

Region 1 & MA DEP* RCRA Part B License Renewal Process Lean Project

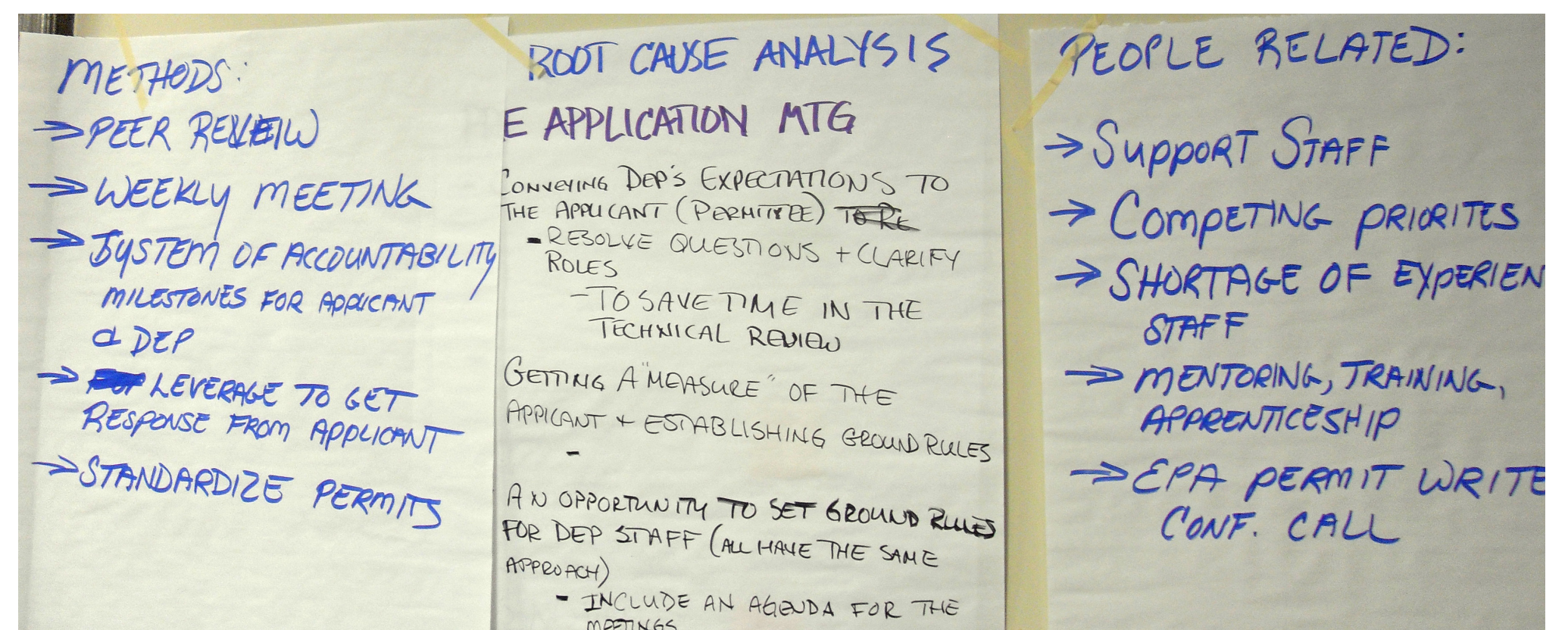
*MA DEP: Massachusetts Department of Environmental Protection

THE PROCESS

The Lean project examined the process to renew a RCRA Part B license. The license controls the activities of Treatment, Storage and Disposal facilities (TSDf), large facilities that collect and process hazardous waste. Massachusetts is home to 11 facilities that must maintain Part B licenses, which are renewed every 5 years according to statute.

IMPROVEMENT OPPORTUNITY

Region 1 and MA DEP were frustrated with the time-consuming license renewal process and resulting backlog of renewals for facilities within Massachusetts. RCRA Part B licenses contain 16 sections and involve multiple, miscellaneous attachments. Lead time often took several years, which meant facilities operated under licenses that were not updated.



Root cause analysis

KEY RESULTS & OUTCOMES

- Meet with the licensee using a standard agenda to clarify expectations and timeline before initiating the renewal
- Divide the renewal by section among a staff team, rather than one staff person handling all 16 sections of the license
- Implement a tracking sheet to track completion of each license in 6-8 months



Present state map with opportunities identified and brainstorming ideas added



Mapping the future state process

Metric	Current	Future	Change
Process Steps	31	24	↓ 22%
Processing Time (DEP technical staff time per license)	24 weeks	20 weeks	↓ 17%
Wait Time	36 weeks	16 weeks	↓ 57%
Total Time to Public Notice	15 months	8 months	↓ 41%

Results are actual based on a pilot of the new process



EVENT TEAM

Champions: Greg Cooper, MA DEP, Greg.Cooper@state.ma.us; Beth Deabay, EPA Region 1, Deabay.Elizabeth@epa.gov

Team Leader: Richard Blanchet, MA DEP, Richard.blanchet@state.ma.us

Facilitators: Linda Darveau, EPA Region 1, Darveau.Linda@epa.gov; Stephen Perkins, EPA Region 1, Perkins.Stephen@epa.gov

EPA Region 1: Elizabeth McCarthy, Sharon Leitch. MA DEP: Marcus Henry, Joseph Tepper, Dave Ellis, Tom Adamczyk, James Paterson, Richard Blanchet. Facilitators: Linda Darveau, Stephen Perkins

“It was great to take the time to sit back and think about the process, it really helped to improve the process and lay the groundwork for continued improvement.”

– Dave Ellis, MA DEP