

DEQ Reuse Permit Process Improvements using Kaizen

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What is Kaizen?

- A Japanese business philosophy of “improvement” or “change for the better.”
- Method of evaluating and continuously improving processes in manufacturing, engineering, business.
- Laymen’s terms – analyzing processes and adjusting them to optimize value and productivity.

Who uses Kaizen?

- Manufacturing, health care, banking, government.
- Toyota
- Great Western Bank
- Ford
- Intel
- Exide
- Lockheed Martin
- Maytag
- Pratt & Whitney
- Sony
- Sandia National Labs

Purpose of DEQ's Reuse Permitting Kaizen

- Reduce permit processing time.
- Improve the quality of permits.

Kaizen Findings

(causes of permitting delays)

- Incomplete permit applications.
 - Too many requests for additional or missing information.
 - Too many return-loops causing delays.
- Too many Compliance Activities
 - Too many 'routine' compliance activities in permits.
 - C.A. reviews consume large portion of DEQ resources that could otherwise be devoted to other permitting projects.

Solutions?



Permit Applications

- Pre-Application **WORKSHOP** (not a meeting) 12-months prior to permit expiration.
- Workshop is a collaborative review of facility status and future operations to clearly define and agree to the expected content and format of the permit application package.
 - Refer to Sections 1.3 and 1.5 in DEQ Reuse Guidance Manual.
- Expected benefits:
 - Establishes clear expectations in advance.
 - Reduces incomplete submittals and return-loops.
 - Provides permittee with 6-months of lead-time to prepare submittal.
 - Allows time for additional monitoring, measurements, studies, procurement of consulting or sub-contractor services, etc.

Compliance Activities

- Move 'routine' C.A.'s to front-end of permitting process. Submit as part of permit application pkg.
 - Specific list to be determined at the 12-month workshop.
- Reserve post-permitting C.A.'s for the non-routine, unique, site-specific projects or tasks.
- Expected benefits:
 - Allows evaluation of O&M and other data by DEQ and the public prior to permit issuance.
 - Higher quality permits (got it right the first time. Less modification).
 - Less compliance activities for permittee after permit issuance.
 - Significantly reduces # of post-permitting C.A. reviews by DEQ. Preserves limited resources DEQ staff can dedicate to other permitting projects.

Continuous Evolution

- Kaizen = continuous improvement.
- Implement, Measure, Adjust.
 - DEQ will continue to measure and evaluate our new techniques.
 - Changes that work will continue.
 - Changes that don't will be modified and "changed for the better."

Take Home Message for Permittees

- Just starting to implement the process changes.
- Plan on day-long workshop 12-months out.
- Workshop is collaborative process to clearly identify and define expectations, specific content, and specific format for the permit application package.
- Expect to submit more information up front to reduce # compliance activities.
- Expect faster processing of the draft permit.
- Expect more changes to the process.
 - Kaizen = continuous change, refinement, and optimization.



Questions?

