

Department Natural Resources

Air Quality



**TITLE V
REPORT-OUT
OCTOBER 17-20, 2016**



Why Are We Here?

Lori



- Ensure process is efficient
- Minimize missing information



Team “Hanson’s Heroes-Always A Challenge”

Holly

- Tony Daugherty, Linn Co.
- Chris Kjellmark, DNR
- Jessica Reese McIntyre, DNR
- Tom Day, Quaker Oats
- Justin Ford, GPC
- Nina Harbaugh, Brand FX
- Terry Noteboom, Pella
- Bruce Stainbrook, Altec
- Ryan Carlson, MidAmerican
- David Peter, EPA Region 7
- Dennis Thielen, DNR
- Holly Vandemark, DNR Field

Sponsor:

Catharine Fitzsimmons, DNR

Facilitators:

- Marcia Tope, DOM
- Michelle Wilson, DNR

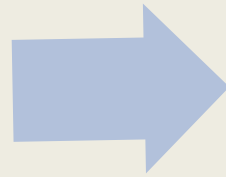


Event Scope

Terry



DNR notifies the applicant that their application is due



Final permit is issued by the DNR

Baseline – Where We Are Today

Jessica



Current State

- Lead time for Title V delivery of permits
 - 18 Months Federal Requirement **54%**
 - 8 month goal Internal Requirement **72%**
- Time spent waiting for information once technical review begins - **Unknown**

Goals for future state

- Decrease lead time for Title V delivery of permits – 15% decrease in total Lead Time
- Reduce time spent waiting for information once technical review begins – **Developed Metrics**

How Do We Get There?

Tony



1. Identify opportunities and develop a strategic plan for Title V and stakeholders to facilitate improvements to the process. This will be prioritized plan of high impact, relatively simple changes that are quick to implement and also more complex changes that will occur over time.
2. Enhance application success – reduce additional information requests.
3. Revisit the 2012 Value Stream Mapping Event – crosscheck on ways to improve communication within the process.
4. Outline opportunities for efficiency when e-application goes live in fall of 2017.
5. Provide information on our suite of services – promoting the services we provide

What is Value Stream Mapping?

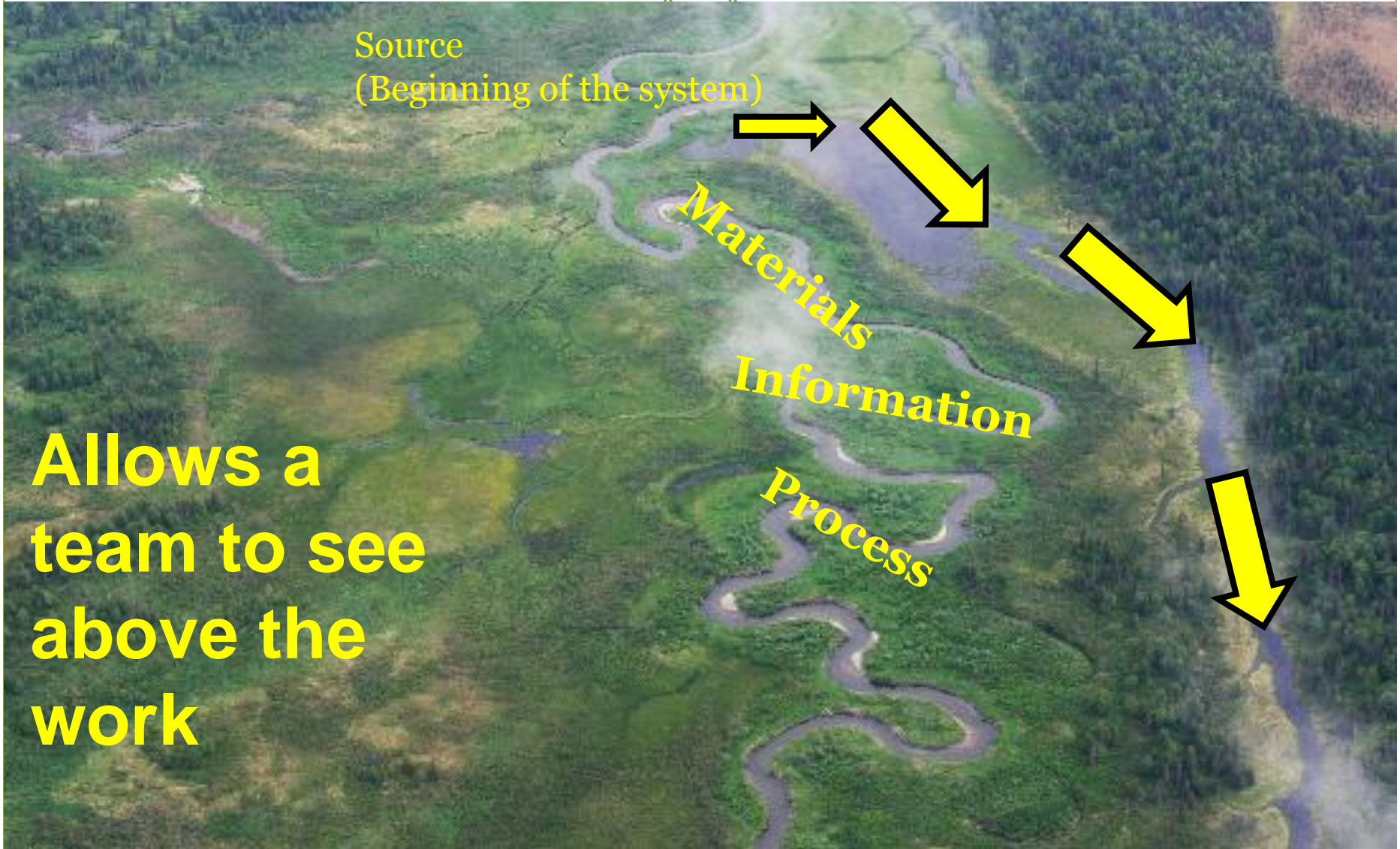
Justin



Source
(Beginning of the system)

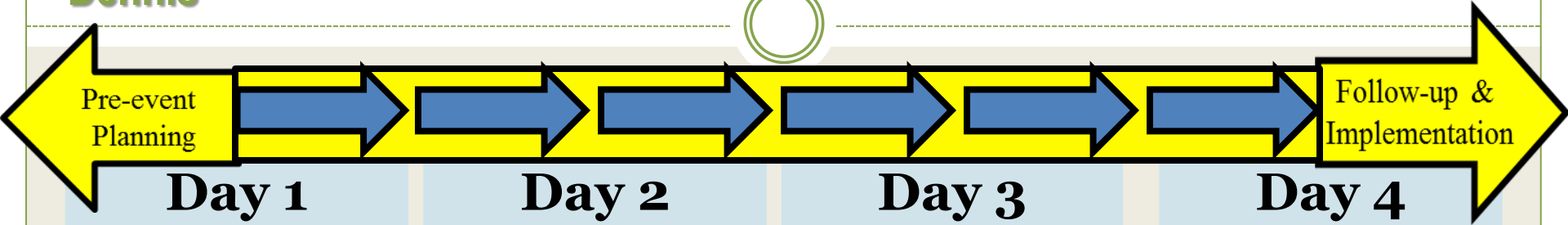
Materials
Information
Process

Allows a
team to see
above the
work



VSM Event Schedule

Dennis



Day 1	Day 2	Day 3	Day 4
<p>VSM Training</p>	<p>Map Current Process (Cont.)</p>	<p>Design Future State/ 7 Questions</p>	<p>Create Plan for Implementation</p>
<p>Review Charter</p>	<p>Analyze Current Process Performance</p>	<p>Work to Achieve Future State</p>	<p>Report out</p>
<p>Map Current State</p>	<p>What Did You See</p>		<p>Celebrate</p>

Current State

Chris, Ryan



- Streamlined processes
- Lots of back and forth
- Missing information
- Customer oriented

Future State Map

Chris, Ryan

- Pre-meeting and Pre-Technical Review meeting options
- Metrics to determine missing information and process flow
- Evaluation and improvements to application forms



Current vs Future State Data

Tom



	Current State	Future State
% Correct and Accurate	7%	27%

Discussion & Consensus

Tom



Simpler – Faster – Better

Jessica



- Add to the Title V SOP the request for critical electronic spreadsheets from applicant
- Create in Air Quality, a shared directory for just-in-time sharing of data between Air Quality sections relevant to Title V permitting

Time Line

Nina



30 Day

- Communication Plan

30 Day

- Quick & Simple Items

30 Day

- Metrics

9 mths

- Pre-Meetings

9 mths

- Forms Evaluation

Communication Plan

Lori



WHAT	WHO	WHEN
Updating staff on VSM process	Lori Hanson	Daily During Event
High-level summary from event to share about the event focus and outcome	All Agency Staff	Next Bureau Staff Meeting
Formal Communication plan completed (internal/external)	Lori Hanson	30 days

Team Member Experience

Bruce, Tom



Strengths

- Well defined
- Instruction section - Solid, Detailed
- Allows to save as working on it
- WORD is a benefit
- Gathers the right information need to get permit
- Meets minimum requirements of part 70 & Iowa admin. Code
- ADA compliant
- Form generally consistent over time (just the details change)
- Part 2 changes - copy + paste, reductions in length
- Information gathered can be used in other DMR programs
- Emissions inventory forms same

Weaknesses

- Lots of information requested ^{some} in many places, multiple places different ways
- Word vs adobe form
- Inherently a challenge
- Questions asked that are already known to agency (renewal)
- Customer repeatedly asked questions "verbally" that are not on app forms currently
- Forms only in word + adobe
- Forms not match the amount ^{size} of room need for info. - Not expand

Functionalities

Opportunities

- Check Box** ^{with appropriate deliberations}
- Use existing forms from ⁱⁿ construction to complete Title V form
- Reference construction permit ^{active}
- Maybe some shared forms between construction + Title V
- Is ALL the information required ^(date fields)
- Review records retention schedule
- Copies of forms from past permits ^(before to go)
- Use metrics data to find what data is missing from application
- Review SOP to align with what is asked for in application

Threat of Not changing Ap

~~Application~~

- Cost of doing business ^{A reliable} ^{hours}
- Continued Turnover
- Backlog
- Delays
- Billable Hours ^{Things that don't change "die"} ^{It's not been considered for} ^{compliance/consistency}

Threats of changing

- Legal ramifications if not follow correctly
- Withdrawal of applications ^{Learning curves}
- More back forths
- Not aware of changes ^{applicable to work}
- Missing all customers' needs ^{causing an imbalance of workload industry wide}

