

Permit Streamlining & Other Service Improvements at MassDEP: A Brief History, What's Next, and Lessons Learned

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History of Streamlining: '80s & '90s

- 1980s:
 - “Fees for Service” w/Guaranteed Timelines
 - Standardize Permit Application Forms
 - Enterprise-wide Internal Tracking
- 1990s:
 - Use of general permits, performance standards and self-certifications (incl. Env. Results Program [ERP])
 - Launch First-in-the-Nation Internal System for “Whole Facility” Information (FMF)
 - Launch e-Reporting (eDEP)



History of Streamlining: '00-'08

- 2000-2008:
 - eDEP Growth - Covers more than 150 permits & compliance reports, and gets more than 40,000 submittals per year
 - Continued expansion of general permits, performance standards and self-certifications
 - Business stakeholders drive on-going targeted improvements, esp. to Air Permitting

History of Streamlining: '08-'12

Governor Patrick's "Permitting at the Speed of Business" Initiative (2008) – Goals:

- 20% reduction in all review timelines
- Decision on 90% of all permits in <180 days
- Targeted streamlining for key economic development permits (air permits, GW discharge, wetlands appeals, coastal access)



History of Streamlining: '08-'12

(Continued)

2008-2012: Governor's "Permitting at the Speed of Business" Initiative – Exceeded or nearly met all goals:

- Permits Agency-wide:
 - 98% decided in new timeline (up from 89% in '07)
 - 97% decided in <180 days (up from 91% in '07)
- Wetlands Appeals: 82% in <180 days
- Air Permits: 91% in 180 days (up from 82%)
- GW Permits: 82% in 180 days (up from 68%)
- Coastal Access: 91% in 180 days (up from 22%)

2011 Regulatory Reform Initiative

Goal: Continue strong environmental & public health outcomes w/current agency resources; and streamline for economic growth.

Approach:

- Solicit and evaluate ideas from internal and external stakeholders.
- Explore successful models used in the past (semi-privatization, general permits, self-certifications, Environmental Results Program [ERP]).

Reforms Being Implemented:

- More than 21 different reforms impacting wetlands, wastewater, coastal access, solid waste, asbestos, site cleanups.



Information Technology Overhaul: Greatest Improvement Opportunity!

- IT Improvements: Identified during 2011 Regulatory Reform by external stakeholders as biggest opportunity.
- MassDEP currently has 100 different IT applications (supporting 840 FTEs).
- Businesses can't do *most* permitting on-line.
- e-Reporting is slow, inefficient, problematic.
- Citizens can't easily access MassDEP's vast information.
- Many applications are 20+ years old and constantly breaking down.

Goals for MassDEP's "Environmental Information & Public Access System" (EIPAS)

Major improvements for:

- Businesses/Permittees
- General Public/Environmental Advocates
- MassDEP's own operations

Radically upgrade:

- Speed
- Transparency
- Access (internal and external)
- Reliability

Vision for EIPAS Capabilities

Tools for Businesses/Regulated Entities:

- 24/7 access to permit & reporting status
- One on-line place for reporting, compliance payments, etc.
- Step-by-step permit application guidance (incl. sample permits; completeness checks,..)

Tools for General Public/Advocates:

- Map-based “point & click” access to regulated activities
- Easy dive into deeper content (incl. permits held, spill notifications, compliance status/history,..)

Tools for MassDEP:

- Computerized administrative completeness & compliance screening
- Automated (or IT-assisted) agency responses
- Improved management tools



EIPAS Conceptual Screenshot: Regulated Entity Portal



My Notifications

[Manage My Subscriptions](#) | [View More Notifications](#)

- Municipal Waste Combustor Regulations Posted for Comment
[View Notification](#)
- MWC #12345-EU2 Reported Pollutant/Parameter Carbon Monoxide in excess of applicable limit 100 from 04:00 to 08:00 on January 16, 2012
[View Notification](#)
- Annual compliance fee of \$175 for BWP IW38 (W123456) is due on January 31, 2012.
[View Invoice](#) | [Pay Fee Online](#)
- MassDEP inspection is planned for Friday, February 10, 2012.
[View MassDEP Site Visit Prep Guide](#)

My Facilities & Permits

[View Other Locations](#) | [Manage Facilities](#)

123 Main Street, North Southland, MA

[Manage Facility Information](#) | [Maintain Key Personnel](#)

- Municipal/Waste Combustor, Air Quality OP (Fac #12345-EU1) - Active
[View Permit Details](#) | [View Previous Filings](#) | [Pay Fees](#)
- Municipal/Waste Combustor, Air Quality OP (Fac #12345-EU2) - Active
[View Permit Details](#) | [View Previous Filings](#) | [Pay Fees](#)
- Ind. Wastewater Sewer Connection, BWP IW38 (W123456) - Active
[View Permit Details](#) | [View IWPS Diagram](#) | [View Previous Filings](#) | [Pay Fees](#)

123 Main Street, North Southland, MA

[Confirm My Locations](#)



Quick Links

[Contact MassDEP](#)
[Find or Request Technical Assistance](#)
[Manage User Access to My Facilities](#)
[Update Online Filer Information](#)
[Pay Annual Compliance Fees](#)
[Submit Air Quality Forms](#)
[Submit Ind. Wastewater Sewer Connection Forms](#)



EIPAS Conceptual Screenshot: Tailored Permitting Assistance/Guide

1. Draft

2. Share

3. Review

4. Sign-off

5. Submit

6. Pay Fee

7. Track

My Application

[Prefill with info from my other applications](#)

Tracking No.: 123456 Permit Type: BWP AQ 03 Major CPA

Region: MassDEP Central [Contact MassDEP](#)

Status: In Draft [View status history](#)

- Section A: Facility Information
[Update facility information](#) | [Place facility on map](#)
- Section B: Equipment Description
[Update equipment descriptions](#)
- Section C: Stack Description
[Update stack descriptions](#)
- Section D: Best Available Control Technology (BACT) Emissions
[Update BACT emissions](#)
- Section E: Monitoring Procedures
[Update monitoring procedures](#)
- Section F: Record Keeping Procedures
[Update record keeping procedures](#)
- Section G: Additional Information
[View checklist](#) | [Manage electronic documents](#)

Application Checklist

- Conduct pre-application conference with MassDEP
[Contact MassDEP](#) | [View notes from meeting](#)
- Complete the online transmittal form
[Update transmittal form](#)
- Complete application sections (in progress)
- Upload MEPA certification
[View document](#) | [Read about the MEPA process](#)
- Upload EFSB approval letter
[Upload document](#) | [Read about the EFSB process](#)
- Upload supporting documents (in progress)
[Manage documents](#)
- Locate my facility and sources on map
[View map](#)
- Include responsible official electronic signature
[Share application with official](#)
- Include professional engineer electronic attestation
[Share application with engineer](#)

Actions

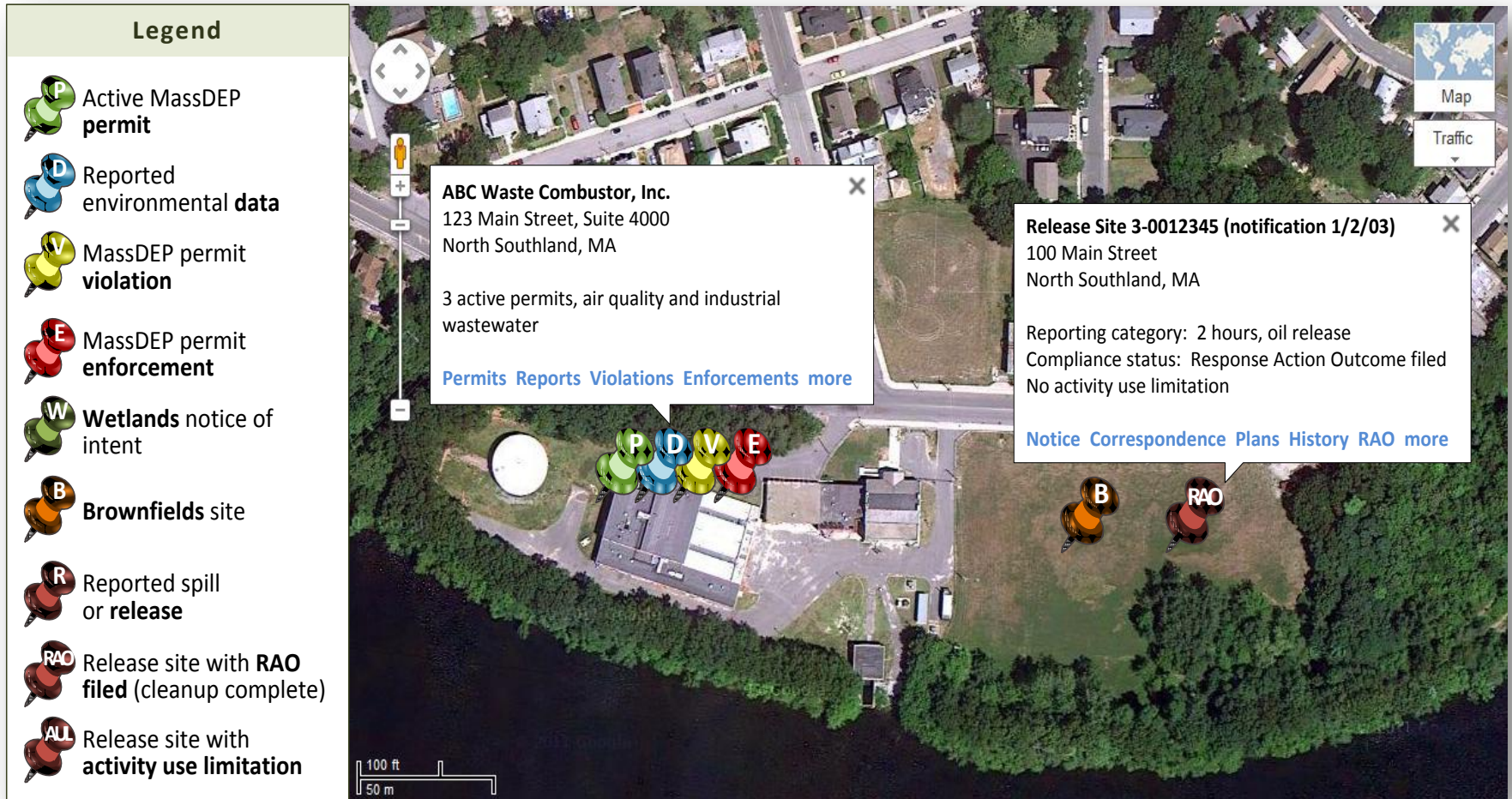
- [Run administrative completeness check](#)
- [View 12 errors from last completeness check](#)
- [Manage my documents \(6 documents\)](#)
- [Share access with other users](#)
- [Share access with MassDEP](#)
- [Record notes](#)
- [View my other facilities and permits](#)
- [View my correspondence with MassDEP](#)
- [Contact MassDEP for assistance](#)

Quick Links

- [View instructions and technical assistance for air quality permit applications](#)
- [View fee schedule and payment information](#)
- [View air quality regulations and policies](#)
- [View model AQ Major permit applications](#)

EIPAS Conceptual Screenshot:

Map-Based “My Neighborhood” Info



EIPAS Overview

MassDEP Supervisor Dashboard

MassDEP
Department of Environmental Protection

Supervisor Dashboard

Logged in as: JANE-SMITH
[My Account](#) | [Help](#) | [Logout](#)

Searches

Tasks

Approvals

Notifications

Calendar

Reports

Knowledge Base

My Notifications (14 New) [View More Notifications](#)

- Message from the Commissioner: New IT initiative moves forward
[View Notification](#) | [Dismiss](#)
- Regional office staff meeting scheduled for Thursday, February 2
[View Notification](#) | [Dismiss](#)
- Major petroleum release reported in area of Swamp Lake
[View Notification](#) | [Dismiss](#)
- Facility ABC EU2 reported significant mercury air exceedance on Monday, January 23
[View Notification](#) | [Dismiss](#)

My Tasks & Approvals

[3 Notices of Noncompliance](#) require review and approval

[1 HLE](#) requires review and approval

[3 Case Summaries](#) have been completed for upcoming RERC

[1 Permit Exemption](#) request received

[4 New Messages](#) received from regulated entities

[3 Unit Permit Applications](#) within 14 days of the timely action schedule expiration

[8 Complaints](#) need to be assigned to staff

Quick Links [Edit](#)

[My Most Frequently Used Reports](#)

[My Tracked Regulated Entities](#)

[View My Staff's Calendars](#)

My Unit's Workload [Filter List](#)

Staff	Permit Reviews	Inspections Completed	Inspections Scheduled	Draft LLE	Draft HLE	File Reviews
Barnes, A	6	11	7	4	1	3
Claiborne, H	12	6	3	1	0	2
Moore, L	8	4	2	1	0	1
Stevenson, J	8	12	9	5	2	0

My Calendar

< **January 2012** >

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Upcoming Events [View More Events](#)

- 1/26/2012 9:00am, RERC Meeting
[View Meeting Agenda](#)
- 1/30/2012 1:00pm, Facility ABC unannounced inspection
- 2/2/2012 10:00am, Regional Office Staff Meeting

My Performance Indicators [Edit](#)

Progress Toward PPA Inspection Goal

1331/2000

- 1123 inspections completed
- 208 scheduled
- 669 to be scheduled

Unit's Permit Application Timely Action Completion

54/56

- 56 applications completed
- 54 applications completed within timely action schedule
- 96% timely action completion rate

EIPAS Status & Next Steps

- Roadmap Completed - Feb 2012
- Estimated as 5-Year, \$45 Million Endeavor
- First-Year Funding in Place (for FY13)
- Request for Information (RFI) – Oct. 2012
- Internal “Readiness” Work Underway (e.g. data standards, process optimization)
- RFP for Architecture/Design - Summer 2013
(may build our own or customize commercial system)
- * Note: Important link to EPA’s “e-Enterprise”

MassDEP's Lessons Learned

- Stay ahead of the curve (political & public perceptions)
- Embrace a continuous improvement mentality
- On-going engagement w/external stakeholders:
 - When considering improvements (workgroups/advisory)
 - Routine/general (use new tools: web, twitter, eNews)
- Expand use of effective tools (general permits, self-certifications, presumptive approvals)
- Focus human capital on greatest value-added
- Lean/Kaizen/VSM looks very useful (MassDEP used elements of these over the years)
- **Utilize latest Information Technology: *Currently MassDEP's biggest improvement opportunity***



More Information

Regulatory Reform

- March 2012 *Action Plan for Regulatory Reform*
http://www.mass.gov/dep/about/priorities/regreform/actionplan_final.htm
- October 2012 *Regulatory Reform at MassDEP: Progress Update and Plan for Additional Reforms* <http://www.mass.gov/dep/about/priorities/regreform/1012update.htm>
- Douglas Fine, Assistant Commissioner for Planning & Evaluation (617/292-5792, douglas.fine@state.ma.us)

Information Technology Transformation

- February 2012 *Executive Summary of Environmental Information and Public Access System (EIPAS)*
http://www.mass.gov/dep/about/priorities/eipas_executive_summary_abstract_2012.pdf
- Victoria Phillips, Director, Enterprise Information Office (617-292-5956, victoria.phillips@state.ma.us)

More Information

Overall

- MassDEP Website - <http://www.mass.gov/dep/>
- MassDEP Twitter Feed - <http://twitter.com/#!/massdep>
- MassDEP eNewsletter - <http://www.mass.gov/dep/public/publications/enews.htm>