



Resolution 07-5
Approved March 21, 2007
Alexandria, Virginia

Revised March 23, 2010
Sausalito, California

Revised March 4, 2013
Scottsdale, Arizona

Revised April 11, 2016
Nashville, Tennessee

Revised April 10, 2019
Arlington, Virginia

Revised April 6, 2022
Asheville, North Carolina

Revised March 26, 2025
Arlington, Virginia

As certified by
Ben Grumbles
Executive Director

SUPPORTING THE USE OF BUSINESS PROCESS IMPROVEMENT IN ENVIRONMENTAL PROGRAMS

WHEREAS, business process improvement techniques such as Lean, Kaizen, Six Sigma, etc. have been proven in state, territorial, and the District of Columbia (hereinafter referred to as “state”) government, federal government, and private sector organizations to decrease operating costs, eliminate non-value-added activities, increase employee engagement, and improve overall efficiency and effectiveness; and

WHEREAS, states and the U.S. Environmental Protection Agency (U.S. EPA) have long utilized these techniques, both individually and collaboratively, to deliver improved environmental results and strengthen our nation’s environmental protection enterprise.

NOW, THEREFORE, BE IT RESOLVED THAT THE ENVIRONMENTAL COUNCIL OF THE STATES (ECOS):

Endorses a continued effort and commitment by state environmental agencies and U.S. EPA to fully and properly apply business process improvement (BPI) techniques both internally and intergovernmentally;

Encourages these agencies to provide sufficient executive leadership, training, staff, and resource allocation to perform these activities; and

Supports interagency collaboration to share and build BPI capacity through state-to-state mentoring, through regional and national communities of practice, and through structures such as E-Enterprise for the Environment, U.S. EPA’s Office of Continuous Improvement, and any related business process improvement programs.