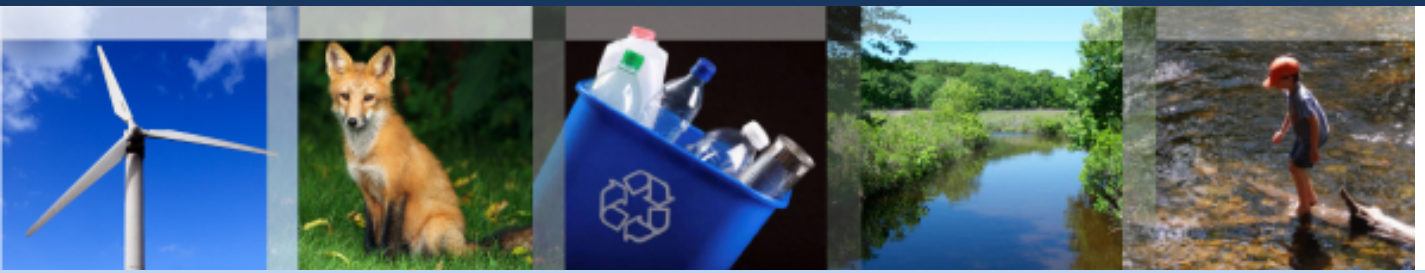
Connecticut Department of Energy and Environmental Protection



Connecticut Department of
ENERGY &
ENVIRONMENTAL
PROTECTION

Solid Waste Facility Individual Permit Applications for Renewals and Modifications

Team Champion – Robert Isner
Team Sponsor – Nisha Patel
Team Leader – Brent Madho
Stakeholder Guests: Dave Brown, Mark Sussman, Jan Deshais & Ann Catino

Team Members – Frank Gagliardo, William Sigmund, Elaine DeSalvo, Olimpia Brucato, Kevin Clements, Carey Hurlburt, Patricia Cam, Dave McKeegan, Gabrielle Frigon. Justin Williams, Enna Wilson

Why Lean?

Opportunities for Improvement:

- Following the path that started as a result of the 2010 LEAN, the opportunities for improvement were identified as:
- Reducing backlog by 50%
- Fast tracking renewals and modifications
- Decreasing the overall processing time by at least 50% for renewals and modifications
- Reducing the submission of attachments for renewal applications
- Submit pertinent attachments for modifications (per DEEP)

Project Scope

- Reviewed our current permit application form and decided to create separate application forms, one for renewals and a second form for modifications/new
- Identified opportunities for electronic submittals
- Streamlined Attachment forms
- Expanded the Certification Attachment Form
- Revised instructions and application forms for permit renewals and for permit modifications

Goals

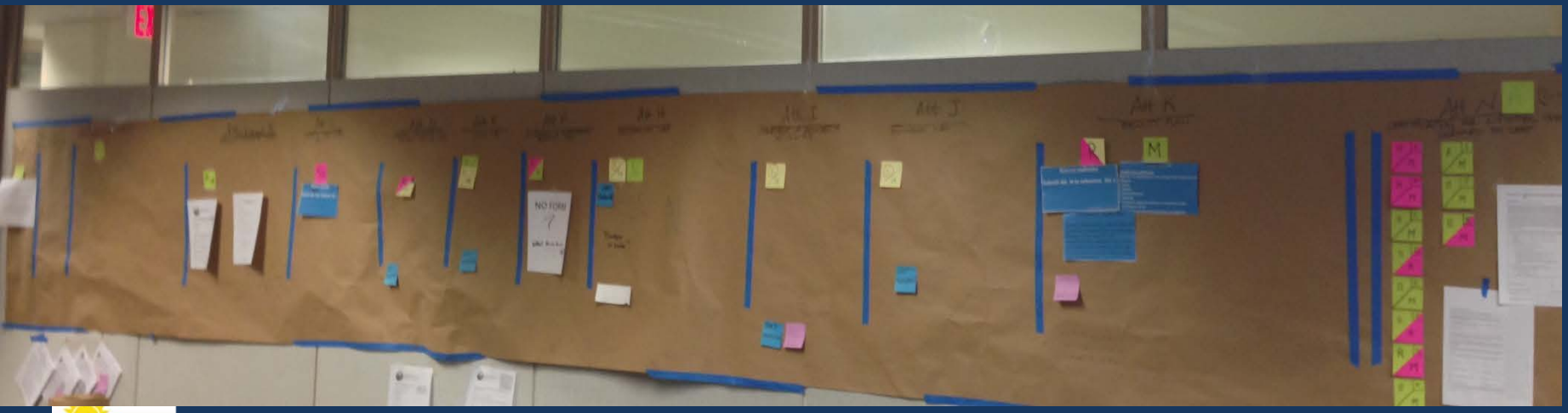
- Reduce the processing time of permit applications by amending forms
- Streamline application forms for renewals
- Limit the information requested for modifications
- Develop new permit application instructions
- Explore electronic filing of applications
- Expand improvements from LEAN 2010

Current State

- Processing times for renewals exceed 180 days
- Processing times for modifications exceed 270 days and are dependent on the complexity of the modification
- Applications are submitted as renewals but often contain modifications to the existing authorized activities which delays the processing
- Supporting documentations for applications are often not consistent (too little , too much, and sometimes irrelevant information)

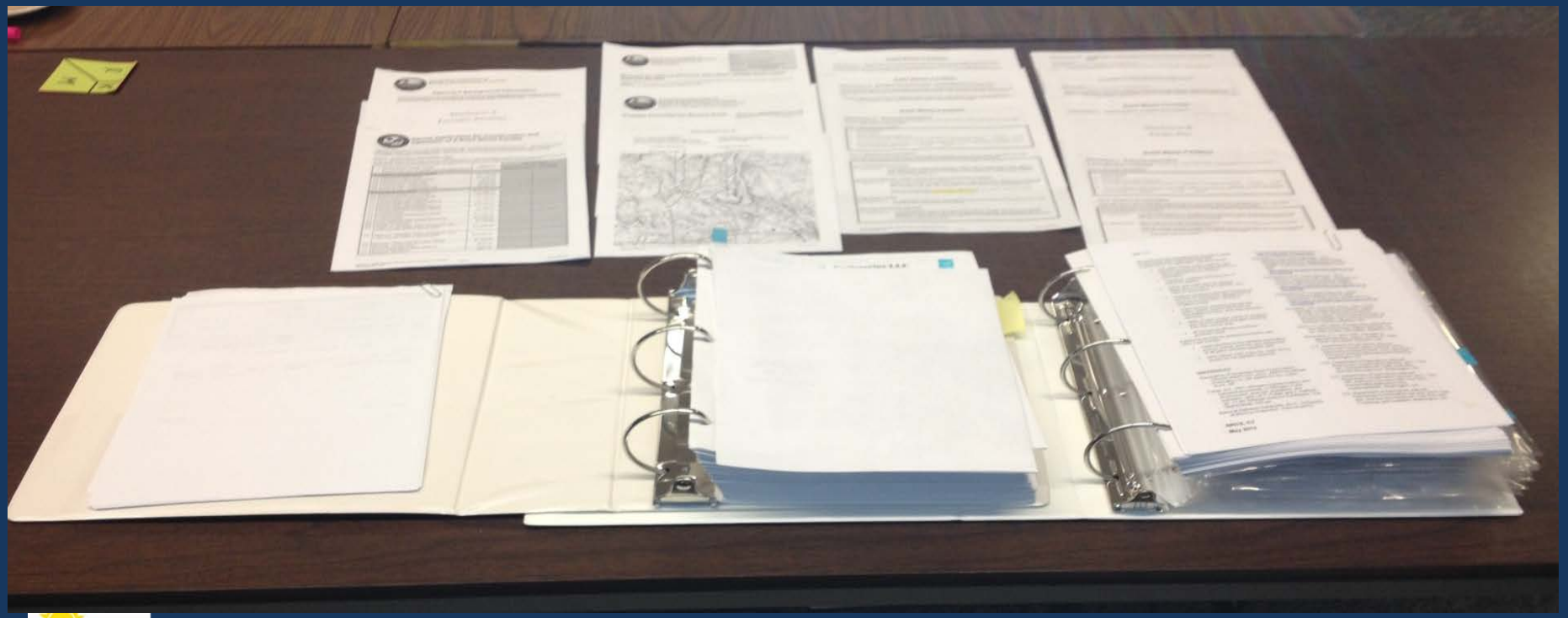
Evaluation Process: Value Stream Mapping (VSM)

2015



Analysis of the Current State per Operational VSM

The application materials required to be submitted for both a renewal and modification are comparable to that of a new application.



Evaluation Process: Value Stream Mapping (VSM)

- Analyzed the content of each attachment to determine value of information
  - Renewals: Information submitted may have been previously approved and embedded changes are included
  - Modifications: entire application form with attachments submitted – Difficulty identifying changes requested by the applicant
  - Reinforce commitment to require a pre-application meeting for modifications

- Attachment N (currently the last attachment to an application packet) is not being used to its full potential to benefit the applicant

Guest Feedback

Comments:

- Process facility renewal and modification application together
- No permit expiration date but require annual updates to be submitted
- Submit only pages that were amended rather than the entire document
- Have more flexibility when making changes at the facilities
- Eliminate the opportunity for public hearing requests for renewal application through statutory change

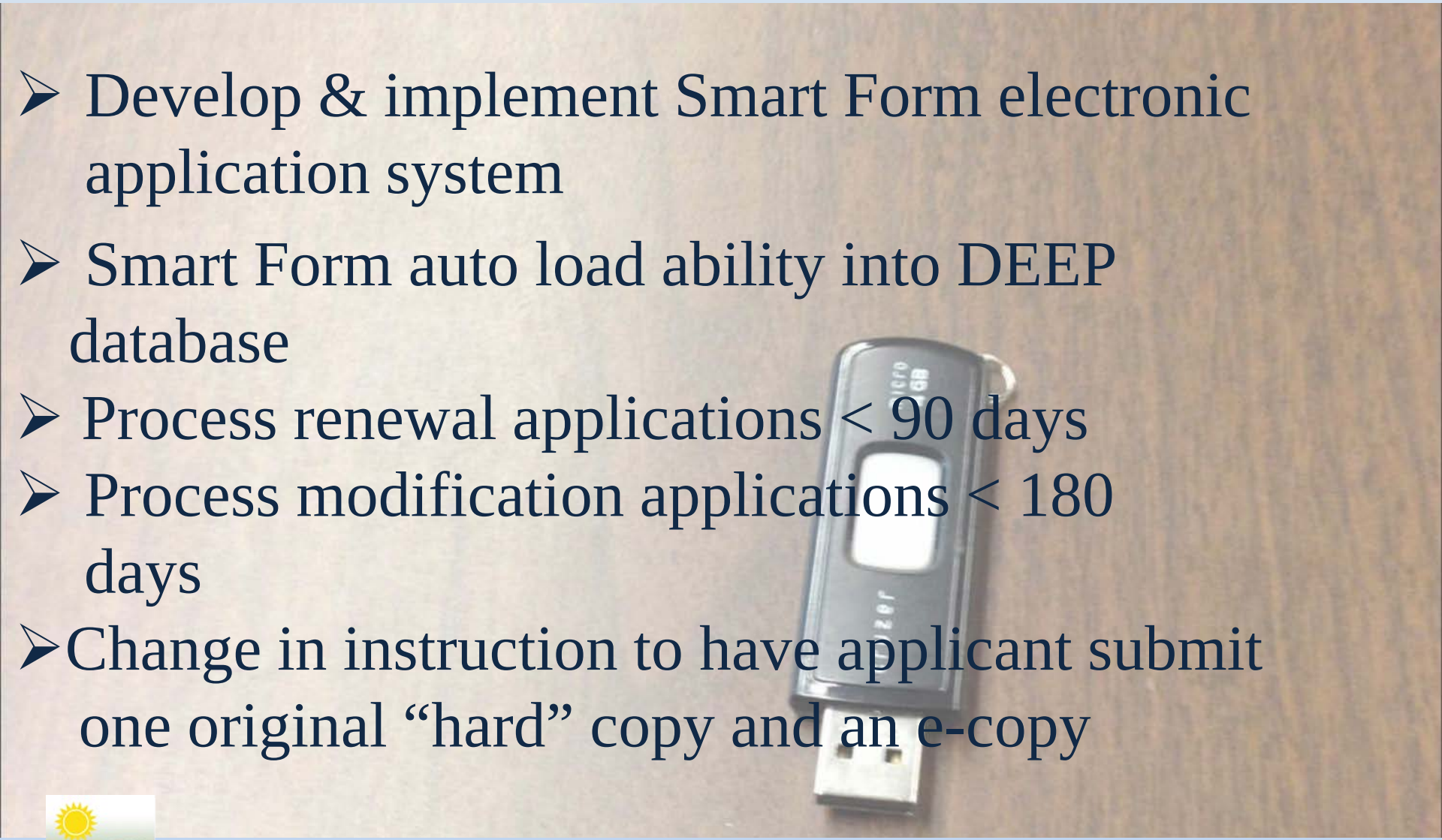
Opportunities for Improvement

- Streamline the permit Renewal permit application forms
- Two separate Application forms to be revised
  - Renewal apps are to be condensed
  - Modification app forms are being enhanced
- Increase certifications from 6 to 11
- Revise instructions
- Incorporate to our SOP pre-application meetings regarding modifications

Opportunities for Improvement

- Create renewal certification fast track
- Call out only the changes that are proposed to the permit in the application (for modifications only)
- Reduce timeframe to review permit renewal and modification applications by 50% in a year
- After implementation, renewals will take < 180 days; modifications will take <270 days
- Reduce backlog of renewals and modifications by 50% in a year

Looking to the Future



- Develop & implement Smart Form electronic application system
- Smart Form auto load ability into DEEP database
- Process renewal applications < 90 days
- Process modification applications < 180 days
- Change in instruction to have applicant submit one original “hard” copy and an e-copy

Immediate Implementation Plan

- Schedule continued work sessions to complete forms and instructions
- Revise application documents and instructions for managerial approval
- Approve the SOPs
- Schedule staff training on ECOS and SIMS
- Upload application forms and instructions to Department web page
- Plan, Do, Check, Act

Any Questions?