Air Permit Backlog Kaizen

Report-Out: Day Four
DEQ Permit Backlog Kaizen Event Agenda

Day 1
- Sponsor Kickoff
- Problem Statement & Objectives
- High Level Process Overview & Voice of the Customer
- Review and Confirm Detailed Current State Map
- Value-Adding Analysis

Day 2
- Lean Analysis Tools: 8 Wastes, Root Cause Analysis/5 Whys
- Prioritize Areas for Improvement
- Lean Process Principles and Design Tools
- Break-Outs: Brainstorm Solutions for Priority Areas
- Solutions Priority Matrix
- Sponsor Update

Day 3
- Break-Outs: Design Future State Lean Process Solutions
- Mini-Project Charter:
  - Problem/Opportunity Statement
  - Goal Statement
  - Scope
  - Constraints/Assumptions
  - Solutions
- Sponsor Update

Day 4
- Change Management Assessment & Planning
- Implementation Planning Preparation
- Implementation Planning Round 1: Before/After Comparison, Project Plan, Measurements, Communications
- Implementation Planning Round 2 (if needed)
  • Compare & Contrast to ACDP
  • Wrap Up and Action Planning
  • Sponsor Update
Top Recommended 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 Recommended Improvement Areas

- Improve implementation of rule changes
- Improve resource availability for permit renewal
- Improve the knowledge base for incorporating NESHAPS into permits
- Rethink the standards for a “completed” application (note – this is included in one of the top 4 solutions)
- Improve measurement of the permitting process (note – completed during Kaizen)
Day 4 Accomplishments

Day 4

Top 4 priority areas:
- Implementation plans
- Measures
- Success measures:
  - Process
  - Output
Implementation planning

Implementation plan

- Milestone/deliverable
- Tasks
- Roles/responsibility
- Timeframe

Next steps

- Will need to determine sequencing
- Will need to review additional 5 project areas.
- Executive sponsor approval
- Feedback from stakeholders

PRE-AFP/OUTREACH PROCESS

<table>
<thead>
<tr>
<th>Dates</th>
<th>Who</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept 1 - 3 weeks</td>
<td>D1</td>
<td>ID</td>
</tr>
<tr>
<td>July 1 - 3 weeks</td>
<td>D2</td>
<td>ID</td>
</tr>
<tr>
<td>Aug 1 - 1 mo</td>
<td>D3</td>
<td>ID</td>
</tr>
<tr>
<td>Sept 1 - 1 mo</td>
<td>D4</td>
<td>ID</td>
</tr>
</tbody>
</table>

D1: ID who
D2: Schedule meetings & write drafts
D3: Route drafts for review

D1: ID Team
D2: ID Team
D3: ID Team

T1: ID who
T2: Schedule meetings & write drafts
T3: Route drafts for review
T4: Finalize document

T1: ID Team
T2: ID Team

D4: Develop criteria for who gets which letter
D5: Pilot
Proposed Future State Process

Permit Renewal Problem Statement: How do we enable everyone to get the application and permit done on-time?

-6 months
0 days
60 days
x days
365 days

• Customized Pre-App Meeting & assistance
• Smart Forms
• Digital application

Permit writer reviews for completeness & accuracy w/n 60 days or else by rule the permit is extended indefinitely until DEQ issues the renewal.

Days of extension is situation specific.
## Output Measures

<table>
<thead>
<tr>
<th>Measure Description</th>
<th>Level</th>
<th>Who should use it?</th>
<th>Frequency of Reporting</th>
<th>Status:</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Permit Renewals per year (coming due)</td>
<td>State Region Type, Industry Resource</td>
<td>All</td>
<td>Bi-Annually</td>
<td>Not currently reporting</td>
</tr>
<tr>
<td>% of Permit Renewals Current v. Overdue</td>
<td>State Region Type, Industry Resource</td>
<td>All</td>
<td>Quarterly – Current process Monthly - Recommendation</td>
<td>Currently reporting except not by region, type, resource</td>
</tr>
<tr>
<td>Days/Months Renewals Are Overdue (based on TRACS Expiration Date as opposed to adjusted due date) - histogram</td>
<td>State Region Type, Industry Resource</td>
<td>All</td>
<td>Monthly</td>
<td>Not currently reporting</td>
</tr>
<tr>
<td>Elapsed Time to Complete Permit Renewal</td>
<td>State Region Type, Industry Resource</td>
<td>All</td>
<td>Monthly</td>
<td>Not currently reporting</td>
</tr>
<tr>
<td>% of Time Spent on Permit Renewals v. All Other Work</td>
<td>State Region Type, Industry Resource</td>
<td>All</td>
<td>Monthly</td>
<td>Not currently reporting</td>
</tr>
</tbody>
</table>
## Process Measures

<table>
<thead>
<tr>
<th>Measure Description</th>
<th>Level</th>
<th>Who should use it?</th>
<th>Frequency of Reporting</th>
<th>Status:</th>
</tr>
</thead>
<tbody>
<tr>
<td>% and # of Renewals that achieve the 60 day completeness review</td>
<td>State Region Type, Industry Region</td>
<td>All</td>
<td>Monthly</td>
<td>Not currently measuring</td>
</tr>
<tr>
<td>% and # of Renewals that are deemed complete/accurate v. incomplete/inaccurate at first review (i.e. the 60 day period)</td>
<td>State Region Type, Industry Region</td>
<td>All</td>
<td>Monthly</td>
<td>Not currently measuring</td>
</tr>
<tr>
<td>Track via histogram the submittal date of applications as compared to the due date for resource forecasting</td>
<td>State Region Type, Industry Region</td>
<td>Leaders</td>
<td>Bi-annually</td>
<td>Not currently measuring</td>
</tr>
<tr>
<td>The # and type of additional information that is requested of the applicant - Pareto of types</td>
<td>State Region Type, Industry Region</td>
<td>All</td>
<td>Monthly</td>
<td>Not currently measuring</td>
</tr>
<tr>
<td>Hours/% of time spent on sub activities in the process e.g. pre-app process v. permit writing</td>
<td>State Region Type, Industry Region, Actual Permit</td>
<td>All</td>
<td>Quarterly</td>
<td>Not currently measuring</td>
</tr>
</tbody>
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