



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

OFFICE OF
INSPECTOR GENERAL

February 10, 2016

MEMORANDUM

SUBJECT: Project Notification:
EPA's Lean Government Initiative
Project No. OA-FY16-0107

FROM: Kevin Christensen, Assistant Inspector General
Office of Audit

A handwritten signature in black ink, appearing to read "Kevin Christensen".

TO: Laura Vaught, Associate Administrator
Office of Policy

The Office of Inspector General (OIG) for the U.S. Environmental Protection Agency (EPA) plans to begin preliminary research on the EPA's Lean Government Initiative. This project is included in our 2016 annual plan and contributes to the improvement of the EPA's business practices and accountability.

The audit objective is to determine if the agency's current use of Lean methodologies operates as indicated by eliminating waste and achieving savings. The OIG plans to conduct work at EPA headquarters and selected regional and field locations that participate in this initiative. Applicable generally accepted government auditing standards will be used in conducting our project. The anticipated benefits of this project are to improve operational efficiency, reduce cost and improve customer service.

We will contact you to arrange a mutually agreeable time to discuss our objective and the purpose of our project. We would also be particularly interested in any areas of concern that you may have. We will answer any of your questions about the project process, reporting procedures, methods used to gather and analyze data, and what we should expect of each other during the course of the project. Throughout the project, we will provide monthly status updates to your designated point of contact.

To ensure the success and timely completion of this project, please provide the following information to Debra Coffel, Auditor, via email to coffel.debra@epa.gov prior to the initial meeting:

1. Designated points of contact at EPA headquarters and regions for planning, implementing and monitoring the EPA's Lean Government Initiative efforts.
2. Copies of policies, procedures and guidance pertaining to the EPA's Lean Government Initiative.
3. A list of Lean Government Initiative projects by program office since the start of the initiative, both completed and in progress. Please include the point of contact for each project.

4. Copies of any assessments done on the progress of the initiative, including the Assistant Administrator/Regional Administrator Lean assessments that were due to the Office of Policy by November 30, 2015.

We respectfully note that the OIG is authorized by the Inspector General Act of 1978 to have timely access to personnel and all materials necessary to complete its objectives. We will request your resolution if an agency employee or contractor refuses to provide requested records to the OIG, or otherwise fails to cooperate with the OIG. We may report unresolved access matters to the Administrator and include the incident in the Semiannual Report to Congress.

The project will be supervised by Michael D. Davis, Director, Efficiency Audits. The Project Manager will be Heather Layne. Any questions about the project should be addressed to Mr. Davis at (513) 487-2363 or davis.michaeld@epa.gov, or Ms. Layne at (617) 918-1486 or layne.heather@epa.gov.

cc: Shannon Kenny, Principal Deputy Associate Administrator, Office of Policy
Kevin Rennert, Deputy Associate Administrator, Office of Policy
Glen Cuscino, Audit Follow-Up Coordinator, Office of Administration
Nic Grzegozewski, Agency Follow-Up Coordinator
Melissa Harrison, Press Secretary, Office of Public Affairs
Arthur A. Elkins Jr., Inspector General
Charles Sheehan, Deputy Inspector General
Aracely Nunez-Mattocks, Chief of Staff, OIG
Alan Larsen, Counsel to the Inspector General
Carolyn Copper, Assistant Inspector General for Program Evaluation
Patrick Sullivan, Assistant Inspector General for Investigations
Richard Eyermann, Deputy Assistant Inspector General for Audit
Jennifer Kaplan, Deputy Assistant Inspector General for Congressional and Public Affairs
Jeffrey Lagda, Congressional and Media Liaison, OIG