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
Pre Application
- Assisting applicants with forms, checking apps for administrative completeness, entering apps into TRAACS

Pre-Drafting Technical
- Checking app for techcompleteness, determining regulatory applicability, technical research

Pre-drafting Public Input
- Scheduling public notice prep, EJ planning, presentation prep dry runs, EJ outreach, conducting information mtg.

Drafting
- Drafting the permit documents including review reports, public notices, etc.

Internal review, reviewing and responding to applicant review comments

Post-Draft Public Input
- Public notice prep, EJ Plans, presentation prep, dry runs, EJ outreach, conducting informational

Public Response
- Public comments review & response, public comments response reviews

Permit Issuance
- Finalizing permit for issuance, entering into TRAACS, etc.

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

Title V Renewal

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