DEQ Permitting Transformation Program

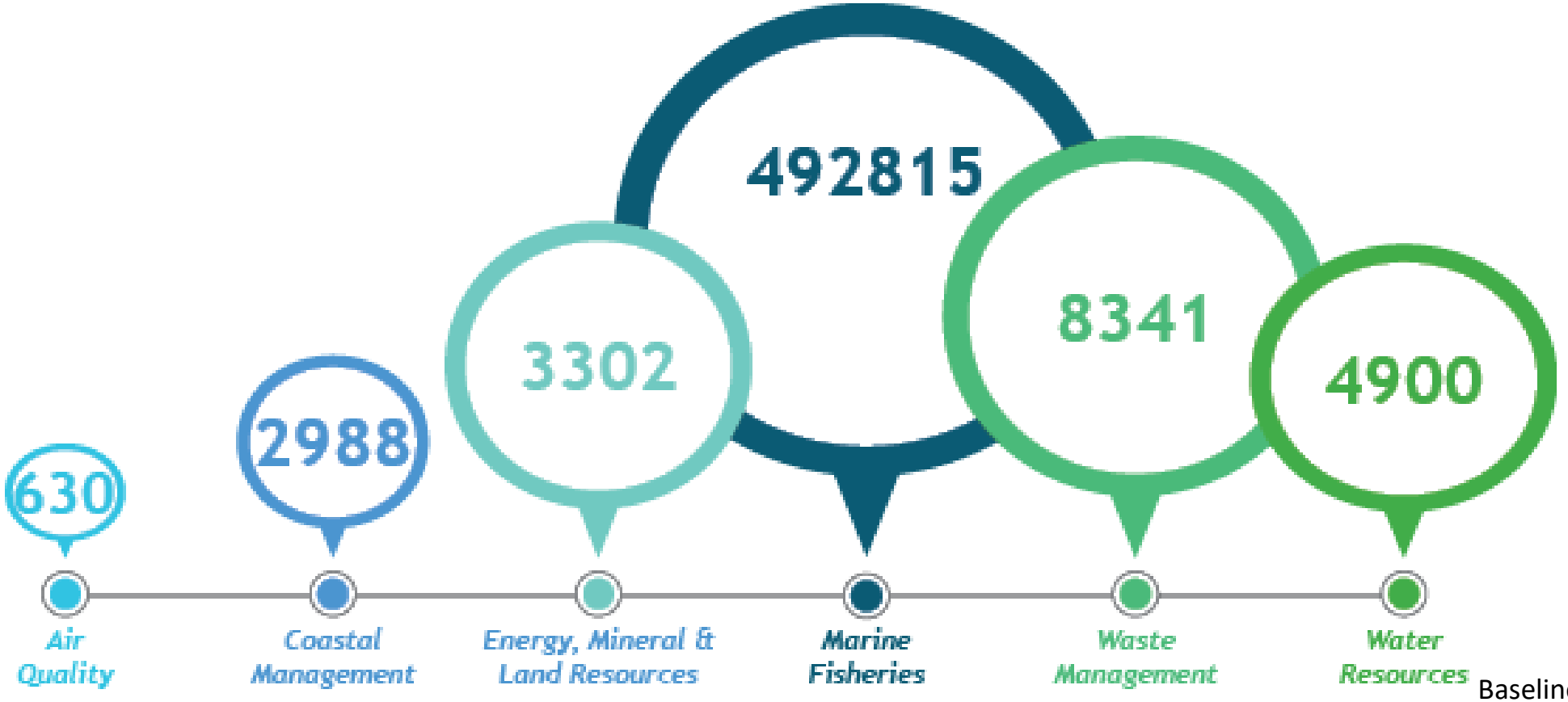
September 21st, 2020

Environmental Stewardship Initiative Conference

DEQ Permitting Transformation Program

History

DEQ Initiative to **Improve** Permitting Process through **Streamlining** and **Online Automation** While Being More **Transparent**, Providing Clear **Communication** and Accessible **Data** and **Records.**



Baseline: 2017

DEQ Permitting Transformation Program – *Top Goals*

1. **ONLINE PERMITTING SYSTEM**
   Create a web-based portal for applying, tracking and paying for permit applications
2. **ONLINE SEARCHABLE ENTERPRISE DATABASE & ANALYTICS**
   Develop searchable data repository for permits, records, reports, compliance matters and enforcement actions
3. **STREAMLINE PERMITTING PROCESS**
   Ensure a consistent and efficient permitting process throughout DEQ
4. **REDUCE AND PREVENT BACKLOG**
   Improve processes, identify efficiencies and increase resources when applicable
5. **IMPROVE COMMUNICATION AND TRANSPARENCY**
   Create public facing dashboards, develop outreach efforts to involve DEQ and all stakeholders

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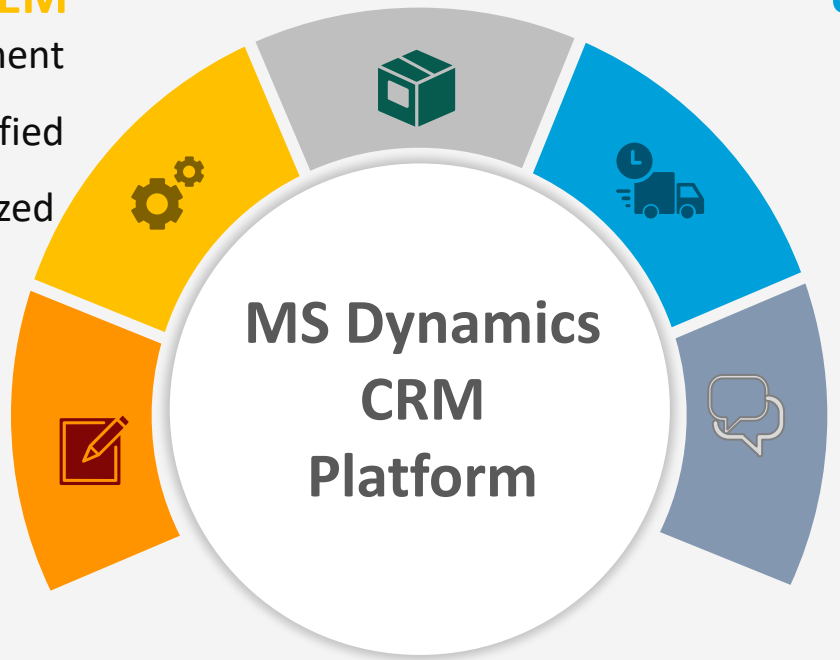
DEQ Permitting Transformation Program

PTP - Enterprise Approach

MULTI PHASED PROGRAM
200 processes by 2025

ENTERPRISE SYSTEM
Permits, Data Management
Unified
Modernized

USER EXPERIENCE
Standardized
Unified
Improved



E-BUSINESS PRACTICES
Efficient
Transparent

COMMUNICATION & TRAINING
Transparent
Effective

BENEFITS

- Customer Satisfaction
- Economic Development
- Transparent Process
- **Documentation** (timestamps, activities, actions, communications)
- **Resiliency, Cost, Continuity** of Operations
- **C**lean, Consistent **D**ata

DEQ Permitting Transformation Program

High-Level Enterprise Capabilities

1 ENTERPRISE PERMITTING

Leaned Processes
Standardized and Optimized

Web Based Permitting
Applications, Inspection, Compliance, Enforcement

Centralized OPI
Apply, Track, Pay, Receive Permit Online

Registration/Portal
Standardized, Single DEQ Entry Point

2 PAYMENT & BILLING

E-payment
Include American Express

E-billing
Billing Capability

3 TRACKING

Permit Tracker
Applicant `

GIS Mapping with Permit Tracking
Public Facing

4 ENTERPRISE DATA & ANALYTICS

Searchable Database
Standardized
Current and Historical Data

Dashboards
Interactive, Real Time, Public Facing Dashboards

Data Quality
Departmental Metrics
Performance Metrics

Reports
Customizable Reports
Legacy Data

5 COMMUNICATION, OUTREACH & TRANSPARANCY

Standardized Communication
Consistent Templates, Forms, Taxonomy, Messaging

Targeted Messaging
External Contacts

Centralized Repository
DEQ Contacts

6 TRAINING

Training and Support
Internal and External

Documented
Departmental Processes

DEQ Permitting Transformation Program

DEQ Need for Enterprise System

- RECRUIT/RETAIN NEXT GENERATION
- ACCURACY
- METRICS
- KNOWLEDGE TRANSFER
- STANDARDIZATION
- REAL TIME DATA INTEGRATION
- QUALITY MANAGEMENT
- RESILIENCY
- COMMUNICATION
- DIGITAL MODERNIZATION
- AGILITY

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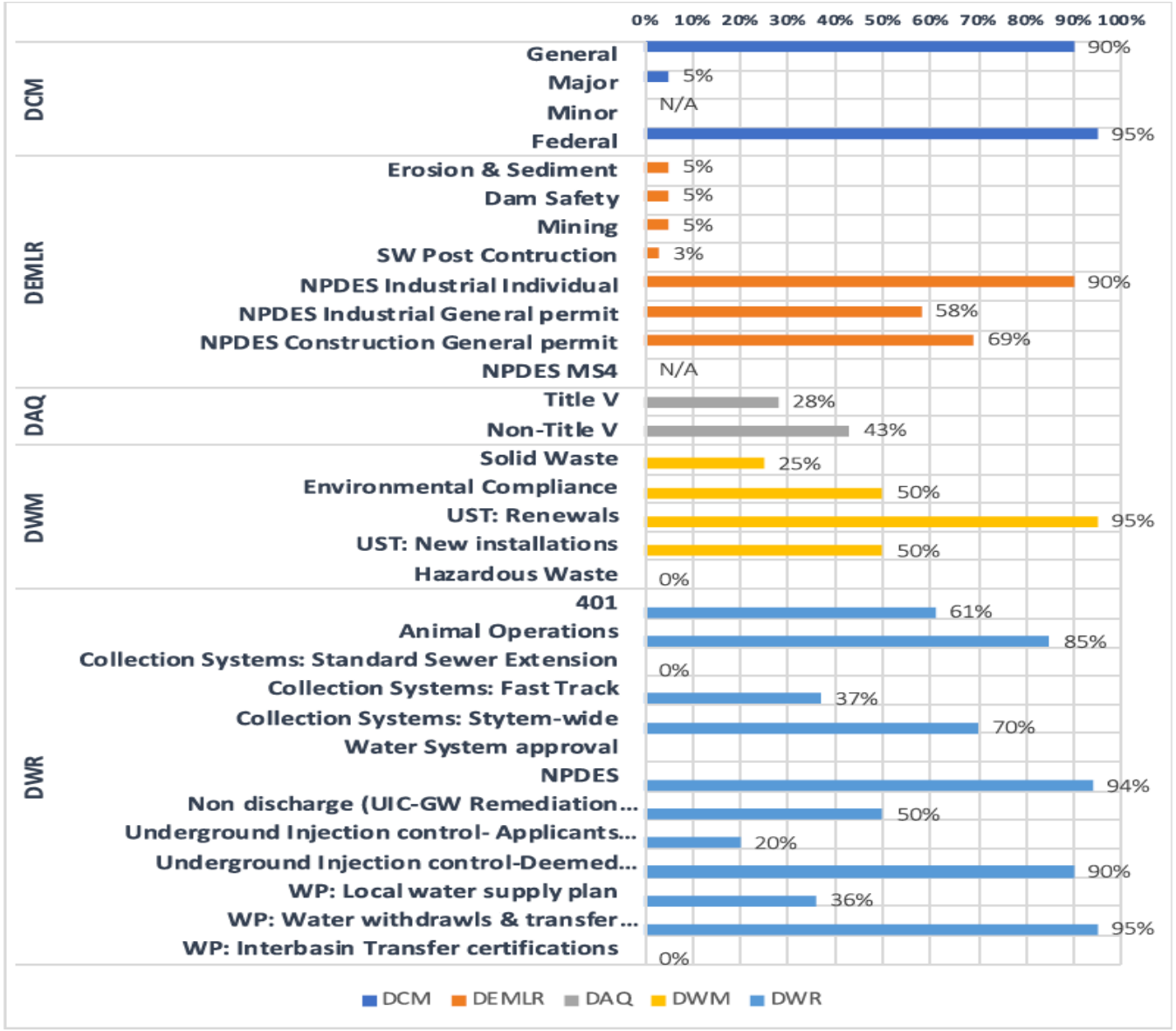
Estimated Applications Submitted Correctly



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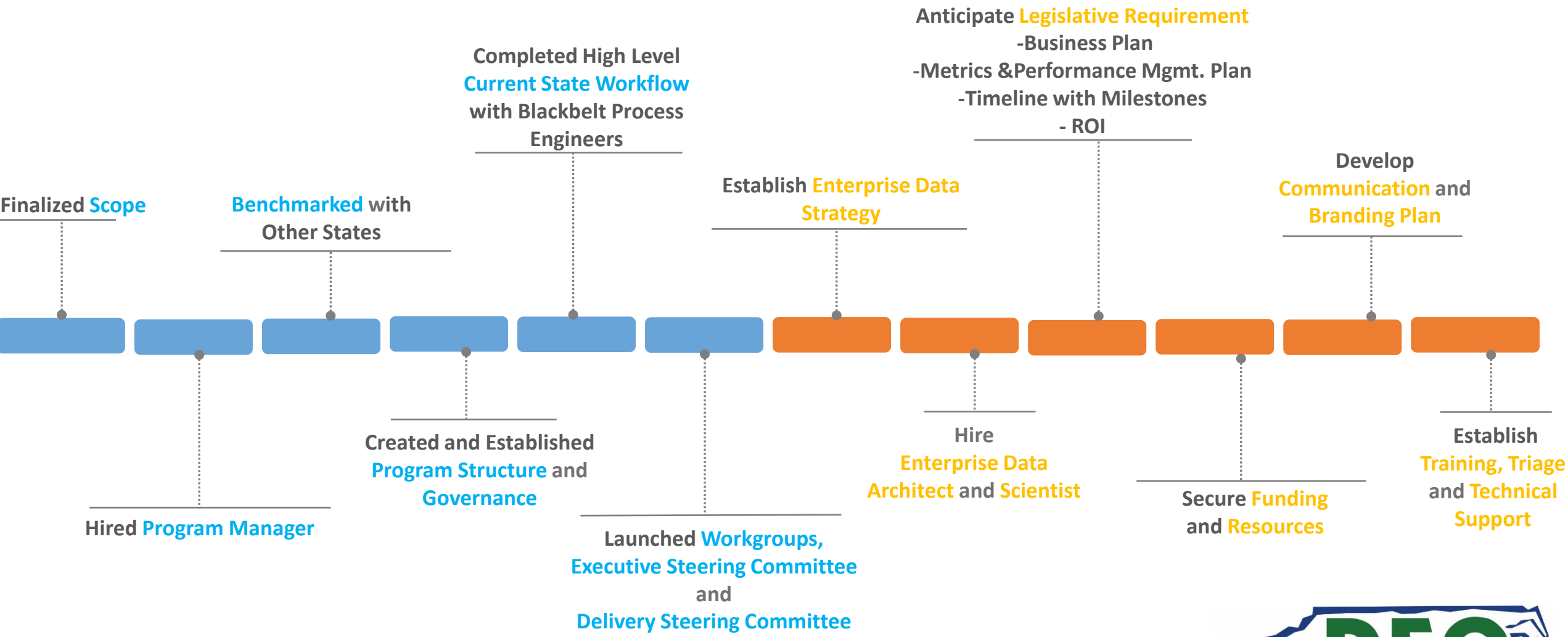
DEQ - Program Delivery Office Update

COMPLETE UPCOMING



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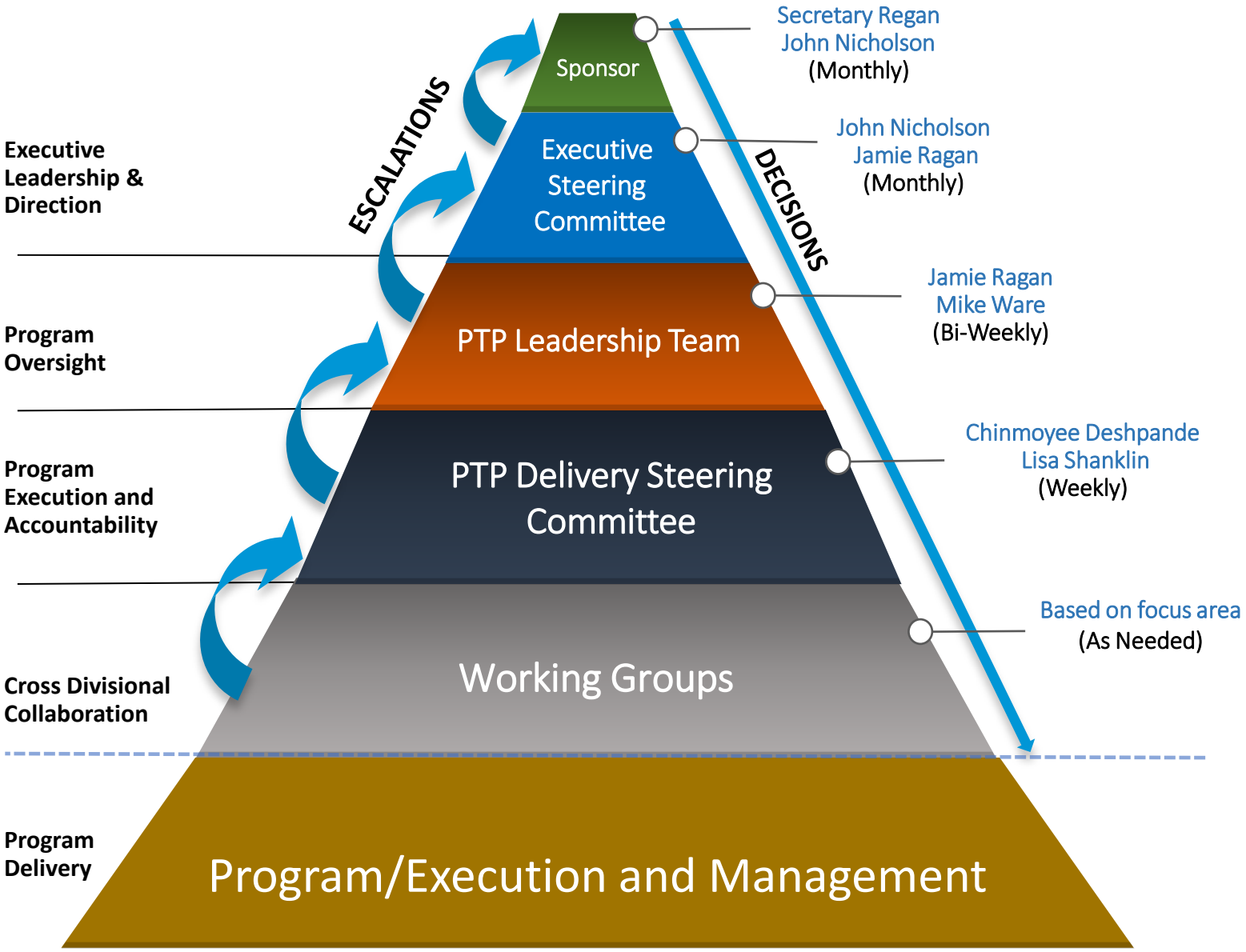
Governance and Communication Framework



Communication Vehicle	Purpose
Program Status Report (Delivery Steering)	Weekly overview of program health, issues, risks, actions, decision log, etc.
Program Dashboard	Updated monthly: program health, escalations, accomplishments, etc.
PTP SharePoint	Finalized project document repository
Distribution Lists	Created for internal program team and working teams for easier email communications
DEQ Newsletter	Created for departmental updates
PTP Website	Provide PTP information for public
Socialization Slide Deck(s)	Inform and update progress of PTP
Social Media/Networking	Platforms for DEQ to interact with citizens

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Delivery Steering Committee Update

Schedule Resources

Budget Overall

DCM
Major

- Schedule delays
- Added another compliance process

DEMLR
Erosion & Sedimentation

- Development delays due to legislative changes
- Added compliance process and additional process mapping

DWR
Pre-Treatment Process

- Current state mapping complete (permitting and compliance)
- Future state mapping scheduled (standardized)
- Need to hire developer

Standard DEQ Process Workflows

- Permitting
- Compliance
- Enforcement (TBD)
- Public Notice

Registration Workflow

- Draft process created
- Workgroup meeting scheduled for finalization
- Need decision regarding EPA's Shared Services

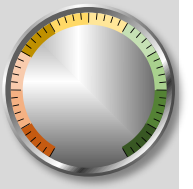
Data

- Kick off meeting
- Need to define data architecture

Foundation
CRM

- Delays due to issues with installing TPC in Azure
- Testing EPA Shared Services

Legacy



- On hold

DEQ Permitting Transformation Program

High Level Process Steps-Unified Approach

	Receive application / info	Completeness Review	Fee included with application	Invoice sent to request payment	Enter info in Tracker	Other Agency / Regional Office Review	Site visit / inspection	Technical Review	Public Notice, as req'd	Final Approval	Bond	Issue Permit/ Letter
% of Permits that flow through each process step	**98%**	**85%**	**28%**	**7%**	**85%**	**28%**	**22%**	**83%**	**28%**	**46%**	**9%**	**93%**

Over 80% of DEQ current state permit processes have the same key process steps

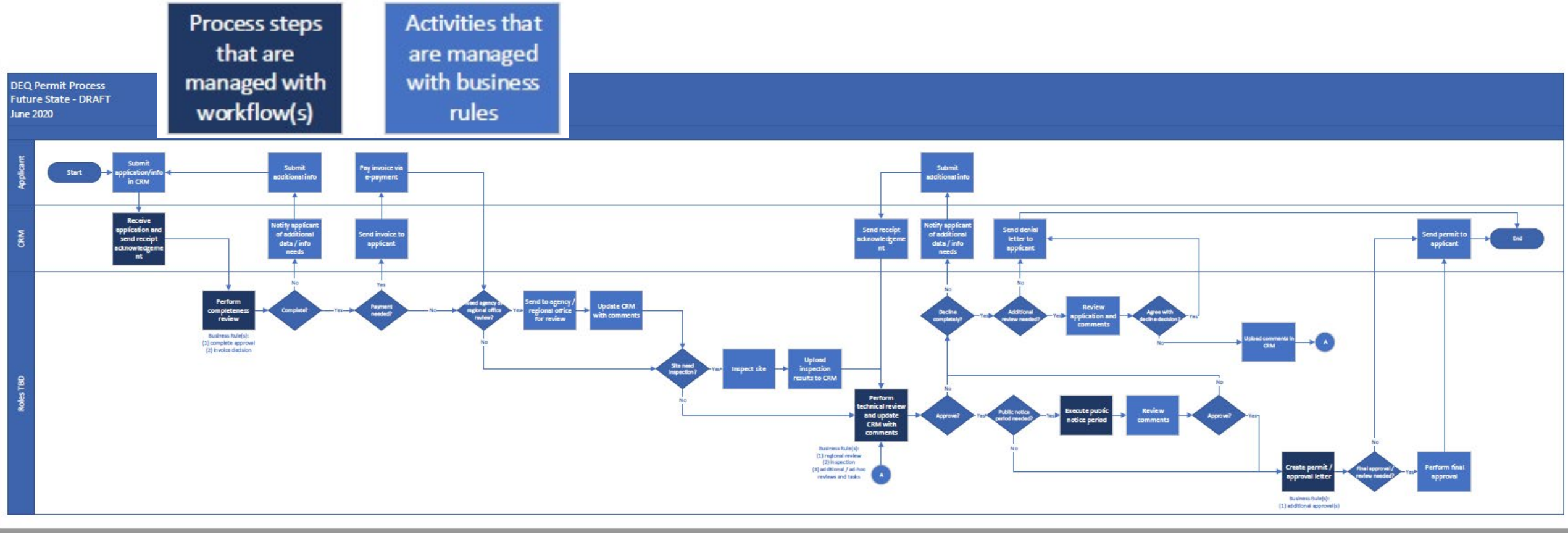
Proposal: Standardize workflow in CRM

Receive application/info	Completeness Review	Enter Info in Tracker	Technical Review	Issue Permit/ Letter
98%	**85%**	**85%**	**83%**	**93%**

Permit Tracker (Applicant)

DEQ Permitting Transformation Project

Proposed Standardized DEQ Future State- Draft



DEQ Permitting Transformation Program

PTP Enterprise Program Delivery Phases

- Current State Mapping
- Future State Mapping with LEAN & CRM integration
- Capture baseline data
- Review Forms, Checklists and Reports

Process Mapping

Business Requirements

- User Stories
- Business Object Inventory
- User-Role Permission Matrix
- Business Object Template
- Data Element List
- Entity Relationship

- Implement application based on business requirements
- Create/Update Entities, Business Processes, and workflows
- Create Views, Dashboards & Portal Forms

CRM Development

System Testing & Training

- Train Internal customers
- Test new processes and train external customers

GO LIVE!

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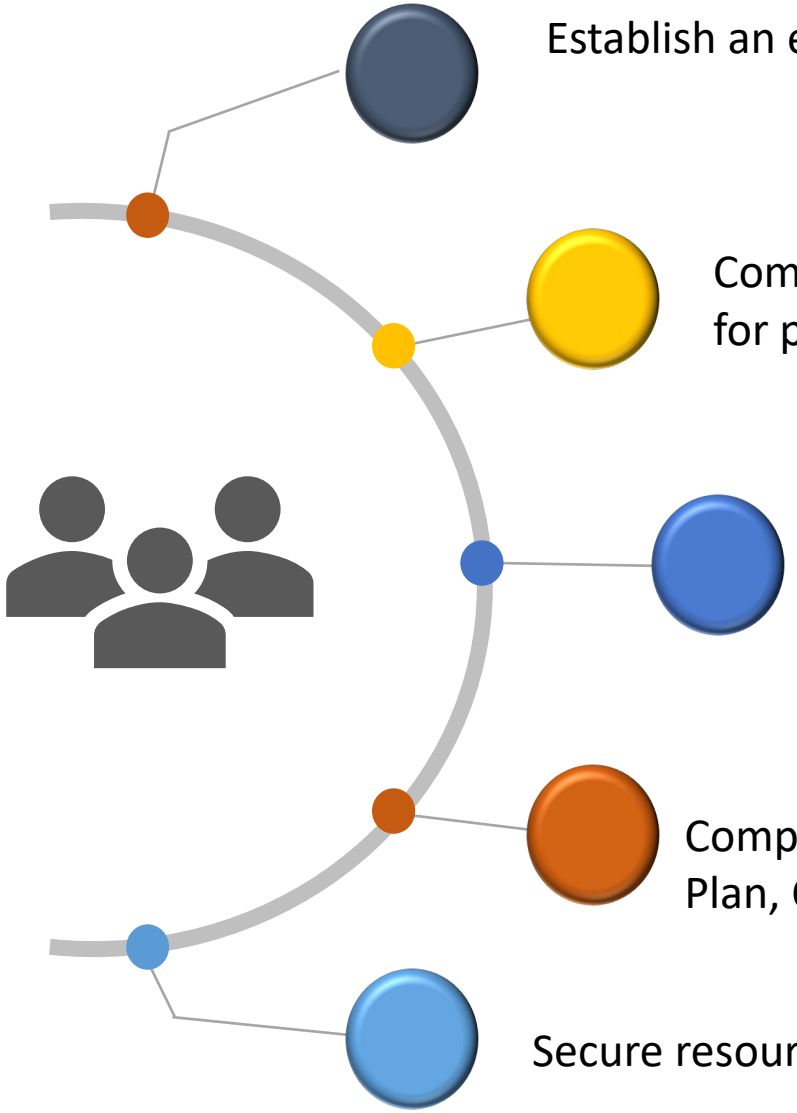
What's Next?



Establish an enterprise data strategy

Complete DEQ standardized workflow and complete future state for programs

Release first 2 permits in CRM-early 2021
-DEMLR-Erosion and Sediment Control
-DCM-Major Permit

Complete PTP Business Plan, ROI, Performance Management Plan, Communication, Branding, Benchmarking

Secure resources (staff, funding)

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Questions?

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