

# 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

|                              | Current (weeks) | Future (desired state) (weeks) | Change (%) |
|------------------------------|-----------------|--------------------------------|------------|
| s# Steps                     | 31              | 24                             | -22        |
| sDEP Technical Staff Time    | 24              | 20                             | -17        |
| RWaiting for Response Time   | 36              | 16                             | -57        |
| PTotal Time to Public Notice | 60 (15 months)  | 36 (8 months)                  | -41        |

# 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.