

ITEM: 6

SUBJECT: Status Report on Lean 6-Sigma Project to Reduce Permit Processing Time for Non-15 Waste Discharge Requirements

BOARD ACTION: *Informational Item only*

BACKGROUND: The Governor's Office of Business and Economic Development has partnered with the Government Operations Agency to offer Lean 6-Sigma training to state agencies to specifically address process-based issues within state departments. The Central Valley Water Board was chosen to participate in this year's training in order to reduce the permit processing time for Non-15 Waste Discharge Requirements (WDRs).

The "Lean" concept consists of improving efficiencies by eliminating waste throughout a particular process and the "6-Sigma" concept consists of improving quality and reducing defects of a particular process through the proper analysis of data and metrics. Currently, the average time to process WDRs (from receipt of Report of Waste Discharge to Board adoption of permit) for discharges with Complexity A, B, and C are 3.2 years, 1.9 years, and 1.6 years, respectively. After implementing the Lean 6-Sigma concepts, our goals are to adopt 95% of the Complexity A permits within 1 year of receipt of RWDs and 95% of Complexity B and C permits within 6 months of receipt of RWDs.

Since January 2015, project milestones include: defining the needs of our customers (dischargers, general public, and the environment) and selecting a project; gathering all inputs to the permitting process, defining the baseline capability, and evaluating the measurement system; and analyzing data to determine which sources of variation have a significant impact.

Future training topics will include: identifying, implementing, and verifying improvements to the process that reduce variation and improve output; and constructing and implementing controls that ensure improvements are maintained. The training will conclude in July 2015 with the intent of incorporating the improved efficiency and defect reduction into our standard operating procedures for Non-15 WDR processing.

RECOMMENDATION: This is an informational item only

Mgmt. Review _____

Legal Review _____

16/17 April 2015

1685 E Street

Fresno, CA 93706