



Process Improvements for Issuance of Individual AZPDES Permits

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- Background



- Challenges



- Process Improvements

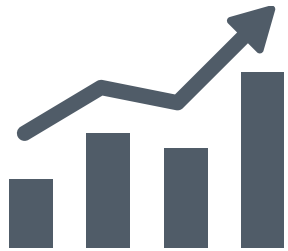


- Benefits and Results





- January 2013 – Kaizen Goals
 - Reduce permitting timelines
 - Improve customer interactions



- Agency adopted strategic Goals
 - Support Environmentally Responsible Economic Growth
 - Reducing Permit Lead Times



1. We don't make widgets.



Once you define your service product – you can better measure and manage it!

2. We don't have customers.



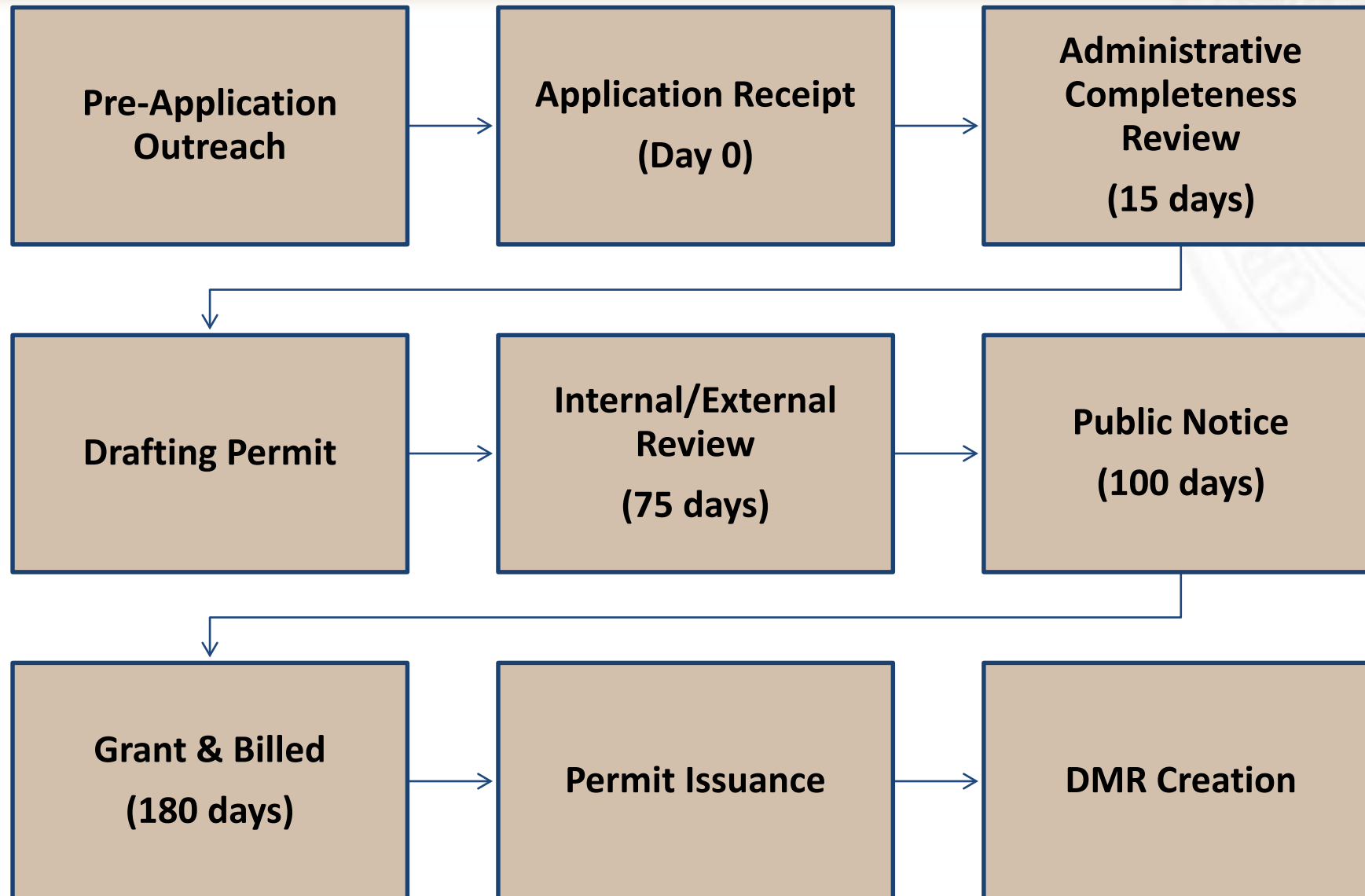
All processes should have an end user.
There is no industry with more confusion about the customer than government.

3. We're not here to make a profit.



We do make a profit – but it's in the form of the RESULTS we produce from our services.

The Permitting Process



- Improved Customer Interactions
 - Pre-Application Outreach
 - Internal / External Review
- Standard Work
 - Step-by-Step Instructions
 - Permit and Boilerplate Templates
- Visual Management via Process Flow Board

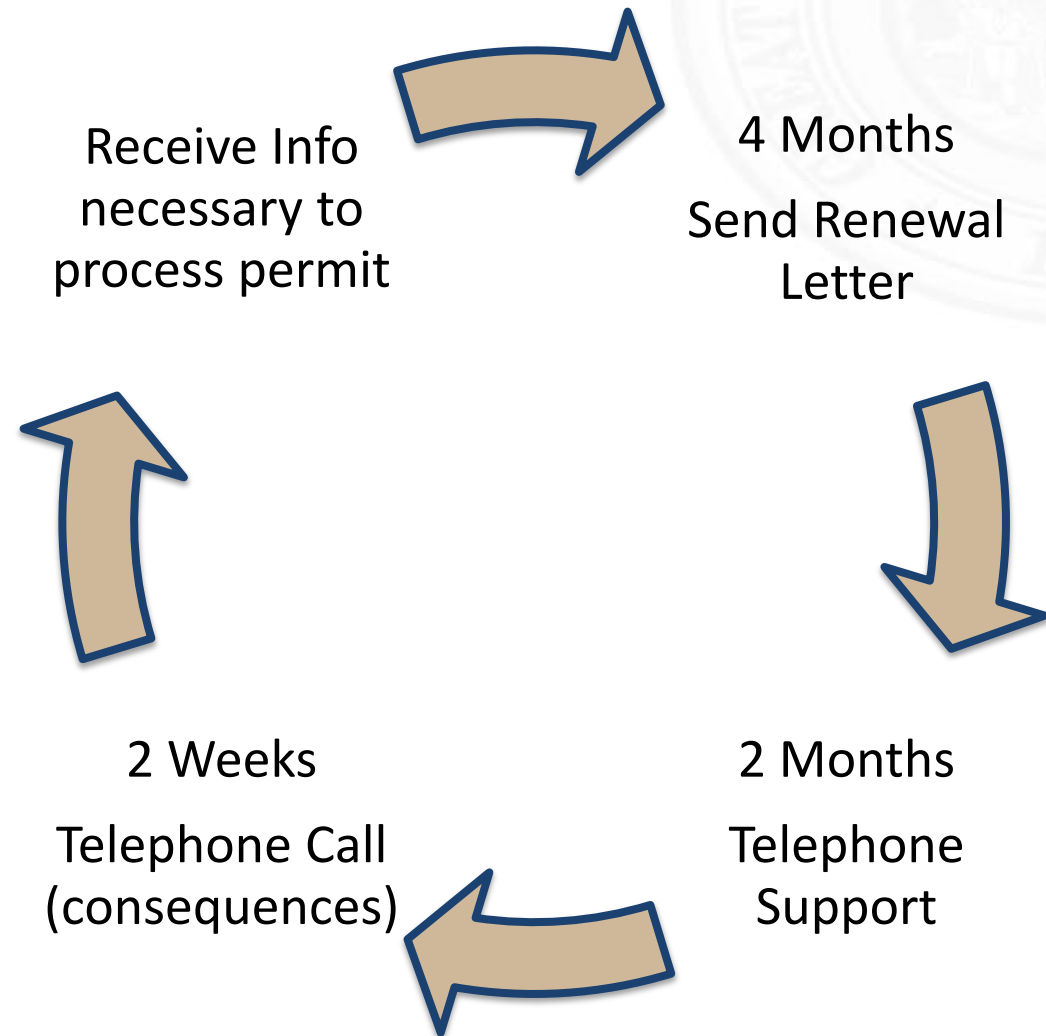


Problems:

- Missing or Incomplete Data
- Late Application / Risk Lapse of Permit Coverage

Solution: Pre-Application Outreach

- Clear Communication of Expectations
- Data Summary Sheet
- Description of Consequences for failure to submit application on-time



Problems:

- Delays in Public Comment Period
- Lack of agreement on permit conditions
- Lack of understanding of permit requirements results in non-compliance

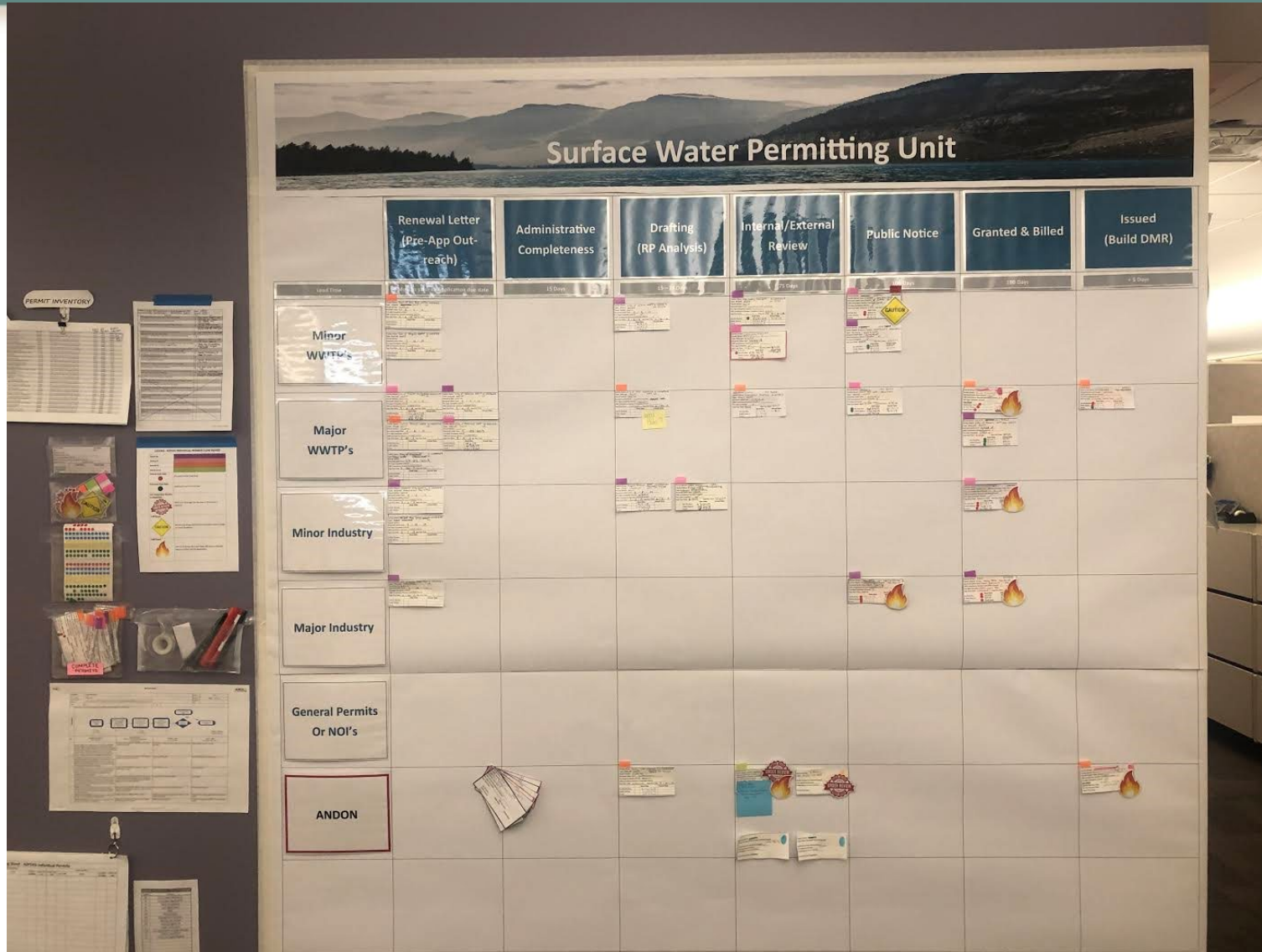
Solution: Internal / External Review


- Receive informal feedback from permittee and EPA prior to Public Notice
- Minor Issues addressed
- Clarifications can be made
- Develop compliance checklist for permittee review to improve compliance rates


Standard Work Steps and Actions Critical to Quality

	Renewal Letter (Pre-App Outreach)	Administrative Completeness	Drafting (RP Analysis)	Internal/External Review	Public Notice	Granted & Billed	Issued (Build DMR)
Goals (Days)	----	15 Days	----	75 Days	100 Days	180 Days	----
SW CTQ Steps	1. Renewal Letter Sent	1. LTF Created	1. Begin Substantive Review and study previous permit files	1. Supply Draft to Internal External Distribution List	1. Supply Draft FS, Permit, and PN Text to Administrator for Publication Processing	1. Prepare Black Folder per Routing Slip	1. Final TTS hours Logged
	2. Permit support provided by email, mail, or phone	2. Application receipt and completeness or deficiency letter sent	2. Collect data in ECHO, Mongo, Lab Reports as applicable	2. Allow 15 days for review and process any revisions	2. Supply Draft FS, Permit, and PN Text to Communications for Website and Gov Delivery Publication	2. Response to comments included if applicable	2. Black Folder Routed to Billing
	3. AZPDES Application Data Summary Excel Sheet supplied to permittee		3. Reasonable Potential Analysis		3. Allow 30 days for review and process revisions as necessary	3. Routed to UM, VM, and Director	3. Payment Made
	4. Checklist of documents/information for the permittee to supply for a complete application		4. First Draft of FS and Permit Created and Peer/Manager Reviewed			4. Permit Signed	4. Final Permit Distributed to Permittee and PN contacts
	5. 208 Consistency (if applicable)					5. Decision to issue and preliminary draft sent to permittee by email and certified mail	5. Documents filled per paper and electronic filing procedures
Actions - Commemorate, Record, or Log							
Proxy Date	Record Renewal Letter Date on Proxy			Record "Actual" Date of Internal/External on the Proxy	Record "Actual" Date of Public Notice on the Proxy	Record "Actual" Date of Grant on the Proxy	
AZURITE Event		Log as an Event in Azurite				Log as an Event in Azurite	Log as an Event in Azurite and Supersede previous permit if applicable
CI Metrics			Record 1st Pass Errors on "Quality Checklist for Issuance of AZPDES Permits" Graph	Record Processing Days on "Int/Ext" Graph	Record Processing Days on "PN" Graph	Record Processing Days on "Grant" Graph	

Visual Management



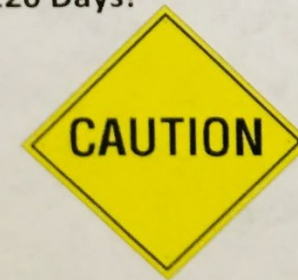
Achieved Goal Date 

Missed Goal Date 

Unit Supervisor Review
or Escalation



>120 Days!



>180 Days!





- ***No Individual Permits on the Backlog***
- ***53% Reduction in Permitting Timeframes***
- ***185% Increase in Permits Issued***



QUESTIONS?