Department Natural Resources
Air Quality

TITLE V
REPORT-OUT
OCTOBER 17-20, 2016

LEAN
State of Iowa
Continuous Improvement
Why Are We Here?

Lori

- 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

<table>
<thead>
<tr>
<th>Current State</th>
<th>Goals for future state</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lead time for Title V delivery of permits</td>
<td>• Decrease lead time for Title V delivery of permits – 15% decrease in total Lead Time</td>
</tr>
<tr>
<td>o 18 Months Federal Requirement 54%</td>
<td></td>
</tr>
<tr>
<td>o 8 month goal Internal Requirement 72%</td>
<td></td>
</tr>
<tr>
<td>• Time spent waiting for information once technical review begins - Unknown</td>
<td>• Reduce time spent waiting for information once technical review begins – <strong>Developed Metrics</strong></td>
</tr>
</tbody>
</table>
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.


5. Provide information on our suite of services – promoting the services we provide
What is Value Stream Mapping?

Justin

Source
(Beginning of the system)

Allows a team to see above the work
VSM Event Schedule

Day 1
- VSM Training
- Review Charter
- Map Current State

Day 2
- Map Current Process (Cont.)
- Analyze Current Process Performance
- What Did You See

Day 3
- Design Future State/7 Questions
- Work to Achieve Future State

Day 4
- Create Plan for Implementation
- Report out
- Celebrate

Pre-event Planning

Follow-up & Implementation
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

<table>
<thead>
<tr>
<th>Tom</th>
<th>Current State</th>
<th>Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Correct and Accurate</td>
<td>7%</td>
<td>27%</td>
</tr>
</tbody>
</table>
Discussion & Consensus

Tom
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

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHO</th>
<th>WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Updating staff on VSM process</td>
<td>Lori Hanson</td>
<td>Daily During Event</td>
</tr>
<tr>
<td>High-level summary from event to share about the event focus and outcome</td>
<td>All Agency Staff</td>
<td>Next Bureau Staff Meeting</td>
</tr>
<tr>
<td>Formal Communication plan completed (internal/external)</td>
<td>Lori Hanson</td>
<td>30 days</td>
</tr>
</tbody>
</table>
Team Member Experience

Bruce, Tom