



Maricopa County

Air Quality Department

PROCESS IMPROVEMENT INITIATIVE: PERMITTING

The Permitting Division Process Improvement meetings began on January 13, 2011 and concluded on June 30, 2011.

Stakeholder involvement included internal stakeholders, City of Phoenix and CMC Steel.

Throughout the stakeholder meetings, there were 206 items identified as process improvement recommendations. The following pages include the stakeholder recommendations and staff's implementation efforts including percent completeness to date.

Recommendation	Implementation	% Complete
Currently, there is a duplicative data double entry problem at One Stop resulting from the necessity of entering data into both EMS and Permits Plus - None – should be resolved through conversion to Accela.	Work on Accela has stalled due to IT resources, but will pick back up in 2015. ~50% of the development has been completed.	25%
Applicants want multiple mailing options for different aspects of their interaction with the department – that need is not being met by the current system. - Create multiple mailing options (boxes) on permit application to provide at least two contacts. Specify type of	Work on Accela has stalled due to IT resources, but will pick back up in 2015. ~50% of the development has been completed.	25%
If an applicant mails an application to the department, the applicant does not get an acknowledgement of receipt from the department. - Issue a letter confirming receipt of an application that has been mailed-in. EMS has the capability to generate acknowledgment electronically (as in Complaints). Additional notifications will be made through Accela.	A system generated e-mail is now sent out with TV, General, and NTV permit applications. Dust does not receive notifications due to short turnaround time.	100%
Transfer of documents from the One Stop Shop to the Central Ave facility may result in added delay of processing of easy to issue permits and poses the potential for loss of documents. - Define Courier duties	Duties defined and rotating schedule established with staff and Environmental Services to transfer documents daily between OSS and Central.	100%
At the end of the review process a dust control plan may need correction. If corrections are not received the permit goes into a hold while attempts to contact with the applicant are made. There is no defined end point to terminate a review following an extended period of no response. In NTV permits, the dust control plan must be submitted together with the application. - Revise policy on handling recalcitrant applicants to expand on ways to obtain information required to issue a permit. Revise completed application check list.	Policy revised and implemented	100%
Applicants are not aware of the status of submitted plans/plans are not tracked adequately to know where they are in the queue. - Have plans tracked in EMS. SOP for review of all plans that outlines responsibility.	EMS revised to send email notification to source identifying who working on application and when work began. SOP submitted for approval	100%
Some inconvenience is experienced by individuals who must go to the One Stop Shop for service. Other organizations have the option of the One Stop Shop and their office location. - Allow permits to be received at 1001 N Central and provide a cashier capability.	Service established at Central to replicate OSS	100%



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Recommendation	Implementation	% Complete
Should every instance of a no permit violation result in a notice of violation vs. a notice to comply? There are instances where a facility has attempted to identify -		n/a
Outreach Program-MACT, NESHAP, NSPS. Insufficient effort to reach customers to notify them of their most “recent” obligation due to the promulgation of a new MACT standard - Create policy that clearly outlines division and individual responsibilities.	Policy completed. List of potentially impacted sources is developed and notified by letter or email.	100%
Permits are listed by different names between the two current databases; we need to have the name listed as the legal name be the same everywhere for easier searches and verification of the correct permit. It would also help if we were able to identify the date that the owner started/took possession of the business. - Document business rules so naming remains consistent.	Business rules will be reestablished as part of the Accela implementation.	75%
Issuance of a permit can result in the requirement to conduct a performance test within a specified timeframe (often within 60 days of permit issuance). - Short term: include a checkbox on the weekly permit review list indicating source test is required. Performance test will track from that point.	Short term is done.	100%
Issuance of a permit can result in the requirement to conduct a performance test within a specified timeframe (often within 60 days of permit issuance). - Long term: Automate in database	Short term: Manual database complete. Awaiting IT resources for Accela implementation.	75%
The internal staff distribution list for internal peer review of a draft permit may not include the right people. - List of draft permits is sent out to specific list of employees every week. Comments have a 1 week turn-around time. This includes TV, NTV, and General.	Change implemented	100%
Prior to the issuance of a NTV permit or a permit renewal a source may not be in compliance with all rule/permit condition provisions. If so, a compliance plan is allowed. Increased communication is necessary to ensure that any new permit/renewal has a compliance plan, if needed. - Develop policy to address non-compliance for renewal permits.	SOP completed and submitted to the Policy Advisor.	100%
Training / Education – Permitting is often the group to first encounter new federal rules or revisions to existing rules. - Cross-Divisional training. Encourage dialog between divisions	Ongoing	100%
Training / Education – Permitting is often the group to first encounter new federal rules or revisions to existing rules. - Department training on EMS permit search screen.	Additional training will not provided for EMS since this program is being phased out and replaced by Accela.	100%



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Training / Education – Permitting is often the group to first encounter new federal rules or revisions to existing rules. - Application review checklist for TV and NTV	Revised checklist on SharePoint	100%
Training / Education – Permitting is often the group to first encounter new federal rules or revisions to existing rules. - Send out SBA contact information with permits on cover letter and e-mail.	Template changed	100%
Training / Education – Permitting is often the group to first encounter new federal rules or revisions to existing rules. - Make Engineer site visit mandatory for certain permits.	SOP submitted to Policy Advisor. Added to engineer PMPs.	100%
Training / Education – Permitting is often the group to first encounter new federal rules or revisions to existing rules. - Include permit quality as part of performance management plans	PMPs include a quality measurement	100%
Document Management / Records: Currently permitting generates documents (permits, TSD, correspondence) electronically. They are printed out as hardcopies, then scanned into digital format for incorporation into SIRE (digital > analog > digital). In addition to being redundant and inefficient, the final digital file is stored as an image. Text cannot be extracted from an image. As a result, redundant copies of identical documents must therefore be retained in other locations than SIRE. - Improve current system, process, and employee training.	Utilizing SharePoint and permit techs to maintain documents in electronic format and placement in Sire. Additional scanner purchased. Electronic documents sent directly to Sire. Additional copies of Adobe purchased to allow scanning capabilities.	100%
Some permit review effort may be wasted if an application review is conducted while waiting for a particular element to be submitted. - Revise policy on handling recalcitrant applicants to expand on ways to obtain information required to issue a permit. Revise completed application check list.	Policy revised and implemented	100%
The first screening of an application may result in the entire application being returned to the applicant for incompleteness. This is done by mail (or by hand if the applicant is present and cannot correct the application). There is about a 10% rejection rate and there is considerable workload in processing an incomplete application. - Revise all permitting documents for greater ease of use and remove non-essential elements.	Drafts of all General Permit applications are complete in a more usable format. Currently being reviewed.	100%
The first screening of an application may result in the entire application being returned to the applicant for incompleteness. This is done by mail (or by hand if the applicant is present and cannot correct the application). There is about a 10% rejection rate and there is considerable workload in processing an incomplete application. - Focused outreach opportunities for application assistance in the form of open houses, reducing phone number contacts on applications, encourage pre-application meetings, and funnel questions and help toward SBA.	Set-up open-house schedule of every two months. Get with PIO to send out message and put on web.	100%



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The first screening of an application may result in the entire application being returned to the applicant for incompleteness. This is done by mail (or by hand if the applicant is present and cannot correct the application). There is about a 10% rejection rate and there is considerable workload in processing an incomplete application. - Web based application assistance.	Consultant assistance document complete and posted. Business assistance page revised.	100%
The first screening of an application may result in the entire application being returned to the applicant for incompleteness. This is done by mail (or by hand if the applicant is present and cannot correct the application). There is about a 10% rejection rate and there is considerable workload in processing an incomplete application. - Revise instructions for NTV application.	Instructions revised and will be revised ongoing	100%
Rather than cutting and pasting EVERY part of a specific rule into a source's permit conditions, why not just put in the parts that actually apply to the source. - Review process for all permit condition templates. Start with a group for the established templates and use existing review process for new templates.	Prioritize list of templates	100%
Rather than cutting and pasting EVERY part of a specific rule into a source's permit conditions, why not just put in the parts that actually apply to the source. - Review process for all permit condition templates. Start with a group for the established templates and use existing review process for new templates.	Templates updated and process of continuous improvement in place to upgrade future templates.	100%
Rather than cutting and pasting EVERY part of a specific rule into a source's permit conditions, why not just put in the parts that actually apply to the source. - Review process for all permit condition templates. Start with a group for the established templates and use existing review process for new templates.	Contact division managers for employee participation	100%
Rather than cutting and pasting EVERY part of a specific rule into a source's permit conditions, why not just put in the parts that actually apply to the source. - Show rule effective date on TSD, so it is clear which version of the rule was used if changes occur around date of issuance.	Notation on TSD and training	100%
Rather than cutting and pasting EVERY part of a specific rule into a source's permit conditions, why not just put in the parts that actually apply to the source. - Include other permit quality measures during next iteration of PMPs.	Update PMPs	100%
Create the opportunity for review of certain testing or monitoring requirements within a permit to reduce frequency of that requirement when warranted. -	All permits with testing requirements are flagged when weekly list is distributed to provide the opportunity for multiple people to review performance testing requirements.	100%



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If monitoring data is required, the department should provide feedback on whether site specific sampling data is ok to use. Permit says we need approval first. -		n/a
The department should provide documentation of decision/policy changes - Develop procedure on posting policies/decisions.	Change implemented	100%
When an incorrect permit application (general or NTV) is submitted, the entire permit application must be returned for re-submittal. - To reduce the number of incorrect permit applications, revise all permitting documents for greater ease of use and remove non-essential elements.	Drafts of all General Permit applications are complete in a more usable format. Currently being reviewed.	100%
When an incorrect permit application (general or NTV) is submitted, the entire permit application must be returned for re-submittal. - Focused outreach opportunities for application assistance in the form of open houses, reducing phone number contacts on applications, encourage pre-application meetings, and funnel questions and help toward SBA.	Set-up open-house schedule of every two months. Get with PIO to send out message and put on web.	100%
When an incorrect permit application (general or NTV) is submitted, the entire permit application must be returned for re-submittal. - Web based application assistance.	Consultant assistance document complete and posted. Business assistance page revised.	100%
When an incorrect permit application (general or NTV) is submitted, the entire permit application must be returned for re-submittal. - Revise instructions for NTV application.	Instructions revised and will be revised ongoing	100%
MCAQ issues general permits to facilities a few months prior to the general permit expiration date and still requires another application prior to the expiration date. Many facilities are confused and do not understand that they need to submit another general permit application prior to the expiration date. - Policy to automatically renew general permits issued 0-6 months prior to expiration and include a cover letter with general permits issued 6-12 months prior to expiration.	Policy drafted waiting for approval by policy advisor.	100%
MCAQ sends annual invoices to permits that are expired. Inspectors then proceed to issue violations to the facility for not having a valid permit, but the facility has been continually paying its annual fees. - Modify EMS to add a column on the annual fees invoice report that shows expiration date of permit so expired permits will not receive an invoice.	Invoice adjusted.	100%
Many inspectors do not received information concerning the Compliance Permit Review/ Comments period for new/renewal NTV and TV permits. - List of draft permits is sent out to specific list of employees every week. Comments have a one week turn-around time. This includes TV, NTV, and General.	Change implemented	100%



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Lack of electronic filing system makes application processing more difficult. - Improve current system, process, and employee training.	Records mailbox set up to receive all available electronic documents. All applications scanned.	100%
There could be an issue/processes at the facility that the Permit Engineer is unaware of that makes it difficult for the facility to comply with their permit conditions after issuance. - Cross-Divisional training Encourage dialog between divisions	Ongoing	100%
There could be an issue/processes at the facility that the Permit Engineer is unaware of that makes it difficult for the facility to comply with their permit conditions after issuance. - Department training on EMS permit search screen	Additional training will not provided for EMS since this program is being phased out	100%
There could be an issue/processes at the facility that the Permit Engineer is unaware of that makes it difficult for the facility to comply with their permit conditions after issuance. - Application review checklist for TV and NTV	Revised checklist on SharePoint	100%
There could be an issue/processes at the facility that the Permit Engineer is unaware of that makes it difficult for the facility to comply with their permit conditions after issuance. - Send out SBA contact information with permits on cover letter and e-mail.	Template changed	100%
There could be an issue/processes at the facility that the Permit Engineer is unaware of that makes it difficult for the facility to comply with their permit conditions after issuance. - Make Engineer site visit mandatory for certain permits.	SOP submitted to Policy Advisor. Added to engineer PMPs.	100%
There could be an issue/processes at the facility that the Permit Engineer is unaware of that makes it difficult for the facility to comply with their permit conditions after issuance. - Include permit quality as part of performance management plans	PMPs include a quality measurement	100%
Only one person knows the current situation of expired permits, delinquencies, unpaid penalties, and void & waived charges. - Determined to not be a valid issue as EMS and Permits Plus provides access to information.		n/a
Mailing out of copies of general permits takes a lot of time and money and may not be necessary. - Email general permits instead of sending by mail. Place a copy of the email cover sheet in the permit file to show when and where it was emailed.	Change implemented	100%
It is unclear how quickly the contents of the courier bag from OSS is distributed. No single person is designated as being responsible. - Define Courier duties	Duties defined and rotating schedule established with staff and Environmental Services	100%



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If an application is found to be incomplete there are several letters issued sequentially if the required information is not provided. This can represent an extended period of time. - Revise policy on handling recalcitrant applicants to expand on ways to obtain information required to issue a permit.	Policy revised and implemented	100%
On occasion, an application may not fully cover all facility operations that require a permit. - Cross-Divisional training Encourage dialog between divisions	Ongoing	100%
On occasion, an application may not fully cover all facility operations that require a permit. - Department training on EMS permit search screen	Additional training will not provided for EMS since this program is being phased out and replaced by Accela.	100%
On occasion, an application may not fully cover all facility operations that require a permit. - Application review checklist for TV and NTV	Revised checklist on SharePoint	100%
On occasion, an application may not fully cover all facility operations that require a permit. - Send out SBA contact information with permits on cover letter and e-mail.	Template changed	100%
On occasion, an application may not fully cover all facility operations that require a permit. - Make Engineer site visit mandatory for certain permits.	SOP submitted to Policy Advisor. Added to engineer PMPs.	100%
On occasion, an application may not fully cover all facility operations that require a permit. - Include permit quality as part of performance management plans	PMPs include a quality measurement	100%
With the advent of the universal inspector program, other division employees have been approached more frequently by compliance staff seeking answers to questions about permit requirements for permits with which they are unfamiliar. This communication approach limits the knowledge gained to individual inspectors which is not shared systematically to benefit all appropriate compliance staff. -		n/a
New permits are opened while the old permit is still open, this causes problems with billing. Also creates extra work for Enforcement, they might issue an NOV even though the business is already gone. - Develop policy and procedure to address this issue.	Close out procedure developed and provided to permitting, compliance, enforcement and finance.	100%
Expired permits may be in an expired status for months or even years. - Modify EMS to add a column on the annual fees invoice report that shows expiration date of permit so expired permits will not receive an invoice.	IT request submitted, awaiting resources.	100%



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<p>Given the length of time between when a facility receives a renewal notice and when the permit expires, the facility will sometimes set aside the renewal form and forget to respond. Specifically, a general permit can be processed very quickly. The rule requires a permit renewal application to be submitted between 6 and 18 months prior to expiration. A general permit renewal reminder is sent 9 months in advance and then another reminder is sent at the 6 month marker. No other notices are sent. See rule 210, sec 301.2. - Policy to automatically renew general permits issued 0-6 months prior to expiration and include a cover letter with general permits issued 6-12 months prior to expiration.</p>	<p>Policy drafted waiting for approval by policy advisor. Applications received during the last six months of a general permit term are treated as applications for the renewed permit and automatically sent when the renewed permit is issued. Authority to operate is also sent to source for current permit.</p>	<p>100%</p>
<p>New versions of applications and or fee need to be prepared prior to effective date. Applications should be ready at least three months prior. - Update and post new applications on the department's website at least 3 months prior to the effective date (especially important for general permits which have a set expiration date). Clearly identify the last day that an old application will be accepted. Update the website and application cover page prior to the effective date.</p>	<p>Schedule for all permits developed and distributed.</p>	<p>100%</p>
<p>Activities performed for 7 and 30 day Notices do not result in any fee payment and permit engineers are not able to charge for time spent on this activity - Review feasibility as part of Rule 280 revisions.</p>	<p>There is an amount of time in the fee model for 7 and 30 day Notices that is then allocated to all permits, so every permit pays a small part of the total cost. When the fee model and Rule 280 are opened, this item will be considered among all financial inputs.</p>	<p>100%</p>
<p>An inspector apparently may not make a determination that an activity is de minimus and, therefore, does not require a permit. The result is that a company is advised to submit a permit application (with application fee of \$200) to obtain a definitive determination. This practice is required even though the activity may clearly be de minimus. - Determinations can be made by inspectors. In-service training and resources will be provided to assist.</p>	<p>Ongoing</p>	<p>100%</p>
<p>If a general permit is issued within a short period of time prior to the expiration of the general permit, a new ATO is required when the general permit is renewed. A person initially receiving an ATO shortly before the general permit expires may believe they have the permit for at least a year or longer when in actuality, their authorization will only last a short time. - Policy to automatically renew general permits issued 0-6 months prior to expiration and include a cover letter with general permits issued 6-12 months prior to expiration.</p>	<p>Policy drafted waiting for approval by policy advisor.</p>	<p>100%</p>
<p>Expired permits that are not closed in a timely manner represent a logistical problem. If not officially closed, they remain active in the database system and unintended actions will take place, e.g., issuing invoices, even though the facility may no longer exist. - Modify EMS to add a column on the annual fees invoice report that shows expiration date of permit so expired permits will not receive an invoice.</p>	<p>Close-out policy drafted waiting for policy advisor. All close-out requests pass through permitting and have two-week timeframe for review by all divisions before final close-out. EMS column added showing expiration on invoice.</p>	<p>100%</p>



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Recommendation	Implementation	% Complete
The potential exists for differing interpretations of the department's rules relating to a de minimus activity that does not require a permit. - Determinations can be made by inspectors. In service training and resources will be provided to assist.	Ongoing	100%
Individuals preparing a permit application need guidance while the application is being developed. It is difficult to identify the appropriate individual to contact. - Revise all permitting documents for greater ease of use and remove non-essential elements.	Drafts of all General Permit applications are complete in a more usable format. Currently being reviewed.	100%
Individuals preparing a permit application need guidance while the application is being developed. It is difficult to identify the appropriate individual to contact. - Focused outreach opportunities for application assistance in the form of open houses, reducing phone number contacts on applications, encourage pre-application meetings, and funnel questions and help toward SBA.	Set-up open-house schedule of every two months. Get with PIO to send out message and put on web.	100%
Individuals preparing a permit application need guidance while the application is being developed. It is difficult to identify the appropriate individual to contact. - Web based application assistance.	Consultant assistance document complete and posted. Business assistance page revised.	100%
Individuals preparing a permit application need guidance while the application is being developed. It is difficult to identify the appropriate individual to contact. - Revise instructions for NTV application.	Instructions revised and will be revised ongoing	100%
The potential exists for funds that may be a "credit" for one permit application may not be readily available to the permit applicant under certain circumstances. - Identify a protocol allowing a credit to be allocated to another permit.	Process for transferring funds between permits has been completed.	100%
Once a permit is issued, there may be a need for continuing discussions with the Permittee as the Permittee seeks clarification about permit conditions. The time spent by a permit engineer on this activity is not charged to the permit holder. - Review feasibility as part of Rule 280 revisions.	There is a small amount of time allocated to all permits for this activity. When the fee model and Rule 280 are opened, this item will be considered among all financial inputs.	100%
A permit application under review by a permit engineer may be delayed if the permit engineer becomes too busy. - Meeting with engineers monthly to monitor workload. Monthly assessment of permitting timeframes. Cross-training in process Targeted application assignment	Ongoing	100%
Fees paid for an application may need to be applied to another application under certain conditions. - Identify a protocol allowing a credit to be allocated to another permit.	Process for transferring funds between permits has been completed.	100%



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Permit holders may not be aware of a change in the fee table to which their permit is assigned. This creates confusion and unnecessary follow-up when an invoice is sent and the fee charged is a surprise. - Add a check box to the application review checklist, justify on TSD, and provide TSD to source. Notify source directly of fee change.	Add to permitting checklist.	100%
Too much time is being taken by the inspector to determine compliance with standards that the permit engineer should have made when drafting the permit. - Cross-Divisional training Encourage dialog between divisions	Ongoing	100%
Too much time is being taken by the inspector to determine compliance with standards that the permit engineer should have made when drafting the permit. - Department training on EMS permit search screen	Additional training will not provided for EMS since this program is being phased out and replaced by Accela.	100%
Too much time is being taken by the inspector to determine compliance with standards that the permit engineer should have made when drafting the permit. - Application review checklist for TV and NTV	Revised checklist on SharePoint	100%
Too much time is being taken by the inspector to determine compliance with standards that the permit engineer should have made when drafting the permit. - Send out SBA contact information with permits on cover letter and e-mail.	Template changed	100%
Too much time is being taken by the inspector to determine compliance with standards that the permit engineer should have made when drafting the permit. - Make Engineer site visit mandatory for certain permits.	SOP submitted to Policy Advisor. Added to engineer PMPs.	100%
Too much time is being taken by the inspector to determine compliance with standards that the permit engineer should have made when drafting the permit. - Include permit quality as part of performance management plans	PMPs include a quality measurement	100%
A fee paid for a general permit that is not required may not be refunded. Refunds are only processed when requested. This is the “no permit needed” scenario. - Evaluate the reason source submitted permit application and determine whether a refund is appropriate.	SOP submitted to Policy Advisor by Finance.	100%
A permit application may be submitted in response to a “no permit” NOV being issued. Upon review, it may be determined that a permit was not required. The permit applicant, however, has lost an application fee and time preparing the application when it was not necessary. - Determinations can be made by inspectors. In service training and resources will be provided to assist.	Ongoing training.	100%



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<p>A permit application may be submitted in response to a “no permit” NOV being issued. Upon review, it may be determined that a permit was not required. The permit applicant, however, has lost an application fee and time preparing the application when it was not necessary. - Evaluate the reason source submitted permit application and determine whether a refund is appropriate.</p>	<p>SOP submitted to Policy Advisor by Finance.</p>	<p>100%</p>
<p>Mailed-in requests for subcontractor licenses have a high rate of failure – 30 to 40% do not pass AZ Corporation commission validation. These are difficult to clear and are placed into indefinite hold. - Modify forms and information collection process.</p>	<p>Pdf applications have been reformatted to obtain needed contact information including email. The online submittal portal for subcontractor registrations collects additional information such as billing info and user name and email, which has made contact with sources more efficient. Both of these solutions have corrected the problem and it is no longer a process issue.</p>	<p>100%</p>
<p>General permits represent approximately 60% of the total permits issued by the department yet few staff are involved in this effort. The continuity of the program is a concern as are delays in processing permits due to staff absence and inadequately trained backup. - Cross-training with DST staff to provide a back-up system.</p>	<p>Created two DSS positions which along with the supervisor have been trained to approve general permits.</p>	<p>100%</p>
<p>De minimus permit determination letters are being sent to the applicant using certified mail. There may be no reason why letters are required to be sent certified. - Send by 1st class or e-mail.</p>	<p>Change implemented</p>	<p>100%</p>
<p>Some facilities request a permit even though a permit is not required. The department is granting these requests. - Develop procedure and template letter for de minimus sources.</p>	<p>SOP submitted to policy advisor and awaiting final review.</p>	<p>100%</p>
<p>The existing de minimus letter may not adequately meet facility needs. - Develop procedure and template letter for de minimus sources.</p>	<p>SOP submitted to policy advisor and awaiting final review.</p>	<p>100%</p>
<p>Subcontractor registrations go into an indefinite hold when information cannot be verified and the applicant cannot be contacted. - Modify forms to add additional information. If unable to confirm or contact, place in a suspense file for one year.</p>	<p>Pdf applications have been reformatted to obtain needed contact information including email. The online submittal portal for subcontractor registrations collects additional information such as billing info and user name and email, which has made contact with sources more efficient. Both of these solutions have corrected the problem and it is no longer a process issue.</p>	<p>100%</p>
<p>Operations and Maintenance (O&M) Plans for non-title V permits are not reviewed by the permit writer. This can lead to imperfect reviews even though the O&M Plan is approved. - Engineers will approve plans submitted for applications and facility changes.</p>	<p>Change implemented</p>	<p>100%</p>



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Operations and Maintenance (O&M) Plans for non-title V permits are not reviewed by the permit writer. This can lead to imperfect reviews even though the O&M Plan is approved. - Compliance will approve plans submitted based on compliance request.	SOP finalized	100%
Facilities may have multiple sources which may be addressed through permit conditions. An inspection of a sand and gravel facility covered by Rule 316 may not refer to these other sources in the inspection reports. The facility's comprehensive compliance status is, therefore, not fully understood on the basis of reviewing the inspection report. -	Text	n/a
A greater sense of teamwork is needed and an understanding that each division within the department must rely on the other to be fully successful in meeting the department's mission. - Incorporated as part of every employee's performance management plan.	Change implemented	100%
All documents that are relevant to a facility should be scanned and entered into SIRE. - Improve current system, process, and employee training.	Staffing has stabilized and new staff is being sought. Filing is current and retrievable. Additional records training is scheduled to begin January 2015	100%
Permits are difficult to comprehend to many permit holders which leads to non-compliance by virtue of just not understanding what the permit requires the permit holder to do to achieve compliance. - Cross-Divisional training. Provide offer and opportunity to review permit with source. Encourage dialog between divisions	Ongoing	100%
Permits are difficult to comprehend to many permit holders which leads to non-compliance by virtue of just not understanding what the permit requires the permit holder to do to achieve compliance. - Department training on EMS permit search screen	Additional training will not provided for EMS since this program is being phased out and replaced by Accela.	100%
Permits are difficult to comprehend to many permit holders which leads to non-compliance by virtue of just not understanding what the permit requires the permit holder to do to achieve compliance. - Application review checklist for TV and NTV	Revised checklist on SharePoint	100%
Permits are difficult to comprehend to many permit holders which leads to non-compliance by virtue of just not understanding what the permit requires the permit holder to do to achieve compliance. - Send out SBA contact information with permits on cover letter and e-mail.	Template changed	100%
Permits are difficult to comprehend to many permit holders which leads to non-compliance by virtue of just not understanding what the permit requires the permit holder to do to achieve compliance. - Make Engineer site visit mandatory for certain permits.	SOP submitted to Policy Advisor. Added to engineer PMPs.	100%



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Permits are difficult to comprehend to many permit holders which leads to non-compliance by virtue of just not understanding what the permit requires the permit holder to do to achieve compliance. - Include permit quality as part of performance management plans	PMPs include a quality measurement	100%
Submitted permit applications are often not complete - Revise all permitting documents for greater ease of use and remove non-essential elements.	Drafts of all General Permit applications are complete in a more usable format. Currently being reviewed.	100%
Submitted permit applications are often not complete - Focused outreach opportunities for application assistance in the form of open houses, reducing phone number contacts on applications, encourage pre-application meetings, and funnel questions and help toward SBA.	Set-up open-house schedule of every two months. Get with PIO to send out message and put on web.	100%
Submitted permit applications are often not complete - Web based application assistance.	Consultant assistance document complete and posted. Business assistance page revised.	100%
Submitted permit applications are often not complete - Revise instructions for NTV application.	Instructions revised and will be revised ongoing	100%
Technical assistance in preparing permit applications would be very helpful in reducing application fault percentage. - Revise all permitting documents for greater ease of use and remove non-essential elements.	Drafts of all General Permit applications are complete in a more usable format. Currently being reviewed.	100%
Technical assistance in preparing permit applications would be very helpful in reducing application fault percentage. - Focused outreach opportunities for application assistance in the form of open houses, reducing phone number contacts on applications, encourage pre-application meetings, and funnel questions and help toward SBA.	Set-up open-house schedule of every two months. Get with PIO to send out message and put on web.	100%
Technical assistance in preparing permit applications would be very helpful in reducing application fault percentage. - Web based application assistance.	Consultant assistance document complete and posted. Business assistance page revised.	100%
Technical assistance in preparing permit applications would be very helpful in reducing application fault percentage. - Revise instructions for NTV application.	Instructions revised and will be revised ongoing	100%
The O&M plan approval is routed through Compliance. This is not a necessary step. - Engineers will approve plans submitted for applications and facility changes. Compliance will approve plans submitted based on compliance request.	Change implemented	100%
The O&M plan approval is routed through Compliance. This is not a necessary step. -	SOP finalized by Policy Advisor.	100%
It is not clearly understood when an O&M plan was submitted. This can result in delayed enforcement and extended noncompliance. - Engineers will approve plans submitted for applications and facility changes.	Change implemented	100%



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PROCESS IMPROVEMENT INITIATIVE: PERMITTING

Recommendation	Implementation	% Complete
It is not clearly understood when an O&M plan was submitted. This can result in delayed enforcement and extended noncompliance. - Compliance will approve plans submitted based on compliance request.	SOP finalized by Policy Advisor.	100%
It is not clearly understood when an O&M plan was submitted. This can result in delayed enforcement and extended noncompliance. - Secondary step: Request to IT for modification of database for input of received and approved dates of plans.	Modifications made.	100%
It is not clearly understood for what equipment or processes an O&M plan is required - Draft a document for sources outlining typical equipment and parametric monitoring.	Document complete and posted on website	100%
On occasion a permit renewal may contain changes more properly covered in a minor modification. The changes may be inadvertently approved. - Applications modified to clearly outline what is acceptable for a renewal. Engineers require revision application for modifications discovered after renewal submittal.	Change implemented	100%
Some facilities are simply not aware that a permit is required for an activity. In some instances, other county permits have been obtained so awareness is the major factor in their not obtaining a permit. - Create reference materials for department web page.	Draft document is complete and IT is developing a user-friendly format.	75%
Due to the absence/lack of a tracking system, time sensitive paperwork gets delayed, which in turn may result in issuance of NOV...and...subsequently extensive shuffling of paperwork which consume MORE time for compliance, enforcement, and permitting. - Improve current system, process, and employee training.	All documents submitted to records are available for review and tracking.	100%
Many inspectors do not received information concerning the Compliance Permit Review/Comments period for new/renewal NTV and TV permits. - List of draft permits is sent out to specific list of employees every week. Comments have a one week turn-around time. This includes TV, NTV, and General.	Change implemented	100%
Permits contain complicated requirements/conditions that may not be understood or complied with and may lead to difficulty in proving a violation if not identified early on. - Cross-Divisional training Encourage dialog between divisions	Ongoing	100%
Permits contain complicated requirements/conditions that may not be understood or complied with and may lead to difficulty in proving a violation if not identified early on. - Department training on EMS permit search screen	Additional training will not provided for EMS since this program is being phased out and replaced by Accela.	100%



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PROCESS IMPROVEMENT INITIATIVE: PERMITTING

Recommendation	Implementation	% Complete
Permits contain complicated requirements/conditions that may not be understood or complied with and may lead to difficulty in proving a violation if not identified early on. - Application review checklist for TV and NTV	Revised checklist on SharePoint	100%
Permits contain complicated requirements/conditions that may not be understood or complied with and may lead to difficulty in proving a violation if not identified early on. - Send out SBA contact information with permits on cover letter and e-mail.	Template changed	100%
Permits contain complicated requirements/conditions that may not be understood or complied with and may lead to difficulty in proving a violation if not identified early on. - Make Engineer site visit mandatory for certain permits.	SOP submitted to Policy Advisor. Added to engineer PMPs.	100%
Permits contain complicated requirements/conditions that may not be understood or complied with and may lead to difficulty in proving a violation if not identified early on. - Include permit quality as part of performance management plans	PMPs include a quality measurement	100%
Printing and conveying documents from One Stop to Central Ave. is unnecessary and can be done more efficiently by simply printing documents at Central Ave. - Renewals printed at Central	Change implemented	100%
When inspectors issue a “no permit” NOV, they use a separate form -		n/a
How long should each type of permittee be given to submit an application after an NOV is issued? -		n/a
Documentation of closing an NOV without a disposition inspection? -		n/a
Performance testing has a backlog and the activity of performance testing is inherently more of an engineering task than a compliance task. -		n/a
The placement of performance testing in a division separate from permitting creates the opportunity for miscommunication and represents an inefficient use of resources. -		n/a
When a permit close-out is requested via permitting, should an inspector be notified to conduct a final closeout walk through of a facility; verify lock out tag out and equipment break down? -		n/a
Inspectors are not allowed to change a complaint’s status. -		n/a



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Recommendation	Implementation	% Complete
Issue deleted -		n/a
Currently there is a 14 day calendar day timeline on the approval of dust permit. This may be too long a period for some projects that wish to start immediately. - Move toward an over-the-counter approval of dust control permits	Most applications processed same day from over-the-counter and online approvals.	100%
The use of the term de minimus may be confusing if used in a letter to a permit applicant. The term is used as short hand to mean a non-regulated activity. - Develop procedure and template letter for de minimus sources.	SOP submitted to policy advisor and awaiting final review.	100%
The non-title V application that is required to be filled out is unsuitable (overkill) for a site with only a large generator. - Revise all permitting documents for greater ease of use and remove non-essential elements.	Drafts of all General Permit applications are complete in a more usable format. Currently being reviewed.	100%
The non-title V application that is required to be filled out is unsuitable (overkill) for a site with only a large generator. - Focused outreach opportunities for application assistance in the form of open houses, reducing phone number contacts on applications, encourage pre-application meetings, and funnel questions and help toward SBA.	Set-up open-house schedule of every two months. Get with PIO to send out message and put on web.	100%
The non-title V application that is required to be filled out is unsuitable (overkill) for a site with only a large generator. - Web based application assistance.	Consultant assistance document complete and posted. Business assistance page revised.	100%
The non-title V application that is required to be filled out is unsuitable (overkill) for a site with only a large generator. - Revise instructions for NTV application.	Instructions revised and will be revised ongoing	100%
Inconsistent permit conditions (e.g. inconsistent performance test requirements and/or Subpart OOO opacity requirements) make it difficult to consistently determine compliance with requirements and may also lead to unfair competitive advantage for one facility versus another of the exact same type. - Review process for all permit condition templates. Start with a group for the established templates and use existing review process for new templates.	Prioritize list of templates	100%
Inconsistent permit conditions (e.g. inconsistent performance test requirements and/or Subpart OOO opacity requirements) make it difficult to consistently determine compliance with requirements and may also lead to unfair competitive advantage for one facility versus another of the exact same type. -	Templates updated and process of continuous improvement in place to upgrade future templates.	100%
Inconsistent permit conditions (e.g. inconsistent performance test requirements and/or Subpart OOO opacity requirements) make it difficult to consistently determine compliance with requirements and may also lead to unfair competitive advantage for one facility versus another of the exact same type. -	Contact division managers for employee participation	100%



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PROCESS IMPROVEMENT INITIATIVE: PERMITTING

Recommendation	Implementation	% Complete
<p>Inconsistent permit conditions (e.g. inconsistent performance test requirements and/or Subpart OOO opacity requirements) make it difficult to consistently determine compliance with requirements and may also lead to unfair competitive advantage for one facility versus another of the exact same type. - Show rule effective date on TSD, so it is clear which version of the rule was used if changes occur around date of issuance.</p>	<p>Notation on TSD and training</p>	<p>100%</p>
<p>Inconsistent permit conditions (e.g. inconsistent performance test requirements and/or Subpart OOO opacity requirements) make it difficult to consistently determine compliance with requirements and may also lead to unfair competitive advantage for one facility versus another of the exact same type. - Include other permit quality measures during next iteration of PMPs.</p>	<p>Update PMPs</p>	<p>100%</p>
<p>Performance testing is facing a significant workload backlog. A formal written report (data entry and report writing) are time intensive and contribute to the backlog given the staff allocation. - Issue considered separately under Performance Test Process Improvement.</p>	<p>Backlog eliminated</p>	<p>n/a</p>
<p>Online payment of fees and submittal of applications is not currently available. - Ultimately should be resolved through conversion to Accela.</p>	<p>Dust control permits and subcontractor registrations complete. Annual fees and engineering fees complete. Applications remain. Awaiting OET action and Accela.</p>	<p>75%</p>
<p>Permit requirements need to be understood by businesses when determining whether to open or relocate a business. - Expand outreach to economic development groups and utilize SBA.</p>	<p>Presentations made to GPEC. Multiple inquiries made through SBA. Business Assistance restructured.</p>	<p>100%</p>
<p>A permit applicant may not know the status of a permit application following its submittal. - Issue a letter confirming receipt of an application that has been mailed-in. EMS has the capability to generate acknowledgment electronically (as in Complaints). Additional notifications will be made through Accela.</p>	<p>A system generated e-mail is now sent out with TV, General, and NTV permit applications.</p>	<p>100%</p>
<p>A permit applicant may not know the status of a permit application following its submittal. -</p>	<p>Dust does not receive notifications due to short turnaround time.</p>	<p>100%</p>
<p>Permits may require “tweaks” to improve content and enforceability but the identification of “tweaks” is not systemized. - Inspectors will put comments about conditions in the permit maintenance comments. Engineers will check here when reviewing an application. Trend issues will be identified by supervisors to be discussed at permitting/compliance meetings.</p>	<p>Step added to permitting checklist to review permit maintenance comments.</p>	<p>100%</p>
<p>General permits represent an expedited permit issuance process but not all opportunities for developing general permits for other classes of permits have been explored. - Explore opportunities for additional general permits.</p>	<p>Added general permit for stationary sources subject to only Rule 310 and added general permit for woodworking. Ongoing.</p>	<p>100%</p>



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Recommendation	Implementation	% Complete
Some activities now required to obtain a permit may represent very small to insignificant emissions. - Further refinement of permit requirements.	Multiple rule revisions are part of the minor NSR package. Final rule is in public notice.	75%
Compliance and permitting have different views on what exactly collocation means. Our department needs a more clear (black/white) definition of what collocation is. We have two documents at this time – one from the lawyer and one from Doug Erwin. The documents are different and I do not think either one is “official”. - Draft department guidance.	Currently working with ADEQ to draft collocation document. This effort has been halted by ADEQ. Internal guidance was provided to Compliance.	100%
It is difficult to determine how long a portable has been in the county – what proof do we need as inspectors? - Work with ADEQ on portable tracking.	Developing internal policy on multiple operators on a single site to include tracking.	25%
Some facilities/construction sites rent a piece of equipment (let’s say a crusher). The equipment is not permitted by the owner because they do not want responsibility, so the lessee takes out the permit. Our permits can take up to 6 months to approve, often this equipment is needed ASAP. Today I have heard that the average time for NTV to get approved is 37 days, while better this amount of time is still too long for this specific issue. - Possible temporary permit.	For certain types of projects, permits can be expedited. For temporary operations such as those described, a general permit may be available from ADEQ or MCAQD that only require a few days to obtain.	100%
Tracking of state portables entering and working within the county is difficult to track. Many of these facilities are not regulated. - Work with ADEQ on portable tracking.	Developing internal policy on multiple operators on a single site to include tracking.	25%
Violations are issued to facilities that have a state permit, but they have been working within the county for >5 years. - Work with ADEQ on portable tracking.	Developing internal policy on multiple operators on a single site to include tracking.	25%
Technical support documents are not extended/provided to every permittee. - TSD are sent with draft permits to applicants.	Step added to permit checklist to send TSD to source along with the draft permit.	100%
Permits only reference the rule and section number. - Review process for all permit condition templates. Start with a group for the established templates and use existing review process for new templates.	Prioritize list of templates	100%
Permits only reference the rule and section number. -	Templates updated and process of continuous improvement in place to upgrade future templates.	100%
Permits only reference the rule and section number. -	Contact division managers for employee participation	100%
Permits only reference the rule and section number. - Show rule effective date on TSD, so it is clear which version of the rule was used if changes occur around date of issuance.	Notation on TSD and training	100%
Permits only reference the rule and section number. - Include other permit quality measures during next iteration of PMPs.	Update PMPs	100%



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Recommendation	Implementation	% Complete
Permit engineers do not, in all cases, visit a site when developing a permit application. - Cross-Divisional training Encourage dialog between divisions	Ongoing	100%
Permit engineers do not, in all cases, visit a site when developing a permit application. - Department training on EMS permit search screen	Additional training will not provided for EMS since this program is being phased out and replaced by Accela.	100%
Permit engineers do not, in all cases, visit a site when developing a permit application. - Application review checklist for TV and NTV	Revised checklist on SharePoint	100%
Permit engineers do not, in all cases, visit a site when developing a permit application. - Send out SBA contact information with permits on cover letter and e-mail.	Template changed	100%
Permit engineers do not, in all cases, visit a site when developing a permit application. - Make Engineer site visit mandatory for certain permits.	SOP submitted to Policy Advisor. Added to engineer PMPs.	100%
Permit engineers do not, in all cases, visit a site when developing a permit application. - Include permit quality as part of performance management plans	PMPs include a quality measurement	100%
If you have both 310 and 316 sites you should be able to send everyone to the 316 water truck course. It is the more stringent rule, and it is an unnecessary burden to have to get people through both just to be able to run a water truck and implement controls (which is the objective). - Existing policy	Change implemented	100%
The contents of an O&M plan such as the operating parameters and maintenance schedules, plus its respective recordkeeping logs are often (not always), part of the permit conditions. - Draft a document for sources outlining typical equipment and parametric monitoring.	Document complete and posted on website.	100%
Dust control permits are only good for one year then they must be reissued. When reissued, an inspector will not know that the permit is for a continuing operation. Inspections may be conducted at a site that has already been inspected adequately. - Allow a long running construction project to have the same permit number.	Will be implemented with Accela.	25%
When an error (e.g. EMS, P+, and/or paperwork) is discovered the tendency is to resolve the concern for the immediate circumstance without addressing the underlying cause. - This is an ongoing training and procedure issue.	Ongoing	100%
With respect to emission inventory responses, these are now sent to the One Stop Shop. OSS staff do not do anything with them except open the mail and send it via courier bag back to the Planning division at Central (except for Title V where some minimal input is necessary). Emission Inventory reports may not be returned to the Planning Office immediately. - The next EI surveys will have a return address for Central Ave.	Change implemented	100%



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Recommendation	Implementation	% Complete
Draft permits sent out (internally and externally) not only have issues with the regulatory language, but also issues with grammar, spelling and formatting. - Review process for all permit condition templates. Start with a group for the established templates and use existing review process for new templates.	Prioritize list of templates	100%
Draft permits sent out (internally and externally) not only have issues with the regulatory language, but also issues with grammar, spelling and formatting. -	Templates updated and process of continuous improvement in place to upgrade future templates.	100%
Draft permits sent out (internally and externally) not only have issues with the regulatory language, but also issues with grammar, spelling and formatting. -	Contact division managers for employee participation	100%
Draft permits sent out (internally and externally) not only have issues with the regulatory language, but also issues with grammar, spelling and formatting. - Show rule effective date on TSD, so it is clear which version of the rule was used if changes occur around date of	Notation on TSD and training	100%
Draft permits sent out (internally and externally) not only have issues with the regulatory language, but also issues with grammar, spelling and formatting. - Include other permit quality measures during next iteration of PMPs.	Update PMPs	100%
Payment receipts are being filed for all training participants. This is an unnecessary waste as the receipt can be reprinted from Permits Plus if needed. - We will no longer keep hard copies of training payment receipts.	Change implemented	100%
Record requests for permit searches and file reviews are time consuming for staff. This information should be more readily accessible. - Provide computer kiosk in lobby with read access to Sire.	Change implemented	100%
Renewals for non-title V and general permits are not submitted with a payment so they do not need to go through OSS. This creates additional work for a busy counter. - Have renewal applications for non-title V and general permits sent to Central. E-mail address created for submission of applications.	Change implemented	100%
Currently we are sending asbestos notifications back to contractors indicating that it is their "final copy to be kept onsite". This is an approval process that extends beyond our authority. - Message sent to contractors that they will no longer be receiving a "final copy". Their receipt will serve as confirmation of receipt. An electronic copy of the receipt is being e-mailed to those customers that mail in their notifications.	Change implemented	100%



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Recommendation	Implementation	% Complete
<p>Currently we are sending asbestos notifications back to contractors indicating that it is their "final copy to be kept onsite". This is an approval process that extends beyond our authority. - Automatic e-mail generation for confirmation of receipt from Accela.</p>	<p>Dust does not receive notifications due to short turnaround time.</p>	<p>100%</p>
<p>Permit files are kept alphabetically by name of the source when every other action is based on the permit number. Locating files can be difficult if you are not familiar with alphabetical naming conventions (e.g. Town of Gilbert vs Gilbert, Town of). - Change permit files to a numerical system based on permit number.</p>	<p>All files have been catalogued by permit number.</p>	<p>100%</p>
<p>All permit applications on-line should have the option of filling and saving. - Place enabled word documents on the web.</p>	<p>Word documents are available online and can be filled and saved.</p>	<p>100%</p>
<p>All permit applications on-line should have the option of filling and saving. - Create enabled pdf permit applications for web application.</p>	<p>Drafts of all General Permit applications are complete in a more usable format. Currently being reviewed.</p>	<p>100%</p>
<p>Some permit files are multi folder or extremely large. These should be stored offsite making room for new records. Any documents in the files should already be in Sire. - Box up permit files larger than 2" or in multiple folders for storage at Iron Mountain. Creation of space will allow some permit files from 9th floor to come to 4th floor.</p>	<p>NTV and performance testing files are complete. All boxed files have been scanned and large files moved to Iron Mountain.</p>	<p>100%</p>
<p>We are currently filing permits plus receipts for stationary sources. After OSS uses them to enter payments into EMS they are not needed and can be reprinted at any time. This will reduce the amount of paperwork scanned and filed. - Dispose of stationary source payment receipts at OSS or after administrative value served as these are copies of electronic records. Exceptions are receipts printed prior to July 2011 as the original accounting string will not print or reprint.</p>	<p>Directive and training provided to staff.</p>	<p>100%</p>
<p>Consistency between compliance and permitting in determining permit requirement is lacking. - Create reference guidelines for determining permit levels (e.g. what is used for determining 1 gallon/day or 3 lbs/day VOC). Provide in service training to permitting, compliance and Business Assistance.</p>	<p>Guidance and training provided.</p>	<p>100%</p>
<p>Applicants need more training on filling out applications so they are complete. - Institute training for different application types.</p>	<p>Dust Control Permit training ongoing. Stationary source workshops available on bi-monthly basis. Electronic forms with drop down instructions completed. Engineers and Business Assistance available for consultation.</p>	<p>100%</p>
<p>Some sources may move their business from one location to another without any change in emissions or equipment requiring that they close their old permit and apply for a new one. - Streamlined permit review SOP needs to be drafted.</p>	<p>Information for identical equipment is transferred from one site to another. Closeout initiated for old site.</p>	<p>100%</p>



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Recommendation	Implementation	% Complete
SBA needs to be able to have known contacts in permitting for walk-in customers. - Create an on-call engineer schedule with a cell phone given to the person on-call.	Division cell phone provided for on-call engineer.	100%
It is difficult and time consuming to bill for classes given offsite after the training has been provided. - Require a non-refundable payment for minimum off-site class size.	Requiring deposit for minimum number prior to start of class.	100%
The training program has a lot of multiple entry steps and additional databases that increase administrative time. - Replace ID cards with certificates printed out from Permits Plus.	Create certificate and submit IT request #2339	100%
The training program has a lot of multiple entry steps and additional databases that increase administrative time. - Reminder letters are unnecessary so cease additional entry of participant addresses.	Immediate	100%
The training program has a lot of multiple entry steps and additional databases that increase administrative time. - On-line training	Training is scheduled to begin July 2014	100%
The training program has a lot of multiple entry steps and additional databases that increase administrative time. - No more photo ID sheets	After implementation of certificates.	100%
Source codes and equipment codes have become duplicative, redundant, and messy. In some cases we are using "other" when a new code should be created. - Refine list of source codes and equipment codes in EMS. Provide training to Permitting on use and purpose of codes.	Additional changes will not be made in EMS and new coding will be part of Accela.	75%
Dust permit close-out form is difficult to file without the site address - Include site address on form	Change implemented	100%
When mail from finance is returned as undeliverable it is sent to compliance for an inspector to follow-up. More research can be done in house so EMS can be updated and inspector time is not wasted. - Returned mail will be given to Permit Tech group for research and update. Field verification will be done on those few where research results in no new address.	Change implemented	100%
The DSTs used to provide compliance a list of pending application numbers that were created for compliance actions. This helped determine if sources submitted an application especially where the inspector was no longer an employee or in a new area. - Once a month pull a list of pending applications for which no applications were received. Close where appropriate and pass on for follow-up others to compliance.	Change implemented	100%
Site location codes are not being entered consistently for all types of permits. This used to be done in the past. - Enter site location codes for all permits at time of intake.	Change implemented	100%



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Recommendation	Implementation	% Complete
Some permit renewal reviews take longer than necessary, because the source does not answer correctly when asked about changes to process. This is especially problematic when incidental equipment changes have been made or changes not captured over the last 5 years. - Attach a copy of the source equipment list to the renewal notice. (EMS enhancement) Change application to include request for update to equipment list with renewal.	Change implemented	100%
Need to have ongoing QA/QC checks of data entered into EMS for permits. - Have Permit Tech review prior to final step in permit issuance.	Ongoing	100%
It is difficult for a subcontractor to renew their registration with a credit card. They have to contact OSS, sent a form, and fax it back with the credit card information. - Modify the renewal form with a place at the bottom to provide credit card information and a direct fax number to AQ OSS. The credit card information would be cut off and destroyed after processing.	Change implemented	100%
The current public notice process creates a waste of paper. - Instead of printing permit conditions and equipment lists to go with the public notice sheet, records will get a copy from EMS should it be requested.	Change implemented	100%
Approved dust control plans received with a permitting action are generally sent back to the source separate from the permit. - When the permit action is complete the DCP will be given to permit tech with billable hours. The permit tech will update the "Control Plan" information in EMS if not already done and mail the DCP to the source with the permit after the invoice has been paid.	Change implemented	100%
When someone wants a copy of the permit or TSD for a publicly noticed permit they have to submit a records request. - Post a copy of the permit and TDS on the web with the notice.	Change implemented	100%
We receive too many requests for checks of permits at particular addresses or neighborhoods. - Create GIS map on-line showing current and closed permits.	IssueTrak 31325. Include in Accela package.	50%
NTV permit conditions are too lengthy. - Reduce length of general conditions.	Change implemented	100%
Too much paper is wasted on printing public notice documents out of EMS when it can be saved electronically. - Save pdf copies of documents into SharePoint with other electronic file documents.	Change implemented	100%
Subcontractor files take up a lot of floor/cabinet space. - Scan and save electronic files to Sire and destroy hard copies.	Saved electronically	100%



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PROCESS IMPROVEMENT INITIATIVE: PERMITTING

Recommendation	Implementation	% Complete
Subcontractor files take up a lot of floor/cabinet space. - Make new and renewal subcontractor requests completely online.	Online available	100%
The fee payment system is not geared to providing the customer with a convenient manner of payment. - Provide electronic options for payment of fees as well as additional offices.	Online payment of Dust Control Permits, subcontractors, annual fees and engineering hours available. Multiple physical locations are now available at OSS, Central and downtown City of Phoenix. Additional locations are being considered via remote video.	100%
Sources may not fully understand permit obligations. - Provide additional guidance in permit cover letter.	Permit cover letter revised to more specifically describe the source's obligations to read and comply with the terms and conditions of the permit.	100%
Timeliness in issuing permits needs to be improved. - Circulate draft permit internally for review concurrent with review by source to decrease timeline by one week.	Engineering process modified to conduct internal and external review concurrently.	100%