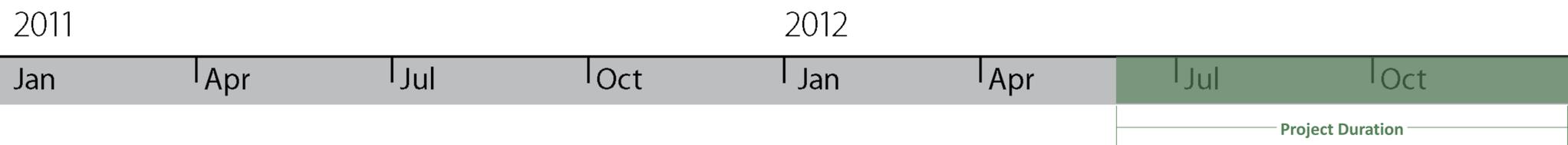




# Project Results from Lean Efforts

## Better, Faster, Cheaper: Air Permits for Small Business

Department of Ecology



### Problem

- It takes too long to review and approve an air quality Notice of Construction (NOC) permit application.
- Applicant satisfaction has declined over the past few years.
- Permit tracking was done using many different systems.

### Causes

- A 12-page application (without instructions) asked for a wide variety of information that didn't apply to all types of air emission sources from businesses requiring a NOC permit.
- Responsiveness summaries were written for all comments received during the public notice period, including time spent answering out-of-scope comments.
- The public notice process was confusing for permit applicants.
- Permit applicants didn't understand how to use the e-pay process.
- Staff were using 16 different locations to track permit applications.

### Solutions

- Developed a new six-page application with general instructions and a prompt for the applicant to schedule a pre-application meeting.
- Developed a responsiveness summary template to be used for public hearing comments, and developed standard "canned" language for all out-of-scope comments.
- Transferred responsibility for managing the public notice and receipt of publication affidavit to Ecology from the applicant. The applicant is billed by the media company.
- Provided applicants with e-pay instructions.
- Consolidated tracking systems.

### Results

- Eliminated 12 tracking systems by consolidating 16 different systems into four, with plans to consolidate the four systems into one.
- Doubling of percentage of applications received as complete upon initial receipt expected.
- Reduction of 10 percent in the time spent completing an application expected.

### Next Steps

- Identify the source category for the next general order, draft and implement the general order.
- Create an electronic version of the survey we send to applicants with their final permit.

