



Lean Event Dates: May 17, 2010 - May 21, 2010

Project: Solid Waste Facility Individual Permits	
Bureau: Bureau of Materials Management and Compliance Assurance	
Team: Total number of team members = 11 (8 staff within Division / 3 staff outside Division)	
Team Sponsor(s)/Title(s):	Diane Duva, Assistant Director/BMMCA
Team Leader(s)/Title(s):	Elaine Coelho, Environmental Analyst 2/BMMCA
Team Members /Titles:	Sherill Baldwin, EA 2/BMMCA, Denver Dixon, SE 2/BMMCA, David McKeegan, EA 3/BMMCA, Patricia Porter, EA 3/BMMCA, Calin Tanovici, SE 3/BMMCA, Carey Hurlburt, EA 3/BMMCA, Jennifer Pagach, EA2/BWPLR, Roslyn Reeps, EA2/P&PD, Jaimeson Sinclair, Supervising APCE/BAM, Gabrielle Frigon, Supervising EA/BMMCA, Doris Johnson, EA2/OEJ [Implementation Team Members: Kathy (KC) Alexander, EA3/BMMCA, Judy Belaval, EA3/BMMCA, Tina Dreselly, Acct/BFSS, Lauren Jones, SE2, BMMCA, Maritza Pagan, AA/BMMCA, Inga Rubecka, PT/BMMCA, William Sigmund, EA3, BMMCA, Marianne Wisker, BFSS]
Team Champion(s)/Title(s):	Charles Nezianya Sanitary Engineer 3/BMMCA
Opportunity Statement: While the solid waste program processes individual and general permit applications including authorizations, transfers and approvals for twelve (12) programs with a few hundred pending applications, the focus of this kaizen event will be on the on the solid waste facility individual permitting process and the 74 pending solid waste facility individual permit applications. Streamlining the individual facility permits, which represent the most time-consuming element of the overall workload, is important in order to be able to process these prioritized applications. This will also allow the group to reallocate resources to assist with the implementation of the State Solid Waste Management Plan. For example, the program is tasked with prioritizing the processing of applications for Recycling Facilities, particularly those applications proposing recycling of organic waste. The streamlining and memorialization of the permitting process will provide opportunities to focus on the development of improved standard permit conditions and the development of new permit conditions for new types of facilities that are being proposed (e.g. biofuels, deconstruction activities, organics recycling).	
Objective: To identify tasks that can be streamlined or eliminated in the permitting process for a Solid Waste Facility individual permit application, resulting in greater efficiency by reducing processing times and resulting in more permits issued.	

Goals/Key Performance Indicators:

Pre-Kaizen Event Goals – Date: May 2010	Post-Kaizen Event Results/Key Performance Indicators – Status Date: September 2011
Reduce backlog applications by 20%	20 % reduction achieved in March 2011 - Current reduction is 28%
Track the percentage of SOPs developed and implemented within a year SOPs include: 1. Pre-Application Meeting 2. Application Checklist 3. Sufficiency Review 4. Technical Review 5. Technical Guidance Document	100% of outlines have completed and approved, 100% drafts have been completed awaiting, supervisory and managerial approval.
Fast track certain permitted activities to reflect prioritization of Solid Waste Management Plan.	Applications have been prioritized as identified in the State's Solid Waste Management Plan (e.g., recycling facilities, especially those processing organics).
Decrease overall application processing time by at least 20%	Laying the foundation and moving forward for this goal by finalizing SOPs. Upon final approval of SOPs, test cases will be selected to be processed and measured.
Fast track "good" applications for renewals and modifications	Renewals have been placed in the fast lane for processing. If a renewal application includes changes which require submission of a modification application permit staff will continue to process the renewal. Other concepts are being considered such as changing the statues requiring public notice for renewals and minor permit amendments and clearly stating what is a minor or major modification.

Spaghetti Diagram showing distance traveled for the process under review during the *Pre-Kaizen phase: 94 Post- Kaizen phase: 62*

Comments: Suffocating under our own "wait"

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	16	9
No Value Added but Necessary	43	37
No Value Added	10	0
Waiting	25	16
Transport	Too many	Much less
Total	94	62

Percent Reduction in the Number of Total Steps = 34% Reduction



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

- SOPs have been developed to standardize the processes.
- Application travel time shortened. Supervisor provides the applications directly to permit staff to assign in SIMS, schedule set-up and ensure data quality.
- Development of revenue IDs and procedures for NTD reimbursement including collection of past owed items.
- Evaluation and restructure of solid waste Internet pages (28 links grouped into six).
- Sufficiency reviews can be conducted for applications received without an environmental justice plan.
- Multiple sufficiency reviews have been eliminated. Sufficiency reviews that result in an issuance of a notice of insufficiency, permit staff will conduct a 2nd sufficiency of the response and either a notice of sufficiency or rejection will be drafted
- SIMS restructure for solid waste and recycling applications and permits including addition of new programs (BUDs and E-waste).

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

Two Month Goals - (1) Capture and finalize permit application backlog; (2) Develop outline for pre-application meeting checklist and other notification forms; (3) Develop outline for application checklist for pre-application meetings and application submittals; (4) Develop outline of the sufficiency review SOP; (5) Develop outline of the technical review SOP and create associated forms and related program documents; (6) Develop outline of the technical review guidance document; (7) Develop and conduct outreach to the customers; (8) Research other state solid waste permitting programs to determine if any processes can assist in improving time; (9) Develop and implement Gaby time management to expedite reviews; (10) Develop SOP for electronic review/outlook and conduct staff training; (11) Develop and implement a procedure to verify that applicants reimburse the DEP for NTD publication; (12) Design and develop new SIMS standard reports to determine permit universe and implement additional SIMS security clearance usage by verifying it with the IT staff; (13) Develop and implement visuals; (14) Revise NOI template to streamline NOI response process; (15) Develop and implement flow chart of future state review processes; (16) Implement Lean status meetings.

Status: Completed tasks Nos. 1., 3., 7., 9., 12., 14., 16. and 16. (6-month task, legal notice website).

Carried over tasks to six month goals: 2.,3., 4., 5., 6., 7., 8., 10., 11., 15.

Six Month Goals - (1) Evaluate the permit application backlog; (2) Develop draft for pre-application meeting checklist and other notification forms; (3) Develop draft for application checklist for pre-application meetings and application submittals; (4) Develop draft of the sufficiency review SOP; (5) Develop draft of the technical review SOP and create associated forms and related program documents; (6) Develop draft of the technical review guidance document; (7) Continue to develop and conduct outreach to the customers; (8) Research other state solid waste permitting programs to determine if any processes can assist in improving time; (9) Update regulations, definitions minor revisions to solid waste facilities; (10) Design and upload SOPs and forms to the Intranet; (11) Develop and conduct SIMS refresher training for permit staff; (12) Develop draft SOP for NTD denial; (13) Restructure and implement staff project meetings; (14) Develop mailing SOPs for NTD, final permit issuance and denial of permit; (15) Provide project management training for staff; (16) Gain access to the newspaper website for legal notices "Notice of Application"; (17) Develop and implement processes for BUDs and solid waste demonstration projects; (18) Identify resources to implement e-waste program; (19) Select and upload model permit application to the internet for future customers; (20) collect customer feedback about process changes; (21) Develop SOP for electronic review and conduct staff training; (22) Develop and implement a procedure to verify that applicant reimburse the DEP for NTD publication; (23) Design and develop new SIMS standard reports to determine permit universe; (24) Develop and implement visuals.

Status: Completed tasks: Nos., 1., 7., 16.(achieved in 2 months), 20., 22.

Completed tasks from two month carry over: Nos., 2. (outline), 3., (outline), 5. (outline), 6. (outline), 11. (revenues), 15. (flow chart).

Carried over six month tasks to twelve month goals: Nos., 2.(draft), 3. (draft),4. (outline/draft), 5. (draft), 6. (draft), 8., 10., 11., 12., 13., 14., 15., 19.,21., 24.

Carried over two month tasks to twelve month goals: Nos., 5., 8., 10., 13. (noted above as 4., 8., 21., and 24.)

Removed tasks more suitable for overall program work plan: Nos., 9., 17., 18., 23 (SIMS Lean team is developing agency-wide standard reports).

Twelve Month Goals - (1) Evaluate and determine strategies to reduce the permit application backlog; (2) Finalize pre-application meeting checklist and other notification forms; (3) Finalize application checklist for pre-application meetings and application submittals; (4) Finalize the sufficiency review SOP; (5) Finalize the technical review SOP and associated forms and related program documents; (6) Finalize draft of the technical review guidance document; (7) Continue to develop and conduct outreach to the customers; (8) Evaluate and update the solid waste permitting webpage; (9) Update regulations, definitions minor revision to solid waste facilities; (10) Identify three test cases and initiate review with new process; (11) Design and upload SOPs and forms to the Intranet; (12) Delegate NOI signature to supervisor; (13) Identify and formalize primary contact list;(14) Revise permit application and instructions; (15) Investigate application e-submission; (16) Investigate permit status tracking; (17) Fast track applications; (18) Compile all SOPs and develop table of contents; (19) Investigate the possibility of increasing the duration of permits from 5 yrs to 10 yrs; (20) Investigate streamlining NTD notification to the towns CEO; (21) Develop SOPs for program coordination; (22) Assess and visualize KPIs.

Status: Completed task Nos., 1., 7., 8., 13., 15., 16.,17., 19., 20., 22.

Completed tasks from six month carry over: Nos., 2. (draft), 3. (draft), 4. (outline/draft), 5. (draft), 6. (draft), 8., 11., 12., 13., 14. (NTD SOP drafted), 19, 21., 24.

Carried over tasks to LEAN Plus year 2goals: 2.(finalize), 3. (finalize),4. (finalize), 5. (finalize), 6. (finalize), 10., 11., 12., 14. (app forms drafted), 14. (NTD SOP, 6-month task) 18., 19. (upload example permit apps, 6-month task), 21.(EJ complete).

Removed task more suitable for overall program work plan: No. 9.

LEAN Plus - year 2

- (1) Finalize pre-application meeting checklist and other notification forms.
- (2) Finalize application checklist for pre-application meetings and application submittals.
- (3) Finalize the sufficiency review SOP.
- (4) Finalize the technical review SOP and associated forms and related program documents.
- (5) Finalize the technical review guidance document.
- (6) Identify three test cases and initiate review with new process.
- (7) Design and upload SOPs and forms to the Intranet.
- (8) Delegate NOI signature to supervisor.
- (9) Revise permit application and instructions.
- (10) Compile all SOPs and develop table of contents.
- (11) Develop SOPs for program coordination.
- (12) Finalize updated permit application and instructions.
- (13) Finalize NTD SOP for publication, web posting and processing, mailing of NTDs, final issuance and denial of permits.

Status: Completed tasks Nos.

Additional Comments/Observations/WOWS/Innovations from the Team:

The solid waste permit team developed a comprehensive project plan that took a comprehensive look at individual permitting process and resulted in over fifty (50) tasks. The project plan addressed permitting multiple facility types: Volume Reduction Plant (Intermediate Processing Center; Composting Source Separated Organic Material; Construction and Demolition Waste; Land Clearing and/or Clean Wood Processing; and Sludge Processing); Transfer Station and Biomedical Waste Treatment Facility. Also, the plan addressed the following application types: new, renewals and modifications. Due to the complexity of our project plan some tasks were carried over to allow for completion (e.g., research other State's Solid Waste Permitting Processes, Notice of Tentative Determination reimbursement with revenue identification update).

During the implementation phase the team came to a consensus to remove several tasks that were more suitable for an overall program work plan rather than our lean event these included: Beneficial Use Determinations (BUDS) establish process for BUDs and solid waste demonstration projects, E-waste Identify resources to implement e-waste program and regulations, update regulations: revise clean fill definition, update mandatory recyclables list, minor revisions to the solid waste facilities regulations. It should be noted that although these tasks were removed from the plan staff has continued efforts to move them forward and has made substantial progress such as:

- Revision and reissuance of the General Permit for Certain Recycling Facilities;
- Permitting work group is meeting towards the development of a general permit for commercial volume reduction plants and transfer facilities; and
- Development of SOPs for Beneficial Use Determinations and Solid Waste Demonstration Projects are in progress.

What we learned - Customers appreciated this process and being included; and wait time was the biggest time consumer.

What went well - Customer meeting; teamwork; and efficient sub-groups.

"Wow" moments - No more extensions for responses to Notice of Insufficiency (NOI); no more than 2 RFIs; one NOI is enough; and travel and wait time were oppressive.

Other - recommend having pre-kaizen preparation.

Revision Date: 09/15/2011