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>>

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**Problem/Opportunity Statement:**

<<What is the specific issue, pain or gap that the project is addressing? Ensure that it is objective/measureable 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

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