

# **LEAN Permit Review Process**

**January, 2012**

# DEFINING Lean

- RIMES
- A systematic approach to identifying and eliminating waste (non-value added activities) through continuous improvement by flowing the product at the pull of the customer in pursuit of perfection.
- NH DES
- **“Intentionally changing for the better, using a set of proven quality- and customer-focused tools (collectively called “Lean”) to improve our processes by removing wastes so that we can achieve our mission with the resources we have.”**
- **Lean is never done; it’s about continuous improvement!**

# Promise of Going Lean

- What exactly is Lean Government
- The promise of Lean thinking
- Three Barriers to Lean's Success
  
- “Simply we don't have enough resources to keep up with ever expanding and ever-more complex workloads”

# Definition of Value Added

## Value Added

- Any Activity that increases the market form or function of the product or service.

(These are things the customer is willing to pay for.)

## **Non-Value Added**

- Any activity that does not add market form or function or is not necessary.

(Activities to eliminate, simplify, reduce, or integrate.)

# 8 Types of Wastes

## Waste

## Description

Inventory

Backlog of work (permits, plan approvals),  
excess materials, obsolete  
databases/files/folders

Defects

Data errors, missing info, confusing  
requirements, typos

Overproduction

Unneeded reports and copies, excess email,  
redundant files

Complexity

Unnecessary process steps, too many  
signature levels, unclear job descriptions

Waiting

Time for approval cycles, waiting for  
information or decisions

Excess Motion

Trips to printer and copier, unnecessary  
movement to find files or supplies, travel

Moving Items

Report routing, transport of documents,  
document storage

Not Utilizing Employees

Knowledge, skills, ability

# Value Stream Mapping

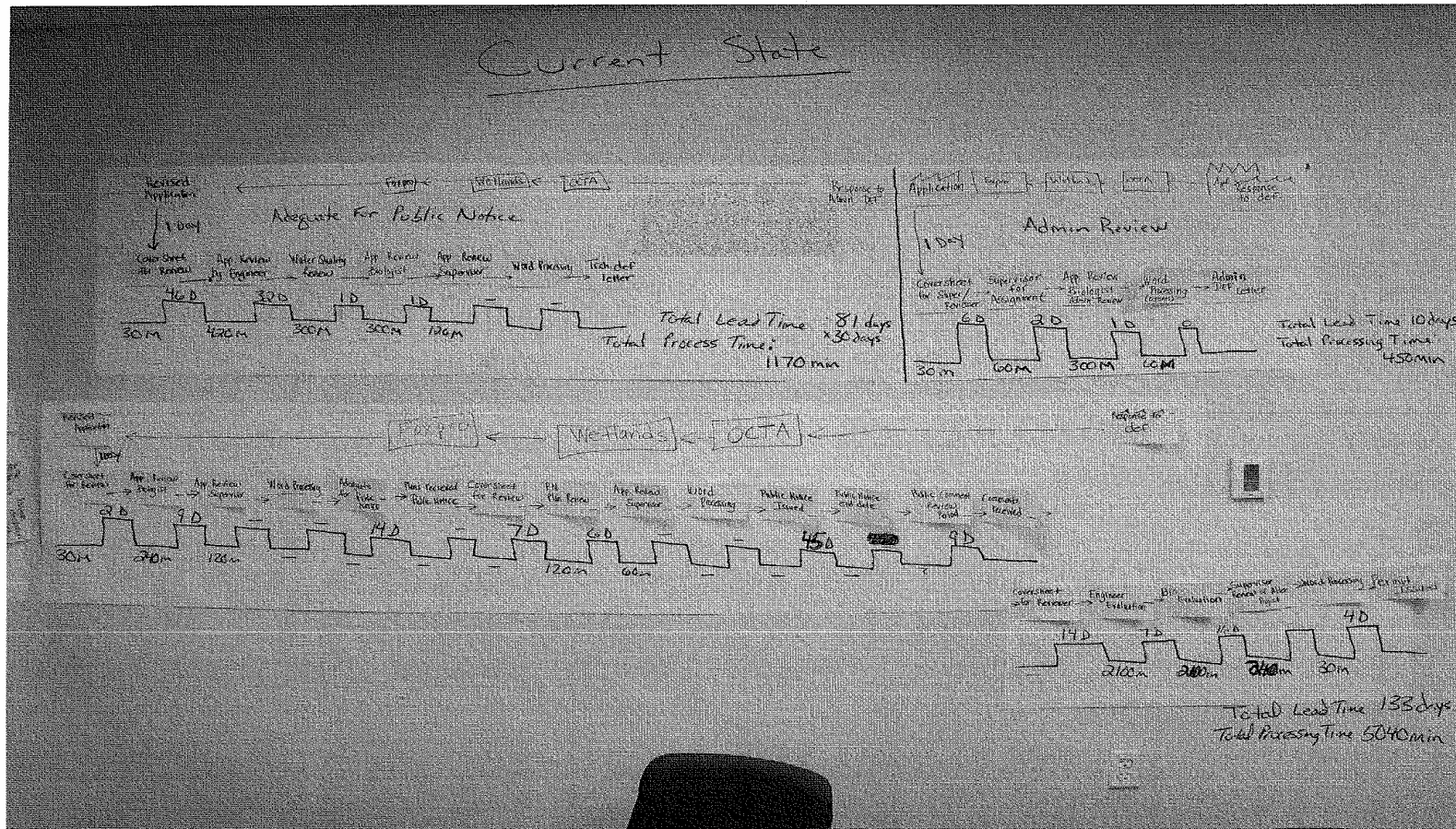
A visual representation of the flow of work in a series of steps showing the path of a process and the relationship between the steps.

Provides a structured, visual approach for thinking through a process.

# Process Mapping

- **Current State** - What is done now (*with all the gory details*)
- **Future State** - What we think the process could look like in its ideal state.
- Include all actions, both **value-adding** and **non value-adding**, required to bring a work product from start to finish.

# Current State Permit Review Process

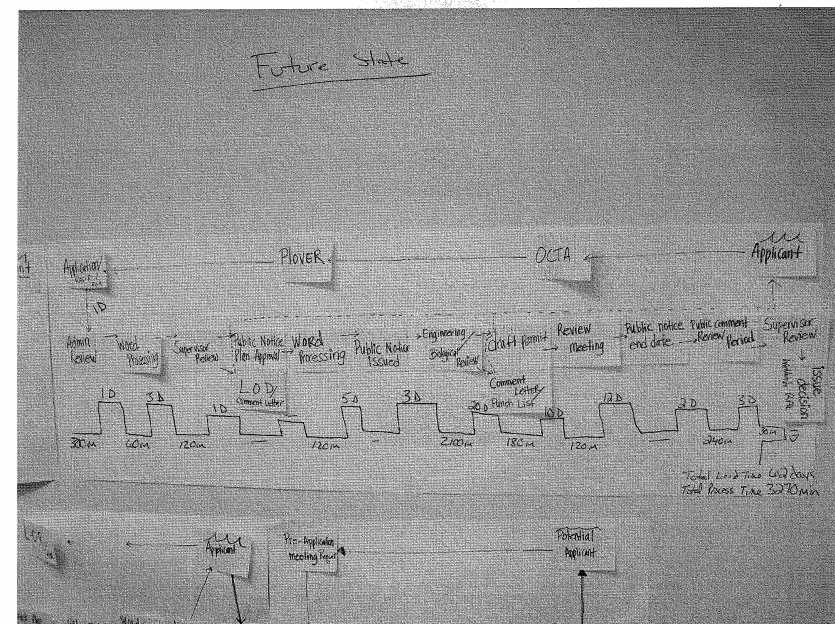
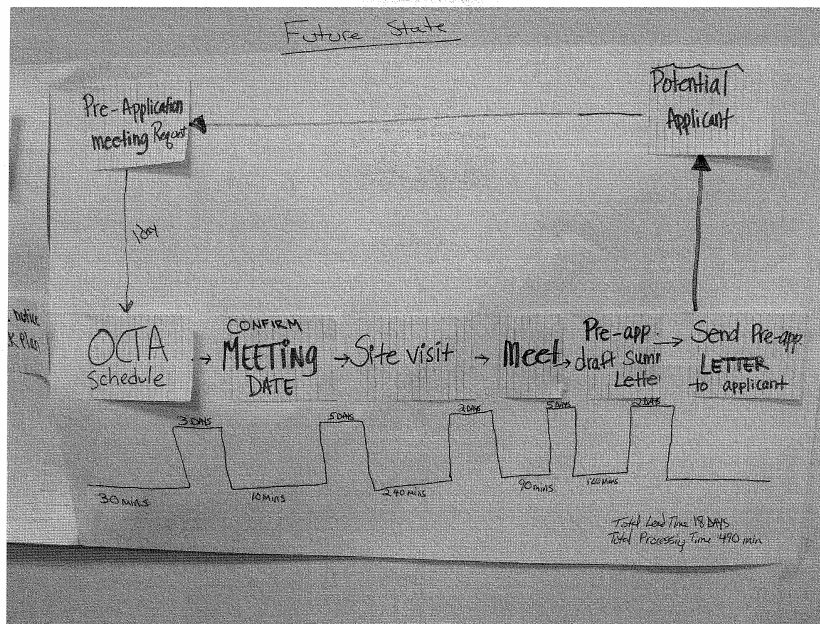




# Application to Alter Freshwater Wetlands – Current State

- 392 Day Review (366 + 26 consultant response time)
- 16 Days Actual Review Time
- Time to Public Notice
- Types of “Waste” identified:
  - Over processing (3 deficiency letters before PN)
  - Motion (Admin and Tech reviews by engineer and biologist)
  - Waiting (Time between tech reviews, no tech review during PN)

# Future State Permit Review Process



# Future State Permit Review Process

- Reduce from 366 days to 133 days (233 day reduction); 18 days actual review time
- Included pre-application and site characterization steps
- Steps to Reduce “Wastes”
  - Form multi-disciplinary review team
  - Concurrent review during public notice period
  - Complete full administrative & technical review, one punch list to applicant
  - Standardize using check lists

# Actual Process Time

- Nine applications reviewed
- Average time to issue permit = 115 days  
(does not include pre-application process)
- Range = 70 days to 281 days

Used Team approach

Concurrent reviews during PN

Close interaction with applicant/consultant

# Pawtuxet River Dam

- 281 days to process
- Time to Public Notice:103 Days
- Public Meeting held during Notice period
- Sediment Testing Review
- Ciba-Giegy investigation and review
- Coordination with EPA and ACOE
- Administration Change

# Permit Review Process

- Establish Review Team
- Pre-Application Meeting(s)
- Site Characterization
- Application Submission
- Review Application – Continued coordination with applicant as required
- Coordinate Public Notice (if required)
- Issue Single Permit/Approval

# Tips for Success

- Complete site investigations:
  - Phase I/II
  - Groundwater
  - Infiltration
- Conceptual Drainage Plan Review
  - Comply with new stormwater manual
  - Incorporate LID practices
- Review with DEM before application Submission