

Brownfield Development Program (BDP) Value Stream Mapping - A LEAN Improvement

Project Date: October 19, 2006 to Present

PROBLEM

The Brownfield Development Program (BDP) encourages the cleanup or redevelopment of vacant, abandoned or underutilized properties which may be contaminated. The process was not consistent and timely. Developers felt the process was too cumbersome and did not adequately protect them from liability. The Department wanted to enhance the attractiveness of the Brownfield Program and increase the number of applicants.

CURRENT STATE

As of October, 2006:

- Consultants and developers were frustrated with the program.
- Current lead time of the process was 18 to 24 months.
- There was no standard of work.
- Received 20% incomplete applications and reports from consultants and developers.

FUTURE STATE

What the project team wanted to change:

- Eliminate redundant steps.
- Reduce lead time to 13 months.
- Improve accuracy of document submission to 80%.
- Reduce time and steps.
- Reduce redundant manager reviews.
- Create templates for reports.
- Increase number of sites receiving Brownfield grant dollars.
- Decrease process from 102 steps to 69 steps.
- Increase developer and consultant confidence in the program.

MAJOR ACCOMPLISHMENTS

- Established templates for generic documents and reports.
- Delegation of final signature authority.
- Created site hallway status board to track metrics.
- Created tracking system for reimbursements.
- Decreased multiple internal managers' reviews.
- Increased number of sites receiving Brownfield grant funding from 29 in 2007 to 65 in 2009.

IMPLEMENTATION TEAM

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*Consultants/customers who use the Brownfield Program
**Provided input to the Value Stream Mapping/Lean event

IMPLEMENTATION PLAN

	Deadline	Status
Revise application process & documents & develop application checklist	8/07	Complete
Design & implement status board	1/07	Complete
Map accounting procedures & track	1/07	Complete
Establish 30/60/90/120/150 day review process	6/07	Complete
Map contracting process & revise	2/07	Complete
Design templates for standard documents	4/07	Complete
Delegate signature authority	12/07 & 5/08	Complete
Technical Advisory Group (TAG) evaluation	12/06	Complete
Create standard processes for all actions	2/08	Complete
Create/modify submission package template & reimbursement guidance subjective	8/07	Complete
Design spreadsheet for project management time line		Open/On Hold
UECA trust account authority and Subordination agreements		Open/On Hold

LESSONS LEARNED & FOLLOW UP

- Tracking board effective for tracking metrics but not as effective for hallway meetings.
- The Value Stream Mapping process was well worth the upfront time and effort spent as the outcome created a more streamlined, efficient and effective program.
- Remap the process in fall of Fiscal Year 2011.
- Continue to improve the Brownfield program and reduce lead time as staff identifies areas for improvement.

Major Program Improvements

