Streamlined Permitting for Land Development Projects

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DES Innovative Permitting Initiative

- Make it Easier for Environmentally-Superior Projects to Move Through State and Local Permitting Processes
- Improve Coordination within DES and with Municipalities and Other Agencies
- Increase Use of Better Development Practices
Outcomes of Process Streamlining to Date:

(1) Integrate & Standardize Processes of 4 Programs:
   - Wetlands
   - Shoreland
   - Subsurface
   - Alteration of Terrain

(2) Proposed New Integrated Land Development Permit
    - optional, alternative to multiple single permits, with structured, coordinated pre-application process
Lean: Excellence in Government
Improving Environmental Agency Processes with Lean and Six Sigma

Over the past few years, EPA and state environmental agencies have experimented with an exciting new approach to improve government processes. More than 20 states and many federal agencies are using Lean and Six Sigma to achieve dramatic results. EPA, in partnership with ECOS, is working to expand the use of this continuous improvement approach.

Benefits of Using Lean
- Achieves environmental results
- Ensures better customer service
- Reduces process complexity
- Enhances process speed
- Produces quality products and services
- Improves staff morale

Results
- EPA’s Office of Water, EPA Region 7 and 6 States (Iowa, Kansas, Missouri, and Nebraska) are using Lean to significantly improve water quality standard setting and NPDES processes, achieving dramatic reductions in review steps.
- Delaware Department of Natural Resources and Environmental Control Methods (DNREC) used value stream mapping to improve air permitting, by developing new permit applications, installing visual permit tracking boards, and implementing a “First In, First Out” system. As a result, DNREC has reduced their permitting backlog from up to 85 million permits in three months, to 35 one year.
- Iowa Department of Natural Resources (ADNR) has conducted over 35 Lean/Lean rapid improvement events. Results include decreasing lead times on underground tank correction action decisions from 36 months to 30 days and reducing the average time to issue standard air construction permits from 90 days to 5 days.

Lean in Government Tools

Key Lean Tools
- Value Stream Mapping (VSM): Value stream mapping refers to the activity of developing a high-level visual representation of the process flow involved in delivering a product or service (a “value stream”) to customers. VSM events focus on identifying sources of non-value added activity (waste) and prioritizing future improvement activities.
- Kaizen Events—Kaizen means “to change for the good of all.” Kaizen activity is often focused in rapid process improvement events (Kaizen events) that bring together a cross-functional team for 3–5 days to study a specific process and immediately implement process changes.
- Six Sigma—Lean is often combined with Six Sigma, a process improvement methodology that uses statistical tools to improve quality, reduce defects, and eliminate variation.

Types of Administrative Waste

<table>
<thead>
<tr>
<th>Waste</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overproduction</td>
<td>Unneeded reports, daily work not requested</td>
</tr>
<tr>
<td>Overprocessing</td>
<td>Excess Materials/Information</td>
</tr>
<tr>
<td>Defects</td>
<td>Data Errors, Missing Info</td>
</tr>
<tr>
<td>Complexity</td>
<td>Unnecessary Process Steps</td>
</tr>
<tr>
<td>Waiting</td>
<td>Approval Cycles</td>
</tr>
<tr>
<td>Quality</td>
<td>Access Control</td>
</tr>
<tr>
<td>Deficiency</td>
<td>Moving Items, Report Routing</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Mismanagement, Unnecessary Processes</td>
</tr>
</tbody>
</table>

Lean in Government Tools

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For More Information:
www.epa.gov/lean/leansgovernment.htm
www.ecos.org/section/projects/?id=2292
Get the RIGHT Lean Team!

• Open Minded
• Does the Process
• Includes Customer
• Strong Facilitator
How to Build a Peanut Butter & Jelly Sandwich

“Current State” Process Map

Shopping → Gather Ingredients → Gather Utensils → Slice bread → Apply peanut butter and jelly To slices → Put slices together → Eat

Notes
- Bread is made but not sliced
- Most kids are not allergic to peanuts
- Clean Utensils, Return Supplies, Clean Surfaces, etc.
Current Permit Processes Are Complex

DES Land Resources Management Permit Programs: Review Steps
Now that you can “See” Process
- Analyze the Process for:

- The “C.Y.A. Factor”
- Complex flow paths
- Major delays / back-logs
- Batching
- Multiple hand-offs & re-work/repeat steps
- Extra motion
Application Receipt Center

- Combine, standardize, and simplify application intake procedures for four separate land development permit programs
LRM Application Receipt Center - RESULTS

- Applications and Payments now Processed the SAME DAY Received
- Cross-Program Staff Coverage Prevents Delays
- 40% Reduction in Initial Review Processing Time
- Eliminated Duplicative Data Entry and Automated Steps
- 23% Increase in Wetlands Applications Submitted that are Initially Complete

![% Standard Wetlands Applications Complete](chart.png)
Uses of Lean Approach & Tools

• Evaluate established process – make it more efficient
  – START SMALL!

• Define a standard process from many used
  – Standardization of process
  = more efficient & more accurate

• Design new process – focus on goals!

ALWAYS Communicate! Early, Often, “Bite-sized”
Integrated Land Development Permit (proposed)

• One Permit = Replaces up to 4 Individual Permits
• Streamlined, Consistent State Permitting Process
• Improved Coordination with other entities
• Enhanced Pre-Application Guidance
• Holistic Perspective in Regulating Land Development
• Less Impacting Land Development
Integrated Land Development Permit Process

1. Preliminary Consultations & Site Investigation
   - Unchanged

2. Formal Pre-Application Consultations & Technical Review
   - Revised Process

3. Single Permit Application & Permit Issued
   - Opportunity to Redesign Current Process
Integrated
Land Development Permit

Pre-Application Steps:

- Notification of & Consultation With Advisory Entities
- Submit Preliminary Plans, Supporting Information & Part of Fee to DES
- Pre-Application Technical Review Meeting with DES
Discuss Best Practices Beyond Regulatory Requirements

**Energy Efficiency:** Reduced energy demand of structures

**Water Use:** Lower water consumption by occupants

**Stormwater:** Reduce generation through design, retain & treat rainwater onsite (mimic natural condition)

**Location:** In- or near town/city, redevelopment, avoid high-valued natural resource areas
Integrated Land Development Permit

Final Permit Application:

- Single Permit Application & Single Permit Issued
- Simplifying Application Process & Requirements
- DES Review and Decision within 45 Days (most projects)
- Option to Waive Current Technical Standards for Superior Environmental Outcome
Conclusions

• Lean Techniques are Valuable Tools for Improving Permit Work Processes
  – View it as a continuous effort (incremental change)

• Lean your business process BEFORE developing your IT solution

• Start SMALL & include RIGHT team members

• Communicate, communicate & communicate some more!