

# *Wyoming DEQ Air Quality Permitting Kaizen Event*

## *Team Regulatory Linebackers*

June 18 – June 22, 2007

# DEQ – Team Regulatory Linebackers



*(Left to Right)*

David Stewart, EnCana  
Erin Peterson, AQD  
Mark Smith, AQD  
Jennifer Frazier, AQD  
Cole Anderson, AQD  
Andrew Keyfauver, AQD

Phil Schlagel, Anadarko  
Chris Smith, BP  
Cynthia Madison, AQD  
Jennifer Knowlton, Yates  
Chris Hanify, AQD  
Stewart Griner, AQD

Chad Schlichtemeier, AQD  
Jim Sewell, Shell  
Ron LePlatt, Questar  
Darla Potter, AQD  
Gail Eckert, AQD  
Leah Krafft, WQD

# Event Scope and Goals

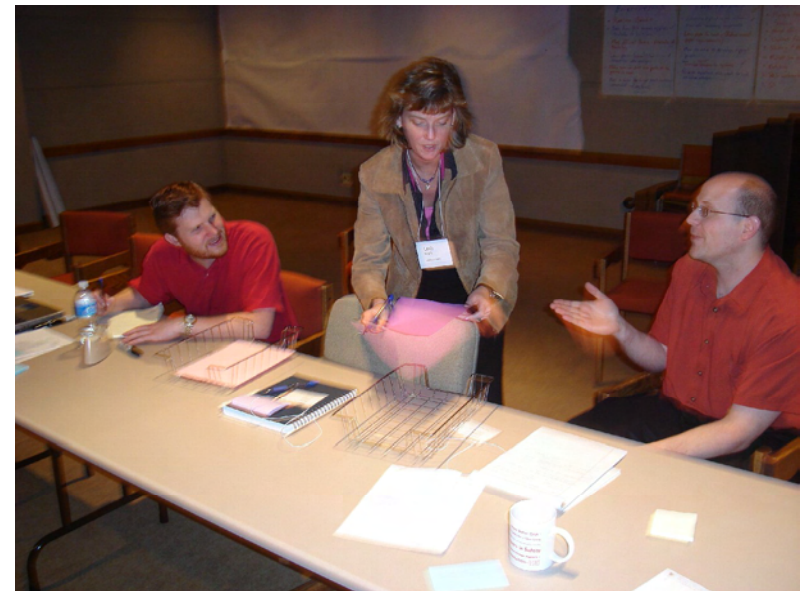


- **Scope:**

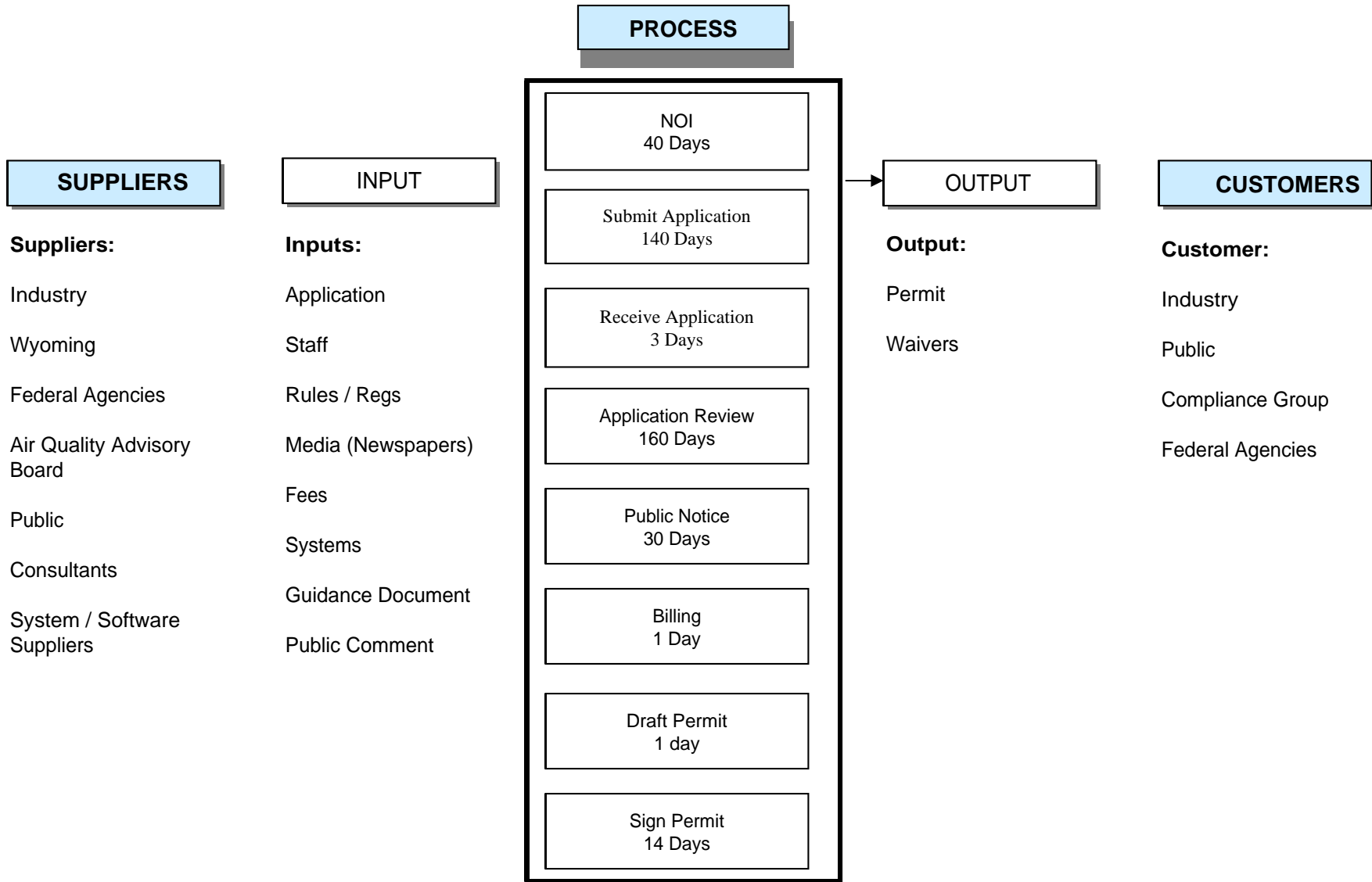
This event will look at the air permitting process for oil and gas production facilities from the time the well is completed until the NSR permit is signed.
- **Objectives:**
  - Paperwork reduction
  - Define critical information necessary for technical review
  - Electronically transmissible (managed by IT system)
  - Eliminate duplication of effort
  - Evaluate when an application is required
  - Evaluate reporting requirements
- **Goals:**
  - Reduce backlog by 50%
  - Reduce overall lead time on new applications to 80 days
  - Reduce number of submittals for multi-well pads to 1
  - Reduce incomplete applications by 50%

# Kaizen Methodology

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results – Start implementing new process functionality by end of week
- 5S “mindset”, use the steps to support the event activities



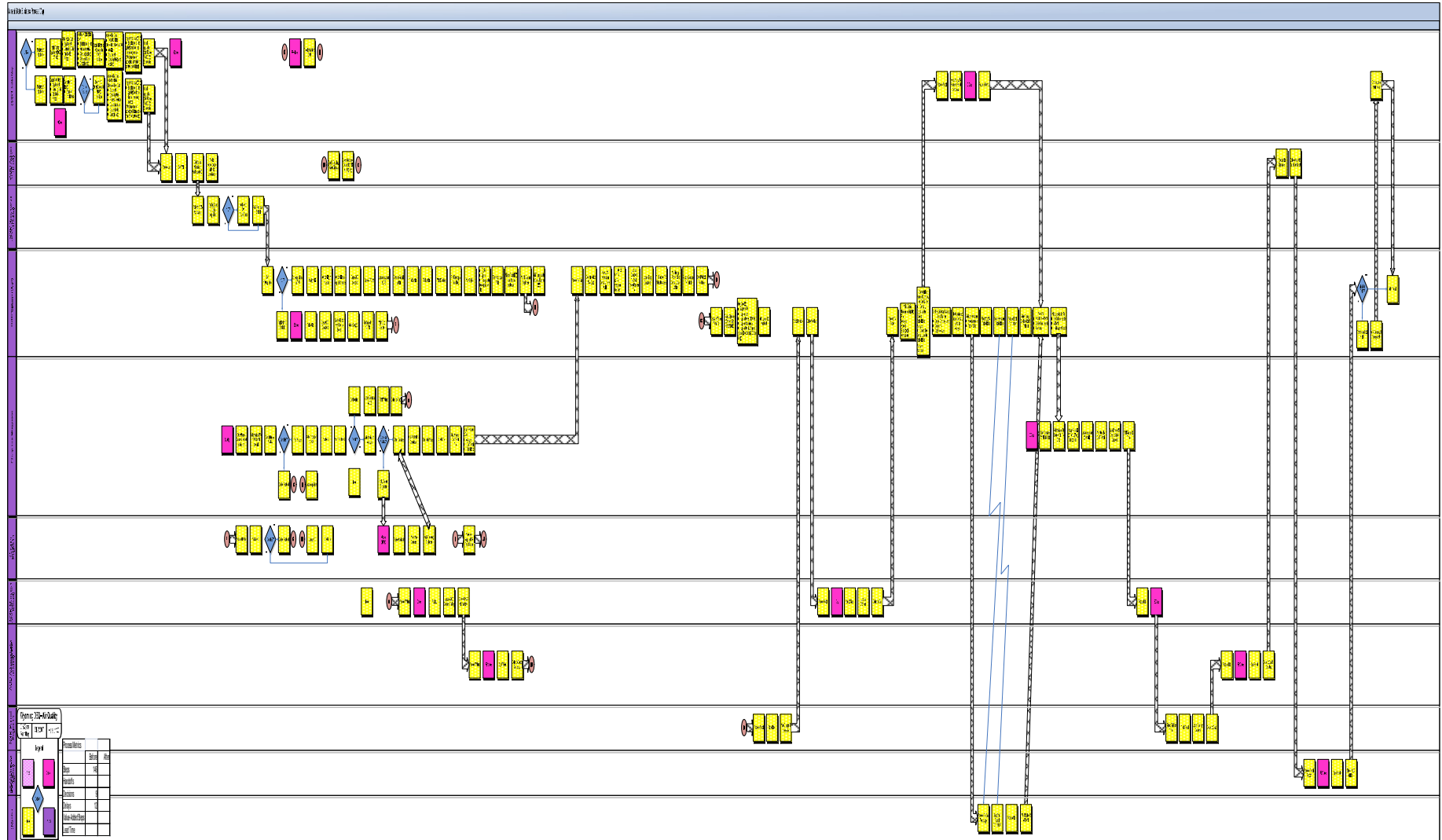
# SIPOC – Air Quality Permitting



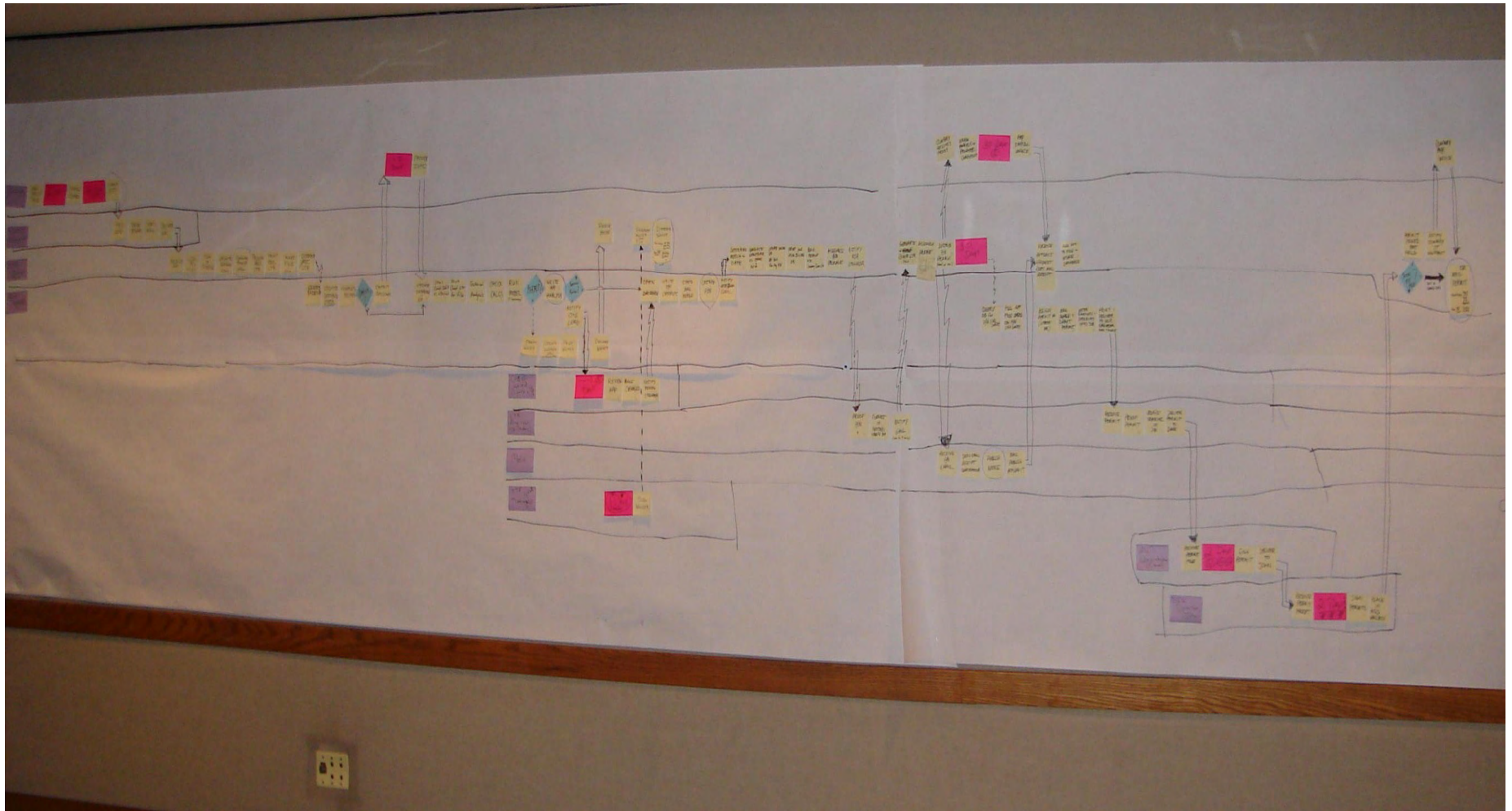
# Current State Process Map



# Current State Process Map



# Future State Process Map





# Process Improvements



	Before	After	Difference
<b>Steps</b>	146	86	41.10%
<b>Handoffs</b>	33	20	39.39%
<b>Decisions</b>	9	4	55.56%
<b>Number of Delays</b>	12	9	25.00%
<b>Process Cycle Time</b>	19 Hours	13.6 Hours	28.42%

## Delays - DEQ Only (Days)

Best Case	217	67	69.12%
Worst Case	276	77	72.10%

## Delays - DEQ and Industry (Days)

Best Case	397	157	60.45%
Worst Case	456	167	63.38%

## Lead Time - DEQ (Days)

Best Case	218	67.5	69.04%
Worst Case	277	77.5	72.02%

## Value Added Steps

Number	7	7	0.00%
%	4.79%	8.14%	

# Parking Lot



- Add API # to Database
- Add duplicate facility check routine
- Pursue flat fee starting FY 09-10 (Beg July 1, 2008)

# Accomplishments

- Create standardized checklist and identify information to be submitted
- Contact county clerks concerning certification letters vs. electronic
- Create a letter to the applicants on email vs hard copy in pdf format
- Develop a SOP for Public Notice with electronic deliver to the newspaper.
- Develop standardized cover sheet
- Eliminate director signature - consult AG's office.
- List of documents and contact customers to see if they need them
- Routing permits – New baskets
- Eliminate backlog: A) develop a plan to eliminate. B) dedicate staff. C) visual controls to monitor progress. D) breakdown the process and identify existing staff. E) plan for sorting of files
- Develop a timeline for signatures.
- Submit electronic and hardcopy forms, update web and SOP's
- Formalize process to determine when calculations are run and when they aren't run in analysis phase.
- Eliminate NOI - research 180 days and address multiple well pads
- Design reports and queries for Gail
- Update checklist to include industry
- Location for waivers to be signed at Gails desk



# Key Learning's of the week

- Without Gail...nothing gets done.
- Communicate with all stakeholders (internal and external) and at all levels
- Must have open communications
- No matter how good you think your process is, there's always room for improvement.
- You never know until you ask WHY.
- Great task assignments and follow-up techniques.
- This was a great experience because of interaction and cooperation between industry and DEQ.
- Look at the world from a Value Add perspective.



# Action Items



Item:	Action:	Owner:	Timing	Status:	Outcome/ Comments
1	Develop and formalize training program to include mentoring, field work, and understanding of process. Review of work and SOP for process	Jen & Cynthia	6/29	***	Compile a notebook / new hire package
3	Capture errors on applications	Cole	6/22	***	Review by Cynthia and Mark
9	Consult with AG's on electronic signatures	Darla	6/29	***	Administrators determined that it is unlikely this will work. AG has yet to respond, but unlikely
12	Automate AP number	Erin	6/27	***	Got routines close to done - need to test and install.
18	Update forms	Jim, Ron, Cynthia	7/6	***	Changes to form complete. Need to update electronic document and schedule with new Guidance
21	Research PROSIM for possibility of purchase	Chad & Cynthia	7/6	*	Waiting on cost from Cynthia before going to Finley with it.
24	Determine if Permit to Operate and construction permit can be combined	Stewart / Ron	6/29		Waiting on reply from AG
25	Procedure to create pdf for receipt letters and other stuff	Cole	6/26	**	Tested. Now needs SOP
	Check procedure to email pdf from word	Cole	June 20		Not possible
27	Work with Erin to establish begin and end public notice techniques	Erin	6/27	*	Met with Gail to discuss routines and add to
29	Assign permit numbers based on application numbers	Darla	7/1	**	
30	Need to purchase software to PDF	Cole	7/6	*	Research need
31	Multiple well pads with one permit	Dave / Jim / Mark	6/26		
32	Delegate waiver signature from administrator to NSR Program manager	Chad	6/22		

# Acknowledgments

