



VSM Project Implementation Plan

Global Manufacturing System

Project Date: April 26, 27, 28, 2004
 Project Sponsor:
 Project Review Dates:

Overall Status:
 SPQRC: Quality & Responsiveness

Air Permit Issuance Process

#	OBJECTIVE & METHODS	TARGET	RESPONSIBLE	SUPPORT	April	May	June	July	Aug	Sept	Oct	Nov	Dec	STATUS
1.0	OBJECTIVE: Eliminate rework / waiting in permitting process ensuring requirements, issues, and goals are identified and clearly communicated prior to application submittal and/or initiating engineering review	Completion of permit evaluation by milestone dates	Bill Presson			5/1			8/1					Red - Pursuing Action
1.1	Establish permit scoping meeting scheduling mechanism including dates, location and staffing	Develop written procedure	Steve Zervas	Permit Section Supervisors		5/1	6/1	7-draft, 28 - 2nd draft						Green - Closed
1.2	Develop Permit Scoping Meeting (PSM) information package including: -Purpose Statement -Checklist with instructions -Other related material		Bill Presson	Permit Section Supervisors, Permit Staff, Workshop Participants		5/1			8/1					Red - Pursuing Action
1.2a		Develop written information package	Bill Presson/Mark Mitchell	Permit Section Supervisors, Permit Staff, Workshop Participants		5/1		7/1						Red - Pursuing Action
1.2b		Obtain concurrence by workshop participants	Bill Presson	Permit Section Supervisors, Permit Staff, Workshop Participants				7/1	8/1					Red - Pursuing Action
1.3	Develop alternate additional information request procedure for applicants who don't participate in PSM (Permit Scoping Meeting)		Bill Presson	Permit Section Supervisor/Permit Staff		5/1		7/1						
1.3a		Develop written communication package	Bill Presson	Permit Section Supervisor/Permit Staff		5/1	6/1	Draft went out 28th						Green - Closed
1.3b		Obtain concurrence by AQD Staff	Bill Presson	Permit Section Supervisor/Permit Staff			6/1	7/1						Green - Closed
1.4	Develop Permit Scoping Meeting (PSM) form to identify timing and milestones for: 1. Additional information 2. Resolve open issues 3. Remaining permit reviews 4. New screening levels needed (toxics) 5. Any other relevant issues		Steve Zervas	TPU Supervisor, Section Supervisor, Workshop Participants		5/1			8/1					
1.4a	Develop written form	Form written	Steve Zervas	TPU Supervisor, Section Supervisor, Workshop Participants		5/1		7 - Draft, 28 - 2nd draft	7/1					Green - Closed
1.4b	Concurred and approved by workshop participants	Approved form	Steve Zervas	TPU Supervisor, Section Supervisor, Workshop Participants				7/1	8/1					Green - Closed
1.5 (Approved Addition)	Establish a process to create an agenda before the pre-scoping meeting	Modify present process flow to include development of an agenda for scoping meeting	Bill Presson	Workshop Participants			8/11	1 - Draft out	8/1					Green - Closed
**1.6	Establish a new administrative incomplete process	New procedure	Mary Ann Dolehanty/Cindy Smith	Karla Lowrie				7/1	8/1					Green - Closed
**1.7	Establish internal AQD policy for PSM	New procedure	Steve Zervas	Permit Section Supervisors, Dennis Armbruster, Vince Hellwig				7/15	8/15					Green - Closed
2.0	OBJECTIVE: Ensure review process is on schedule and meeting established goals	Completion of permit evaluation by milestone dates	Lynn Fiedler			5/1			8/1					Green - Closed
2.1	METHODS / ACTION: Develop procedure that will identify the scope of the look-see #1 meeting, participants, date, time, location, agenda, and countermeasure plan if necessary.	Written procedure	Scott Klipa	Permit Staff (PEW)		5/1	5/7	8 - draft to support group	1 - under re-development					Green - Closed
2.2	Develop a change control process to accommodate design changes that occur after the 1st look-see meeting	Finalized change control process by 8/1	Bill Presson/Julie Brunner	Mary Snow-Cooper, Dennis Karl, Steve Tomaszewski, & Permit Staff		5/1			8/1					
2.2a	Develop written process					5/1	20 - Draft out	8 - Receive Comments Dead	7/1					Green - Closed
2.2b	Draft process circulated to workshop participants for comment							16 - 2nd draft of 23rd-comments rec'd	7/1	7/21				Green - Closed
2.2c	AQD finalizes								7/21	8/1				Green - Closed
3.0 (REVISED)	OBJECTIVE: Provide to all permit applicants a clear, efficient, written process for resolving outstanding, permit-related issues	Resolve all identified issues through the process within 14 days	Dennis Armbruster	Chris Bates		5/15			8/1					Green - Closed
3.1	METHODS / ACTION: Review current draft issue resolution process and revise as necessary, to be consistent with new process, and include performance metrics.	Resolve all identified issues through the process within 14 days				5/1	5/15	8 - Issue discussed at Air Advisory						Green - Closed
3.2	Present draft to the Air Advisory Group for concurrence	Resolve all identified issues through the process within 14 days	Dennis Armbruster	Air Advisory Group (includes some of Air Permit Workshop Team)				29 - Send draft to Advisory Group Members	6/29	8/10				Green - Closed
3.3	Revise as necessary, issue by Division Chief, and post process	Resolve all identified issues through the process within 14 days	Dennis Armbruster	Vince Hellwig, Lynn Fiedler					8/10	8/24				Green - Closed
3.4	Implement and communicate issue resolution process and track performance	Resolve all identified issues through the process within 14 days	Lynn Fiedler	Paul Collins, AQD Staff	7/15 - 8/1					8/24	9/11			Green - Closed
4.0	OBJECTIVE: Clearly defined conditions review process to eliminate rework and waiting	Concurrence within 14 days of draft conditions delivered to applicant. Decision within 21 days	Lynn Fiedler		5/15 - 8/1	5/15			8/1					Green - Closed
4.1	METHODS / ACTION: Develop a new permit conditions review procedure to be followed by all permit engineers that: 1. Outlines timelines / action within 21 days 2. Requires a letter sent with final draft conditions outlining the process	Metrics: %Concurrence within 14 days %Concurrence within 14 - 21 days % Decision in 21 days	Bob Byrnes	Mike Johnston, Steve Tomaszewski	5/15 - 5/31	5/15	5/31	20-Draft Out, Sent to support workgroup						Green - Closed
4.2	Get concurrence from workshop participants on new permit condition review procedure		Bob Byrnes			5/15	6/15	6/8 - Sent draft out to workgroup						Green - Closed
4.3	Finalize permit condition review procedure and include in application package and * <u>on web</u>		Bob Byrnes				6/15	6/30						Green - Closed *

4.4	Develop and communicated in package for new permit condition review process		Paul Collins						7/1	7/21	On-going Communication			Green - Closed
4.5	Evaluate performance to established targets		Paul Collins							8/1	Quarterly/on-going			Green - Closed
5.0	OBJECTIVE: An informed final permit decision in a timely manner	A decision with supporting documentation within 21 day from end of public comment	Lynn Fiedler						6/1					Green - Closed
	METHODS / ACTION:													
5.1	Set benchmark times and process within an Agency Action Process for the decision-maker from start of public comment period to issuance	A clear process identifying: -Hearing game plan (who, what needed, etc.) -Hearing follow-up assignments and due date -Preliminary identification of significant comments -Preliminary decision -Action plan for completion of decision and documents	MaryAnn Dolehanty	Steve Chester, Vince Hellwig, Dennis Armbruster, Permit Engineers, Permit Supervisors, Barb Wilcox, District					5/1	6/1	10 - Draft out to support group			Green - Closed
5.2	For each public-participation situation: 1. Meet to transition application responsibility 2. Communicate any remaining/significant issues 3. Initiate Agency Action Process	Meeting for each public noticed permit	Mary Ann Dolehanty	Steve Chester, Vince Hellwig, Dennis Armbruster, Permit Engineers, Permit Supervisors, Barb Wilcox, District					5/1	6/1	10 - Draft out to support group			Green - Closed
5.3	Receive concurrence on draft Agency Action Process	Agreement on Process	Potential Decision-makers	MaryAnn Dolehanty, Lynn Fiedler						7/1		8/1		Green - Closed
5.4	Formalize and begin implementation	Final Process. Provide assistance regarding response to comments document (encourage increased use of templates, assign multiple writers, etc.)	Lynn Fiedler, Permit Supervisors	AQD Permit Staff								8/1	9/1	Green - Closed
5.5	Implement Agency Action Process	Final decision and support documentation within 58 days of the commencement of the public comment process	Decision Maker (Vince Hellwig)	Permit Engineers, District, Barb Wilcox, Other AQD Staff, Applicant, Public									9/1	Green - Closed
6.0	OBJECTIVE: New permit process is effectively communicated and training is provided to interested parties in a timely manner.	New applications received after September 1, 2004 are utilizing the revised process	Paul Collins						5/1				9/1	Red - Pursuing Action
	METHODS / ACTION:													
6.1	Communicate results of VSM Workshop to participants	Participants receive summary package by 5/4/04	Steve Tomaszewski						5/4		Done			Green - Closed
6.2	Determine appropriate methods to package new process in relation to pledge	Decision by Steve Chester by 5/7/04	Dennis Armbruster						5/7		May 12 - Document Posted on DEQ website			Green - Closed
6.3	Communicate new permit process results from VSM Workshop to organization using standard workshop communication package	Organizations informed by 6/4/04	DEQ - Lynn Fiedler GM - Steve Tomaszewski Ford - Dennis Karl DMX - Debra Rowe MMA - Mike Johnston	As required					5/4 - 6/4	6/4	10 - Permits Done 5 - MMA Done			Green - Closed
6.4	Develop a standardized "information document" - Public Outreach Package	Developed and distributed -website -tri-fold -press release -other (conferences, meetings, etc)	Paul Collins						5/4 - 7/1 Reviewed by 7/15					Green - Closed
6.4a	Develop standardized information document	Document developed	Paul Collins						5/1		1- Draft Out		7/1	Green - Closed
6.4b	Review and approve Public Outreach Document	Document reviewed and approved	Paul Collins										7/15	Green - Closed
6.5	Finalize process flow diagram based on further analysis and final deliverables from other objectives	Approved process flow diagram	Paul Collins	Scott Klipa, Gregory Serrano					7/2 - 7/15				7/15	Green - Closed
6.5a	Develop process flow diagram	Process flow diagram complete	Paul Collins	Scott Klipa, Gregory Serrano									7/2 - 7/8	Green - Closed
6.5b	Obtain approval by workshop participants	Approved process flow diagram	Paul Collins	Scott Klipa									7/8 - 7/15	Green - Closed
6.6	Develop and coordinate an overall training plan to cover the products of the objectives	Approved Training Plan	Paul Collins	Steve Tomaszewski					7/1 - 8/1 Reviewed by 8/14/04	5/1			9/1	Green - Closed
6.6a	Training Plan developed	Initial Training Plan	Paul Collins	Steve Tomaszewski									7/1 - 8/1	Red - Pursuing Action
6.6b	Approved by workshop participants	Approved Training Plan	Paul Collins	Steve Tomaszewski									8/1 - 8/14	Red - Pursuing Action

Time-Line Legend	
Time Line	_____
Control Point	▲ Fill in when performed
Planned Start / End Time	○
Actual Start / End Time	●

● Meets or Exceeds Target

▲ Improvements Needed

✗ Target Missed

Signature Block		
Sponsor		
Process Owner		
1		
2		
3		

**New Issue - Action Pending