MA DEP RCRA Part B
License Renewal Process
12/15-12/17/2014

Management Presentation

Nothing helps a company change and improve like a committed senior management. - Karen Martin
Team Member Introductions and Experiences
Background

The Project was chosen as an EPA- DEP collaboration because of:

• Length of time it takes to get facility licenses reissued

• MA DEP not being able to meet the goals set as part of their annual work plan related to funding.
Objectives

- To create a streamlined review process
- Standardize the overall permit review process to expedite approval
- Eliminate backlog
- Maintain the quality and detail within existing permits to ensure continued protection of public health and the environment
Measurable Goals

- Issue public notice within 6 months of receiving the application for a facility license renewal
- Reduce number of steps in facility license renewal process
- Reduce time spent waiting for responses from licensees
Event Timeline

Day 1

- Mapped the current state
- Evaluated value of each step
- Started parking lot
- Identified opportunities in the current state
Event Timeline

Day 2

- Conducted root cause analysis on opportunities
- Brainstorming
- Prioritized opportunities for improvement
- Developed Just Do It and Action Item Lists
- Created Implementation Plan
Event Timeline

Day 3

- Completed future state map
- Completed metrics for future state
- Wrap up including reviewing expectations, parking lot, evaluations and plans for future meetings
## Project Metrics

<table>
<thead>
<tr>
<th></th>
<th>Current (weeks)</th>
<th>Future (desired state) (weeks)</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td># Steps</td>
<td>31</td>
<td>24</td>
<td>-22</td>
</tr>
<tr>
<td>DEP Technical Staff Time</td>
<td>24</td>
<td>20</td>
<td>-17</td>
</tr>
<tr>
<td>Waiting for Response Time</td>
<td>36</td>
<td>16</td>
<td>-57</td>
</tr>
<tr>
<td>Total Time to Public Notice</td>
<td>60 (15 months)</td>
<td>36 (8 months)</td>
<td>-41</td>
</tr>
</tbody>
</table>
Implementation Plan Highlights

- Rewrite call letter and agenda to prepare for pre-app meeting (provide link to most current license reflecting modifications, suggest a consultant, share expectations).

- Provide training for new/less experienced staff at DEP/ facility.

- Organize a team with team leader to work on facility license, meet weekly for status update.

- Create internal tracking system.

- Standardize fee agreement to eliminate need for legal review.

- Use for Pilot the most simple case: renewal of facility license which claims no changes/modifications and already contains modules that have been standardized.
Issues Impacting Success – for Management to be aware of:

- Permit writers pulled off permit reviews for other projects or unscheduled license modifications.

- Non payment of fees resulting in a stop work order.

- Staff changes at facility and/or inexperience of facility staff in the process.