



2016 Lean 6-Sigma Program

GREEN BELT PROJECT SUMMARIES

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Government Operations Agency

Department of General Services (DGS)

Participants	Project Description
<p>Green Belt: Julie Matthews, State Contract Administer, Procurement Division</p> <p>Champions: Eric Mandell, Chief, Acquisitions Branch, Procurement Division</p> <p>Executive Sponsors: Jim Butler, Deputy Director, Procurement Division</p>	<p>Problem Statement / Objective: Statewide Information Technology (IT) procurements typically take between one and two years to complete. This is unacceptable to the customers, particularly given the rapid change in technology that can quickly render IT solutions obsolete. The goal of this project is to reduce the procurement time to 90 days or less.</p> <p>Baseline: Most recent procurements ranged between 200 and 800 days</p> <p>Project Achievement / New Capability Analysis: The solicitation template was simplified and improved to address the common sources of supplier confusion and eliminate the corresponding delays. The process was changed to engage the suppliers up front allowing multiple rework cycles to be eliminated. Standard work and checklists were implemented and buyers trained on the new process. As a result, 95% of all IT procurements are expected to be completed within 90 days.</p>

Participants	Project Description
<p>Green Belt: Eagen Patterson, Administrative Division, Office of Human Resources</p> <p>Champion: Lisa York, Classification & Pay, Personnel Operations, Office of Human Resources</p> <p>Executive Sponsor: Estela Gonzales, Chief, Human Resources</p>	<p>Problem Statement / Objective: Currently, the average time required to hire personnel at DGS is 5 months, and can range to over eight months. This creates high levels of dissatisfaction for the hiring manager and staff. The excessive time required to extend job offers results in DGS losing quality candidates, and the resulting unfulfilled vacancies impede DGS's ability to serve its mission. The objective is to reduce the processing time from hiring request to conditional offer to less than 45 days.</p> <p>Baseline: 147 days average with a maximum of over 500 days</p> <p>Project Achievement / New Capability Analysis: Reduced the number of required process steps from 89 to 14. Implemented standards, checklists, and templates to assure correct processing and eliminate review and rework cycles. Expected new capability is 95% of hires made within 45 days.</p>



Government Operations Agency (cont'd)

Department of Human Resources (CalHR)

Participants	Project Description
<p>Green Belt: Diana Narvaez, Selections Division</p> <p>Champion: Adria Jenkins-Jones, Chief, Selections Division</p> <p>Executive Sponsor: Katie Hagen, Deputy Director, Operations</p>	<p>Problem Statement / Objective: The Selection Division monthly billing process is cumbersome, labor-intensive, and inefficient. Each month the billing process takes between 10 and 45 days to complete which creates a backlog as new billing cycles begin before the old ones are closed. There are also unacceptably high occurrences of billing errors caught by accounting that require additional resources to correct. The goal of this project is to reduce the monthly billing processing time to less than three days.</p> <p>Baseline: Average of 23 days and ranges up to 45 days</p> <p>Project Achievement / New Capability Analysis: Root causes of delays and errors were determined and process was simplified from 22 steps to 6 steps. Excel features were developed to eliminate manual data manipulation and standardize and automate processing tasks. Upon implementation of the new process, the monthly billing time was reduced to six hours with zero processing errors.</p>

California Public Employees' Retirement System (CalPERS)

Participants	Project Description
<p>Green Belt: Jessica Heinz, Policy and Administration Analyst</p> <p>Champion: Kim Malm, Chief, Operations Support Services Division</p> <p>Executive Sponsor: Doug Hoffner, Interim Chief Executive Officer, Operations and Technology</p>	<p>Problem Statement / Objective: CalPERS contracts are not 100% compliant with all internal and external rules, regulations, and policies. This is obviously a critical area that needs to be addressed as quickly as possible to bring all contracts into compliance. The goal of this project is to reduce the instances of non-compliances by a factor of 10.</p> <p>Baseline: Average of 2.0 non-compliance instances per contract</p> <p>Project Achievement / New Capability Analysis: A sample of over 100 previously-completed contracts were evaluated for non-compliances. Non-compliances were categorized and analyzed for frequency of occurrence. Solutions were implemented for each category that included a phased checklist to verify conformance, standard work for specific contract types, simplification of formats, and development of a training program and corresponding audit plan. Predicted non-compliance rates are less than 0.2 non-compliances per contract on average.</p>



Transportation Agency

Department of Transportation (CalTrans)

Participants	Project Description
<p>Green Belt: Joe Espinosa, Chief, District Permit Engineer</p> <p>Champion: Tom Hallenbeck, Division Chief, Division of Traffic Operations</p> <p>Executive Sponsors: Steve Takigawa, Deputy Director, Maintenance and Operations</p> <p>Yin-Ping Li, Chief, Office of Encroachment Permits and Engineering Support</p>	<p>Problem Statement / Objective: Approval or denial of encroachment permit applications takes too long to receive a determination. Incomplete applications create processing delays and inefficiencies that impact both Caltrans and applicants. The goal of this project is to reduce encroachment permit processing time so that 95% of all permits are issued or denied within 30 days.</p> <p>Baseline: Encroachment permit application process averages 17 days</p> <p>Project Achievement / New Capability Analysis: Improvements to this process were made by mistake-proofing permit application requirements through the use of visual management and check lists. For higher complexity applications, pre-permit submittal conferences with the applicant are now being held to ensure that requirements are clearly understood. Demonstrated improvements have resulted in permits being issued or denied on average in 11 days and 97% of permits are completed within 30 days.</p>

Participants	Project Description
<p>Green Belt: Guadalupe Magana, Senior Transportation Engineer</p> <p>Champions: Michael Keever , Engineering Services Chief</p> <p>Tony Tavares, Chief, Division of Maintenance</p> <p>Executive Sponsors: Karla Sutliff, Chief Engineer & Deputy Director for Project Delivery</p> <p>Steve Takigawa, Deputy Director, Maintenance and Operations</p>	<p>Problem Statement / Objective: The New Product Evaluation Process takes a long time—6 months to up to 8 years. The long response time affects vendors financially because they are unable to market their products or participate in contracts. In addition, Caltrans is not taking advantage of improved products and technology that could reduce costs, increase safety, and enhance the performance of their projects. The objective is to reduce the timeline for evaluating new products to less than 90 days.</p> <p>Baseline: Typical new products average about one year but commonly take several years to be evaluated</p> <p>Project Achievement / New Capability Analysis: Applied lean principles to eliminate numerous non value-added steps, changed the process to utilize expertise on an as-needed basis (instead of periodic scheduling), created and published standards for vendor responsibilities, eliminated the need for redundant testing, and eliminated the need for products that currently meet Caltrans specifications to be submitted as a new product. As a result, products on the authorized material list (AML) now take less than 30 days to be evaluated, new products not on the AML can be evaluated in less than 90 days.</p>



Transportation Agency (cont'd)

Department of Transportation (CalTrans)

Participants	Project Description
<p>Green Belt: Kimberly Reilly, Special Projects Manager</p> <p>Champion: Tamie McGowen, Assistant Deputy Director, Public Affairs</p> <p>Executive Sponsor: Will Shuck, Deputy Director, External Affairs</p>	<p>Problem Statement / Objective: Currently, the average time required to process a Public Records Act (PRA) request frequently exceeds the 24-day deadline mandated by law. This creates high levels of dissatisfaction for the requestors. The excessive processing time also leads to more rework, greater incidences of losing track of requests, and more cases of misplaced information. The goal of this project is to increase the percentage of PRAs meeting the deadline to over 95%.</p> <p>Baseline: Over 30% of PRAs exceed the 24-day deadline</p> <p>Project Achievement / New Capability Analysis: Eliminated multiple review cycles and balanced the staff workload to more efficiently process requests. Created standard work and improved the subject matter expert list so that the correct PRA goes to the correct expert every time. Preliminary results showed an immediate increase in deadline compliance to 90% with additional improvements to be implemented that will bring the compliance to > 95%.</p>

Participants	Project Description
<p>Green Belt: Martin Villanueva, Project Manger</p> <p>Champions: Tom Wood, North Region Design Office Engineer</p> <p>Jim Davis, Division Chief, Project Management</p> <p>Executive Sponsors: Amarjeet Benipal , District 3 Director</p> <p>Karla Sutliff, Chief Engineer & Deputy Director for Project Delivery</p>	<p>Problem Statement / Objective: The typical timeline to prepare roadway contract documents is excessively long and subject to numerous delays which increase operating costs and impact construction schedules. The goal is to create a much more efficient process that reduces the time from when the plans, specs, and estimate (PS&E) are completed to when the contract is advertised for bid to less than 12 weeks.</p> <p>Baseline: Average of 23 weeks and ranges up to 76 weeks</p> <p>Project Achievement / New Capability Analysis: Created standards and checklists which eliminated rework loops by creating quality documents up front. Involved personnel to build safety and constructability into the contract early in the process and thus remove the need for redundant reviews. Re-engineered the process to run tasks in parallel that were previously done in series. Expected performance of the new process is 95% of all contracts prepared within 12 weeks.</p>



Transportation Agency (cont'd)

Department of Transportation (CalTrans)

Participants	Project Description
<p>Green Belt: Janet Newland, Office Chief – Coast Central Region</p> <p>Champions: Katrina Pierce, Chief, Division of Environmental Analysis</p> <p>Nabeelah Hanif, Acting Division Chief, Central Region Environmental</p> <p>Executive Sponsors: Karla Sutliff, Chief Engineer & Deputy Director for Project Delivery</p> <p>Tim Gubbins, District 5 Director</p>	<p>Problem Statement / Objective: Caltrans 1600 Permit submittals to CDFW are often deemed incomplete by CDFW staff. Required revisions lead to rework cycles that cause significant project delays and unplanned staffing spikes for both agencies. The goal of this project is 95% first submittal acceptance of 1600 Permit Packages.</p> <p>Baseline: First submittal acceptance of 1600 Permit Packages is 51.5%</p> <p>Project Achievement / New Capability Analysis: The process improvement team replaced expedited rework loops with an increased understanding of the requirements at the front end of the process. A key Six Sigma tool used in this project was the Attribute Gauge R&R Measurement System Analysis that quantified significant inconsistencies in what constitutes a complete permit submittal. With these variances mitigated and with greater communication in the early stages of permit construction that are mistake proofed with checklists, this project is estimated to achieve over 95% first time acceptance of 1600 Permit Packages.</p>

Department of Motor Vehicles (DMV)

Participants	Project Description
<p>Green Belt: Paul Flanigan, Enterprise Planning</p> <p>Champion/s: David Keenan, Chief, Human Resources</p> <p>Executive Sponsor/s: Jean Shiimoto, Director</p>	<p>Problem Statement / Objective: It takes an average of 91 days (and ranges up to 170 days) to fill a vacant position at the DMV. The lengthy process adversely affects DMV's service goals and is a strain on resources. The goal of this project is to reduce the hiring time to less than 45 days.</p> <p>Baseline: The time from hiring request until conditional offer averages 91 days and ranges up to 170 days</p> <p>Project Achievement / New Capability Analysis: The process was significantly simplified from over 60 touch points to 9 basic steps. Mistake-proofing was applied to eliminate errors that created rework and corresponding delays. Lean principles were applied to focus on improving the flow of the hiring process. The resulting process predicts 95% of the hires to be completed within 45 days.</p>



Department of Food and Agriculture

Administrative Services Division

Participants	Project Description
<p>Green Belt: Sarva Balachandra, Senior Environmental Specialist</p> <p>Champion: Natalie Krout-Greenberg, Director, Division of Inspection Services</p> <p>Executive Sponsor: Kevin Masuhara, Deputy Secretary, Administration and Finance</p>	<p>Problem Statement / Objective: Center for Analytical Chemistry currently operates under Chain of Custody protocols that are specific to each laboratory unit. However, there are still sporadic losses of samples that occur. Given the sensitive nature of the testing and the extremely high importance of the samples to the customers, any loss of sample is unacceptable. The goal of this project is to implement controls through the protocols that reduces the loss rate to less than 4 per million samples.</p> <p>Baseline: Greater than 300 losses per million samples</p> <p>Project Achievement / New Capability Analysis: Failure modes that resulted in previous losses were addressed through mistake-proofing, visual management, checklists, and creation of rigorous receiving and handling standards. A measurement system was created to fully document any future losses with a feedback system for corrective actions. Due to the sparsity of losses, the new capability will not be estimable for approximately one year; however, the expectation for the new process is less than 4 losses per million samples.</p>

Department of Corrections and Rehabilitation

Division of Administrative Services

Participants	Project Description
<p>Green Belt: Cynthia Arnaiz, Staff Service Manager II</p> <p>Champion: Katherine Minnich</p> <p>Executive Sponsor: Alene Shimazu, Director, Division of Administrative Services</p>	<p>Problem Statement / Objective: State employees may not legally receive more money than they earned in a pay period, but inadvertent overpayments do occur. By code the state is required to notify the employee in writing when an overpayment has been made prior to a recoupment action. Baseline data shows that only 15% of accounts receivable (AR) letters were issued in a timely manner. The goal of this project is to reduce processing time so that 95% of AR notification letters are issued within two business days.</p> <p>Baseline: AR notification letter completion time averages 64 days with 0% of letters completed within 2 days</p> <p>Project Achievement / New Capability Analysis: NVA tasks, including reviews and edits performed by supervisors and specialists, were eliminated to simplify this process. Additionally, the team is working to level load assignments while creating work cells that will include supervisors and specialists that quickly resolve questions and issues to reduce completion times. The team has demonstrated a reduction in average completion time to 2 days, with 87.5% of letters completed within the 2 day target.</p>



Department of Corrections and Rehabilitation (cont'd)

CA Correctional Institution

Participants	Project Description
<p>Green Belt: John Baird, PsyD</p> <p>Champion: Rhonda Litt, Chief Executive Officer</p> <p>Executive Sponsor: Chris Podratz, Regional Health Care Executive, Region II</p>	<p>Problem Statement / Objective: The care of diabetic inmate-patients at CCI in Tehachapi lacks a standardized, effective process with diabetic treatment protocol compliance of 73%. This impacts quality of care to high-risk patients and contributes to preventable high cost events. The goal of this project is to ensure that diabetic treatment protocols are being administered 95% of the time.</p> <p>Baseline: Diabetic treatment protocols compliance is 73%</p> <p>Project Achievement / New Capability Analysis: The improvement team changed monthly nursing audits to weekly registry reviews to improve lab order timeliness. They also improved the compliance of incoming transfers through earlier identification of these patients. With these and other improvements, the team has achieved an improvement of diabetic treatment protocol compliance of 88%.</p>

California Substance Abuse Treatment Facility – State Prison Corcoran

Participants	Project Description
<p>Green Belt: Andy Munoz, Procurement Services Officer II</p> <p>Champion: Tom Dunn, Correctional Business Manager I</p> <p>Executive Sponsor: Jason Collins, Associate Warden, Business Services</p>	<p>Problem Statement / Objective: Purchase Requisition times at the Corcoran Institution are excessive which lead to rework and other inefficiencies for both CDCR staff and suppliers. The goal of this project is to reduce the completion time of the Purchase Requisition process, from determination of need to the creation of the Purchase Order.</p> <p>Baseline: Purchase Requisition completion time averages 19 days with 18% occurring within the 7-day target.</p> <p>Project Achievement / New Capability Analysis: The elimination of wait times was accomplished by clarifying review responsibilities and by ensuring that appropriate requisitions were entering the process. Faster quote turnarounds are now being required from the vendors who are now more attentive to the institutions requests. These process improvements have reduced average Purchase Requisition times to 5.6 days with 88% of completions occurring within the 7-day target.</p>



Department of Corrections and Rehabilitation (cont'd)

Division of Health Care Services

Participants	Project Description
<p>Green Belt: Kara Chung, Associate Health Program Advisor</p> <p>Champions: Carie Covell, Associate Warden</p> <p>Mia Farrell, Acting Chief Nurse Executive</p> <p>Executive Sponsors: Daniel Paramo, Warden</p> <p>Mary Ann Glynn, Chief Executive Officer</p>	<p>Problem Statement / Objective: Over a six-month period, the RJ Donovan Institution has averaged 60% on a statewide measure of intra-institution medical continuity. Lapses in care can result in negative health outcomes, including worsening of symptoms and costly hospital admissions. To improve medication continuity during such transfers, it is the goal of this project to ensure that medications are successfully transferred to an inmate's new location at least 95% of the time.</p> <p>Baseline: Successful medication transfers occur 71% of the time (with significant expediting required on the part of staff)</p> <p>Project Achievement / New Capability Analysis: The cross-functional team which consisted of both custody and healthcare staff, revised the process to include an Internal Movement Checklist and mistake proofing to eliminate the need for expediting and work-around efforts. Training and new standard work is being implemented to sustain gains. Pilot results show that 100% of medications are now being transferred with zero work arounds on the part of staff.</p>

Labor and Workforce Development Agency

Employment Development Department (EDD)

Participants	Project Description
<p>Green Belt: David Garcia, Manager, Occupational Employment Statistics Unit</p> <p>Champion: Muhammad Akhtar, Deputy Chief, Labor Market Information Division</p> <p>Executive Sponsor: Dennis Petrie, Deputy Director, Workforce Services Branch</p>	<p>Problem Statement / Objective: Increasing backlog of electronic survey responses due to program changes have led to unacceptable processing times. The process is inefficient and consumes significant resources due to manual processing steps and significant rework. Currently, the average time to process a survey response is 26 days. The goal is to reduce the processing time so that 95% of responses are completed within 10 days.</p> <p>Baseline: Average of 26 days and range up to 100 days.</p> <p>Project Achievement / New Capability Analysis: Data handling and organization was standardized and Excel macros were developed to replace manual data manipulation and calculations. The process was re-engineered to incorporate a round-robin system that processes survey responses in the order that they are received. A preliminary pilot of 69 survey responses resulted in an average processing time of 3 days with over 95% processed within the 10 day target. In addition, the new process freed up over 3 PY which can now be dedicated to improving the survey response rate (which is a critical metric for federal funding).</p>



Labor and Workforce Development Agency (cont'd)

Employment Development Department (EDD)

Participants	Project Description
<p>Green Belt: Tracey Giorgi, Project Manager and Space Planner</p> <p>Champion/s: JoDee Crawford, Business Operations Planning and Support Division, Central Facilities Planning</p> <p>Executive Sponsor/s: Greg Williams, Deputy Director, Administration Branch</p>	<p>Problem Statement / Objective: The time to process facility related service requests is often quite lengthy, resulting in high levels of dissatisfaction to staff members who require facility repairs or installations. The goal of this project is to complete 95% of service requests within 3-5 days.</p> <p>Baseline: Average facility service time is over 10 days and ranges up to 98 days</p> <p>Project Achievement / New Capability Analysis: Process was simplified from 72 steps to 14 steps by removing non value-added activities. An electronic service request system was created and vendor contracts were revised to allow for “just-in-time” installations and repairs. As a result, 95% of the facility service requests can be fulfilled within 3 days.</p>

Environmental Protection Agency

State Water Resources Control Board (SWRCB)

Participants	Project Description
<p>Green Belt: Jean Bandura, Associate Governmental Program Analyst</p> <p>Champion: Bill Orme, Senior Environmental Scientist</p> <p>Executive Sponsor: Phil Crader, Assistant Deputy Director, Water Quality Division</p>	<p>Problem Statement / Objective: Processing applications and issuing 401 Water Quality Certifications is a time consuming and resource intensive process. The process is laden with many rework loops that contain multiple requests for information and numerous reviews. The objective of this project is to reduce 401 Certification processing times from 273 days to 90 days.</p> <p>Baseline: 401 Water Quality Certification completion time averages 273 days</p> <p>Project Achievement / New Capability Analysis: The revised process initiates early cross-functional coordination and frontloads the process so that necessary information is gathered early, mitigating the need for wasteful rework. The team also incorporated improved visual management including certification templates and updated application tracking. With these improvements the process is projected to meet the target completion time of 90 days.</p>



Environmental Protection Agency (cont'd)

State Water Resources Control Board (SWRCB)

Participants	Project Description
<p>Green Belt: Tiffany Donohue, Staff Service Manager II, Procurements and Contracts</p> <p>Champion: Shannon Similai, Manager, Business Management Branch</p> <p>Executive Sponsor: John Russell, Assistant Deputy Director, Cleanup & Bonds Branch</p>	<p>Problem Statement / Objective: Contract execution is a time consuming and confusing process, creating customer dissatisfaction and a drain on staff resources. Delays in contract execution significantly impact the Water Board's ability to carry out mission critical work and can result in loss of funding at fiscal year end.</p> <p>Baseline: Contract execution completion time averages 145 days with less than 4% occurring within 45 days</p> <p>Project Achievement / New Capability Analysis: A complete reengineering of the process focused on the elimination of NVA activities, the mistake proofing of intake and contract documents, greater face-to-face participation to increase quality in the early stages of the process, and holding staff accountable to meeting action item deadlines. Pilot results indicate that these changes are providing outstanding results. Contract completion times are now averaging 33 days with 91.4% occurring within 45 days.</p>

Participants	Project Description
<p>Green Belt: Justine Herrig, Environmental Scientist</p> <p>Champion: Matthew McCarthy, Senior Environmental Scientist</p> <p>Executive Sponsor: Barbara Evoy, Deputy Director, Division of Water Rights</p>	<p>Problem Statement / Objective: Making a decision on a minor protested application for a water right permit has become an extremely lengthy process taking an average of 6 years to resolve. The objective of this project is to reduce completion times to less than 180 days from the date that the State Water Board intervenes in the protest process.</p> <p>Baseline: Protest resolution completion time averages 2158 days with 4% completed in 180 days.</p> <p>Project Achievement / New Capability Analysis: Staff indecision, lack of accountability, lack of clear direction, and lack of communication has been replaced by a process that features a clear and concise process map, the implementation of timeline milestone accountability, and visual management to track the status of projects. With these improvements and controls the revised process is projected to meet the target resolution completion time of 180 days.</p>



Environmental Protection Agency (cont'd)

California Air Resources Board (CARB)

Participants	Project Description
<p>Green Belt: Bruce Oulrey, Staff Air Pollution Specialist</p> <p>Champion: Leisa Bush, Manager, Enforcement Training</p> <p>Executive Sponsor: Todd Sax, Chief, Enforcement Division</p>	<p>Problem Statement / Objective: The time to process incoming diesel emission complaints and assign the complaint to an investigator is excessively long. This inhibits the investigators' abilities to gather timely data and take corrective action to protect air quality for the public. There are complaints in the backlog that have remained unprocessed for over one year. The goal of this project is to process 95% of all diesel complaints within 30 days.</p> <p>Baseline: Processing time averages 47 days and ranges to over one year</p> <p>Project Achievement / New Capability Analysis: A standard process was developed for complaint processing and a first-in-first-out system was implemented for the complaint selection. Non value-added activities were eliminated and a time-tracking system was developed. As a result, the backlog was eliminated within one month and currently 95% of diesel complaints are processed within 3 days.</p>

Department of Toxic Substances Control (DTSC)

Participants	Project Description
<p>Green Belt: Abdalin Asinas, Environmental Scientist</p> <p>Champion: Denise Tsuji, Branch Chief Enforcement and Emergency Response</p> <p>Executive Sponsor: Keith Kihara, Division Chief, Enforcement and Emergency Response Division</p>	<p>Problem Statement / Objective: The time to complete administrative enforcement actions for cases with calculated penalties of up to \$75K is 395 days, which creates dissatisfaction for stakeholders and difficulty in workload planning for DTSC. The goal of this project is to reduce the time to complete enforcement actions so that 90% of cases, with calculated penalties of up to \$75K, are completed within 180 days.</p> <p>Baseline: Enforcement Actions average 395 days to complete with 14.5% occurring within 180 days</p> <p>Project Achievement / New Capability Analysis: The application of lean tools such as improved visual management in the form of checklists and automated data collection and displays, transitioning from serial to parallel processing, and the replacement NVA review meetings with cross-functional work meetings has been shown to significantly reduce completion times in 11 sample cases. The new process is estimated to average 165 days with 91% of cases being completed within 180 days.</p>



Environmental Protection Agency (cont'd)

Department of Toxic Substances Control (DTSC)

Participants	Project Description
<p>Green Belt: John Bystra, Hazardous Substances Engineer</p> <p>Champion: Ajit Vaidya, Unit Chief, Engineering and Special Projects Office</p> <p>Executive Sponsor: Dot Lofstrom, Division Chief, Brownfields and Environmental Restoration Program</p>	<p>Problem Statement / Objective: For DTSC Corrective Action sites it often takes an inordinate amount of time to evaluate remedial alternatives and make a formal Remedy Selection, if a remedy decision is reached at all. This generates a backlog of sites that are stuck in the Corrective Measures Study phase with no formal remedy in place, leading to delays in the cleanups of contaminated sites. The goal of this project is the completion of 80% of Remedy Selections within 2 years.</p> <p>Baseline: Remedy Selection averages 1263 days with 24% of sites completed within 2 years</p> <p>Project Achievement / New Capability Analysis: A revised process map was developed that mitigates the rework associated with incomplete Conceptual Site Models and Remedial Action Objectives, placing greater focus on early collaboration between DTSC and site ownership. The new process is projected to average 534 days with 80% of Remedy Selections occurring within 2 years.</p>