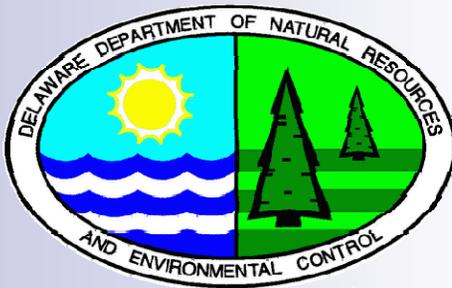


Delaware's Air Permitting Seminar 2008

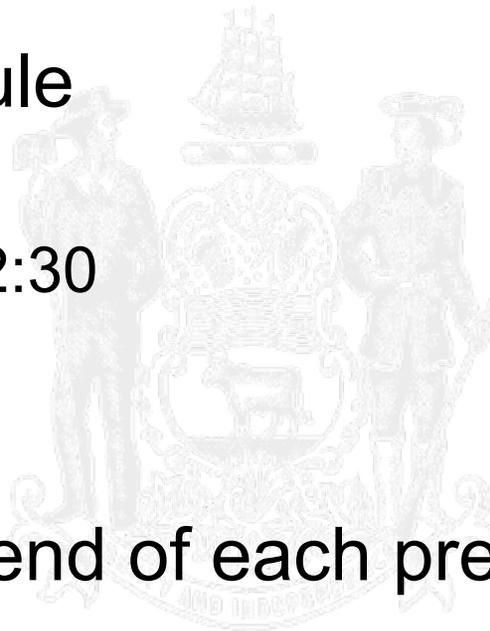


Paul E. Foster, P.E. – Program Manager
Delaware Department of Natural Resources
and Environmental Control
Air Quality Management Section
October 8, 2008

Blue Skies Delaware; Clean Air for Life

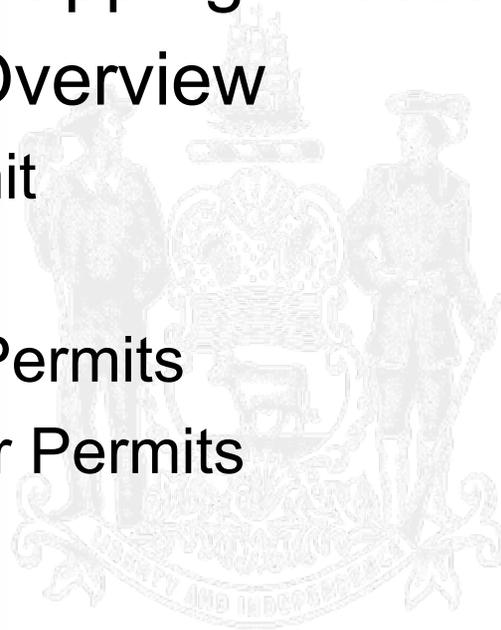
Logistics and Timing

- Dover Downs
- Today's Schedule
 - Break 10:00
 - Lunch 11:30-12:30
 - Break 1:30
 - Finished 3:00
- Questions – at end of each presentation



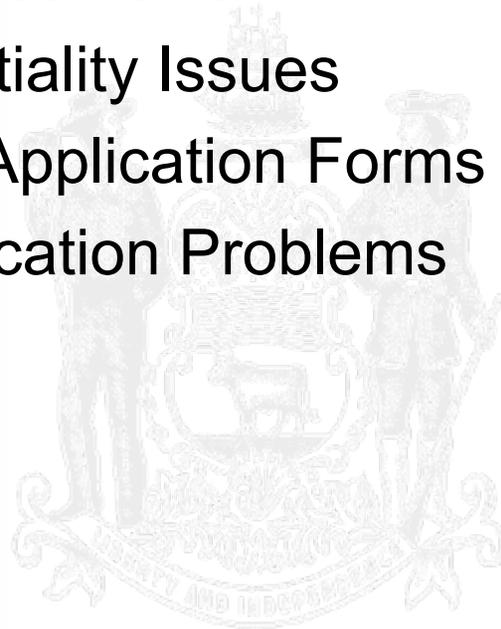
What Will You Learn Today?

- Value Stream Mapping Process
- Air Permitting Overview
 - Potential to Emit
 - Registrations
 - Minor Source Permits
 - Synthetic Minor Permits



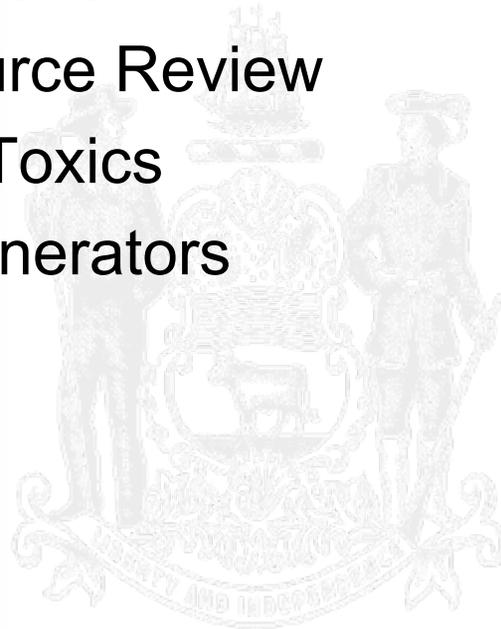
More Good Stuff

- Air Permit Applications
 - FOIA/Confidentiality Issues
 - New/Updated Application Forms
 - Common Application Problems



Even More Good Stuff

- Regulatory Update
 - Minor New Source Review
 - NESHAPs/Air Toxics
 - Emergency Generators
 - Boilers



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Value Stream Mapping



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Why did Delaware pursue VSM?

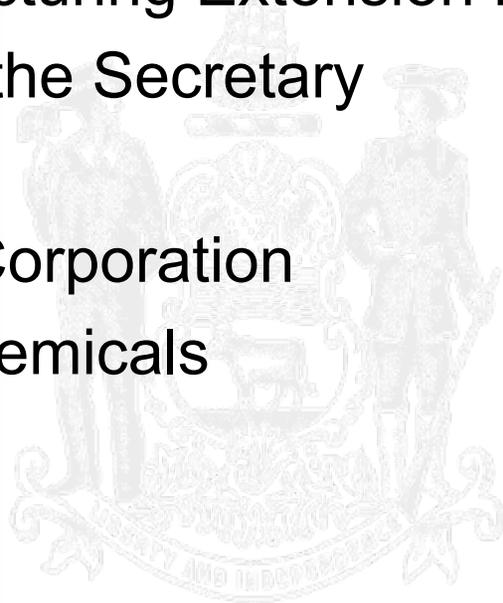
- Listening to the voices of our customers
- To improve our permitting processes
- To reduce processing time and effort
- To create greater business certainty
- To optimize our resources for other functions
- To improve environmental quality



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Partners in the VSM Effort

- Delaware Economic Development Office
- Delaware Manufacturing Extension Partnership
- DNREC Office of the Secretary
- General Motors
- DaimlerChrysler Corporation
- Ciba Specialty Chemicals
- ILC Dover, Inc.
- PPG Industries
- DuPont

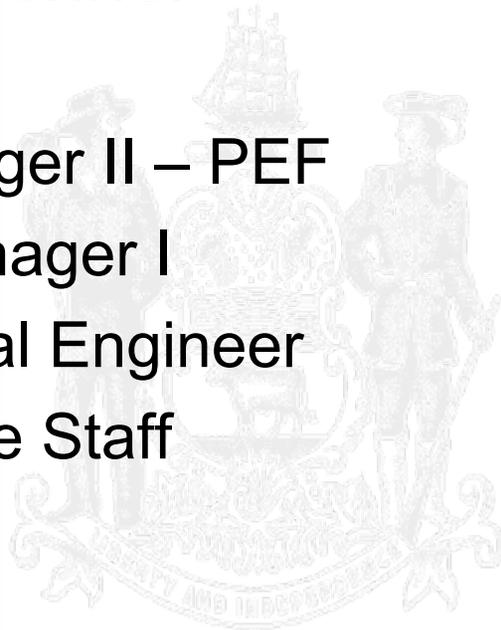


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Partners in the VSM Effort

■ Air Quality Personnel

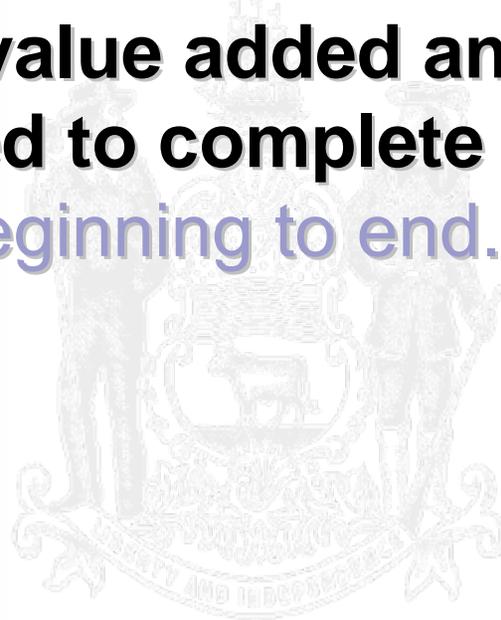
- Administrator
- Program Manager II – PEF
- 3 Program Manager I
- 5 Environmental Engineer
- 2 Administrative Staff



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What is a Value Stream?

- A value stream involves all the steps in a process, both value added and non value added, required to complete a product or service from beginning to end.



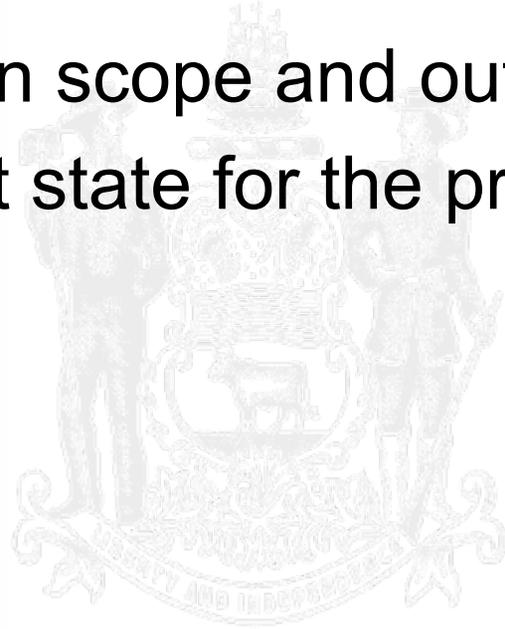
What is a Value Stream Map?

- Visual representation of a Value Stream or the work process
- Pencil and paper tool with lots of “post-its”
- Helps reveal waste and problems with the work flow
- It establishes a common language to talk about a process
- It provides a blueprint for improvement



Step 1: Mapping the Current State

- Create the goal for the session
- Define what is in scope and out of scope
- Map the current state for the process of interest



In Scope

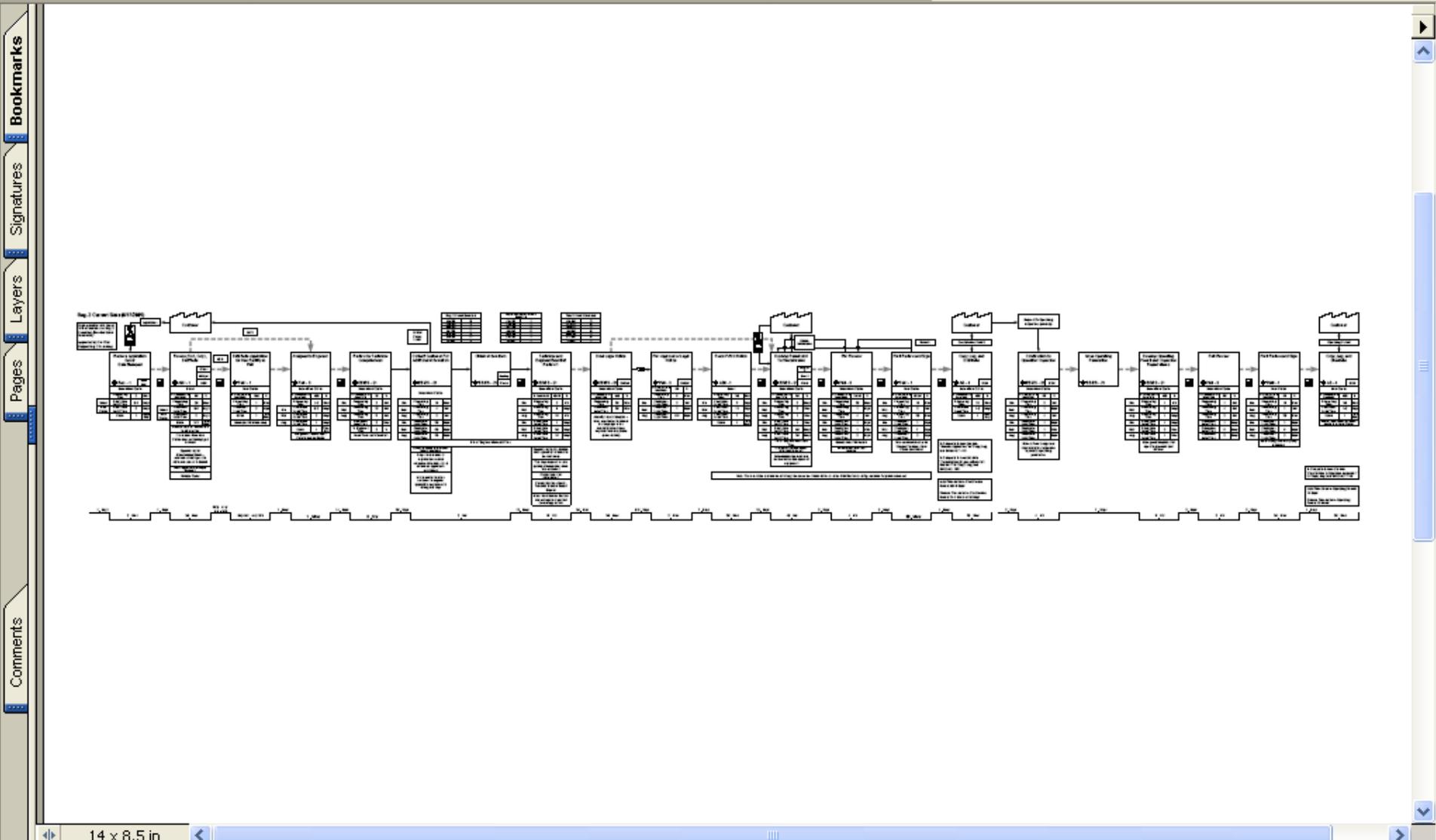
- Interpretation of DNREC rules, policies, and guidance documents
- Internal organizational structure
- Internal permit process and timing
- Applicant internal process and timing
- Electronic submittals
- Application content and format
- Permit and technical memo format
- Special condition content
- Communication (internal/external)



Out of Scope

- EPA regulations
- Interpretation of EPA rules, policies, and guidance documents
- Modifying existing DNREC rules
- Additional resources
- Permit appeal process
- New software/computer systems
- Mandated public participation requirements
- Permits involving enforcement actions
- Public hearing process

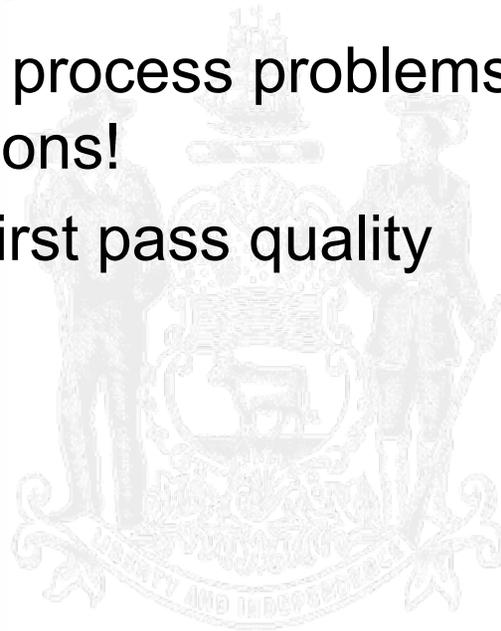




Mapping the Current State

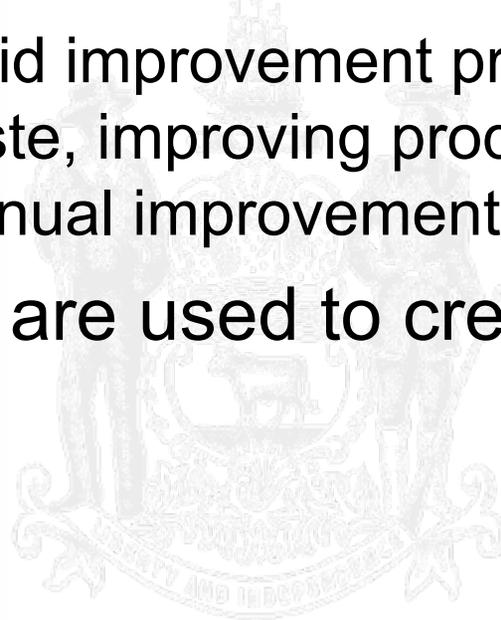
- Lesson learned:

- The majority of process problems stem from the permit applications!
- Less than 1% first pass quality



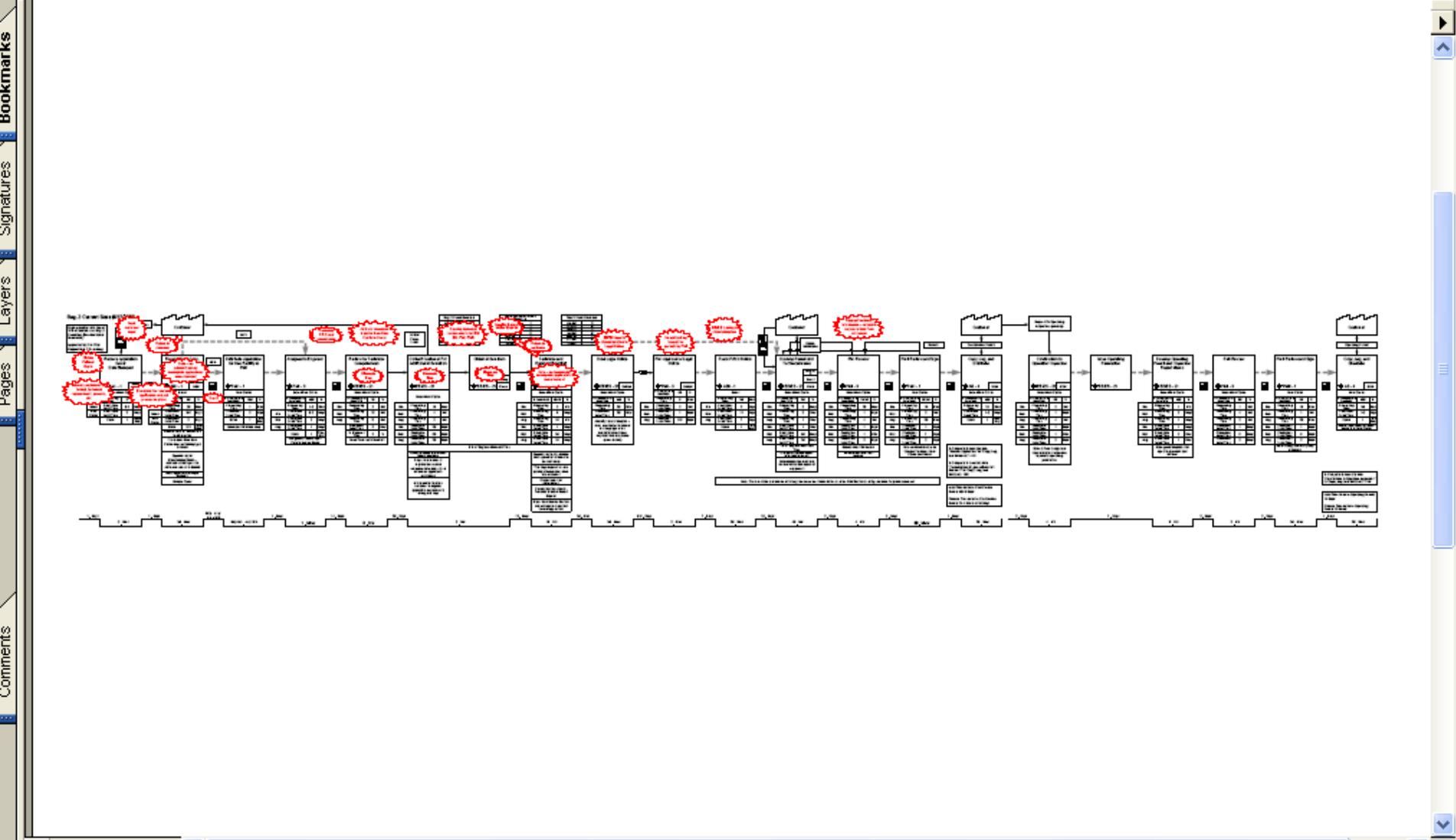
Step 2: Identify Opportunities for Improvement

- These opportunities are called “kaizen bursts”
 - “kaizen are rapid improvement processes focused on eliminating waste, improving productivity, and achieving continual improvement.
- “Kaizen bursts” are used to create the Future State



Open Save Print Email Search Create PDF Review & Comment Secure Sign Advanced Editing

Select Text 75% How To..?

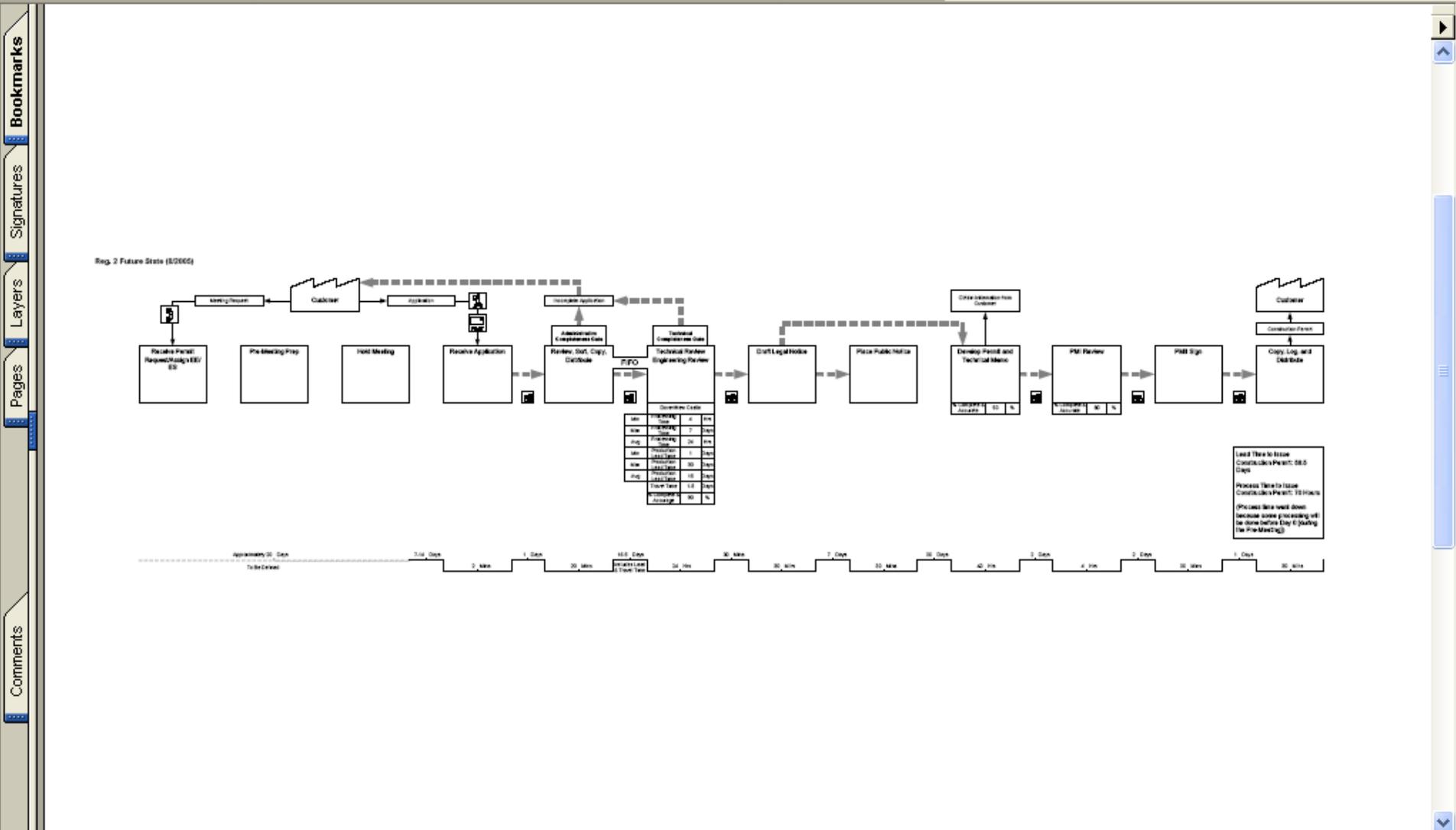


Step 3: Creating the Future State

- Future state should be realistic
- Future state should be achievable in one year



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Step 4: Achieving the Future State

- Identify and schedule specific tasks to accomplish over the next year
- Our tasks included
 - Creating visual tracking boards
 - Implementing a FIFO system
 - Creating permitting checklists
 - Modifying our applications to make them more user and staff friendly
 - Collecting performance metrics



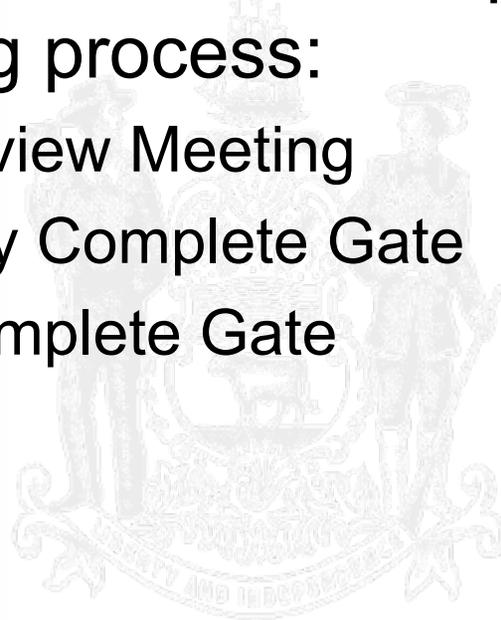
Project Highlights

- We reduced our permitting backlog (as defined by our Permit Tracking System) from 199 permits on 8/24/2005 to 46 on 2/15/06 and completely eliminated backlog by 2/21/07
- On average we are issuing natural minor permits within about 40-60 days of receipt of a complete application
- Goal is issuance of Minor Source Permit within 90 days of application receipt



Important Process Improvements

- Future State included three important changes to the permitting process:
 - Application Review Meeting
 - Administratively Complete Gate
 - Technically Complete Gate



Application Review Meeting

- Call Dover or New Castle to schedule meeting
 - Dover if you don't have a permitting contact
- Submit Draft Application 7 days prior to mtg.
- At meeting project reviewed and application deficiencies discussed
- Submit final application (original + 1 copy) and fees for processing



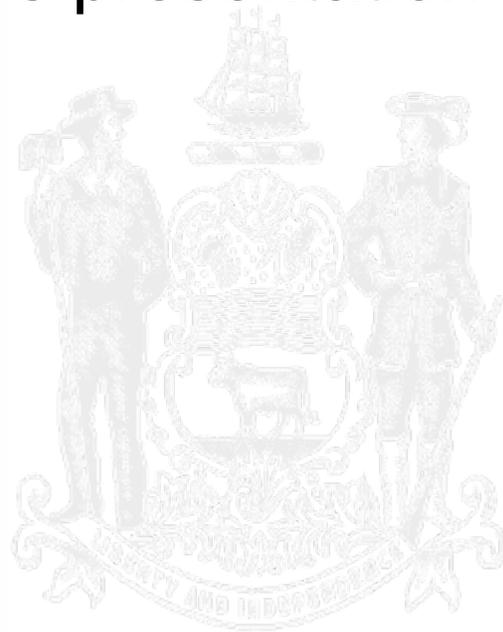
Permit Review Gates

- Used for Administrative and Technical Review
- 3 Step process for each gate
 - Applicant notified by email or phone and given deadline to complete application.
 - Applicant notified by certified mail and given second deadline to complete application.
 - Application returned as incomplete



New Application Forms

- See Amy Mann's presentation



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Synthetic Minor VSM Project

- Based upon the success of the Natural Minor VSM project we conducted a Synthetic Minor VSM project in October 2006
- The Synthetic Minor VSM project is now implemented



Important Process Improvements

- Future State includes additional improvements.
(applied to natural minor process too)
 - Style Manual
 - Permit Completeness Checklist
 - Improvements to Construction to Operation Process
 - Training Conferences for Users
 - Synthetic Minor Permits added to tracking board



Kudos and Other Nice Stuff

- General Motors “Speed Demon” Award
 - For Process Improvements
 - Nominated by GM Newport Plant
 - Presented by GM Chairman
 - First award given outside of GM/supplier universe
- EPA and Env. Council of States (ECOS)
 - Lean Government Primer based on input from states including Delaware



Kudos and Other Nice Stuff

- VSM applied to four other groups within DNREC
 - Brownfields
 - Underground Storage Tanks
 - Stormwater Permitting
 - Wetlands Permitting



Permit Tracking On-Line

<http://apps.dnrec.state.de.us/reportserver?/AirPublicRDL/AirPermitsInPipeline&rs:Command=Render>



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Contact Information

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Engineering & Compliance Branch

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