



Alaska Department of Environmental Conservation

Division of Air Quality

Lean Charter



Background

Why a Priority

The Division of Air Quality expends considerable time and resources processing permit applications
 Developing Alaska's resources is a priority to the Governor's office.
 Minimizing time spent processing permit applications expedites development projects.

Barriers to Quality

Lack of Consistency for Permits
 Permits Processed from Separate Offices

Targets

Overarching Goal

Reducing minor permit processing times from complete application submittal to public notice
 (for 85% of normal permitting process, not the 15% of special cases).
 Document permit application process and develop standardized system for reducing staff time disruption
 Generate quality metrics
 Improve communication between DEC staff and applicant to ensure a two-way feedback loop in a timely and effective manner
 Minimize inefficiency/redundancy in reporting and records retention requirements

Quantitative Metrics

Reduce median time spent on unbilled projects
 Reduce pages of paper used by 15% via electronic filing
 Reduce exchange of hands (# of times documents handled by each person)
 Reduce management time spent reviewing staff work
 Reduce volume of material staff needs to review in permit applications
 Reduce number of comments submitted by applicant during public notice
 Better customer service (who are stakeholders, what do they want, internal vs. external service)

Qualitative Metrics

Decision making consistency in content and format between permit writers in both Anchorage and Juneau offices
 Ensure continued compliance with state and federal regulations
 Improve quality of permit documents by making them more consistent

Document the Following

Standard work processes
 Communication processes (e.g. two-way feedback, timely) (internal and with regulated community)
 Data collected pre and post Kaizen event/new process
 Dispute/Issue resolution criteria (internal and external)
 Quick, low cost to no-cost IT solutions

Boundaries (Scope)

Includes

Minor Permits with and without modeling
 From submittal of permit application to public notice
 Technical Analysis Report

Potentially

Technical Policies?
 TV Permits?

Excludes

Post permit issuance technical assistance
 Informal Review Process
 Adjudicatory Appeal Process
 Compliance Inspection, Planning and Execution
 Standard permit conditions and regulations
 PSD Permits
 Controversial Permits
 ORLs and PAELs

Timeline

Kick-off

Interviews with Permit Writers
 EPA Presentation

Kaizen Event

Introduction
 Current Value Stream Mapping (Title I)
 Future Value Stream Mapping (Title I)
 Current Value Stream Mapping (Title V)

Complete Action Items

Weekly Stand-up Meetings
 30-day Check-In Meeting
 60-day Check-In Meeting
 90-day Report-Out Meeting