CP Efficiency: The Path to Success
Sarah Piziali,
Construction Permit Section Supervisor
Presentation Outline

• History of Construction Permit Improvements
• 2013 – 2015 Construction Permit Goals and Review of Section Efficiency
• 2014 – 2015 Construction Permit Section Improvements in Progress
History of Construction Permit Process Improvements
Construction Permit Efficiency History

• Six formal kaizen events since 2003
  – Focused on:
    • Flow of application through process
    • Standard projects and Complex Projects
    • Consistency of engineer review
    • Obtaining accurate information on application
    • Providing applicant assistance
    • Efficient interagency interaction
    • Eliminate unnecessary processes or programs
• Looking for additional incremental improvements
Construction Permit Efficiency History

• Goals:
  – Increase permit issuance rate (i.e. shorten leadtime)
  – Provide better communication with applicants and public
  – Improve consistency in permits
  – Eliminate non-value added and non-mandatory activities
2013 - 2015 Construction Permit Goals and Review of Section Efficiency
Construction Permit Goals

• 2013 - 2015 Construction Permit Strategic Plan
  – Goal:
    • Reduce leadtime by 25%
  – Action Steps:
    • Identify obstacles internally
    • Survey and meet with permit applicants
    • Follow-up with training/assistance on any changes
Evaluation of Section Efficiency

• Review of Construction Permit Process
  – 2013-2014 Construction Permit Survey Results:
    • ~10% of survey respondents found the application process difficult or confusing
  – 2014 Construction Permit Tracking Data:
    • Complete applications continue to be a challenge
  – How big of a challenge is missing information?
Engineer Review Time – Standard Projects

Date Range: 1/1/13 – 5/22/14

63% of projects fall within the first 30 days.
19% fall within 30-60 days.

Projects categorized by days of review:
- 0 up to 30 days: 350 projects
- 30 up to 60 days: 250 projects
- 60 up to 90 days: 200 projects
- 90 up to 120 days: 150 projects
- 120 up to 150 days: 100 projects
- 150 up to 180 days: 50 projects
- 180 up to 210 days: 10 projects
- 210 up to 240 days: 5 projects
- 240 up to 270 days: 3 projects
- 270 up to 300 days: 2 projects
- 300 up to 330 days: 1 project
- 330 up to 360 days: 1 project
- 360 up to 390 days: 0 projects
Additional Information Request Times

Date Range: 1/1/13 – 5/22/14

- Individual Requests
- Total Requests per Project

Days:
- 0 upto 5: 39%
- 10 upto 15: 38%
- 20 upto 25: 18%
- 30 upto 35: 18%
- 40 upto 45: 18%
- 50 upto 55: 18%
- 60 upto 65: 18%
- 70 upto 75: 18%
- 80 upto 85: 18%
- 90 upto 95: 18%

# of Requests

- Individual Requests
- Total Requests per Project

Request Times:
- 30: 30
- 10: 10
Construction Permit Tracking Data Review

• Engineer review time includes:
  – requests for additional information, modeling time and facility review time
  – ~13% of standard projects modeled

• Engineer time is within established goals for most standard projects:
  – 63% spend ≤ 30 days
  – 82% spend ≤ 60 days

• When we request additional information
  – 23% of those projects take > 30 days for response
What Information is Being Requested?

Date Range: 1/1/13 – 5/22/14

- Modeling: 8%
- Limit Discussion: 3%
- Missing Forms: 9%
- Stack Information: 9%
- Other: 71%
Past Process Improvement Focus

• Past improvements focused on key areas identified as significant delays:
  – Modeling
  – Discussing Emission Limits
  – Missing Forms
  – Missing Stack Information
• Measures put in place to reduce these delays
• Data supports that implemented improvements have been successful
Breakdown of Other Information Requests

Date Range: 1/1/13 – 5/22/14

- Project/Process Description: 20%
- Material Data: 12
- Emissions Information: 11%
- Maximum Rated Capacity: 9%
- Plot Plan/Operating Scenarios: 8%
- Facility Description: 3%
- Miscellaneous: 6

Requests

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2014-2015 Construction Permit Section Improvements in Progress
Efficiency Improvement Focus

• 2014 Streamlining – Construction Permit Forms and Instruction Improvements
  – Focus:
    • Making forms more simple and straightforward
    • Reduce requests for additional information
    • Align construction permit forms with current rules and regulations
Efficiency Improvement Overview

• Construction Permit Forms & Instructions Stakeholder Workgroup
  – First meeting in August 2014

• Tackling each form and instruction set individually
  – Consistency between forms
  – Ease of use by applicants
  – Eliminate information no longer needed to obtain permit
  – Add information now needed to obtain permit
Forms Improvement Timeline

• October – December 2014
  – Continued work with stakeholders
  – Next meeting scheduled for October 6\textsuperscript{th}
  – Open informal comments at AQ Client Contact meeting
    November 17\textsuperscript{th}

• January – March 2015
  – Final forms review and formatting

• Early Spring 2015
  – New Forms/Instructions available for use

• Late Spring 2015
  – Business partner and consultant training
Construction Permit Backlog Projection

- **# of Projects in Backlog**
- **Event Timeline**
  - Sep ‐ 14
  - Oct ‐ 14
  - Nov ‐ 14
  - Dec ‐ 14
  - Jan ‐ 15
  - Feb ‐ 15
  - Mar ‐ 15
  - Apr ‐ 15
  - May ‐ 15
  - Jun ‐ 15
  - Jul ‐ 15
  - Aug ‐ 15
  - Sep ‐ 15
  - Oct ‐ 15
  - Nov ‐ 15
  - Dec ‐ 15
  - Jan ‐ 16
  - Feb ‐ 16
  - Mar ‐ 16
  - Apr ‐ 16
  - May ‐ 16
  - Jun ‐ 16
  - Jul ‐ 16
  - Aug ‐ 16
  - Sep ‐ 16
  - Oct ‐ 16
  - Nov ‐ 16
  - Dec ‐ 16

Legend:
- **Green** received
- **Dotted** capacity
- **Blue** backlog
Construction Permit Keys to Success

• Current plan for Construction Permit success includes:
  – Application form and instruction improvements
  – Better training of applicants
  – Continued partnership with applicants

• Goal:
  – Decrease leadtime
  – Increase customer service and customer satisfaction
Questions?
Sarah Piziali
Construction Permit Supervisor

(515)725-9549
sarah.piziali@dnr.iowa.gov
www.iowacleanair.gov