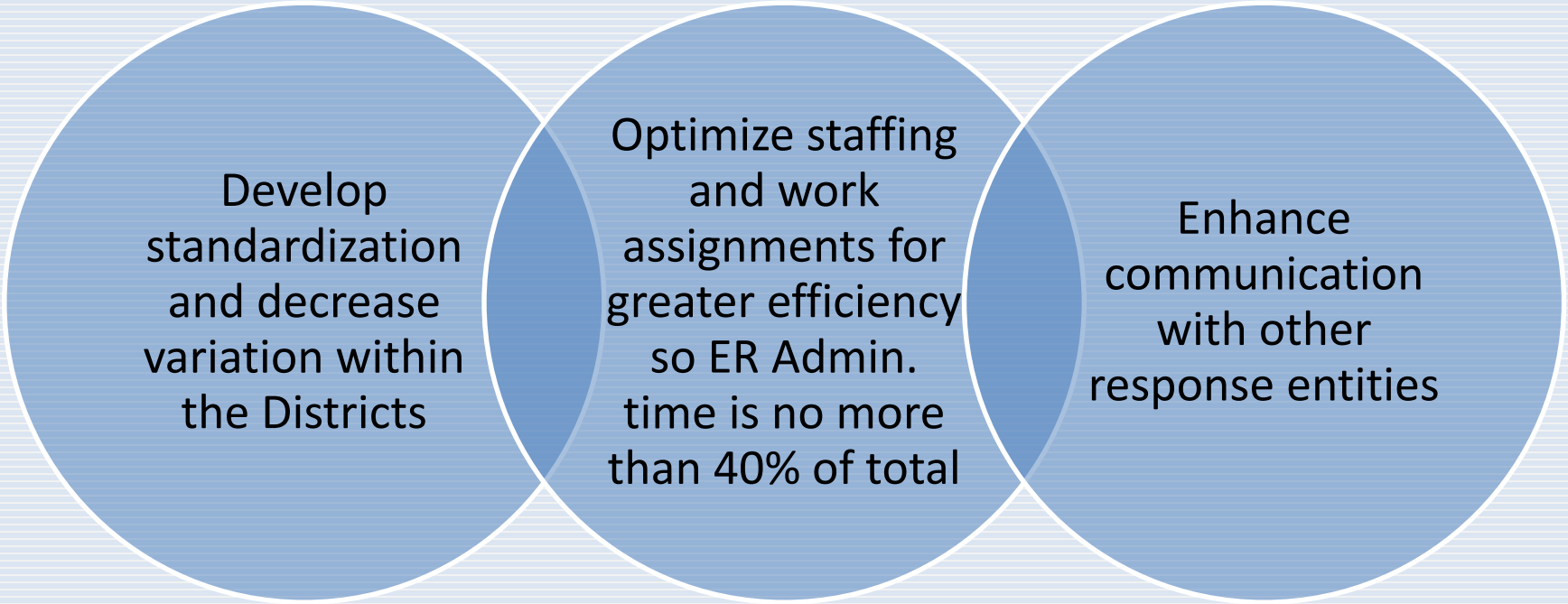
Scope of the Event



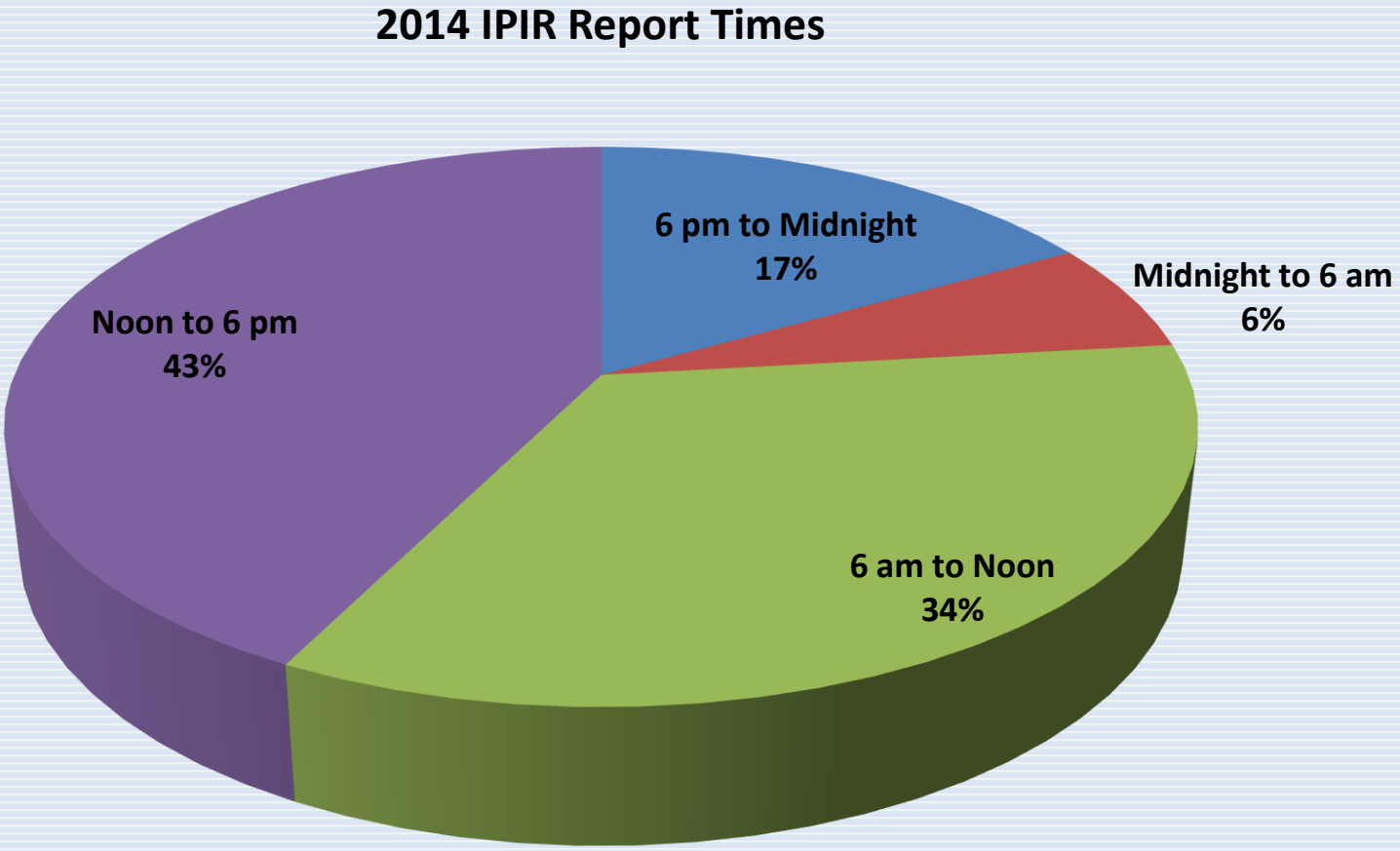
Out of Scope

- No additional staff
- No additional money
- No IT solutions until the process is improved
- No changes to laws or labor contracts
- No one loses their job because of the Kaizen event, although duties may be modified

Project Goals



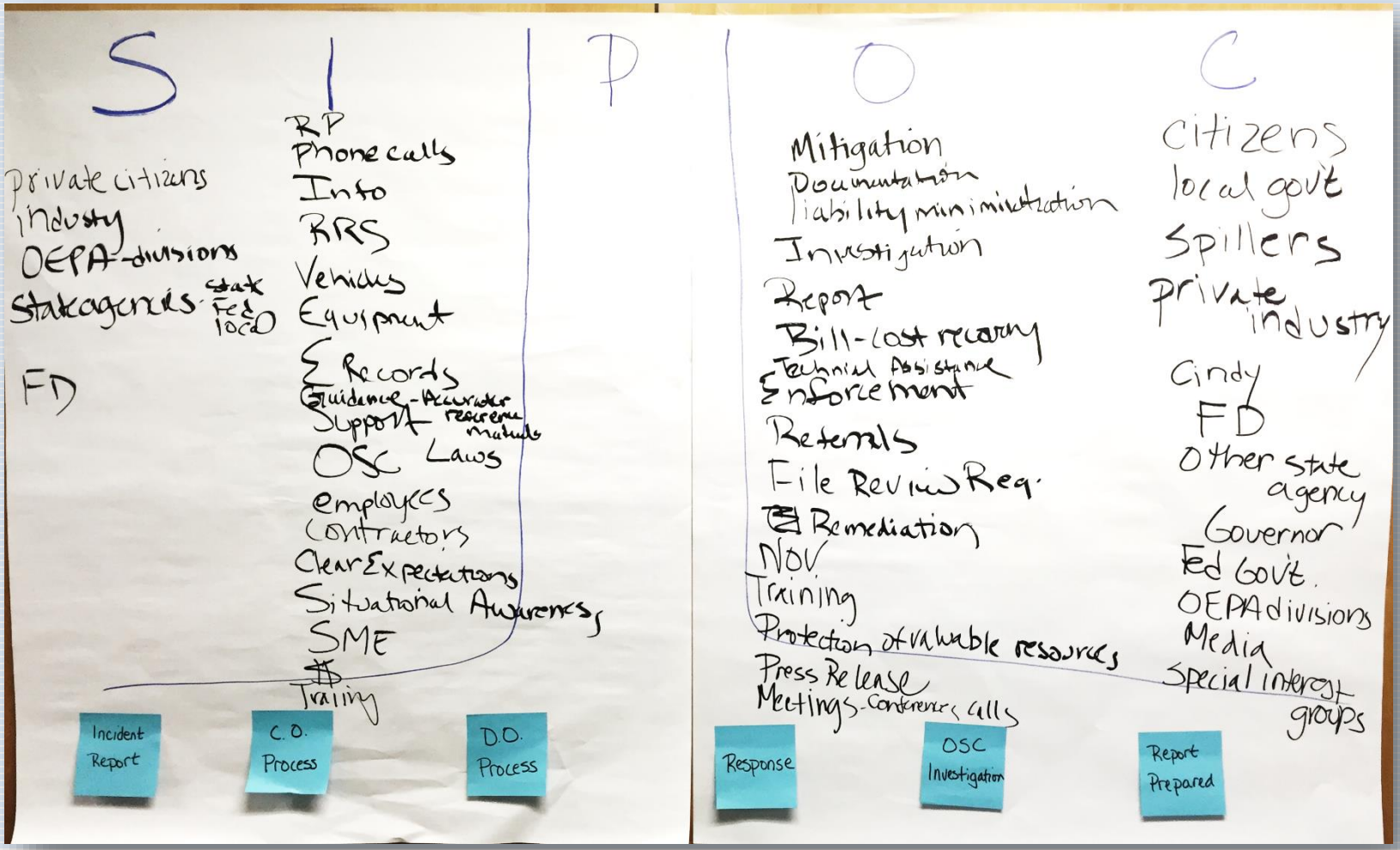
Baseline Data



To Break for the Better

- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday

SIPOC

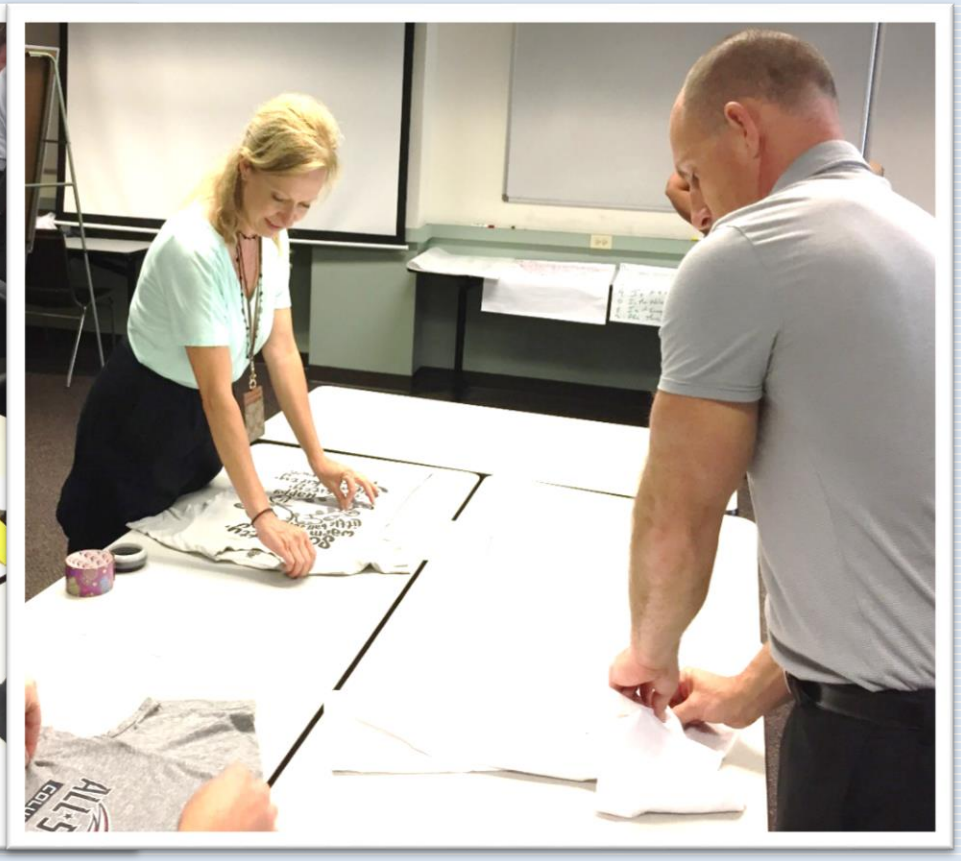

S
I
P
O
C
Private citizens
industry
OEPA-divisions
Stakeagencies
FD
RP
Phone calls
Into
RRS
Vehicles
Equipment
Records
Guidance-Accurate
Support
OSC
Laws
employees
Contractors
Clear Expectations
Situational Awareness
SME
Training
Incident Report
C.O. Process
D.O. Process
Mitigation
Documentation
Liability minimization
Investigation
Report
Bill-cost recovery
Technical Assistance
Enforcement
Referrals
File Review Req.
Remediation
NOV
Training
Protection of valuable resources
Press Release
Meetings-Conference calls
Response
OSC Investigation
Report Prepared
citizens
local govt
Spillers
private industry
Cindy
FD
Other state agency
Governor
Fed Govt.
OEPA divisions
Media
Special interest groups

Current State

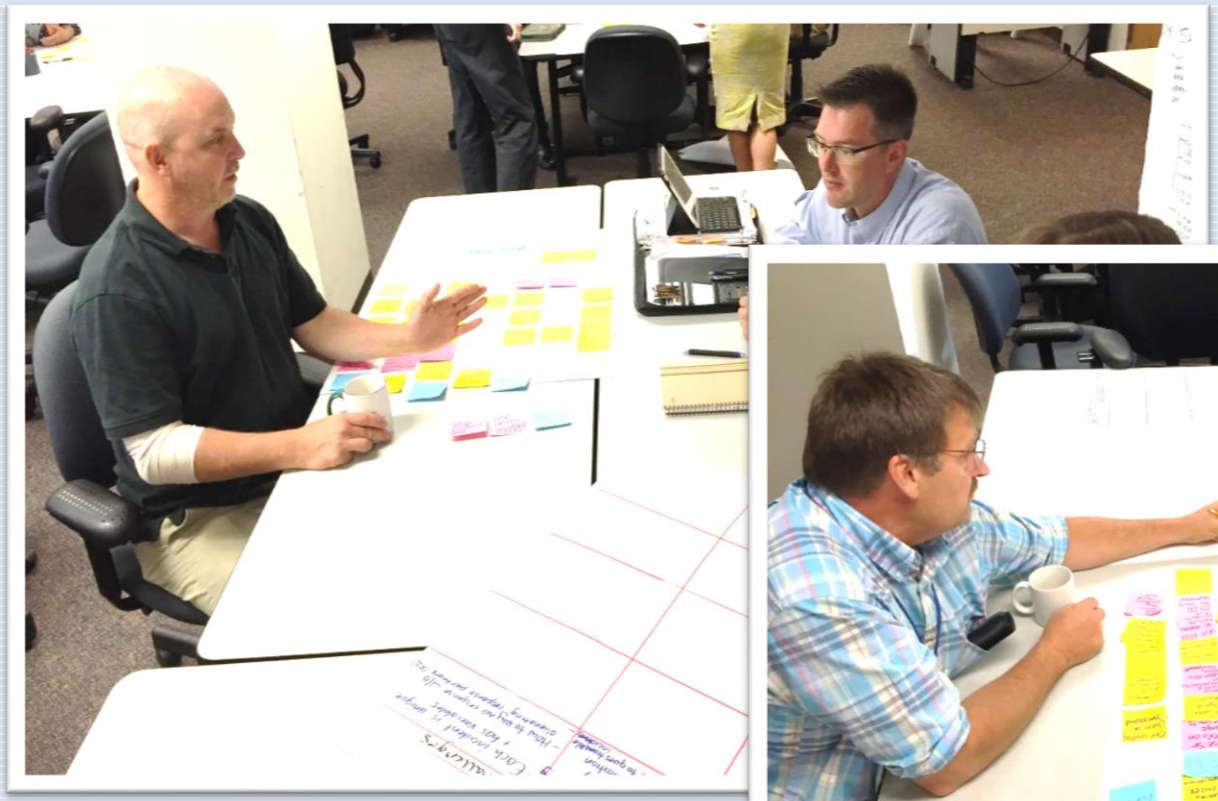
Current State Had Too Many…

- Decisions
- Handoffs
- Loop Backs
- TIM U WOOD

Standardization

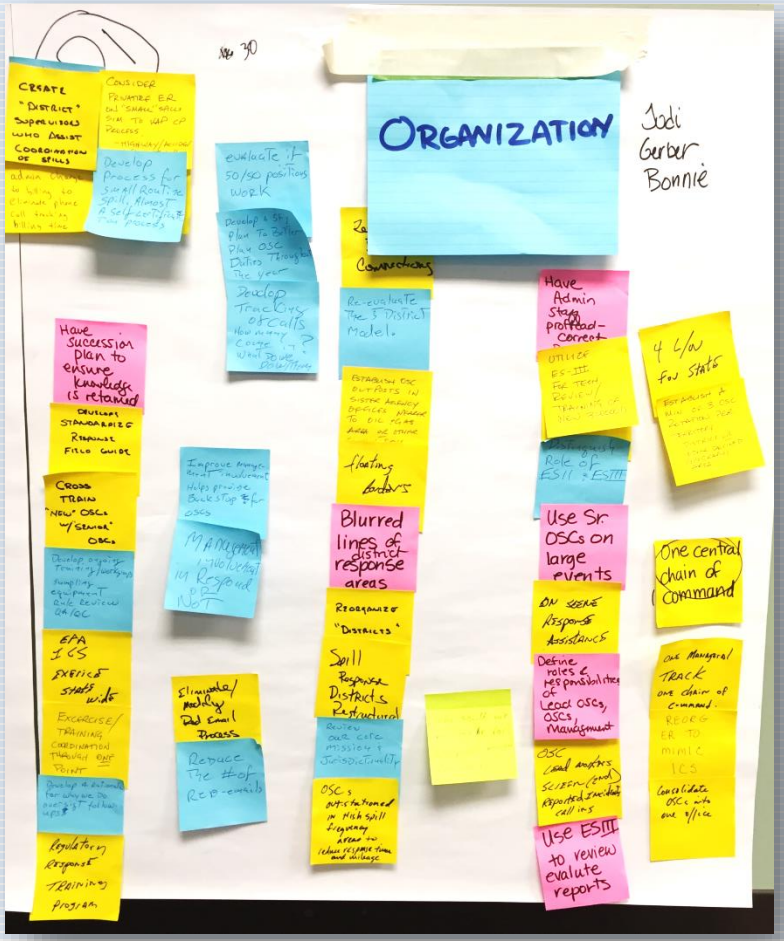


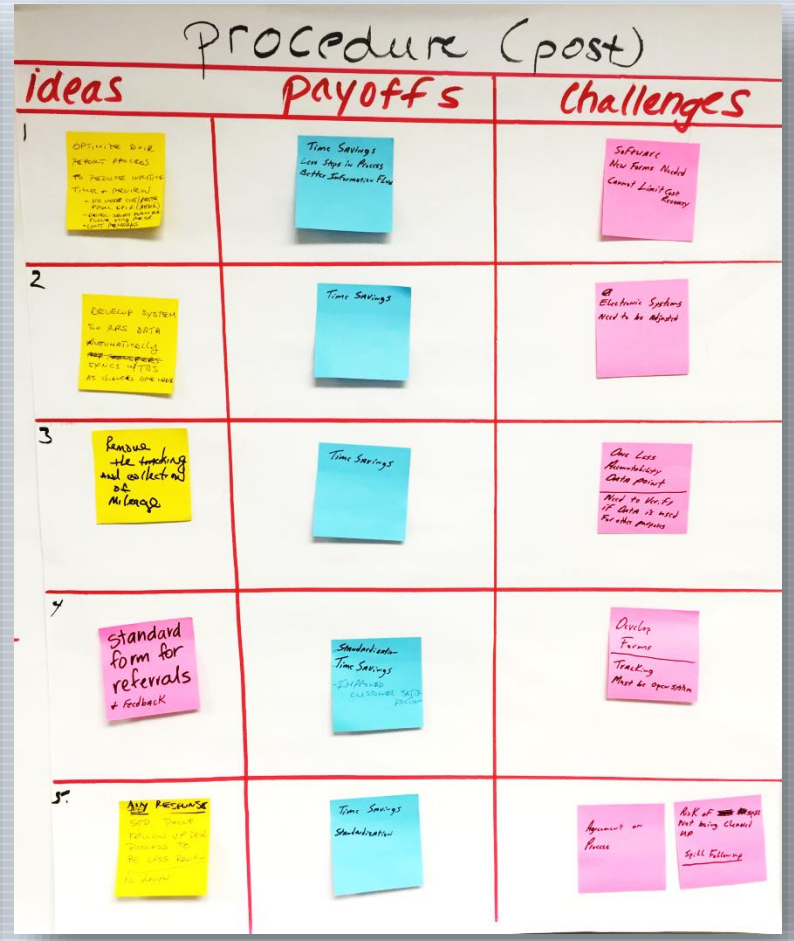
Brainstorm Solutions



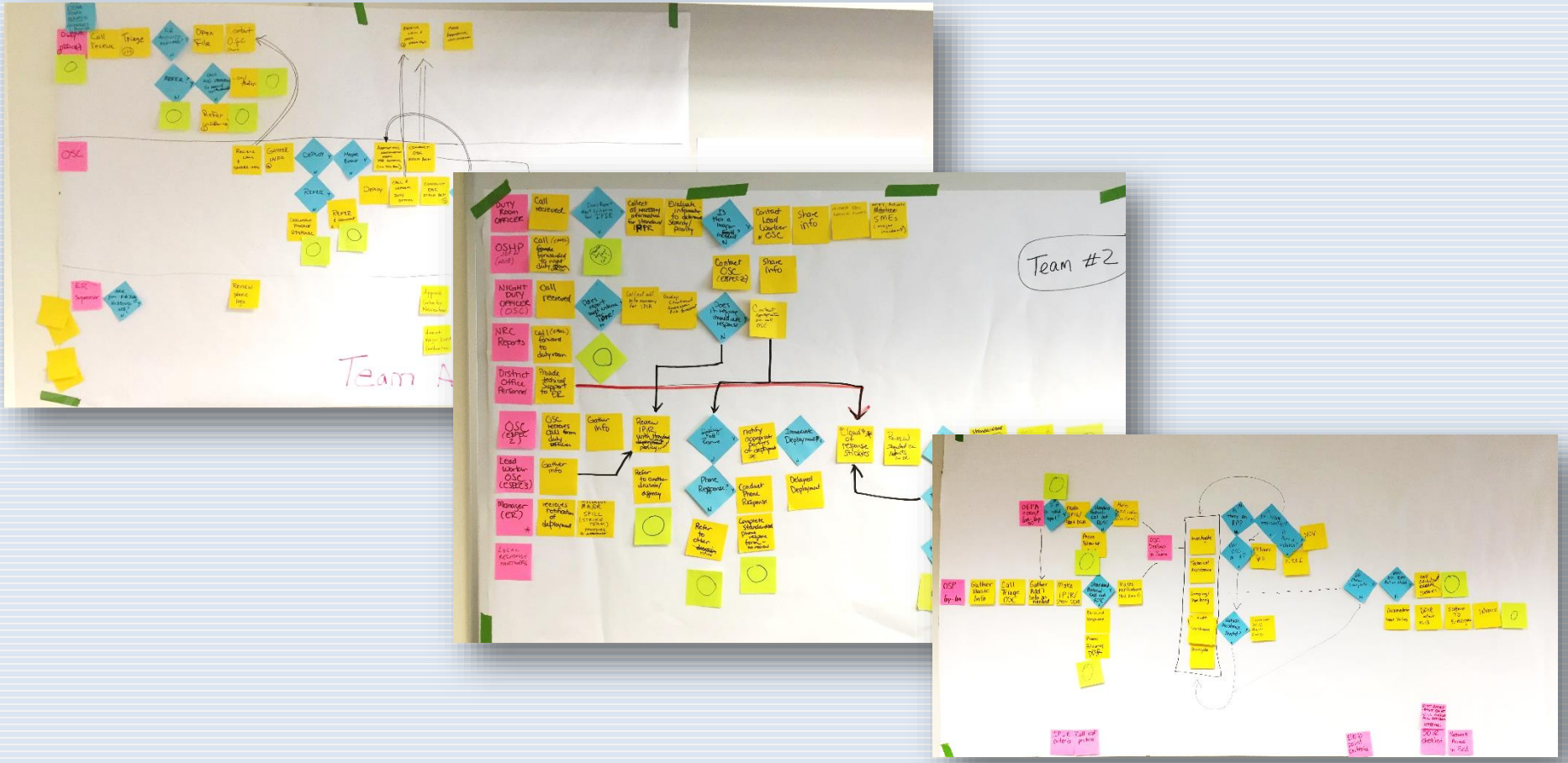
221 Ideas

Brainstorm Solutions





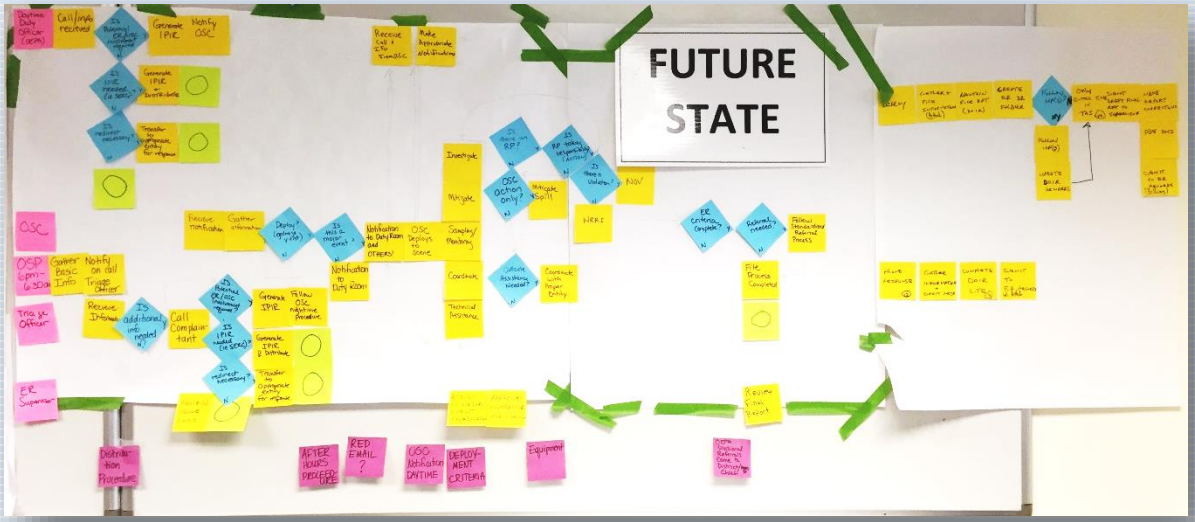
Clean Sheet Redesigns

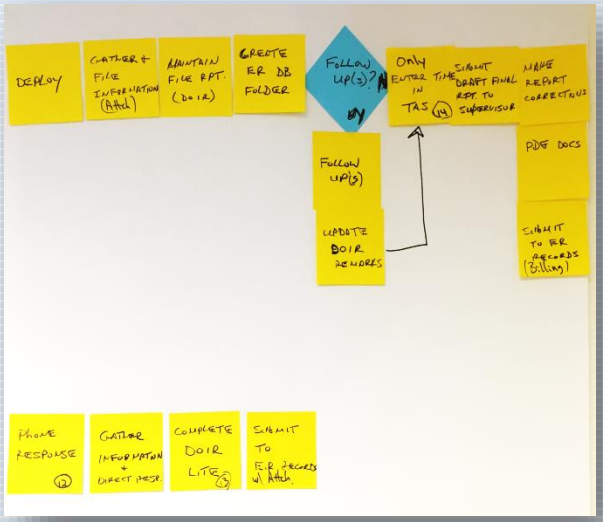


Common and Unique

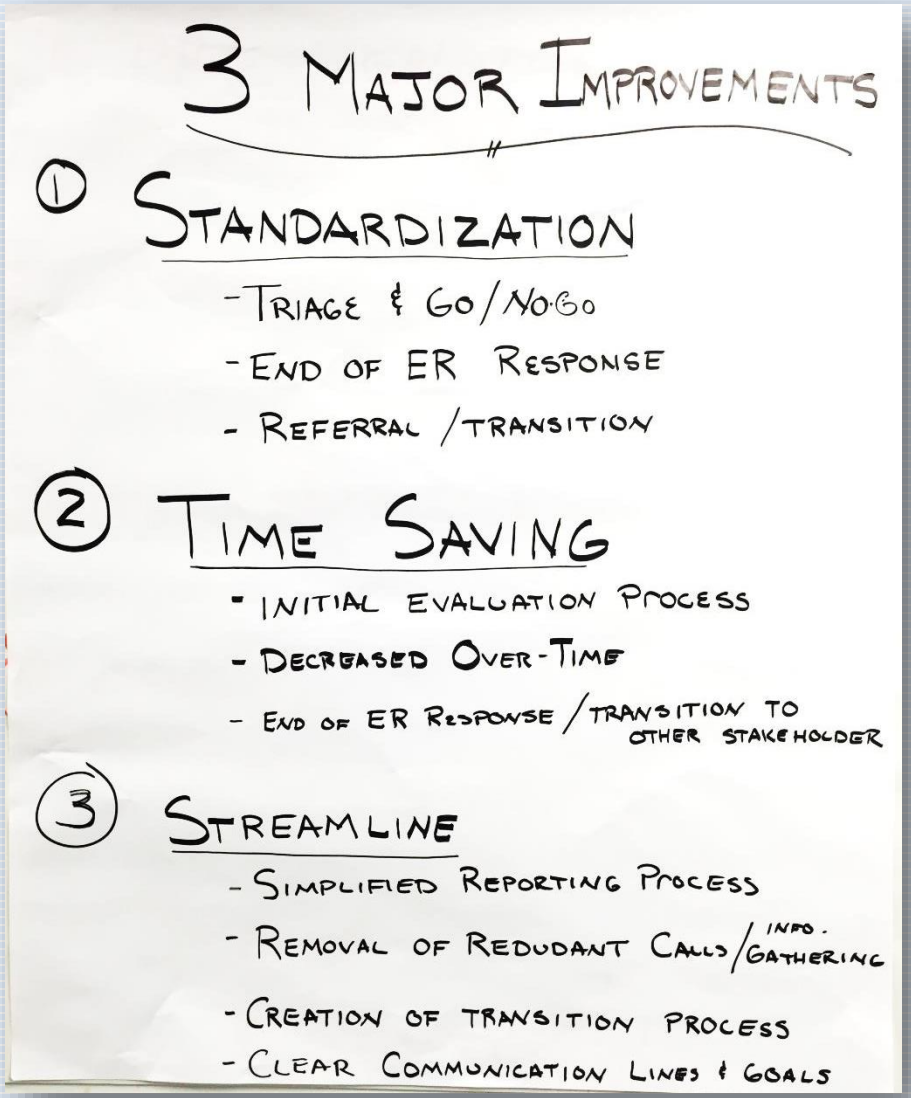
Common	Unique
Triage (OSC) - ~~DPA~~ * after hours	POC - district referral
IPIR * ~~Standardized~~	Triage OSC - close out
Deployment - "	Major events - lead worker
End point "	Management ⊆.
Referral - "	File - vs IPIR
~~5~~ Phone follow up - short form (@ OSC - not dup)	All OEPA (no OSP)
Review process - checklist	
Tactics for field response	
SME coord. / ~~Mgmt~~ g	
Maintain Officer	

Future State





Future State Major Improvements



Scorecard

Measure	Current Level	NEW	Change
Process Steps	155	84	**46%**
Decision Points Handoffs Loopbacks	29 30 4	14 9 2	**52%** **70%** **50%**

Metrics

	Current	Future	Percent Change
Phone Response			
Number Calls	98	200	104%
Phone DOIR Complete (in days)	37	5	-86%
Routine Response			
Number Calls	167	80	-52%
DOIR Complete (in days)	42	30	-29%
Catastrophic Response			
Number Calls	NA	10	NA
DOIR Complete (in days)	NA	180	NA

Metrics

OSC Night Duty Officer OT Savings		$6,000

Move to Deisel Trucks			
	Current	**Future**	
Fuel Efficiency	10 MPG	28 MPG	
Vehicle Cost	$30,000	$40,000	
Vehicle life	125,000 miles	250,000 miles	

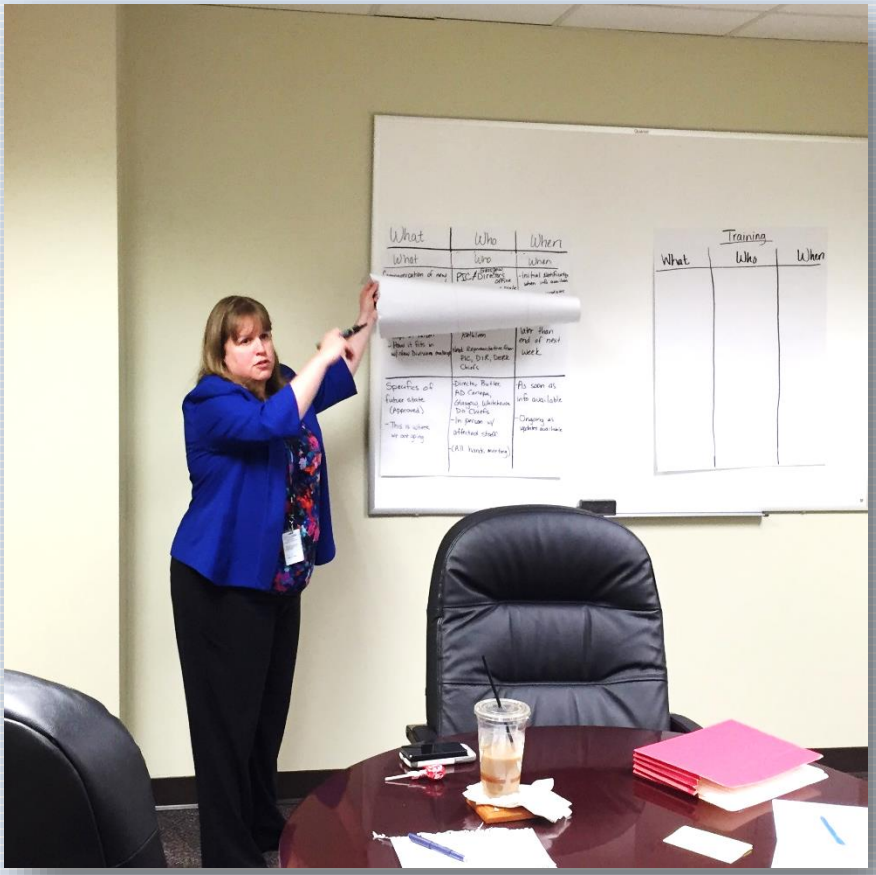
Intangible Benefits

- Improve executive level awareness of ER incidents
- Maintain a consistent high level of quality of responses across the state
- Increase/improve other EPA program involvement awareness
- Easier to recruit qualified OSCs and improved succession planning
- Improved protection of human health and environment

Implementation Plans

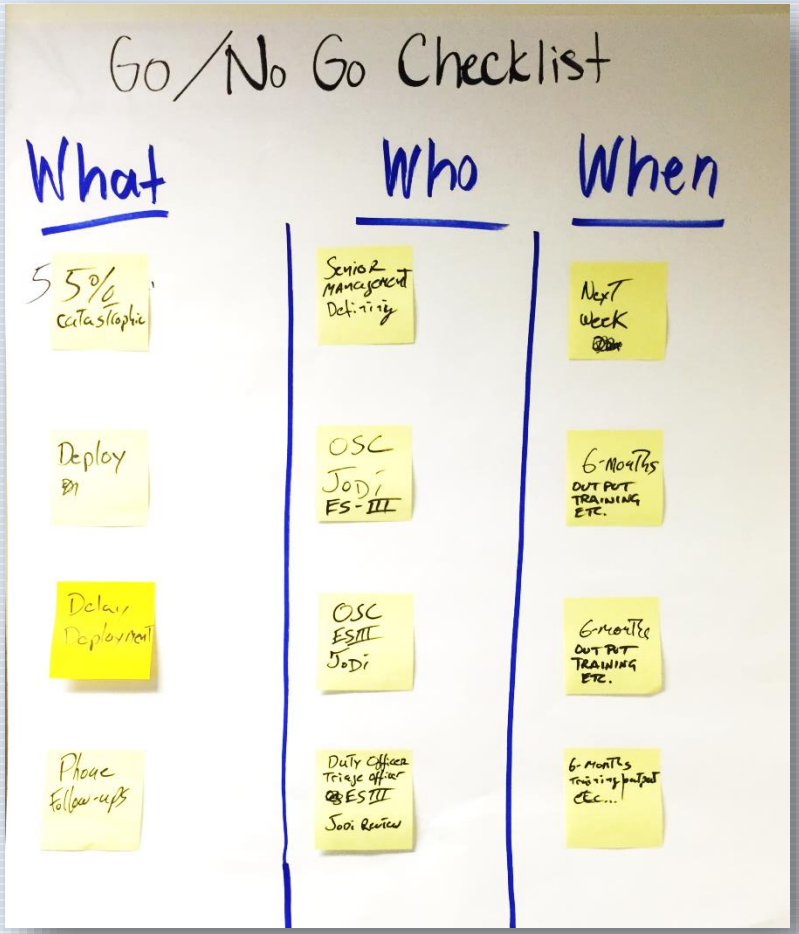
- Communication & Training
- Go / No-Go Guiding Principles
- Structure
- Forms
- Procedures
- Metrics

Communication / Training



What	Who	When
News feed update re: completion of Kaizen event + general updates if available - very positive - great ideas - still developing implementation	PIC/Griesmer/ Dir. Office	~~Monday~~ Early Next Week
Context Document - Scope of Kaizen - How it fits in w/ New Division makeup	To: everyone in DERR/ER : All the Chiefs : Kathleen Need: Representative from PIC, DIR, DERR Chiefs	ASAP, no later than end of next week
Specifics of future state (Approved) - This is where we are going Dashboard Document	-Director Butler, AD Canepa, Glasgow, Whitehouse Do Chiefs -In person w/ affected staff -(All hands meeting) -Internal EPA (DAPC, DDAGW, D[illegible]	-As soon as info available -Ongoing as updates available

Go / No-Go Guiding Principles



Structure

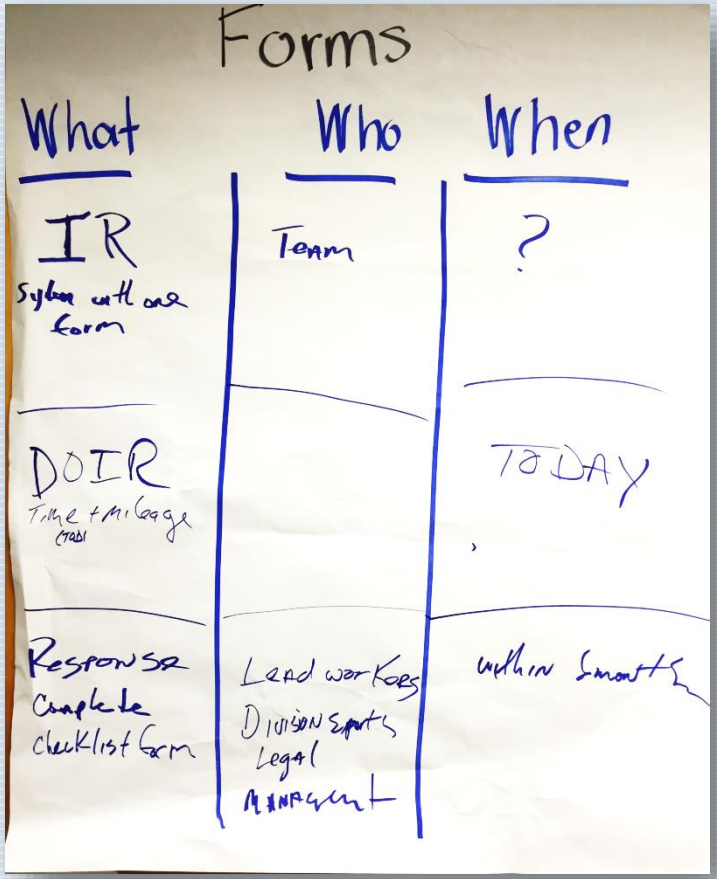
Structure

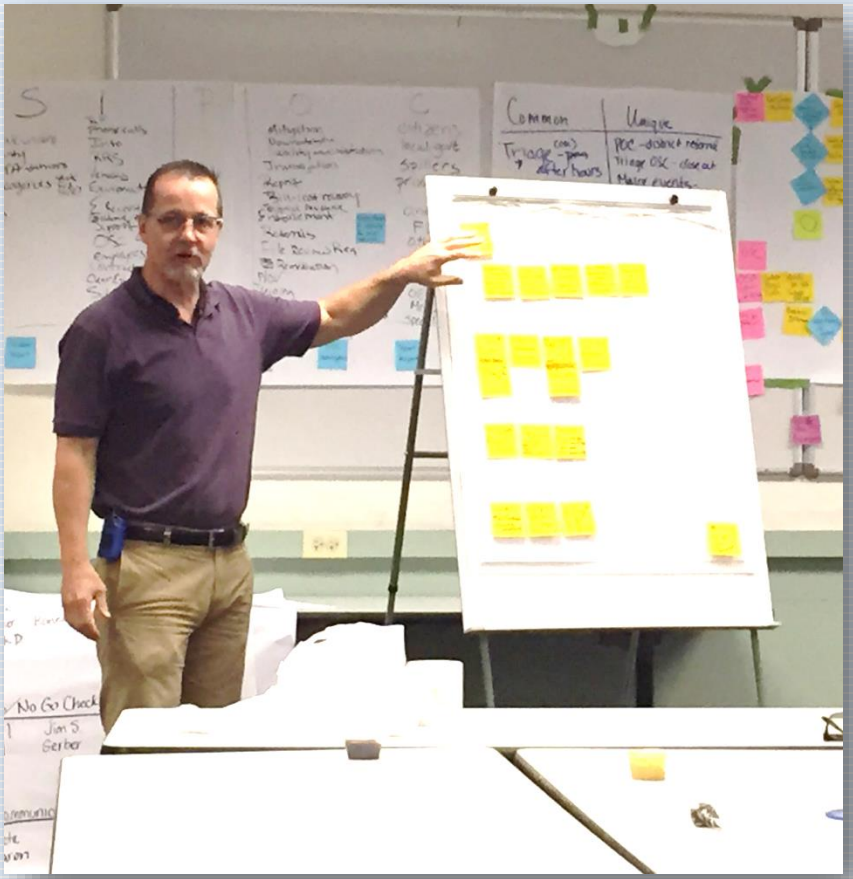
Central Organization*

- Regional Response Areas
  - incident #s & response time
  - Daytime Outreach + Support
- Workload Evaluation
  - ESIII technical support
  - ESIII ↑ review
- Evaluate OEMA for DutyRm
- Major Incident Response Teams

*Requires D.O. communication on spills

Forms & Procedures

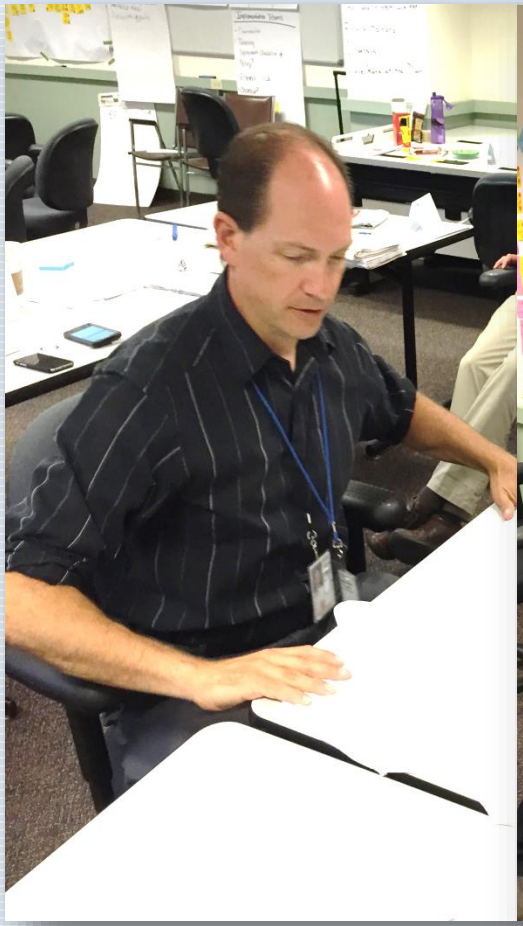


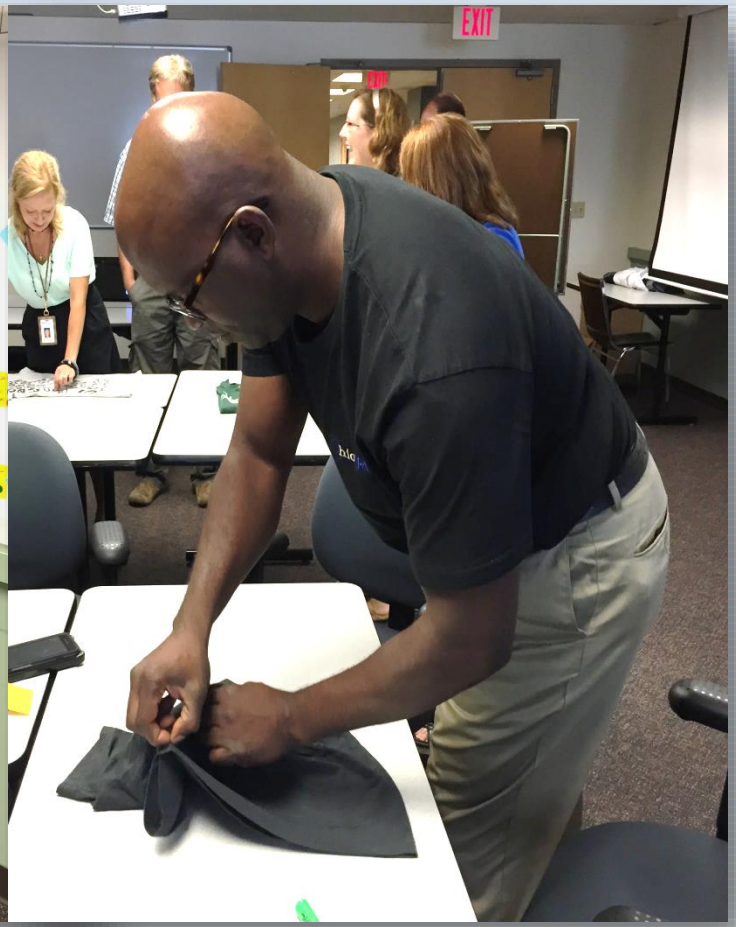


What Begins Monday?

- News feed update re: completion of Kaizen event
- Communication of new process to external partners
- Discontinue using DOIR form to track time and mileage

Your Kaizen Experience





Special *thanks* to…

Senior Leadership:

- Director Craig Butler
- Assistant Director Jim Canepa

Sponsor:

- Peter Whitehouse

Team Leader:

- Jodi Billman-Kotsko, Jim Sferra, and James Mehl

Customers:

- Mark Durno, US EPA Chief
- Mike Perry, Chemtron