

# Permit Application Backlog Reduction Draft Action Plan

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Subcommittee  
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## Objectives

- Eliminate Backlog Expeditiously
- Ensure Timely Permit Issuance
- Improve Customer Service
- Improve Transparency
- Keep Environment Whole

## Draft Action Plan

- Identifies Measures for:
  - Operational Efficiency
  - Enhanced Utilization of Existing Resources
- Aggressive but Optimistic & Achievable
- Roadmap for staff
- Living Document
- Will Seek Stakeholder input on draft
  - Listening Session



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## Permitting Process

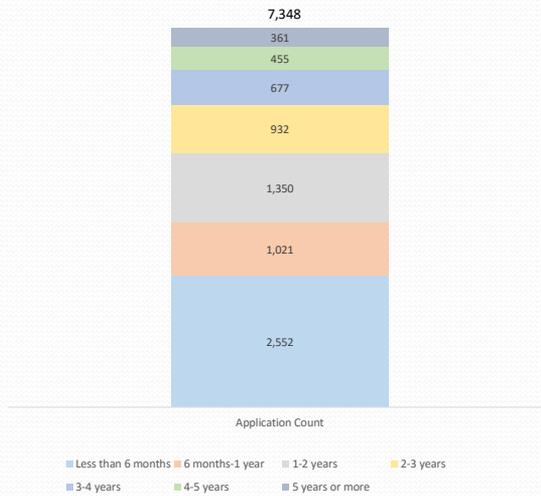
- Two-Step Process
  - Permit to Construct (temp Permit to Operate)
  - Permit to Operate



- Other Permit Types:
  - Permit for Change of Conditions (one step)
  - Permit to Operate without a Permit to Construct
  - Permits for Alterations/Modifications
  - Title V/RECLAIM
  - Registration/Certification Program/Streamlined Permits
  - Filing Program (Rule 222)
    - Alternate to Permitting for Simpler Equipment/Processes

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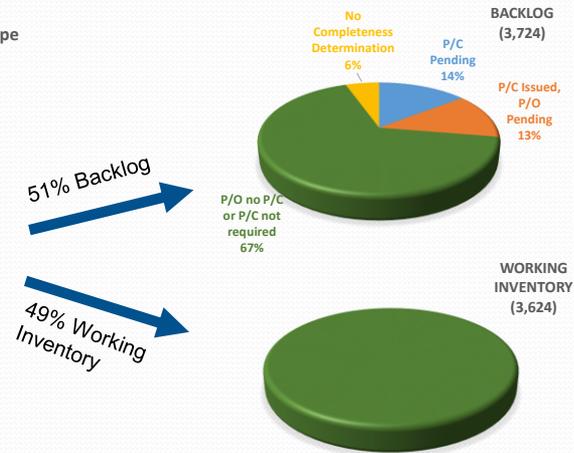
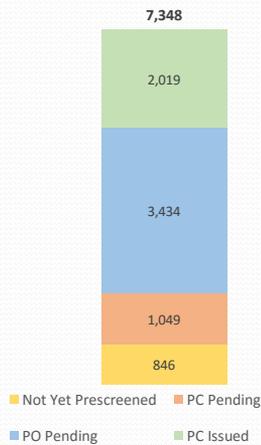
## “Open” Permit Applications by Age (as of 6/21/16)



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## “Open” Permit Applications vs Backlog (as of 6/21/16)

“Open” Permit Applications by Type



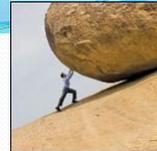
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## Key Hurdles/Bottlenecks

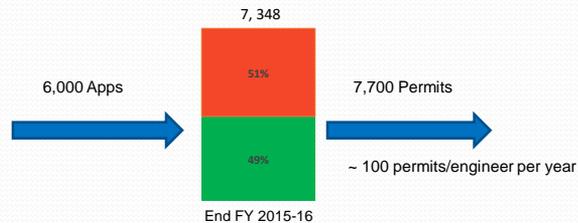
- Large Projects
- CEQA
- HRA, Modeling, Source Testing Report Review
- BACT/LAER Analysis
- Title V/RECLAIM Permits
- NSR/ERC
- Additional Information
- High Vacancy Rates
- Fees
- NOV's
- Public Notification
- Computer System
- Field Evaluations
- Process Inefficiencies

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## How Big is the Challenge?



- Must increase productivity by a large percent to eliminate backlog
  - By 50% ( $7,700 + 3,725 = 11,425$  permits/year to eliminate backlog in one year)
  - By 25% ( $7,700 + 1,860 = 9,560$  permits/year) to eliminate backlog in two years



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## Action Plan

- Improve Production Performance
  - Improve Permit Processing Capacity
  - Improve Permit Processing Efficiency
- Includes Immediate Action and Longer-Term Measures



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## Improve Production Capacity

- Active Management/Supervision
- Maintain Adequate Staff Resources
  - Filling Vacancies
    - Reduce Chronic High Vacancy Rates
- Training
- Deploy Engineers from other Departments
- Weekend Work
- Temporary Engineers
- Permitting Dugout (contingency)

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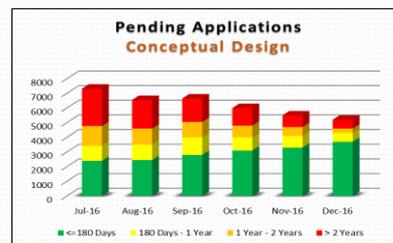
## Improve Efficiency

- Better Inter-Departmental Coordination
- Improved Training
- Revisit Outdated Policies/Rules
- Rely on Inspection Reports when converting PCs to POs
- Reduce two-step permitting to one-step when feasible (direct PO issuance)
- Automation
  - Develop Additional Templates (expeditious processing, consistency)
  - Electronic Processing Tools
  - Electronic Online Permitting
- Expand Registration/Filing Options
- Study Other Agencies
- Missing Fees
- Additional Information

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## Customer Service/Transparency Measures

- Pre- and Post-Application Conferences
- Online Tracking
- Dashboard
- Evaluation/Permit Templates on Website
- Revise Permit Processing Handbook/Make Available on Website



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# Implementation

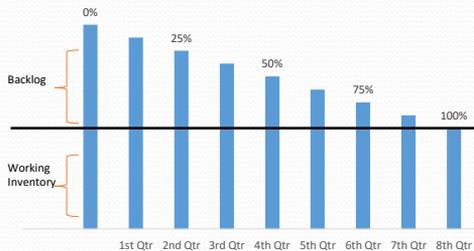
- Multiple Ad-Hoc Teams
- Oversight at DEO/COO/EO Level
- Timelines/Milestones Established
- 2 Scenarios for Consideration



# Backlog Elimination Scenarios

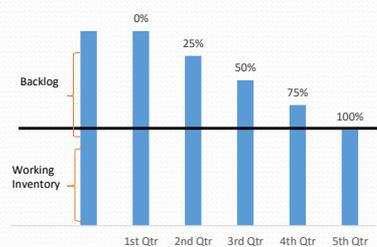
## • Scenario 1 (Two-Year Effort)

- Efficiency Measures
- Enhanced Sup/Management
- Existing Staff + OT
- Cost: \$2.2M/year for 2 years + \$1M/year for 5 years for automation



## • Scenario 2 (15-Month Effort)

- Same as Scenario 1 +
- Additional Temp/Perm Staff
- Cost: \$11.9M + \$1M/year for 5 years for automation



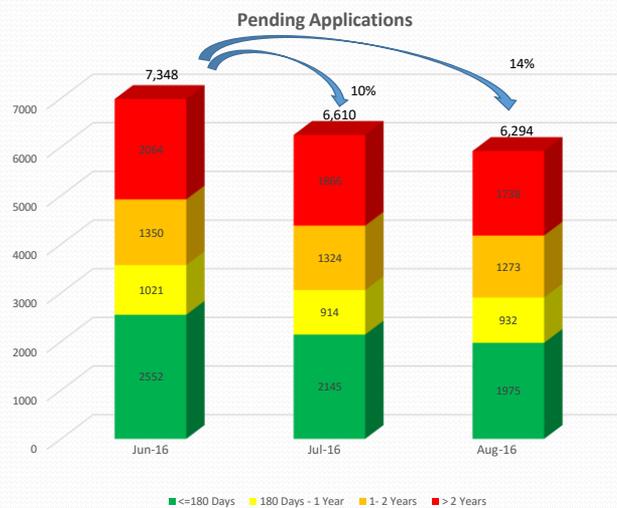
## Conclusions

- Action Plan to Eliminate Backlog
  - Aggressive but realistic & achievable
  - Eliminate in 1-2 years
- Living Document
- Timeframes/Cost Strongly Dependent on Efficiency Gains Achieved
- Automation is a “Must” to Make Gains Sustainable
- Quarterly Status Report to SSC



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## Encouraging Early Results



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