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

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

Application Count

- Less than 6 months
- 6 months-1 year
- 1-2 years
- 2-3 years
- 3-4 years
- 4-5 years
- 5 years or more

- 7,348
- 311
- 455
- 677
- 932
- 1,350
- 1,021
- 2,552

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

- "Open" Permit Applications by Type
  - 7,348
  - 2,019
  - 3,434
  - 1,049
  - 846

- Not Yet Prescreened
- PC Pending
- PO Pending
- PC Issued

- BACKLOG (3,724)
- WORKING INVENTORY (3,624)

- 51% Backlog
- 49% Working Inventory

- No Completeness Determination 6%
- P/C Pending 14%
- P/C Issued, P/O Pending 13%
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
- NOVs
- Public Notification
- Computer System
- Field Evaluations
- Process Inefficiencies

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

7,348
End FY 2015-16
~ 100 permits/engineer per year

6,000 Apps
7,700 Permits
Action Plan

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

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)
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

Customer Service/Transparency Measures

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