

Leaning the PPA & Work Plan Development Processes at NHDES, EPA-NE, & Beyond!

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Good Morning Everyone,

Thank you all for taking time out of your busy schedules to learn a bit more about the Lean work that the NH Department of Environmental Services, EPA New England, and the five other New England state environmental agencies conducted last year.

I hope that you will find the presentation interesting. I (along with some of my fellow teammates who were able to be on the call this morning) look forward to answering any questions you may have on the work that we did together.

So... Let's begin!

Basic Agenda

- Background
- Bounding the Event
- Problem Statement
- Desired Outcomes
- Project Team
- Lean Event Process
- Successes/Results to Date
- Lessons Learned
- Next Steps



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Before doing so, however, I just want to “Tell you what I’m going to tell you,” as they say. Here is the agenda that I will be following. This seems to be a good way to progress through our Lean Project. I hope it works okay for everyone.

With that, I’ll begin with a little background for those not directly familiar with the Project. Please indulge me for a couple of minutes so that I can lay some groundwork for you.

Background



- Lean was gaining momentum
- Organizational changes underway @ EPA-NE
- Strategic +/- process launched in FFY '13; In FFY '14, NH proposed a Lean Event w/ EPA-NE
- 1-year extension of '12 - '14 PPA to “buy time”
- Time to work on new PPA, P&C List, & PPG

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- There were a bunch of things happening simultaneously that eventually led to our Joint Lean Event with EPA New England, and ultimately, to the expanded effort with our sister environmental agencies across New England. It was a “Perfect Storm,” of sorts, or more positively, “the planets seemed to be in alignment.”
- DES has been partnering with EPA on PPAs & PPGs since 1997. 19 years is a LONG time, and lots of institutional inertia had built up at DES and EPA-NE.
- Lean was gaining momentum at DES around late 2008/early 2009, when DES formally initiated its internal Lean effort with a week-long round of Lean training for several staff, including our Commissioner Tom Burack. Over the next few years, DES had conducted a number of internal lean project and was starting to get the hang of things!
- Starting in 2012/13, DES had been discussing with EPA the possibility of doing a joint Lean project together, but they just were not there yet in terms of internal training or capacity to take this on.
- Plus, some organizational and staff changes were brewing at EPA related to how the various PPA, work planning, and PPG processes were to be administered in the coming years. More on this soon.
- In 2013, at the request of then-Assistant Regional Administrator Ira Leighton, EPA initiated a new, focused Strategic Investment/Disinvestment Process where states could propose innovative ideas and EPA would consider various trade-offs (disinvestments) and provide flexibility to the states. It was through this process, that Ira (who is greatly missed by the way), was hoping for the “two-fers” and “three-fers” for which he was so well known.
- In addition to some other Strategic Investment requests, in FFY '14, DES included a proposal for NHDES and EPA-NE to “work together on a joint Lean event focusing on a mutually agreeable process or program. Such a joint effort could focus on PPA development, annual work plans & progress reporting, PPG application/award processes, climate change mitigation/adaptation, or on a particular permit program, federal database, or inspection program.”
- Around this time, we had also just requested a one-year extension of our FFY '12-'14 PPA to, among other things: 1) give us more time to work on some improvements to the PPA and related processes; 2) better understand the organizational and staffing changes at EPA; and 3) to get to know our new partners at EPA before diving right in again with a major planning effort.
- In summary, the timing of our Lean event request was good in that it was taking place right around time we needed to begin working on our PPA, associated work plans, and next PPG.

Problem Statement



- Long-standing PPA & PPG processes
- The “usual” resource constraints @ NHDES
- Staffing & policy changes at EPA-NE
- Changes to the service delivery model
- We deviated from a joint governance model

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- Caveat: Some of what I’m about to say is my opinion!
- We have been working together on PPAs & PPGs for a LONG time and things were most definitely ripe for change!
- We had the usual issues at NHDES - too much to do, and too little time to do it! We often say that we are doing more with less. Really, we are actually doing less with less! It doesn’t sound as nice though. We are all fortunate that Lean is a proven capacity building tool that is readily available to all of us!
- From our perspective as a state agency **customer**, the service delivery model had changed. Basically, the PPA and P&C list processes were consolidated into the already very busy Grants, Tribal, Community Programs Unit in 2014.
- For reference, NH, like many other states on this webinar, went from two dedicated EPA PPA Liaisons in the early days of PPA planning, to one person, to half a person who was shared with another state, to a somewhat unknown arrangement (or at least it was not well understood by DES at the time). We got spoiled by lots of attention.
 - Some process inconsistencies emerged; What worked before didn’t work as well.
 - Our communications changed - things were a little less “2-way” than in the past;
 - Through no fault of the current staff, EPA’s ability to really roll up their sleeves and partner w/ the states seemed to be hampered. It’s a small group with large charge!
 - There was less capacity at both agencies for joint problem-solving; and
 - Overall response times by both parties had increased.
- If I had to capture this in a single phrase: I guess would say that DES and EPA-NE had **“deviated from the previously successful joint governance model.”** The folks in the E-Enterprise for the Environment community talk about the importance of joint governance a lot.

Bounding the Event



- Kick-off mtg. w/ EPA-NE. Started at 35,000'
- Recognized the MANY moving parts!
- Agreed to narrow the project to focus only on the PPA and P&C List
- A note on the PPG
- Charter drafted!



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- Now, let's talk about bounding or "book-ending" Lean projects.
- With EPA agreement to proceed on a joint Lean event, we first met to scope out how to best bound the event to ensure its success. We needed to start at the 35,000' level to get a sense of the entire landscape. Originally, we discussed all of the major components of the planning processes which included strategic planning, budgeting, the NPM Guidance, PPAs, P&C Lists, PPGs, strategic +/- process, our own MTRS system and EPA's ACS system..
- Early realization that there were many moving parts! Through this critical scoping meeting, both agencies agreed to focus just on the PPA and work plan (P&C List) purposes. The PPG was purposely separated out for future conversations, with the exception of referencing it where necessary because it is so intimately tied to the work plan.
- I should note that while the PPG was specifically out of bounds for the Lean event, we ultimately did have a number of side conversations that eventually led to a decision being made regarding how to align the PPA, the P&C List, and the PPG.
- With agreement on how to proceed, a Charter for the event was drafted - these continue to be an essential component of any Lean process. As I'm sure many of you are already aware, never try to cut corners by skipping this step!

Desired Outcomes



- A standardized process, w/ clearly-defined steps & deadlines... that will lead to a signed PPA & approved P&C List by 10/1/15
- Well-understood roles, expectations, & common goals
- Better understanding of each other's planning, budgeting, staffing, & other constraints
- Streamlining opportunities, improved communication, & more effective collaboration.

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- Desired Outcomes -- Through this Lean Event we hoped to gain:
 - A defined process, with clear steps and a schedule, to help guide the development of a new, multi-year PPA and P&C List between EPA-NE and NHDES that will lead to a signed PPA and approved P&C List **by 10/1/15**.
 - Better understanding of the roles and connection of the PPA to the P&C List, the PPG, and other agreements, and a PPA framework to serve the necessary roles.
 - Better understanding of each agency's planning and budgeting processes, timing, and constraints relative to the preparation of the PPA, P&C List, and PPG.
 - Identification of individual and joint opportunities for further streamlining procedures in the future.
- After reviewing the Charter again, I realized that we actually never set numeric goals for the Lean Event. That is, we never specified a certain reduction in days to completion, or a reduction in process steps, etc.... The only thing we specified was completion by 10/1.
- This event was largely about getting to know one another, re-building trust, taking a look at the entire planning system in a holistic way, gaining a shared understanding of our internal processes and the challenges we were individually facing, and beginning to standardize and document long-standing processes.

The Initial Project Team



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Initial Lean Team - Note to self – with a dozen smart phones in the room, how did we NOT get a complete group photo! Ooops!

- **Sponsors:** Vicki Quiram (past DES Assistant Commissioner) and Kenneth Moraff (Director - EPA's Office of Ecosystem Protection)
- **Co-Facilitators:** DES – Carolyn Russell and EPA-NE – Stephen Perkins
- **NHDES** – Vincent Perelli, Wendy Waskin, Susan Carlson, John Duclos, Ted Diers, and Mike Bradley
- **EPA-NE** – Kristi Rea Simoneau, Jennifer Brady, Michael Ochs, David Conroy, Lucy Casella, Deborah Harsted, and Johanna Hunter

Expanded Regional Lean/E-Enterprise Team - aka the State Performance Partnership Improvement Team or SPPIT: All of the above, plus:

- **EPA-NE** - Steve Boudrot and Edward Kim
- **NE States** - Deneen Simpson (MA), Carey Hengstenberg (VT), Nicole

Lugli (CT), Jeff Crawford (ME), and Terry Gray (RI)

Phase I - (Jan. 7 & 8, 2015)

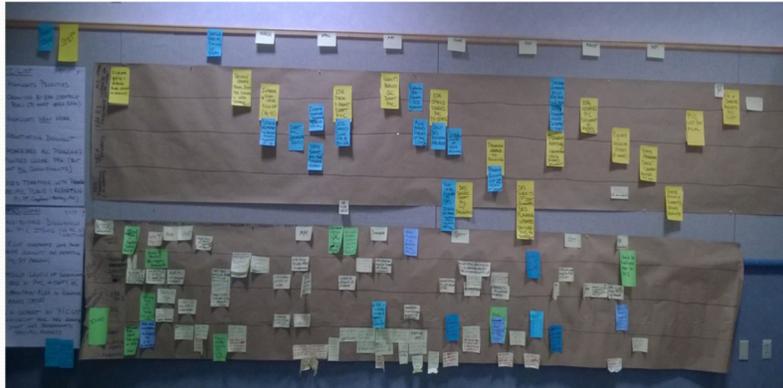
- Brainstormed what a PPA and P&C List is (& isn't)
- Used "Swim Lane" tool to create current & future state maps for the PPA process & started current state for the P&C List
- Brainstormed "pain points" for both agencies
- Brainstormed the "ideal state" for the PPA process
- "Aha Moment" for possible use of SharePoint
- Implementation Plan: Who - will do what - by when?

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- Brainstormed what a PPA is (and is not), including what the desired elements of one should be - Bottom-line: It is an umbrella document, under which PPGs and their associated work plans (*i.e.*, P&C Lists) are nested
- Brainstormed the purpose of the P&C List, and also what it is and is not.
- Using the "Swim Lane" mapping technique, developed current state and future state maps for the **PPA process**. Starting drafting a current state for the **P&C List**. I will define what a swim lane map is in the next slide.
- Brainstormed barriers and pain-points for both agencies in developing PPAs and P&C Lists. Given the main purpose of the event, this was a particularly important step towards gaining a more complete, shared-understanding of the issues both agencies were facing. This is where we found common ground.
- Brainstormed Ideal State/Blue Sky Thinking for the PPA process.
- It was during the future state mapping exercise for the PPA (when we touched upon places where the P&C List fit in), where EPA proposed the use of SharePoint to do online negotiations. This was a "bright idea" from the event that quickly took hold! I would like to recognize Dave Conroy, Director of EPA's Air Program, for this great idea!
- Finally, we prepared an implementation Plan for Phase I in preparation for Phase II. Accountability is key: At the end of every meeting, we made sure that we specified Who, will do what, by when? This is a simple format that

works!

Future & Current States



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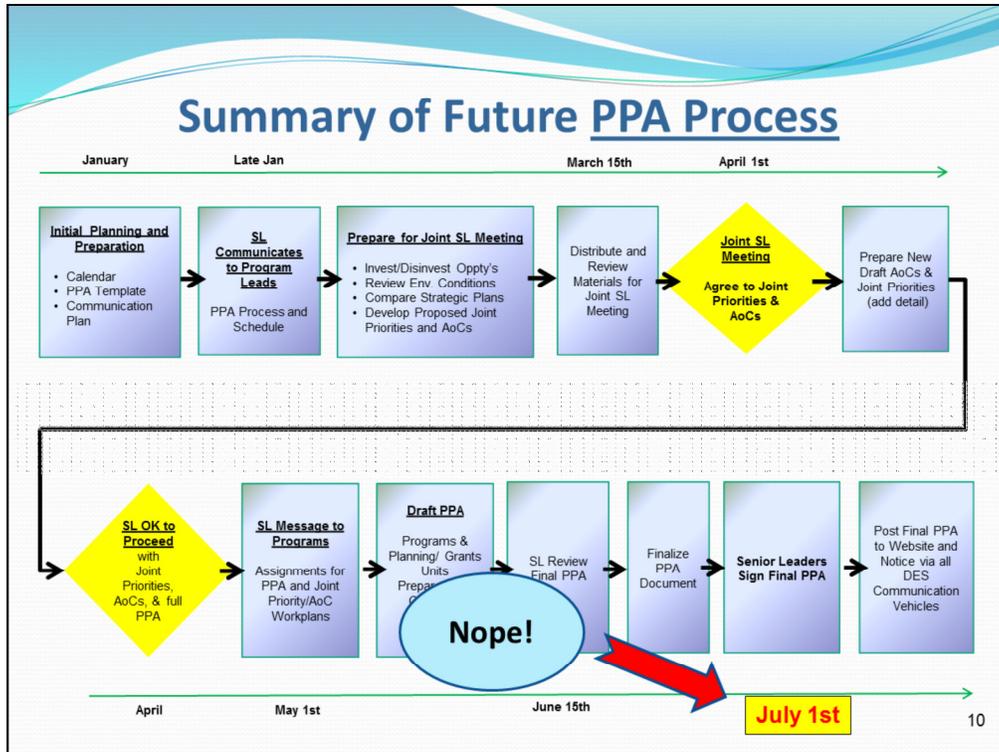
This is a Lean Project presentation, so here is the obligatory picture of the “Mess on the Wall!” I don’t know what this proves other than it provides some evidence that someone worked on some sort of process for some organization.

I guess I just wanted you to see that for our particular joint Lean Event, we used the Swim Lane Mapping Tool vs. a more traditional Value-Stream Map.

Define Swim Lane map here – each function and/or organization has their own swim lane. Processes proceed from left to right. Hand-offs take place between rows. We’ve found this easier to use than traditional Value Stream maps.

Also, I recall that the top swim lane map represents the future state and you can physically “see” that it is a bit more streamlined with less steps than that of the current state.

Time and time again, the value of physically mapping out the processes on the wall with the right group of folks in the room has proven itself. Groups can literally and figuratively get on the same page through this visual and kinetic process.



As I mentioned to you, we didn't go into this event with specific time-saving or step reduction goals or outcomes. During the event, we did set July 1 as the deadline for a signed PPA, as opposed to the typical October 1 deadline, which had rarely been met over the years.

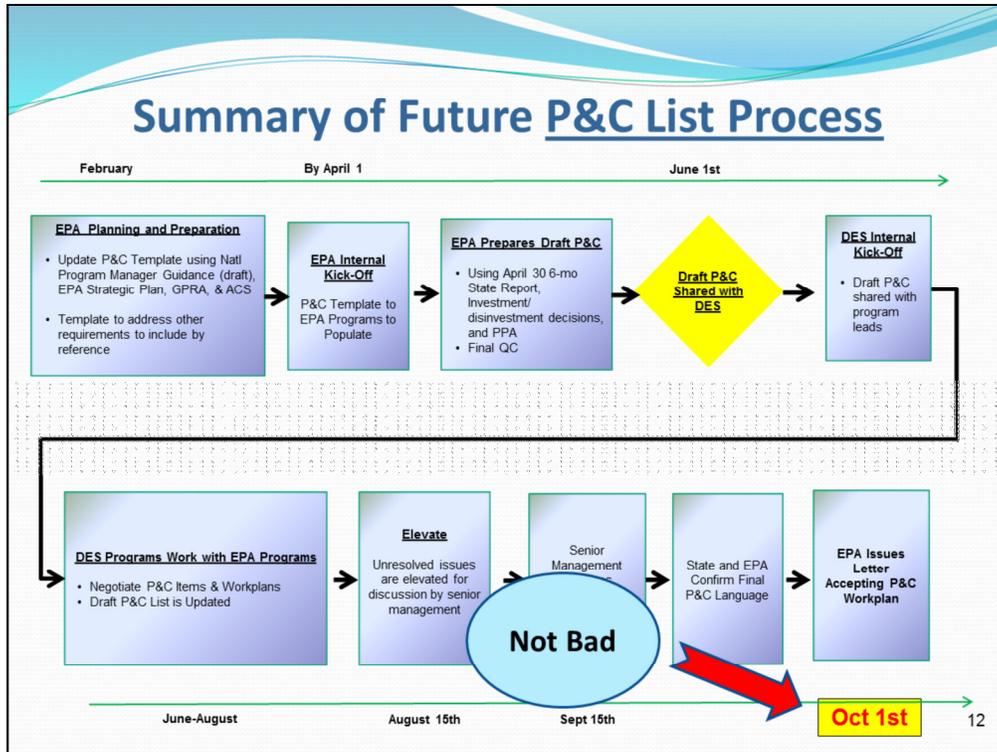
I'll note now here that, for a variety of reasons which I'll go into later, we definitely did NOT make this aggressive deadline. While it doesn't feel great to miss a major deadline that we had just set for ourselves, it ended up being okay. Stay tuned for more on this.

Phase II - (Mar. 10 & 12, 2015)

- Brainstormed Ideal State for the P&C List process
- Using Swim Lane tool, completed current & future state maps for the P&C List process
- Issue: What about the new, 2-Year NPM Guidance?
- Realization: No “boutique” solution just for NH

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- During Phase II of this Lean Event, we re-visited the purpose of the P&C List and the intended audiences. With a fair amount of time between Phase I & II, we had to spend some time re-orienting ourselves - This is probably why events are typically done in a single block (usually w/in a single week) to keep things moving forward and tightly bound.
- Brainstormed Ideal State/Blue Sky Thinking for the P&C List process.
- Completed the Current and Future State maps for the P&C List process sticking with the swim lane tool.
- It was at this meeting where the issue of the NPM Guidance shifting to a 2-year planning cycle was raised. This was a significant new piece of new information.
- It also became clear around this point in the process that, given EPA staffing constraints, they could not afford to come up a customized/“boutique” approach that worked just for NH. As a result, a primary tenet of our work together from that point on was to “do no harm” to the regional processes that were already working well, like the P&C List for instance. Full transferability to the other New England states became an important new rule.



This is the summarized future state for the P&C List process. As I'll describe later, while we did not meet the October 1 date, we ended up not being too far off this mark.

Regional Expansion (May - August, 2015)



- Decision made to expand scope of the original charter
- Garnered support from all New England States
- Ran an aggressive regional pilot resulting in:
 - ✓ a new 2-year P&C List template & guidance
 - ✓ a new NE Planning folder on EPA's SharePoint site
 - ✓ highly-engaged state & EPA-NE staff participants

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- At this point in the process, (considering EPA HQ's move to the 2-Year NPM guidance and our interest in using SharePoint to aid in the work plan development process), we realized that it was time to expand the scope of our Lean Event beyond what was specified in the original charter. We made an educated decision to break the cardinal rule of not going outside of the chartered project boundaries. In this instance, the benefits appeared to outweigh the risks! Be very careful when doing this, however, as it could backfire!
- We decided to essentially go big or go home" by working towards regional consensus on a new 2-Year P&C List (to align with the new 2-Year NPM Guidance), and to also have all the NE states agree to work together on a new EPA SharePoint Site! Within a very short period of time, we were able to garner support from all New England States! I want to thank all of my awesome fellow planning counterparts in the other states for really going beyond the call of duty to make this happen. Well done everyone!
- In the space of a couple of months, with EPA's strong leadership, and serious commitment by the six New England State environmental agencies, we ran an aggressive regional pilot resulting in:
 - the development of a new 2-year P&C List template & guidance
 - the creation of a new Planning folder on EPA's SharePoint site; and
 - Strong participation by many State and EPA-NE staff.
- I have to single out Wendy Waskin here at DES, and the EPA Team on this one!! Kristi, Jen, Michael, Steve, and Ed in particular (and probably others) put in a substantial amount of time and effort to make the new P&C List and SharePoint site a reality. This absolutely would not have happened without them. We thank you again for all of your hard work and leadership on this.
- **Ask EPA if they would like to say anything more about this.**



SharePoint Goals/Approach

- Keep the new SharePoint site as simple as possible
- Keep the Excel P&C List as familiar as possible
- Team approach @ EPA-NE between IT & Grants, Tribal & Community Programs to create site & grant access
- Involve only select pilot groups at EPA-NE & state programs to pull template & guidance together
- For consistency, required ALL EPA-NE staff to use new site

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- With so little time to update the P&C List and create the new SharePoint site, (because we needed them ASAP to actually create the '16-'17 P&C List!), we had to take a very pragmatic approach. We laid out some very basic goals and approaches that we had to adhere to if we were going to be successful. For instance... **READ SLIDE!!**
- **A LOT happened Between May - August of last year: JUST SKIM!!!**
- Access invitations were sent to all staff that were designated by managers. **All EPA staff were required to use the SharePoint site** for changes, using the "Edit online" tool.
- External invitations to the SharePoint site were sent to staff based on a list provided by the state planning contacts.
- **Held trainings** for internal and external staff using the revised P&C list and SharePoint site for negotiations.
- Initial SharePoint site was established in **May 2015**.
- Initial, populated P&C list FY16-17 document created based on NH's FY15 final P&C list in **May/June 2015**.
- We launched/notified internal staff to start making their P&C list changes for FY16 and FY17 on the state sites by **July 17, 2015** .
- We launched/notified external state staff that the P&C list had been populated by EPA and was ready for negotiations on the state sites by **August 11, 2015**

- Draft P&C list guidance documents were prepared and posted and will be revised based on feedback from this pilot.



This is a screen shot of EPA-NE’s SharePoint Site Home Page. Note the list of all 6 New England States at the top. EPA can get to all state sub-folders. The states can only see their own SharePoint Folders.

Notice some of the site features on the left-hand menu:

- Calendar
- Announcements
- Members
- Discussions
- **Documents**
 - Investment/Disinvestment
 - Priorities & Commitments List Guidance
 - Performance Partnership Agreement Guidance
 - Sharepoint Tips

Most important one is “Documents,” as this is where (on the

state-specific sites), the P&C Lists are housed.

NHDES's P&C List

Excel Online | New Hampshire | NH FY16-FY17 P&C List | Share | Vincent Perelli

FILE HOME INSERT DATA REVIEW VIEW Tell me what you want to do EDIT IN EXCEL

Maintain accreditation of the DES state principal laboratory and follow up promptly on any action items resulting from NELAP assessments of the laboratory. Maintain required schedule for private laboratory assessments.

A	B	C	D	E	F	G
NSR (New, Same, Revised)	2016 PPA Priorities & Commitments List	NSR (New, Same, Revised)	2017 PPA Priorities & Commitments List	2016/2017 Negotiation Comments	Approval:	NH DES
	GOAL 2: PROTECTING AMERICA'S WATERS		GOAL 2: PROTECTING AMERICA'S WATERS			
	Objective 2.1: Protect Human Health		Objective 2.1: Protect Human Health			
	Certification of Drinking Water Labs		Certification of Drinking Water Labs			
1	R	Maintain accreditation of the DES state principal laboratory and follow up promptly on any action items resulting from NELAP assessments of the laboratory. Maintain required schedule for private laboratory assessments.	R	Maintain accreditation of the DES state principal laboratory and follow up promptly on any action items resulting from NELAP assessments of the laboratory. Maintain required schedule for private laboratory assessments.	SP - FY '16 & '17 - Agreed As Is. MTRS# FY16-26879 and FY17-26880	SP 8/17/2015
		Source Water Protection		Source Water Protection		
2	S	Continue to support implementation of local source water protection programs and, where appropriate, continue to integrate source water protection implementation into other programs as appropriate (e.g., UIC, stormwater). (SP-4a-b)	S	Continue to support implementation of local source water protection programs and, where appropriate, continue to integrate source water protection implementation into other programs as appropriate (e.g., UIC, stormwater). (SP-4a-b)	SP - FY '16 & '17 - Agreed As Is. MTRS# FY16-25614 and FY17-26903	SP 8/17/2015
3	S	Work to achieve "substantial implementation" at a minimum of 2 CWSs. (SP-4a-b)	S	Work to achieve "substantial implementation" at a minimum of 2 CWSs. (SP-4a-b)	SP - FY '16 & '17 - Agreed As Is. MTRS# FY16-26895 and FY17-26896	SP 8/17/2015

Goal 1- Air and Climate Change | **Goal 2- Water** | Goal 3- RCRA | Goal 4- Chemical Safety & P2 | Goal 5- Enforcement & Compliance | Cross-Media Administration

https://usepa.sharepoint.com/sites/R1_Work/EPA-State-Planning/SitePages/Home.aspx

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Here is a screen shot of NH's P&C List which is housed within the NH SharePoint sub-folder. I will "go live" in a second to show you how the P&C List is set up and generally how the process works.



SharePoint Challenges



- External permissions/access for state partners
- Unstable site access issues early on
- Many EPA & State players
- Changing the approach/dynamics of long-standing EPA-NE/State negotiations
- Very aggressive internal timeline, conflicting with end-of-year grants “crunch”

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These are some of the challenges associated with the SharePoint pilot that EPA shared with me.

DES/EPA-NE Successes



- Gained a shared understanding of pain points, common goals, & the planning “big picture”
- Re-built trust & improved relationships
- Great Lean training opportunity for both agencies
- Standardized the PPA and P&C List processes
- Integrated Strategic +/- Process into the PPA process
- Made PPG issues more discussable/resolvable

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Let’s talk about what we consider to be the successes associated with the NHDES / EPA-NE portion of the project and then we’ll talk about what worked really well with the regional project.

- Gained a shared understanding of pain points, common goals, & the planning big picture.
- Re-built trust & improved relationships through our work together.
- Valuable, “live” issue to work on to further Lean/problem-solving skills at NHDES and EPA-NE
- Standardized the PPA and P&C List Processes and documented them in writing.
- Integrated Strategic +/- Process into NH’s PPA development process.
- Because of the Lean work we did together, we were finally able to resolve a previously contentious PPG issue around alignment of the PPA, the P&C List, and the PPG. Basically, what was once not

discussable became discussable through our work together.

DES/EPA-NE Successes



- Front-loaded the PPA process w/ more engagement & better communication w/ middle & senior managers
- 35% fewer PPA process steps
- Streamlined the PPA & “de-coupled” it from work plans - 3-6 months (25%+) time-savings **POTENTIAL**
- Time-savings & better document control w/ on-line P&C List negotiations (2-4 months)

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- We “front-loaded” the PPA process w/ more engagement & better communication w/ middle & senior managers earlier in the planning processes. We made sure that the middle manager’s perspective was covered by including them on our project team.
- Streamlined the PPA document content to only the information needed and physically de-coupled it from the detailed work plans which used to drag the PPA process out unnecessarily - (3-6 months time savings **POTENTIAL for all parties involved**). This is something we were not able to achieve this planning round. I’ll explain in my Lessons Learned in a bit.
- Achieved some time-savings and better document control w/ on-line P&C List negotiations - (2 months shaved off). More under the Regional Successes Section up next.
- I’m not going to lie -- there were even some home-baked goodies and hugs at these meetings!



Regional Successes



- Rapid regional consensus on the use of a new, 2-Year P&C List & EPA-NE SharePoint
- EPA-NE created a new SharePoint Site for all NE States!
- Over 60 EPA-NE staff were trained & (~150) have been granted access to appropriate sites in SharePoint
- Almost all state staff (~130) have accessed SharePoint, w/ ~ 90% successfully accessing the site & the P&C list

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Now, let's shift to the successes associated with the regional expansion.

- We were able to quickly achieve regional consensus on the 2-Year P&C List and SharePoint proposals after some e-mails, a conference call, and a little one-on-one follow-up. Again, I thank everyone involved for the great cooperation and flexibility to try a different approach and to make decisions quickly.
- EPA-NE quickly established a new SharePoint Site for ALL 6 NE States. Again, nice work! This was NOT an easy task.
- Over 60 EPA-NE staff were trained and (~150) have been granted access to appropriate sites to use SharePoint.
- Almost all state staff (~130) have accessed the SharePoint

sites; ~ 90% successfully accessed the site and the P&C list.



The slide features a blue header with a white wave graphic. On the left is a blue square icon with a white 'S' and a right-pointing arrow. To its right is the title 'Regional Successes' in blue. Further right is a small image of a person standing on a rock with arms raised against a blue sky. Below the title is a bulleted list of four items. The bottom right corner of the slide contains the number '21'.

Regional Successes

- EPA-NE & States conducted “real-time” work plan negotiations using controlled P&C Lists on SharePoint
- Great internal & external teamwork!
- Improved transparency & focus on outstanding items/issues - internally, & w/ state partners
- Air Program negotiations were completed on-line with all 6 states w/in 2 months - the fastest ever!

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- EPA-NE and States conducted “real-time” work plan negotiations using controlled P&C Lists via the new SharePoint site. The main benefit is when you are done, you are done! No more back-and-forth e-mails and great confusion as to what the most current version is. As I showed you, there is ONLY ONE VERSION!
- The teamwork was extraordinary during the entire event, but particularly during the SharePoint Pilot.
- We improved the transparency between EPA and the States and were able to more easily focus on outstanding items/issues - both internally, and w/ state partners. Basically, the “easy” stuff was resolved quickly, allowing attention to be focused on the more challenging work plan items.
- Per Dave Conroy, the Air Program negotiations were completed on-line with all 6 states w/in 2 months - the fastest ever. Isn't it great that it was his idea to try SharePoint? 😊



The slide features a blue header with a white wave graphic. On the left is a blue square icon with a white 'S' and a right-pointing arrow. To its right is the title 'Regional Successes' in blue. Further right is a small image of a person standing on a rock with arms raised against a blue sky. Below the title is a bulleted list of four items. The number '22' is in the bottom right corner of the slide frame.

Regional Successes

- 3 States completed work plan negotiations & sign-off by mid-December - significantly faster than in prior years!
- Did no harm to working regional processes like the existing P&C List process
- Gained important Lean & E-Enterprise credits in the Region
- New SharePoint sites continue to pop up

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- 3 States completed work plan negotiations & got sign-off by mid-December, significantly faster than in prior years!
- We did not break our new rule to “do no harm” to working regional processes and relationships. What worked for NH worked for the other states as well! I’m sure that Ira would be proud of all of us!
- While not necessarily called out, we did gain some important Lean and E-Enterprise “beans” in the Region as HQ definitely wanted the regions to shift to the 2-year planning cycle as well as engage with their state partners on Lean projects. We got the 2-fer w/ this one!
- I’d like to observe that without our expanded Lean work, we would all be scrambling right now to complete our FFY ’17 P&C Lists instead of being on this call! It is because of all of our hard work last year that we can all enjoy a bit of a reprieve for this year. We should only be seeing a handful of possible FFY ’17 re-openers on top of the results of the ’17 Multi-purpose grant proposals
- It should be noted that the SharePoint concept has been expanded to the Northeast Regional QA Roundtable and also to a joint E-Enterprise project between EPA and the NE states to create a more collaborative/coordinated regional air monitoring network! So the benefits of our work keep expanding.

Concurrent Events

(March 2015 - Present)



- Joint Senior Leadership Mtg. to kick-off new PPA
- Draft '16-'18 PPA w/ 3 Areas for Collaboration (AFC)
- Draft '16-'17 P&C List via online negotiations
- Continued work on Event Implementation Plans
- Held Lean Event "After-Action" meeting
- Initial work on 2-Year P&C List to accept "re-openers"

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This is my "We bit off more than we could chew" slide. These are all of the other inter-related things we were working on at the same time as the Joint Lean Event. This should set the stage for the Lessons Learned which are coming right up.

- For instance:
 - Joint Senior Leadership Mtg. to kick-off new PPA.
 - Draft '16-'18 PPA Development w/ three Areas for Collaboration: 1) Climate Change; 2) the Watershed Approach building on our work in Great Bay; and 3) more Joint Lean/E-Enterprise for the Environment projects.
 - Draft '16-'17 P&C List via online negotiations.
 - Continued work on Lean Implementation Plans.
 - Strategic +/- process was happening during this time as well.
 - Held Lean Event "After-Action" meeting.
 - Initial work on 2-Year P&C List to accept "re-openers"
- In short, LOTS GOING ON!

The Event in a Nutshell ...



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- Staying with the chipmunk/squirrel/nut theme.....
- If I had to capture this Lean event in a nutshell, I would say that working on this project, felt like trying to simultaneously build an airplane AND construct the runway while taxiing down it!
- I hope you can follow my thinking on this!
- With this picture in your head, I'll continue on with some Lessons Learned

Lessons Learned



- Keep meetings tightly spaced if possible
- Avoid “scope-creep!”
- Be open-minded & flexible to take full advantage of opportunities.
- Embrace short-term pain for long-term gain, & address trade-offs early
- Be realistic in your deadline & goal setting
- Don’t forget to take a group photo!

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- With Lean (and with most things I guess), you want to maintain focus and momentum. Keeping the event meetings as close together as possible for continuity’s sake is important. Our phases were spaced out a bit too far and it was hard to prime the pump again at the beginning of Phase II.
- One must respect the Charter and the original boundaries set. For instance, the PPG kept trying to creep in, but our skilled Co-Facilitators were relentless in reminding us that the issue was off the table until a later date and/or separate event!
- However, it is very important to be open-minded and flexible as well, so that you can take advantage of important opportunities as they arise. That is, sometimes, you have to strike while the iron is hot.
- That said, there are some downsides to allowing “scope-creep.” Yes, we were able to accomplish much more than we originally envisioned by expanding the work beyond the original project scope to make some significant regional gains in exchange for some short-term discomfort.
- However, by doing this, we may have taken on too much in too short of a time and were therefore not able to gain all the expected time savings in the PPA development process.
- Whatever you do, please be realistic when setting goals & deadlines.
- I’ll throw a random recommendation in here to: Take a group photo at the beginning of your event! It is a nice way to memorialize the team.

Lessons Learned



- Get affected staff involved early!
- Ample training & communication are key!
- Be patient & persevere.
- Be Agile = “fail” & respond quickly!
- Don’t let the skeptics get you down!
- Go for those elusive “two-fer” & “three-fers”
- Finally, never be too busy to improve!

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- Get affected staff involved early and often and make sure that you provide ample training. Communicate frequently throughout the process. For instance, EPA did a great job with training their staff on the use of SharePoint. We tried to do the same in NH, but could have done a better job. You can never train enough!
- Be patient and persevere. That’s good general advice for most things!
- Be Agile = “fail” quickly & respond quickly! The SharePoint pilot worked well because we were all willing to try some new things. All parties provided prompt feedback, resulting in rapid implementation. I’d like to think that we could have given the private sector a run for its money on this one!
- Don’t let the skeptics get you down! Perhaps you will see some irony in the fact that we undertook this Lean Event to improve the PPA process, and as it turns out, this ended up being the longest it has ever taken us to complete our PPA! Skeptics may latch onto this with a “See, I told you so, Lean doesn’t work.” I will emphatically tell any skeptics that the delays were NOT as a result of doing this Lean event, but were due to “positive” scope-creep and tackling a bunch of moving parts all at the same time. It was also due to not addressing likely trade-offs earlier in the process and being more realistic in our deadline setting. Despite all of this, I still believe that it was (and will be) worth all the upfront investments we collectively made in the effort
- Be like Ira and ALWAYS try to get those valuable “2-fers” and” 3-fers!” Always try to maximize your results by involving and sharing with others.

None of us can afford to go it alone!

- Finally, never be too busy to improve!

Don't be Like These Guys!



Has anyone ever felt this way?

Maybe every day? Hopefully not! 😊

Some Testimonials



“We didn’t just come up with a streamlined PPA process. The whole team gained a much better understanding of how the whole Performance Partnership System works.”

“... It streamlined the post-meeting process tremendously, and was valuable to see the language and discuss changes collaboratively “on the fly.” Overall, a very positive process” *Mike Fitzgerald, NHDES*

“I thought the process went very well. We had a few issues at the beginning, but once they were resolved, I think it went great. The best part will be moving forward with one document that both agencies can view and edit. It definitely saves time - without all the back and forth edits” *Michele Roberge, NHDES*

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I’m not going to read these. I’ll just leave them up for a minute for you to read on your own.

I think these testimonials do a nice job of capturing the essence of what we were trying to achieve with the original and the expanded Lean projects.



Our project won an award at DES's 2015 Annual Awards Ceremony.

This was for EPA too, but we unfortunately didn't give them enough lead time to make it up to Concord. Sorry about that!!

I'm sure they were there in spirit though!

FYI - I made up with EPA by handing out certificates at our February 2016 Event After-Action Meeting in Boston. This is the meeting where the original NHDES and EPA-NE Lean Team got back together to discuss what worked well, what didn't work so well, what could be improved, and what implementation plan items were still outstanding. We also held a regional conference

call with the other NE states to ask the same questions and to identify and outstanding tasks.

2016 Environmental Merit Award: *State Performance Partnership Improvement Team*



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For those not able to attend, EPA ran another great Environmental Merit Award Event at Faneuil Hall this Spring. We were honored to be recognized along with our friends at EPA and the other New England States.

This was a great project to work on and I hope that we do some more work together in the future.

Next Steps?



- Develop a detailed joint case study
- Modify P&C List for FFY '17 “re-openers” & tighten up document control
- EPA-NE & NE States to develop an End-of-Year reporting process via the 2-Year P&C List
- Conduct webinar to share results w/ a wider audience?
- Follow through on NHDES/EPA-NE PPA commitment to conduct more Lean/E-Enterprise projects together

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Read slide as is.



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