



**Lean Event Dates:** January 24-28, 2011

**Project:** New Source Review Permit Review Process

**Bureau:** Air Management

**Team: Total number of team members = 8 (6 staff within Division / 2 staff outside Division)**

**Team Sponsor(s)/Title(s):** Gary Rose, Director of Engineering and Enforcement

**Team Leader(s)/Title(s):** Louis Corsino, Air Pollution Control Engineer II

**Team Members /Titles:** Jim Grillo, Debola Bamgbose, Valerie Galo, Lidia Howard, Lakiesha Christopher (Air Pollution Control Engineers); Bob Hannon, Ombudsman; Bernie Evans, OIM

**Team Champion(s)/Title(s):** Ric Pirolli, Assistant Director Engineering

**Opportunity Statement:** The Major New Source Review Permit process currently takes over 1 year to process due to the complexity and type of analyses. A result of Public Act 10-158 requires permit programs to complete a technical sufficiency within 60 days and technical review within 180 days. This is very ambitious for major NSR permits, therefore we have an opportunity to evaluate the current process and to identify efficiencies in order to meet these timeframes.

**Objective:**

Evaluate the current major New Source Review permit process and identify opportunities for process efficiencies to meet the 60/180 timeframe.

The NSR sufficiency review is an administrative process and the intent of the PA is to conduct a technical sufficiency, therefore a new standard operating procedure for sufficiencies must also be created as part of this project.

An inadequate BACT analysis has been identified by staff as a significant cause of delay in permit processing and lends itself to the opportunity to address and streamline where possible

**Goals/Key Performance Indicators:**

<b>Pre-Kaizen Event Goals – Date: 1/24/2011</b>	<b>Post-Kaizen Event Results/Key Performance Indicators – Status Date: 4/29/2011</b>
100% Technical Sufficiency reviews (NOI or NOS) completed within 60 days after schedule start date (as defined by CGS and LEAN VIII SIMS team... the later of the CPPU receipt date or app fee paid date)	Goal Updated: 100% Technical Sufficiency reviews (NOI or NOS) completed within 14 days after schedule start date (the later of the CPPU receipt date or app fee paid date)
100% Technical Reviews completed within 180 days after application is deemed sufficient	Goal Unchanged. New data has yet to be collected because relevant tasks that would affect data are not yet complete.  Additional KPIs were developed over initial Goals: - 100% major sources attend application review meeting prior to submission of application; - Success rate of apps that go through application review meeting versus those who don't; - Sign off chain time reduction (electronic workflow and delegations); - Overall Processing time reduction
Create a technical sufficiency review checklist	Goal Achieved. Data will be collected once forms and SOP are approved and implemented.
Create a technical review SOP (new permitting manual)	Goal Unchanged. SOPs being developed as needed, will be collected into one encompassing permitting SOP by end of Lean Event as stated in our implementation plan.
Create CT specific BACT manual and database (or other suggested guides) to aid applicants	Goal Unchanged. BACT database under development with goal of having the database ready by July 1st.

**Spaghetti Diagram showing distance traveled for the process under review during the *Pre-Kaizen phase*: *Post- Kaizen phase*:**

**Comments:**

**Value Stream Mapping: The activities and steps, both value and non-value added, as shown in the Pre-Kaizen state versus Post-Kaizen desired state.**

Type of Process	Pre-Kaizen – # of Processes	Post-Kaizen – # of Processes
Valued Added	31	
No Value Added but Necessary	20	
No Value Added	18	
Waiting	31	
Transport	50	
Total	150	



**The Post-Kaizen desired state has resulted in a number of improved program efficiencies and include the following:**

- Not applicable. Implementation Plan not complete.

**Percent Reduction in the Number of Total Steps = % Reduction**

**Highlights and Implementation of the Project Plan (2, 6 and 12 month deadlines):**

**Two Month Goals** - Create Technical Sufficiency Review Checklist, Sufficiency Review Letters, Research delegations, Research CT laws reagrding email communications, Research opportunities for removing NOx offsets roadblock (CP/OP vs permit condition)

**Six Month Goals** - Sufficiency Review SOP, Create Application Review Meeting SOP, Forms, Guidance, Create CT BACT database, change delegations, update website with Emission Credit Information, various items regarding development of an electronic workflow and electronic notifications.

**Twelve Month Goals** - Create Permitting Manual (SOP), create electronic workflow, training for electronic workflow, develop outreach workshops, Populate CT BACT database, post "good" applications online in categories that our customers are interested in.

**Additional Comments/Observations/WOWS/Innovations from the Team:**We have seen that many Lean teams are looking to do electronic submittal of forms and electronic workflows. It would be preferred that the Department create a standard for electronic submittals and a standard internal electronic workflow so our resources are more geared to our specific business practices. We see that each Lean team is creating their own forms of electronic workflow and submittals and such. Each team should not be re-inventing the wheel at each lean event.

Conducting application review meetings and outreach workshops should ensure that applications submitted to the department would be complete and sufficient and limit the amount of information requests during technical review.



**Revision Date:** 4/29/2011