



Bernie Evans, Ric Pirolli (Champion), Bob Hannon, Lidia Howard, Lou Corsino (Team Leader), Debola Bamgbose, Valerie Galo, Lakiesha Christopher, Jim Grillo, April Desclos, Gary Rose (Sponsor)

NEW SOURCE REVIEW AIR PERMITTING PROCESS LEAN IX – JANUARY 24-28, 2011

LEAN AT DEP

- ✘ Lean is an approach to process improvement and provides a set of methods that seek to eliminate non-value added activities or waste in a process
- ✘ Dedicated week long Lean events are key to making rapid, breakthrough improvements to a process while at the same time empowering the participants and giving them ownership in the process

TEAM CHARTER

- ✘ Due to the complexity of the reviews, the Major New Source Review Permitting Process currently takes over 1 year to process.
- ✘ The timeframes included in Public Act 10-158 are a challenge to meet for the most complicated cases
 - + 60 Days to Notice of Insufficiency or Sufficiency
 - + 180 Days to Tentative Determination from date application becomes Sufficient

PROJECT SCOPE

- ✘ Utilize Value Stream Mapping to identify opportunities for improvement in New Source Review permitting process
- ✘ Develop new standards for technical sufficiency reviews
- ✘ Improve quality of applicant's BACT analysis



LETS GET STARTED



CURRENT STATE - VALUE STREAM MAPPING

Type of Step	Current # of Steps
Value added = Green	31
No Value Added = Red	20
No Value Added but Necessary = Yellow	18
Waiting = Purple	6+
Transport = Blue	50
Total	125+



ANALYSIS OF CURRENT STATE

✘ Opportunities for Improvement

- + Technically incomplete applications cause delays during review process
- + Excessive transportation of application
- + Multiple review loops
- + Lack of proper forms and guidance for the most difficult technical review processes, BACT, PSD, Non-Attainment, etc.



GUESTS – SUPERVISORS



Kiernan Wholean and Susan Amarello

- ✘ Explained differences in app review during case assignment
- ✘ Re-Works from them are 90% minor, 10% technical
- ✘ Consistency between permitting groups
- ✘ Issues with consistent formatting with different printers

WOW! MOMENTS

- ✘ Application Preparation & Outreach Workshops
- ✘ Strongly Suggest Application Review Meetings for Major Sources
- ✘ Improved Sufficiency Review
- ✘ Electronic Workflow
- ✘ Re-delegation of Signatory Requirements
- ✘ Create Permitting Manual for Permit Engineers
- ✘ Create CT BACT database & other tools



GUESTS – EPA



Ida McDonnell and Donald Dahl

- ✘ Suggested Pre-application meeting
- ✘ Outreach Workshops were good idea
- ✘ Draft permits to Applicant and Enforcement prior to TD
- ✘ Good BACT reviews

GUESTS – APPLICANTS & CONSULTANTS



Mike Anderson, Mike Holzman, Chris Santucci, Tanja Ashlin, Mark Sussman

- ✘ Excited about Workshop idea
- ✘ Consistency between permitting workgroups
- ✘ Appreciate opportunity to see draft before TD
- ✘ NOx Offsets Availability, CT Bank of Offsets
- ✘ More Tools from DEP to aid in app preparation

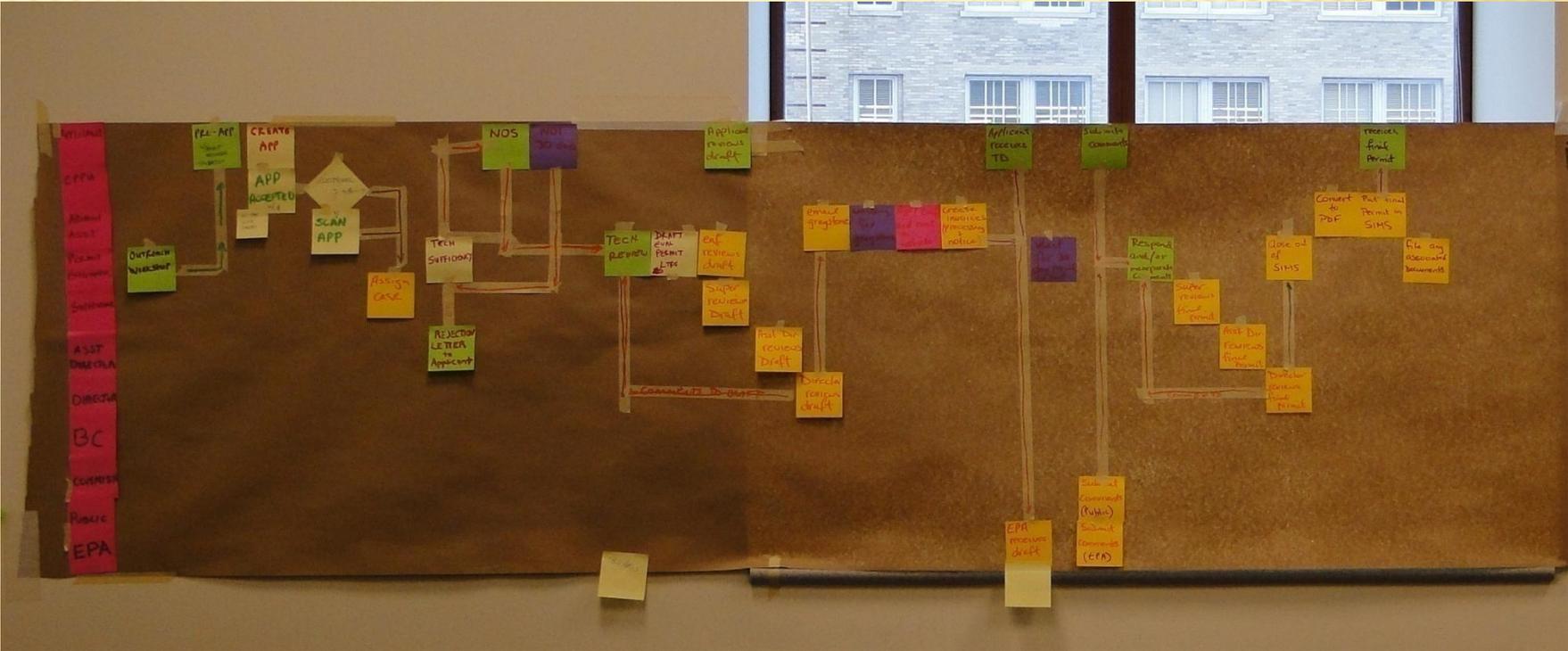
MOTHER NATURE INTERVENES....AGAIN



LET'S GET IT DONE!

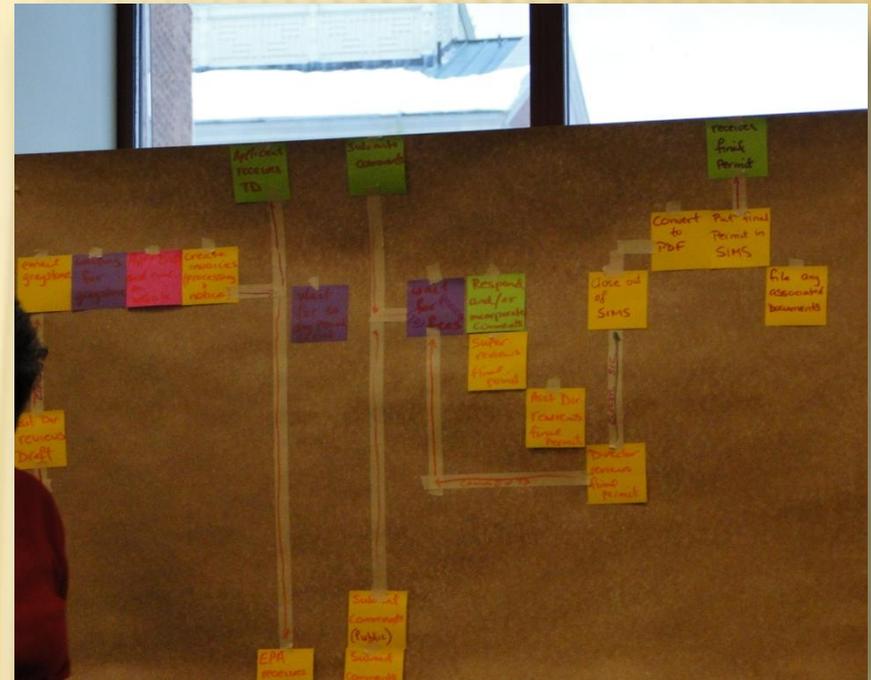


FUTURE STATE



FUTURE STATE – VALUE STREAM MAPPING

Type of Step	Current # of Steps	Future # of Steps
Value added = Green	31	10
No Value Added = Red	20	1
No Value Added but Necessary = Yellow	18	23
Waiting = Purple	6+	4
Transport = Blue	50	1
Total	125+	39
<p>% REDUCTION IN THE NUMBER OF TOTAL STEPS = 69%</p>		



IMPLEMENTATION PLAN TASKS



- ✘ Create Application Review Meeting SOP w/std agenda
- ✘ Create Sufficiency Review Checklist
- ✘ Change Signatory Delegation of Letters/Permits
- ✘ Publish More Information online Regarding NOx Credits

IMPLEMENTATION PLAN TASKS



- ✘ Research and Develop Methods for Electronic Application Submittal (on CD initially)
- ✘ Develop Electronic Workflow SOP
- ✘ Create SOP for Supervisor Case Assignments
- ✘ Create and Populate CT BACT Database

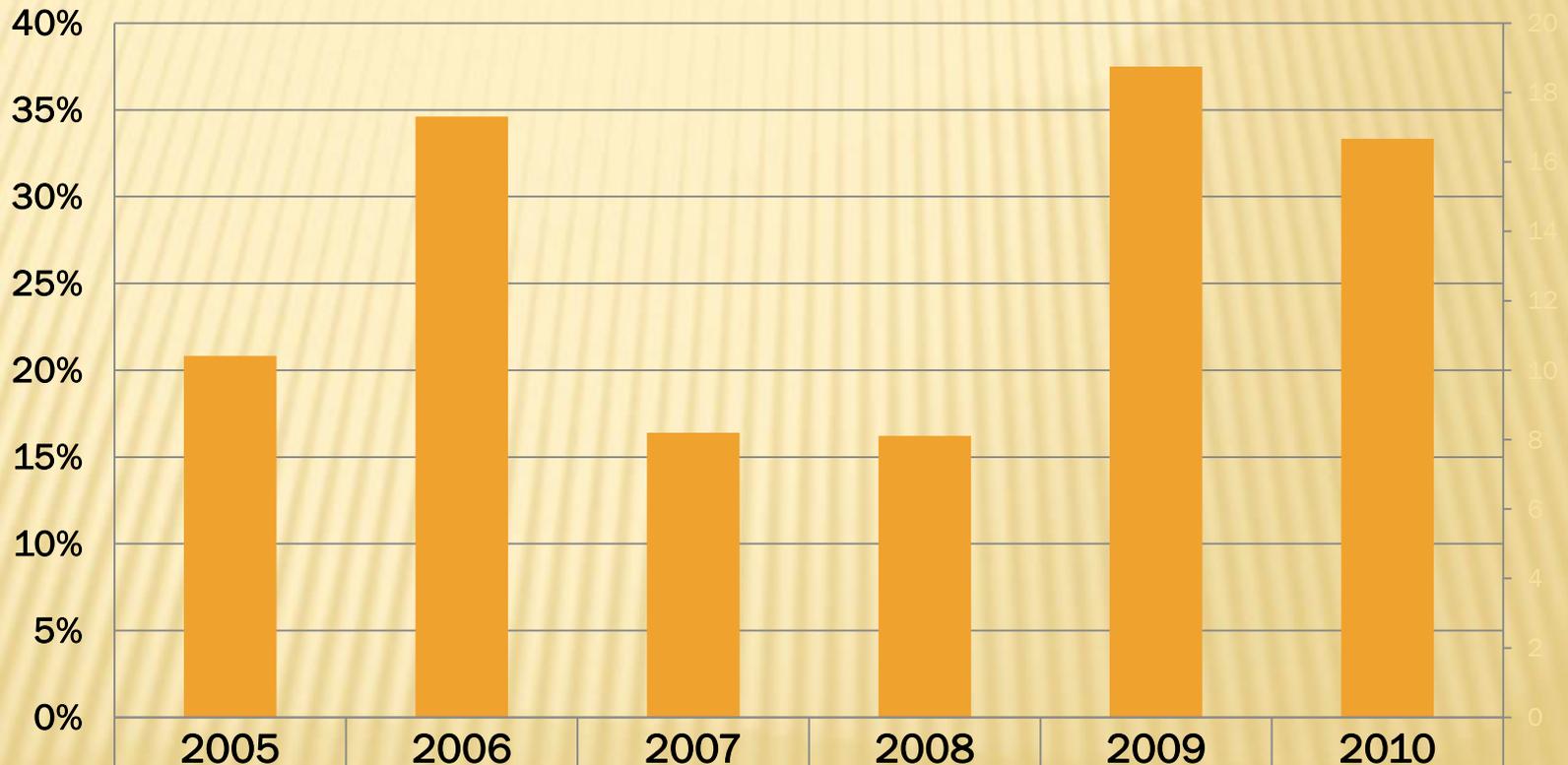
IMPLEMENTATION PLAN TASKS



- ✘ Update or Create Forms where needed (PSD, Non-Attainment)
- ✘ Create a Permit Engineer SOP (Permit Manual)
- ✘ Develop Outreach Workshops/Videos

KEY PERFORMANCE INDICATORS (METRICS)

- ✘ 100% of NSR apps deemed sufficient within 60 days from date of receipt
- + 2005-2010 – 59 New NSR apps (25%) did not meet this time frame



■ % > 60 days

21%

35%

16%

16%

38%

33%

> 60 days

10

18

10

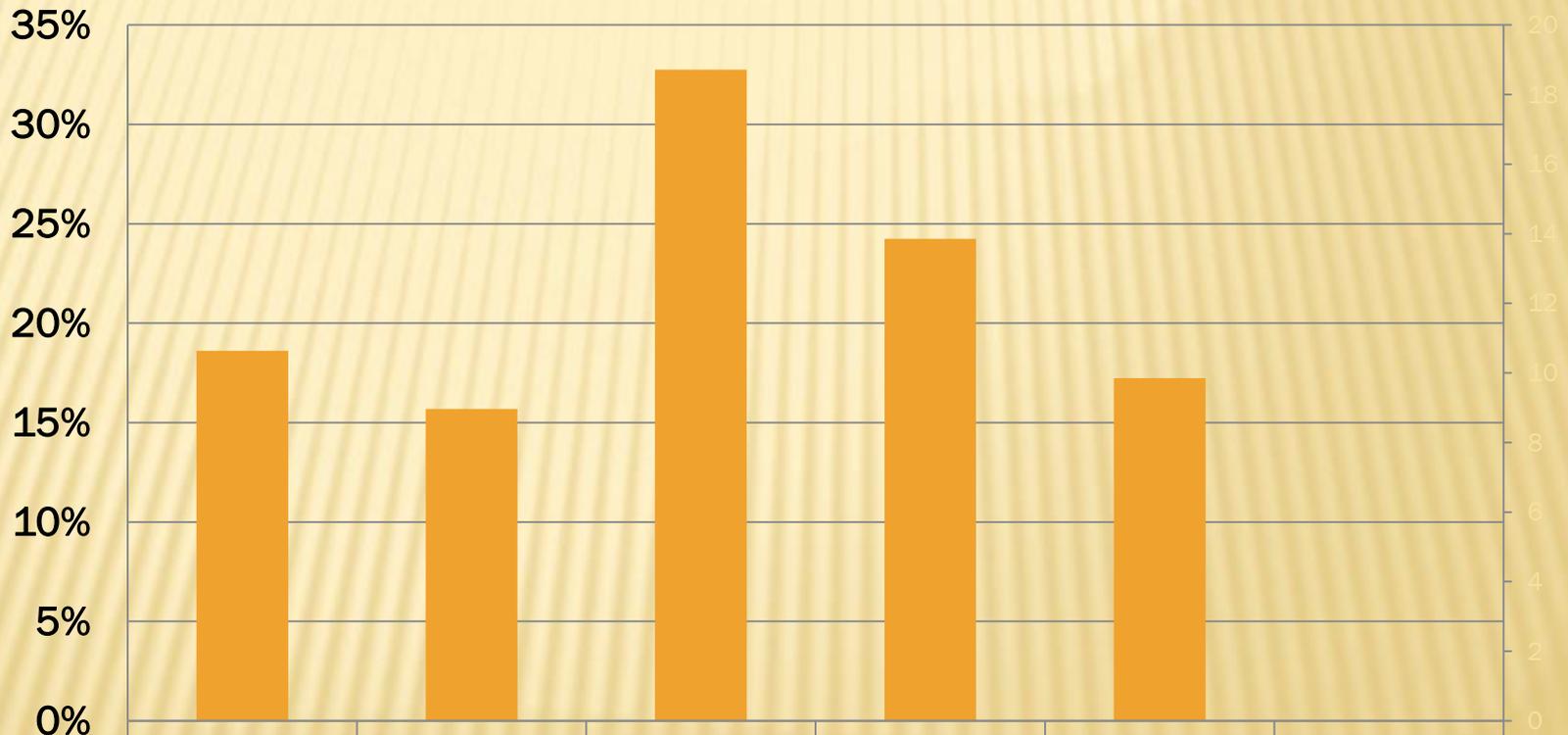
6

12

3

KEY PERFORMANCE INDICATORS (METRICS)

- ✘ 100% of NSR apps at TD within 180 days after becoming sufficient
 - + 2005-2010 – 48 apps (21%) did not meet this time frame



	2005	2006	2007	2008	2009	2010
■ % > 180 days	19%	16%	33%	24%	17%	0%
# > 180 days	8	8	19	8	5	0

KEY PERFORMANCE INDICATORS (METRICS)

- ✘ Overall processing time reduced for New NSR apps
 - + 2005-2010 – 276 days avg processing time with 52 apps (24%) greater than 365 days



KEY PERFORMANCE INDICATORS (METRICS)

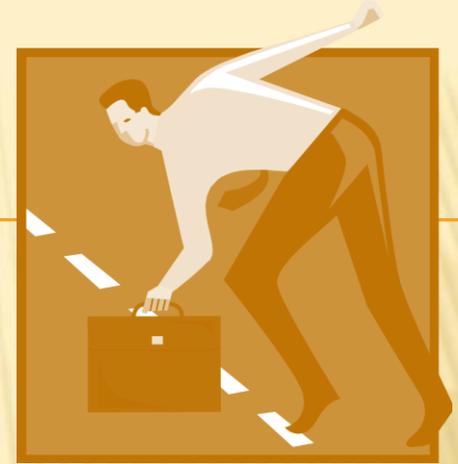
- ✘ 100% of Major Sources attend pre-application meeting shortly before application submittal
 - + Currently not required

- ✘ Success rate of apps that go through an application review meeting versus those who don't

- ✘ Sign-off chain time reduction
 - + Current estimated average – 27 Days Total
 - ✘ Sufficiency – 5 days (3 signatures)
 - ✘ Tentative Determination – 16 days (4 signatures)
 - ✘ Final Permit – 6 days (5 or 6 signatures)



WE HAVE ONLY JUST BEGUN



✘ What did we learn?

- + Lots of No-Value Added Steps in Current State
- + Lean Process enabled us to see the inefficiencies in our current process

✘ Summary

- + Work closer with applicant earlier in process
- + Switch from paper to electronic workflow where we can
- + Implement what is currently achievable in order to get to ideal state

QUESTIONS OR COMMENTS?

- ✘ Questions or Comments can be directed to:

Louis.Corsino@ct.gov

(860) 424-3544