

Project Charter

Project Name: WPDES permit processing
Date Chartered: November 1, 2012 **Expected Completion Date:** June 1, 2013
Team Leader: Tim Ryan

Team Goal/Mission:

Evaluate the process of re-issuing WPDES permits at both the Central Office and District level. Create a new process for re-issuing WPDES permits that result in a consistent statewide permit backlog of less than 10%.

The team will implement improvements that accomplish the following:

1. Reduce DNR staff time required for the process.
2. Reduce the amount of time it takes for the customer to receive a re-issued WPDES permit.
3. Improve customer satisfaction.
4. Ensure that all safety requirements are incorporated into the new process.
5. Clarify roles at each step.
6. Identify and eliminate any optional steps that do not add value.
7. Minimize re-work of materials

Measure(s) to be used to determine success:

How will we quantify our progress?

1. DNR staff time is reduced by 10%.
2. Customer receives re-issued WPDES permit on average in ____ days or less
3. Insert a measureable associated with customer satisfaction. This measureable may be decided later as part of the project.
4. Federal, State, and program safety requirements were addressed and incorporated into the new process if applicable.
5. Statewide permit backlog rate continually decreases and stabilizes below 10%. This must also be true for Central Office permits.

Potential Team Members:

Tim Ryan (Lead) – Wastewater Field Supervisor SDW
Paul La Liberte - Wastewater Field Supervisor WD
Mike Hammers – Permit drafter Central Office
Diane Figiel – Limit calculator Central Office
Amy Schmidt – Field Engineer SDW
Jim Hansen – Water Division
Chris Stempa – Utilities Deputy Director, Appleton WWTP
Debra Guzman – Director of Environmental Affairs, Suputo Cheese
Betsy Lawton – Staff Attorney, Midwest Environmental Advocates
EPA Representative

Issues to be addressed:

What Problems or opportunities will the team solve?

1. Delays in developing and sharing critical guidance.
2. Identify & correct events that delay permits
3. Improve communication on permit matters
4. Identify and correct situations where staff lack expertise to make necessary judgments (training)
5. Inability to predict how EPA will react to permits
6. Should facility plan approval be coordinated with permit reissue?
7. Out of date administrative rules preventing permit re-issue

Expected Results:

What will be in place when we are done?

1. A consistent statewide permit process outlined with a standard operating procedure and accountability mechanisms.
2. Tracking system to monitor process flow and identify bottlenecks.
3. Operational system for monitoring permit quality.

Support/Resource People:

Who will we need assistance from besides the team members?

David Argall for SWAMP data extraction

Responsibilities and Boundaries:

Only the process of reissuing individual WPDES permits will be examined.

This includes:

1. Permit application processing
2. Effluent limits development
3. Substantial compliance determination
4. Permit drafting
5. Entire variance process
6. Interacting with permittees and public

This excludes:

1. Development or conveying coverage of general permits
2. Compliance evaluation unrelated to permit decisions
3. Contested permits
4. Plan & Spec Review
5. Pretreatment



DNR Lean Project - Final Report

Project Name: WPDES Specific Permit Re-issuance

Project Team Leader: Tim Ryan

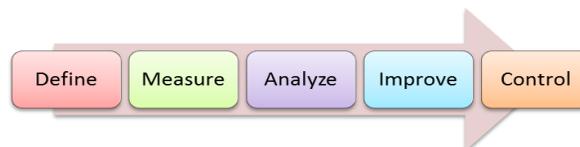
Project Purpose: To reduce the average staff time to re-issue and to reduce the average time it takes to deliver a WPDES individual permit to the permittee in order to maintain a consistent statewide permit backlog of less than 10%.

Project Team Members: **Tim Ryan – Water District South – West**
Paul LaLiberte – Water District West
Mike Hammers – Central Office
Diane Figiel – Central Office
Amy Schmidt – Water District South – West
Dale Rezabek – Water District South – East
Jim Hansen – Water District North

External Members: **Louann Unger - EPA**
Debra Guzman – Saputo Cheese USA Inc.
Chris Stempa – Appleton WWTP
Betsy Lawton – Midwest Environmental Advocates

Ad Hoc Contributors			
Lynn Singletary	Phillip Spranger	Holly Heldstab	Tom Mugan
Mary Ryan	Dave Carper	Pat Oldenburg	Mike Lemcke
Bart Chapman	Nasrin Mohajerani	Jackie Fratrack	Kathy Bartilson
Peggy Wischhoff	Sheri Snowbank	Julia Stephenson	Kelley O’Connor
Kari Fleming	Lonn Franson	Dick Sachs	Mike Luba
David Argall	Eric Devenecia	Mark Corbett	Mark Davy
Dan Peerenboom	Jim Schmidt	Robie Anson (EPA)	(Davy Engineering)

Summary of Improvements: See attached Project Implementation Plan



Project Results:

Goal	Baseline	Target	Expected After Improvements	Goal Met?
Reduce DNR staff workload.	140 hrs per permit*	115 hrs per permit*	115 hrs per permit	TBD
Reduce Lead (delivery time).	600 days median	200 days median	200 days**	TBD
Improve Customer Satisfaction.	161 permits per year	208 permits per year	208 permits	TBD
Ensure Staff and Customer Safety.				NA

*115 hours is based on permit drafter time only.

** The 200 day goal will not be achieved until the backlog is reduced to the goal of 10%.

Amount of staff time saved per year in hours: 25 hrs per permit

How will that time be reinvested?: In other parts of the program that have been more neglected as the permit backlog has been addressed including but not limited to septage, land application, general permits, and pretreatment. Additional time can be invested in both enforcement and customer service.

Project Cost:

	Hours	Dollars
Project Team Leader	343.5 hrs	
Project Team Members	440.5 hrs	
Project Team Members	115.5 hrs	
Meeting Costs		\$1,500
Improvement Costs		\$65,000*
Total		\$66,500

*Funding requested

Recommendations for Future Code/Statute Changes: None recommended at this time.

Lessons Learned:

- Get started early. It is very difficult to coordinate schedules of staff around the state in addition to externals with busy schedules.
- Winter weather in Wisconsin can severely impact the ability to hold face to face meetings.
- When the project is large in scope, try to break it down into manageable pieces.
- It is important to have good data.
- Sometimes we need to improvise when we do not have good data.
- There are times when there is a need to balance between customer service and meeting the goals of the project.

- Leaders should be willing to delegate to team members.