

Project Charter

Project Name: Air Construction Permit Process

Date Chartered: February 2012 – Modified April 11, 2012 and April 24, 2012

Expected Completion Date: July 13, 2012

Team Leader: John Hammen, SER

Team Goal/Mission:

The purpose of this team is to analyze and streamline the steps taken by the Air Management program in making a source specific construction permit decision from the time an application is received.

The team will implement improvements that accomplish the following:

1. Reduce DNR staff time required for the process for issuing air construction permits.
2. Reduce the amount of time it takes for the customer to receive an air construction permit from the time of a complete application.
3. Reduce the opportunities for delays in the process.
4. Improve customer satisfaction.
5. Reduce internal and external administrative costs.
6. Simplify the process.

Measure(s) to be used to determine success:

How will we quantify our progress?

1. DNR staff time is reduced by 5%. This will be measured by comparing program days/permit to baseline established for CY2011.
2. Customer receives a construction permit either:
 - 2.1. on average in 80 days or less from a complete application. All permits, with the exception of a Green Tier permit(s), will be included. This will be measured by using the information in WARP; or
 - 2.2. on average in 58 days or less from a complete application. All permits, with the exception of a Green Tier permit(s) and outlier(s) of 300 days or more, will be included. This will be measured by using the information in WARP.
3. Improved customer (applicant) satisfaction by meeting expectations by issuing construction permits within 100 days from a complete application 95% of the time. This will be measured by using the information in WARP.
4. The process will be simplified by reducing the number of process steps or the number of hand-offs between DNR staff. This will be measured by comparing to existing process.
5. Reduce by 5% the time associated with process steps that DNR controls between initial submittal of a construction permit application and the point at which the application is deemed complete.

Team Members:

1. Andy Stewart, Permit and Stationary Source Section Chief
2. Jeff Johnson, Acting Deputy Bureau Director
3. Steve Dunn, Central Office Construction Permit Team Leader
4. Ruhun Goonewardena, SER Construction Permit Writer
5. Dave Minkey, NER Construction Permit Writer
6. Peggy Hoene, Business Support & IT Section

Issues to be addressed:

1. Inconsistencies during the steps of the permitting process.
2. Staff time involved in the process.

3. Number of overall steps in the process.

Expected Results:

What will be in place when we are done?

1. A standard operating procedure that is followed statewide.
2. Clear roles & responsibilities
3. Consistent implementation of responsibilities
4. Defined metrics to track progress

Support/Resource People:

Who will we need assistance from besides the team members?

1. Legal review may be needed to review new process to ensure no requirements are missed.
2. Air Management Team to support proposed changes to existing process.
3. Steve Bogost, Business Support & IT Section, to create additional tracking ability in WARP.

Responsibilities and Boundaries:

What areas will the team look at and what areas will the team NOT look at?

1. Will look at process, roles and responsibilities
2. With respect to Measure #5 – Will only look at internal process steps within DNR's control during the time between submittal of the application until a complete application is received.
3. Will **not** look at changes that require rulemaking (e.g., new exemptions)
4. Will **not** look at new types of permits.
5. Will **not** look at application forms or required content
6. Will **not** look at technical aspects of engineering review (this will be included in a subsequent Lean Project)



DNR Lean Project - Final Report

Project Name: Air Management Construction Permits

Project Team Leader: John Hammen

Project Purpose: Analyze and Streamline the steps taken by the Air Management program in making a source specific construction permit decision from the time an application is received.

Project Team Members: Steve Dunn, Ruhun Goonewardena, Peggy Hoene, Jeff Johnson, Dave Minkey, Andy Stewart and John Hammen (and technical assistance from Jeff Weatherly)

Summary of Improvements: See attached Project Implementation Plan

Project Results:

Goal	Baseline	Target	After Phase I Improvements	After Phase II Improvements	Goal Met?
Reduce DNR staff workload (1)	164 days	156 days	154 days	152 days	Yes
Reduce Lead (delivery time) (2.1)	87 days	80 days	80 days	80 days	Yes
Reduce Lead (delivery time) (2.2)	64 days	58 days	57 days	57 days	Yes
Improve Customer Satisfaction (3)	77%	95%	95%	95%	Yes
Simplify the Process (4)	38 steps	<38 steps	27 steps	20 steps	Yes
Reduce DNR controlled time between receipt and complete application (5)	35 days	33 days	32 days	30 days	Yes
Ensure Staff and Customer Safety					n/a

Project Cost:

	Hours	Dollars
Project Team Leader	160 (thru 07/06 pp)	
Project Team Members	474 (thru 6/30 pp)	
Meeting Costs		\$2,886
Improvement Costs		\$ -0-
Total	634	\$2,886

Recommendations for Future Code/Statute Changes: See attached Opportunity Chart

Lessons Learned:

DNR staff have great ideas about how to do the job even better.

DNR staff have a remarkable dedication and commitment to their work.

All process improvements were developed with the goal of having the permit application be successful. Lean Six Sigma is a worthwhile –but time intensive -tool for continuous quality improvements. Solid training is essential.

Team had strong Bureau and Division support as well as encouragement to be innovative and creative.

