

Project Charter

Project Name: **High Capacity Well Approval Process**

Date Chartered: **November 16, 2012**

Expected Completion Date: **April 30, 2013**

Team Leader: **Eric Ebersberger**

Team Goal/Mission:

Analyze and redesign the High Capacity Well Approval process to incorporate the 2011 Lake Beulah Supreme Court decision conclusions, Water Use regulatory program requirements, and other required reviews (ex. NHI, arch/cultural). Implement improvements and a design that accomplish the following:

1. Design an efficient review process that protects waters of the state from significant adverse impact and can be accomplished with the current staffing level.
2. Minimize the amount of time it takes for the customer to receive an approval.
3. Integrate the Water Use program requirements into the process.
4. Redesign application and application process to improve the quality of submitted applications;
5. Ensure that all data needed by other DNR programs is entered into the Drinking Water System (DWS).
6. Design a concise, straightforward approval document;

Measure(s) to be used to determine success:

1. Customer receives an approval or denial within 65 or fewer business days.
2. The number of hand-offs (and waiting time) between DNR staff is reduced
3. A standard operating procedure is created and all applicable staff are trained on the new procedures. The new procedures include appropriate data entry requirements.
4. A process measurement system is established.
5. A process "owner" is identified with responsibilities and authorities.
6. More complete applications are received.

Team Members: Rachel Greve, Larry Lynch, Bob Smail, Dave Johnson, Paul Kozol, Jim McLimans, Lee Boushon, John Marchewka, Dan Helsel, Chris Fuchsteiner, Ian Anderson.

Issues to be addressed:

1. Coordination of all DG program requirements into the process.
2. Complexity of the high cap approval document.
3. Delays due to hand-offs – potential for cross-training on groundwater quantity reviews and well construction review
4. Applicant consultation – how much time is spent with whom (e.g., landowner, consultant, legal counsel, driller); what is most effective and efficient
5. Lack of measurement system for each of process steps.
6. Lack of clear definition of process "owner" and their responsibilities
7. Appearance of 2 to 3 different "processes" depending of type of well (potable, non-potable, community)

Expected Results:

1. Consistent and efficient process that everyone understands.
2. Clearly documented process and roles including process "owner", management expectations and authorities.
3. Updated application materials, approval document, and webpage.
4. Clearly defined process measurement system.

Support/Resource People:

Legal Services (Judy Ohm), Mark Pauli, Fisheries Staff, Wetland Staff

Responsibilities and Boundaries:

The team will design a process that works with the current state of our water use and high capacity well data-systems. The high capacity well application process may, however, be a viable SharePoint application.



DNR Lean Project - Final Report

Project Name: High Capacity Well Application Processing

Project Team Leader: Eric Ebersberger

Project Purpose: To redesign the high capacity well approval process to minimize the application processing time while incorporating process changes made necessary by the Supreme Court's *Lake Beulah* decision and water use program regulatory requirements. To develop a consistent, efficient, repeatable and understandable process, including improvements to high capacity well application and approval documents.

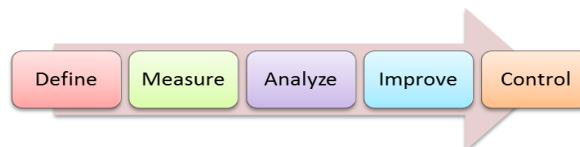
Project Team Members: Rachel Greve, Larry Lynch, Ian Anderson, Bob Smail, Dave Johnson, Paul Kozol, Jim McLimans, Lee Boushon, John Marchewka, Dan Helsel, and Chris Fuchsteiner.

Summary of Improvements:

- Streamlined and simplified the non-potable high cap well application form;
- Simplified application data entry to reduce time spent, eliminate redundancies, and record additional key information;
- Automated aspects of the initial application review and shifted aspects of the review from hydrogeologists, allowing them to focus on the hydrogeologic review;
- Proposed to migrate database information from several sources to one source;
- Designed a triage system to rank application complexity and allow expedited review of applications posing minimal risk for adverse environmental impacts;
- Designed a screening protocol to identify wells requiring additional groundwater quality review;
- Reduced the number of handoffs from 4 to 2
- Streamlined the well approval form to focus on and clarify well construction and operation information.

Project Results:

Goal	Baseline	Target	Expected After Improvements	Goal Met?
Reduce DNR staff workload.	529 min/app	388 min/app (323 at full implementation)	323 min/app	
Reduce Lead (delivery time).	Max=315 Median=52 Mean=59 SD=49	Max=90 Median=28 Mean=28 SD=21	Max=90 Median=28 Mean=28 SD=21	



Improve Customer Satisfaction.	Survey internal and external.	Increased transparency; better and more visible tracking; and more consistent and predictable timelines.		
Ensure Staff and Customer Safety.				

Amount of staff time saved per year in hours: 524 hours

How will that time be reinvested?: In groundwater quality analyses and increased private well inspections and reduced LTE time.

Project Cost:

	Hours	Dollars
Project Team Leader	123	\$ 4,800
Project Team Members	430	\$12,700
Meeting Costs		\$
Improvement Costs		\$
Total	553	\$17,500

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

Lessons Learned:

- Gather the data.
- Break the process into steps.
- Encourage each team member’s input.
- Improving processing of 80% of the applications—as challenging as that is—will be less difficult than addressing the remaining 20%.
- Make sure you have people on the team with a fresh perspective on the process, e.g., those who haven’t logged in significant time in state service.