Department Natural Resources
Air Quality

TITLE V
REPORT-OUT
OCTOBER 17-20, 2016

LEAN
State of Iowa
Continuous Improvement

Why Are We Here?

- 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:
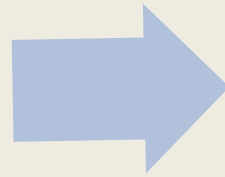- Marcia Tope, DOM
- Michelle Wilson, DNR

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
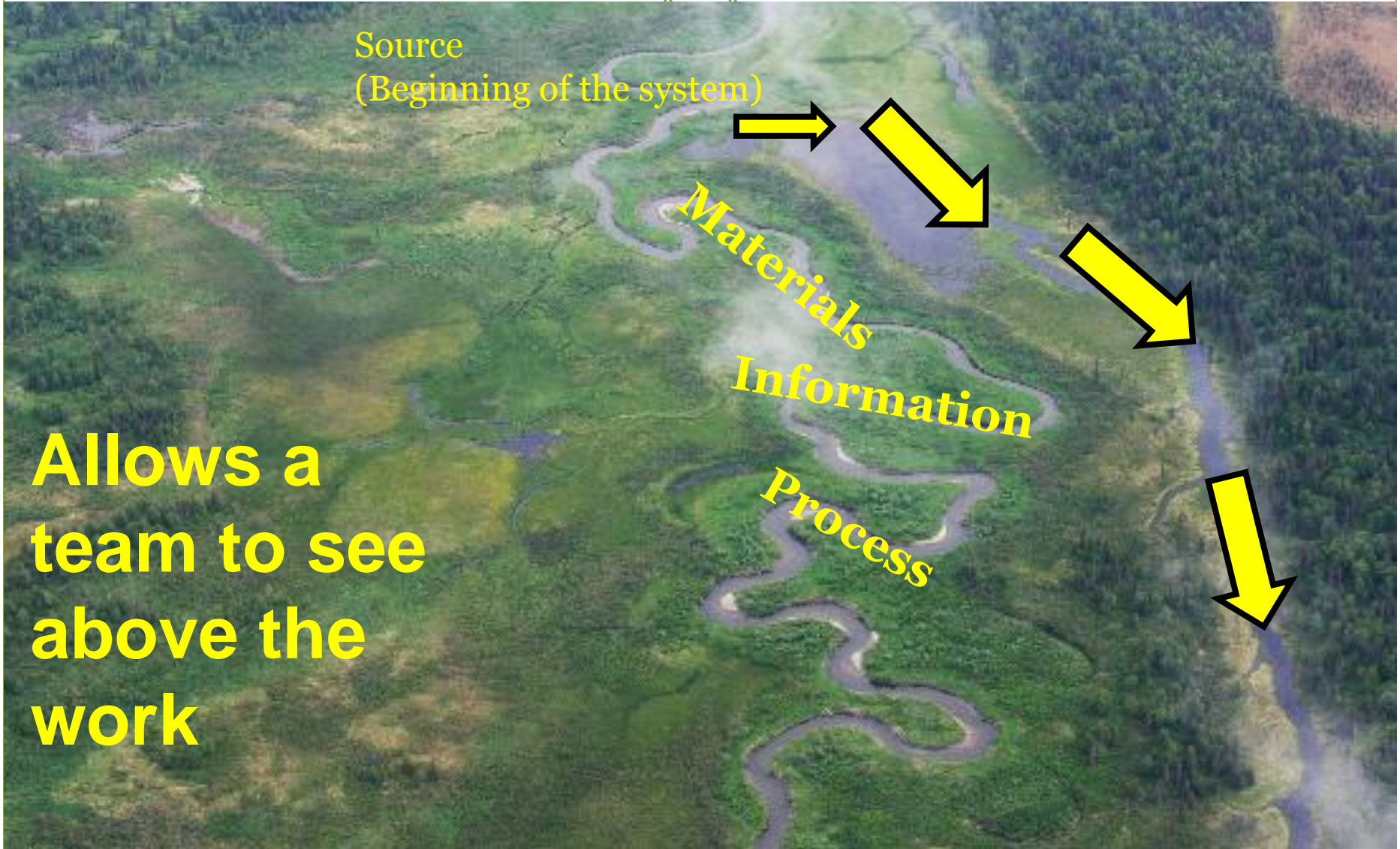
What is Value Stream Mapping?
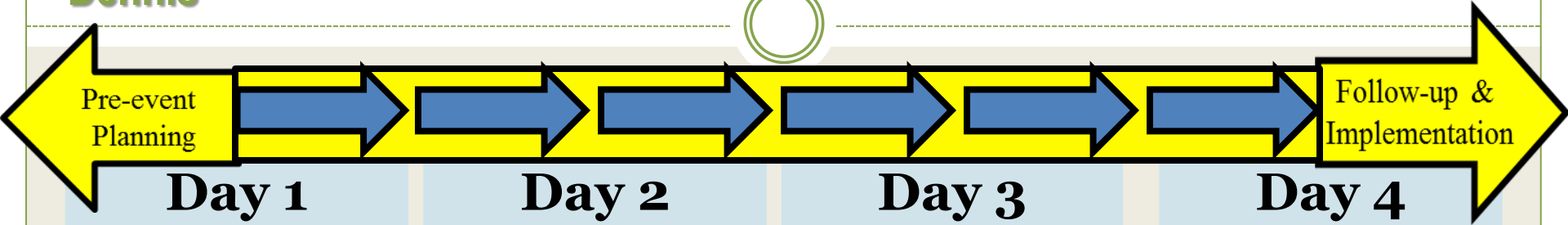
Justin

Source
(Beginning of the system)

Materials

Information

Process

Allows a team to see above the work

VSM Event Schedule

Dennis

Pre-event Planning

Follow-up & Implementation

Day 1

Day 2

Day 3

Day 4

VSM Training

Review Charter

Map Current State

Map Current Process (Cont.)

Analyze Current Process Performance

What Did You See

Design Future State/ 7 Questions

Work to Achieve Future State

Create Plan for Implementation

Report out

Celebrate

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