

Driving Change • Building Leaders



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-APP/OUTREACH PROCESS

Deliverables/Tasks

D#1: 2 renewal Pkgs

T1: ID who

T2: Schedule mtg/write drafts
20 weeks to send

T3: Route drafts for review
who reviews (content)

T4: Finalize letter

D#2: Develop "Pre-meeting Questionnaire"

T1: ID who

T2: Schedule mtg/write drafts

T3: Route drafts for review
who reviews?

T4: Finalize document

DATES

July 1 - 1 week

July 7 - 2 weeks

Aug - 1 mo

Sept 1 - 2 weeks

Aug 7 - 1 week

Aug 9 - 3 weeks

Sept 1 - 1 mo.

Oct. 1

WHO

PN, PC, PD

All PUs
2000-10-10
lead PUs
PUs

PU, PIO

All PU
Lead PU
PMT

D#3: Develop outline for pre-meeting

T1: ID Team

T2: Sched meeting/write draft
• Develop best practices

T3: ID tools and materials
• ID industry contacts on needs
Draft outline - which sources to ask

T4: Route for Review

• Finalize

DATES

July 1-10

Aug 1-10

July 7-30

Aug -

Sept

Aug -

Sept

Aug -

Sept

Aug -

Sept

D#4: Develop criteria for who gets which letter

T1: Incorporate into =)

D#5: PILOT

T1: ID source to pilot process

T2: Train staff to do Pilot

T3: Conduct Pilot (Oct-Nov)

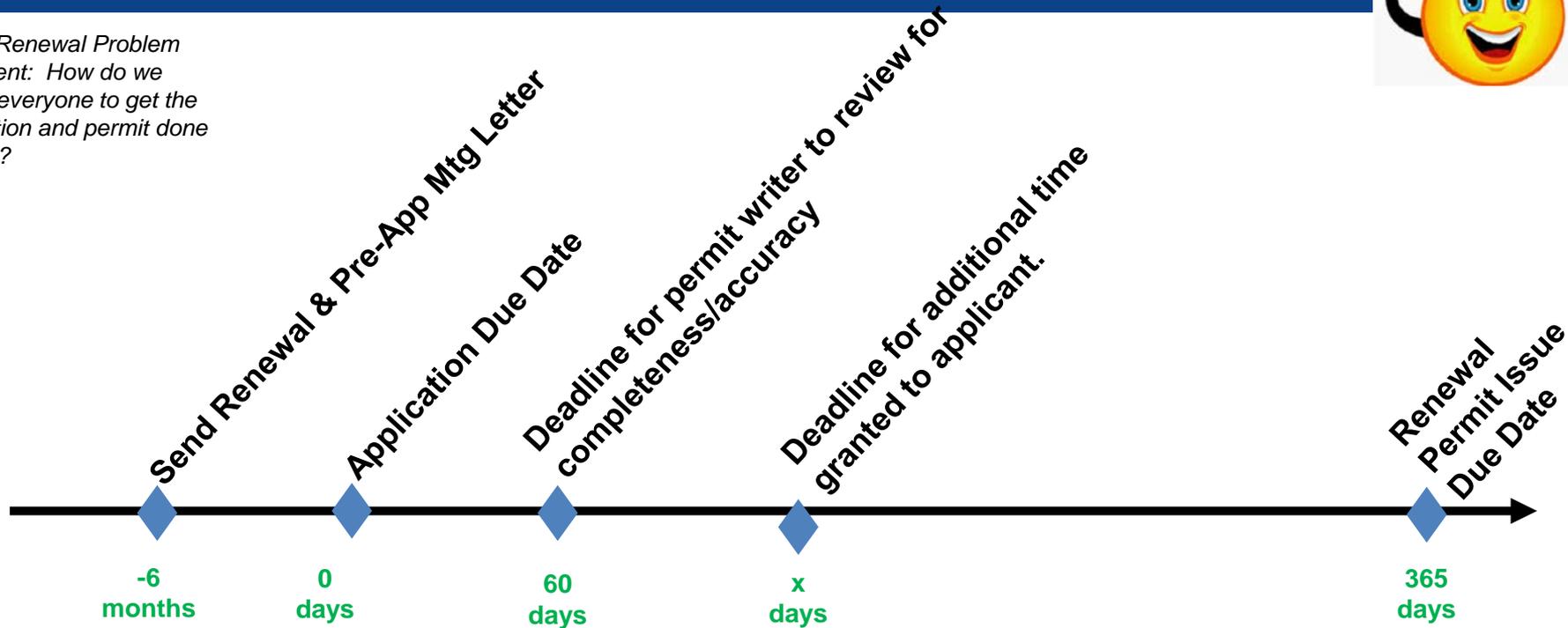
T4: Evaluate Results - April

Sept

Proposed Future State Process



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



- 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



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

Process Measures



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