

# Rhode Island's Lean Efforts to Streamline Stormwater Enforcement



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# Introduction to the RIPDES Program

- Program Universe Overview
  - Individual and Non-Stormwater – 23 Major and 68 Minor (includes 10 NCCW & 11 RGP Permits)
  - Stormwater – 41 MS4, 172 MSGP, ~100 CGP
- Staffing
  - 7 Engineers
  - 2 Administrative



# What is Lean?

- Lean principles were derived from the Japanese manufacturing industry.
- A set of tools to streamline processes, improve outcomes, and reduce waste.
- DEM undertook a Department-wide lean initiative in 2012 to streamline permitting processes and improve the level of service we provide to the public.
- The DEM Lean Team has facilitated lean events in many of DEM's programs and is implementing a Permit Application Center to receive permit applications

# RIPDES: Early Adopters of Lean

- Process Documentation
  - Master Documents
  - Standardized Spreadsheet
  - SOPs and Checklists
- Workplace Organization
  - Standardized Meeting Schedules Based on QNCR
  - Documentation of Enforcement Decisions
- Due to increasing inspection requirements to meet CMS goals, we need to “do more with less”
- Streamline the stormwater enforcement process

# “Fast Track” Process

## Traditional NOV

- OWR Referral to OCI
- OCI prepare draft NOV
- Draft NOV sent to OLS
- OLS consult with Director’s Office
- Approval given to OCI
- OCI issue NOV

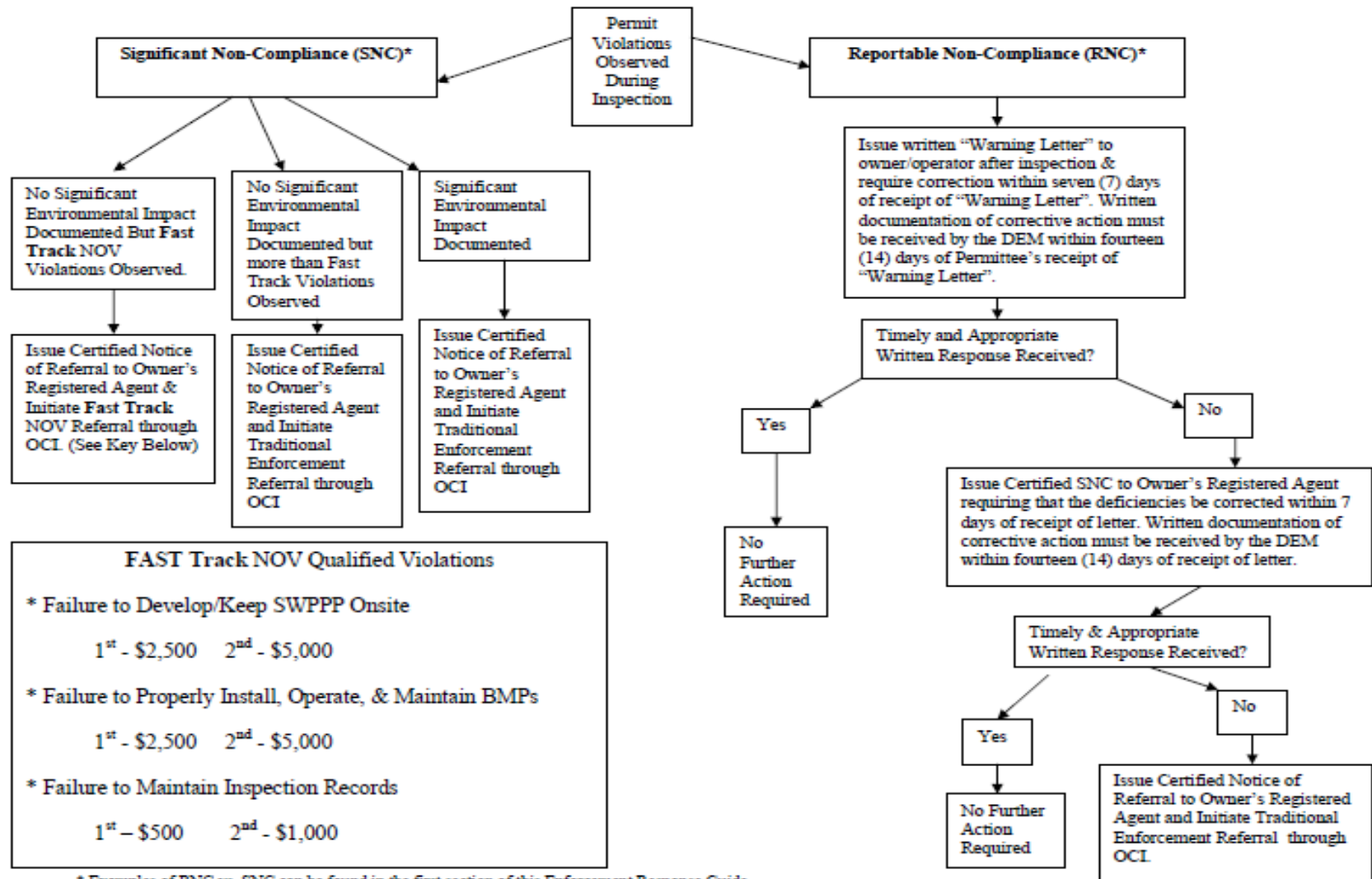
## “Fast Track” NOV (Standard NOV approved)

- OWR Referral to OCI
- OCI prepare standard NOV
- OCI issue NOV



# Example “Fast Track” Process

## RIPDES Storm Water Construction Activity Enforcement Response Guide Flow Chart



# Benefits of the “Fast Track” Enforcement Process

- Consistency
  - Standard inspection/referral forms
- Clarity
  - Enforcement Decision Flow Chart
- Speed
  - “Pre-approved” NOV language and penalties
  - A system to do more with less, reduce waste and non-value added work

# Next Steps?

- Apply to other types of permits
- Expand to other types of violations



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# Questions?

