

Driving Change • Building Leaders



Air Permit Backlog Kaizen

Sponsor Update 6.5.2018



Day One Accomplishments



Day 1

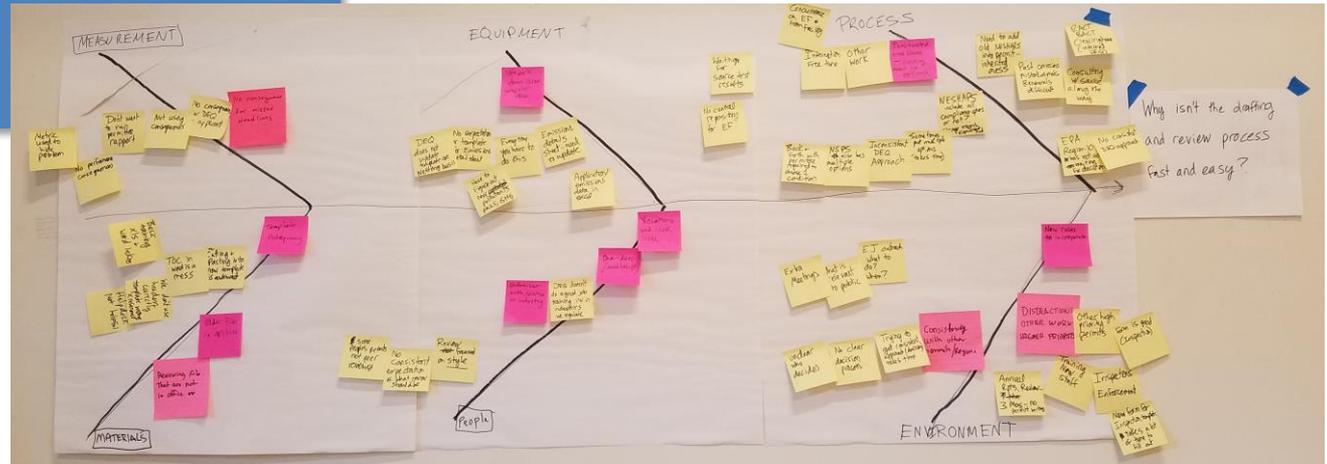
- Agreed on Problem Statement & Goals
- Reviewed High Level Process and Identified Pinch Points
- Reviewed and Confirmed Detailed Current State Process Maps
- Conducted Lean Analyses
 - Value-Adding
 - 8 Wastes

Day Two Accomplishments



Day 2

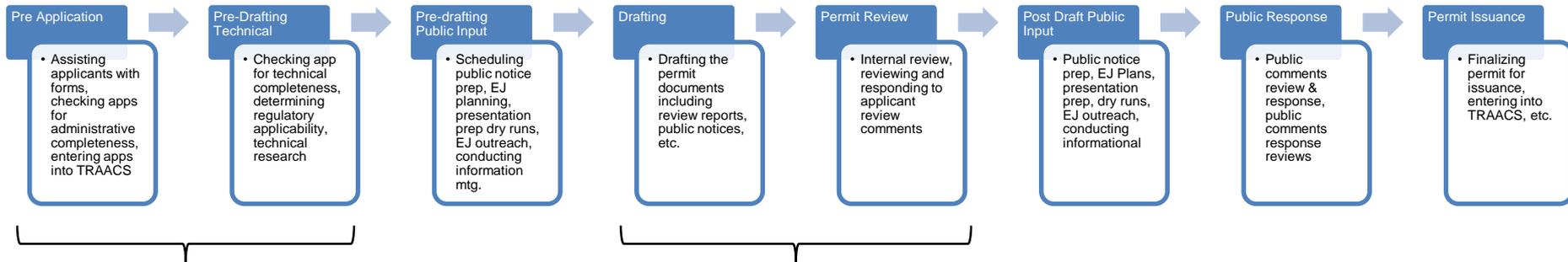
- Conducted Root Cause Analysis/5 Whys on the Key Themes from Lean Analyses
- Prioritized Areas for Improvement
- Created Mini Charters for Priority Improvements
- Begin to Brainstorm Solutions
- Sponsor Update



Pinch Points Themes



Title V Renewal



Themes:

- Multiple people working on the same thing unbeknownst to each other
- NESHAP
- Waiting on the applicant or application
- Back and forth between us and applicant
- Snail mail & paper processes
- Incomplete, wrong, defective application
- Teaching, counseling, coaching the applicant
- Not using web or checklists

Themes:

- Lack of clarity on level of detail needed
- Documents not online and time wasted searching
- Multiple templates, broken templates, including table of contents
- Lack of SOPs
- Waiting for internal review
- Emission detail sheets
- Lack of check lists
- Right resource on the right work: talent maximization

Top Nine Improvement Areas

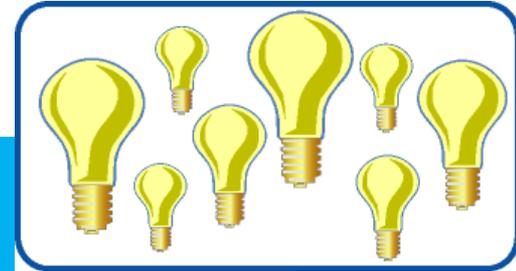


- Improve tools and forms to better assist the applicant
- Improve pre-application outreach/assistance process
- Improve emission detail sheets from applicant submittal to final document
- Reduce time and effort spent on rework and review in the Drafting and Review process

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



Day 3

- Continue Brainstorming Solutions
- Design Future State Lean Process Solutions
- Change Management Assessment & Planning
- Implementation Planning Preparation
- Sponsor Update