

Driving Change • Building Leaders



Air Permit Backlog Kaizen

Sponsor Update 6.6.2018



Mini Project Charter

Priority Area: <<Short, descriptive name>>

Process: <<Process number and/or short description of process area>>

Problem/Opportunity Statement:

<<What is the specific issue, pain or gap that the project is addressing? Ensure that it is objective/measurable and describes *symptoms* not a solution. Provide information on impact of the problem, or benefit of addressing the opportunity.>>

Goal Statement:

Describe the intended/expected improvement, target level of change, and date for implementation and achievement of results. (Consider including a secondary “balance” goal; e.g. speed delivery by ___ while maintaining quality levels.)>>

Scope:

IN: <<Describe the focus area of activities, location, products, etc. that may be addressed in the project.>>

OUT: <<Describe specific areas, issues, processes, locations, etc. that are “out of bounds” for this project.>>

Roles:

Project Sponsor - << >>
Project Owner - << >>
Project Manager- << >>
Team Members – << >>
Other Resources - << >>

Constraints/Assumptions:

<<Note any special considerations that may impact the project scope, timing, results, etc. For example: Need for special expertise. Technical challenges, Overlaps with other projects. >>

Solution:

<<Solution approach brainstormed by team as the best way to address this problem and achieve the goal. >>

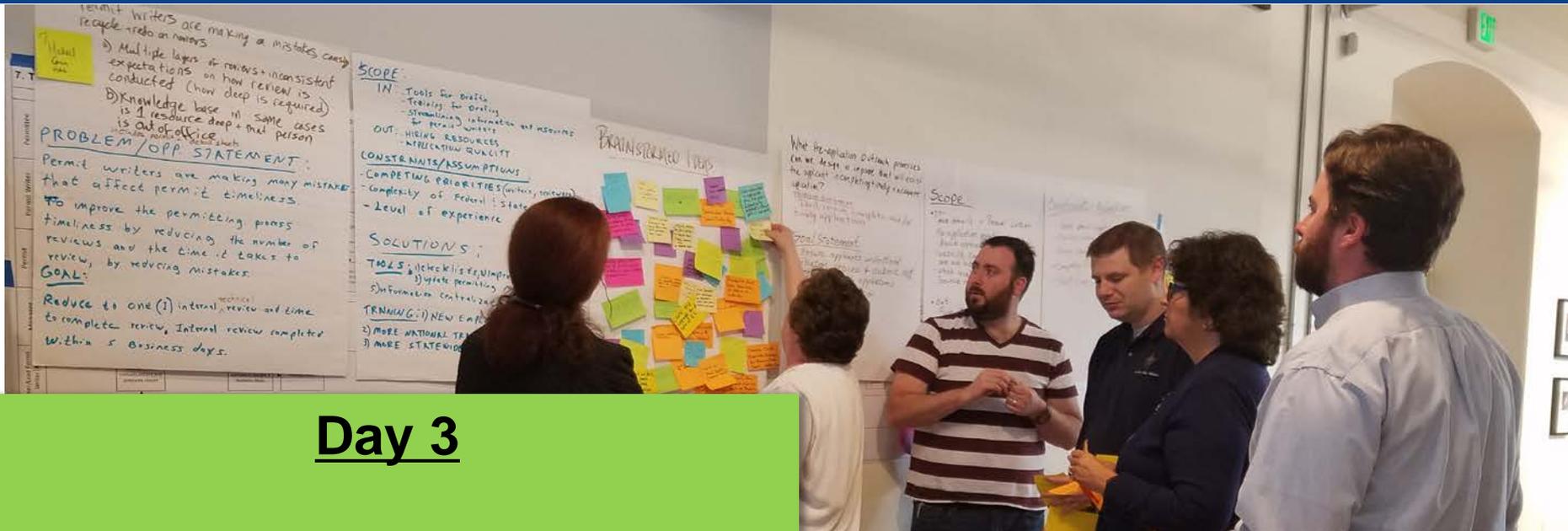
Preliminary Plan:

START DATE: << >>

TARGET TIMELINE: <<Key action steps and milestones>>

Proposed Project Owner : _____ Date: _____

Day 3 Accomplishments



Day 3

Top 4 priority areas:

- Solution Brainstorming
- Solution organization
- Solution statements
- Solution prioritization - effort v. benefit
- Design future state process



1. Improving tools & forms (including the application) that will assist and ease the applicant in submitting a complete, accurate and timely application

Summary of Solutions:

- Evaluate existing forms (Are they asking for needed information? Are they asking for unnecessary information?) and “right-size” them.
- Checklist for applicant
- Auto populated forms
- Comment bubble pop-ups w/ instructions
- FAQ and/or informational videos
- Evaluate and standardize the definition of “complete” permit application
- Edit for plain language



2. Improve existing renewal pre-application outreach process to assist the permittee in submitting a complete and accurate application.

Summary of Solution:

- In our renewal letters, offer and/or recommend pre-meeting to permittee wherein we answer questions, review checklist and online resources/forms, explain process. Assist the permittee to support development of a complete and accurate renewal application.



3. Improve emission detail sheets to increase accuracy.

Summary of Solution:

- Revise our forms to be more user friendly to both the permittee and the permit writer
 - *Excel based*
 - *Built in instructions*
 - *Auto-populate forms*
 - *Electronic submission ability*



4. Improve permit writing and decrease layers of review and rewrites

Summary of Solution:

- *Develop standardized permit conditions including NESHAPs and NSPSs for consistency*
- *Improved templates*
- *Checklists for permit writers to ease writing & review process*
- *Develop improved training tools e.g. video and iLearn*



Day 4

- Implementation and Change Management Planning
- Process & Outcome Measures
- Time permitted:
 - Brainstorm solutions on Improvement areas 5-9
 - Evaluate applicability of solutions to ACDP

Top Nine Improvement Areas



- Improve tools and forms to better assist the applicant
- Improve pre-application outreach/assistance process
- Improve emission detail sheets from applicant submittal to final document
- Reduce time and effort spent on rework and review in the Drafting and Review process

Top Nine Improvement Areas



- Improve implementation of rule changes
- Rethink the standards for a “completed” application
- Improve measurement of the permitting process
- Improve resource availability for permit renewal
- Improve the knowledge base for incorporating NESHAPS into permits