

# Leaking Underground Storage Tank (LUST) Correction Action Program Value Stream Mapping - A LEAN Improvement

Project Date: July 28, 2009 to Present

## PROBLEM

The Leaking Underground Storage Tank Program (LUST) requires that parties clean up releases of petroleum and other hazardous substances from underground storage tank systems. Since 1985 DNREC has cleaned up more than 2,300 contaminated properties under the LUST program. There are currently more than 200 active/open cases with approximately 50 new cases being discovered each year. It is important to reach closure as quickly as possible at these sites to facilitate the redevelopment of the properties and minimize the environmental harm that the contamination can cause.

## CURRENT STATE

### As of August, 2005:

- Over 100 projects have been open for more than 10 years.
- There is a need to close out projects faster to protect the environment and expedite service to the customer.
- Tracking tools are not in place to assure consistent/timely project tracking.
- Project delays may place Delaware's drinking water at risk.

## FUTURE STATE

### What the project team wanted to change.

- Eliminate redundant steps.
- Reduce lead time from 30 weeks to 16.5 weeks.
- Reduce the number of steps from 52 to 26.
- Eliminate non-value added steps.
- Have all but the most heavily impacted sites reach closure within 5 years.
- Have average time to corrective action completion when groundwater contamination exists to be 3 years.

## MAJOR ACCOMPLISHMENTS

- Developed a consistent process using standardized guidance documents.
- Eliminated loop backs in review process.
- Revised templates for all key steps in the process.
- Closed 40 LUST projects in addition to current EPA commitments by end of FY2009.
- Eliminated the requirement for consultants to submit a work plan and obtain approval prior to conducting the first phases of investigation.

## IMPLEMENTATION TEAM

Patrick Boettcher, Chris Brown, Pat Ellis, Dave Lerner, Alex Rittberg, Jennifer Roushey, Aaron Siegel, Liz Wolff, \* Beverly Bartlett, State of DE, Division of Facilities Management, \* Joe Rossi, Environmental Alliance, Josh Sobleman, Brightfields, \* Customers

## IMPLEMENTATION PLAN

	Deadline	Status
Develop templates for generic documents & reports	3/07	Complete
Design status boards	3/07	Complete
Implement status boards	5/07	Complete
Incorporate statute review in data reduction	6/07	Complete
Develop new process guidance & checklist documents	4/07 to 9/07	Complete
Educate consultants on new process	7/07 to 10/07	Complete
Develop the plan (gantt chart)	3/07	Complete
Establish enforcement policy	3/07	Complete
Electronic signature policy	3/07	Complete
Well abandonment forms to Tank Management Branch	3/07	Complete
Time slicing (TU-W-F 8 to 10-no interruptions)	2/07 to 5/07	Complete
Put maps in the computer	3/07	Complete
Assessment of using certified consultant	2/08	Complete
Create site tracking tools within DEN to assist project managers with tracking and managing projects	9/08	Complete
Create a detailed guide on how to properly perform/report a hydrogeologic investigation	4/10	Open

## LESSONS LEARNED & FOLLOW UP

- Tracking board effective for tracking metrics but not as effective for hallway meetings.
- The Value Stream Mapping process created a more efficient and effective program.
- Template documents were created to lessen the need for management review.
- Hydrogeologic investigation guide was drafted and the program is soliciting public comments from environmental consultants before finalizing the document.

## Major Program Improvements

