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 |
DEQ Permitting Transformation Program

*PTP - Enterprise Approach*

### BENEFITS
- Customer Satisfaction
- Economic Development
- Transparent Process
- Documentation (timestamps, activities, actions, communications)
- Resiliency, Cost, Continuity of Operations
- Clean, Consistent Data

### MULTI PHASED PROGRAM
200 processes by 2025

### ENTERPRISE SYSTEM
Permits, Data Management
- Unified
- Modernized

### E-BUSINESS PRACTICES
Efficient
- Transparent

### USER EXPERIENCE
Standardized
- Unified
- Improved

### COMMUNICATION & TRAINING
Transparent
- Effective

### MS Dynamics CRM Platform
# DEQ Permitting Transformation Program

## High-Level Enterprise Capabilities

<table>
<thead>
<tr>
<th>1</th>
<th>ENTERPRISE PERMITTING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leaned Processes</strong></td>
<td>Standardized and Optimized</td>
</tr>
<tr>
<td><strong>Centralized OPI</strong></td>
<td>Apply, Track, Pay, Receive Permit Online</td>
</tr>
<tr>
<td><strong>Web Based Permitting</strong></td>
<td>Applications, Inspection, Compliance, Enforcement</td>
</tr>
<tr>
<td><strong>Registration/Portal</strong></td>
<td>Standardized, Single DEQ Entry Point</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th>PAYMENT &amp; BILLING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E-payment</strong></td>
<td>Include American Express</td>
</tr>
<tr>
<td><strong>E-billing</strong></td>
<td>Billing Capability</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3</th>
<th>TRACKING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Permit Tracker</strong></td>
<td>Applicant `</td>
</tr>
<tr>
<td><strong>GIS Mapping</strong></td>
<td>with Permit Tracking</td>
</tr>
<tr>
<td><strong>Public Facing</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4</th>
<th>ENTERPRISE DATA &amp; ANALYTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Searchable Database</strong></td>
<td>Standardized Current and Historical Data</td>
</tr>
<tr>
<td><strong>Data Quality</strong></td>
<td>Departmental Metrics Performance Metrics</td>
</tr>
<tr>
<td><strong>Reports</strong></td>
<td>Customizable Reports Legacy Data</td>
</tr>
<tr>
<td><strong>Dashboards</strong></td>
<td>Interactive, Real Time, Public Facing Dashboards</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5</th>
<th>COMMUNICATION, OUTREACH &amp; TRANSPARANCY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Standardized Communication</strong></td>
<td>Consistent Templates, Forms, Taxonomy, Messaging</td>
</tr>
<tr>
<td><strong>Targeted Messaging</strong></td>
<td>External Contacts</td>
</tr>
<tr>
<td><strong>Centralized Repository</strong></td>
<td>DEQ Contacts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6</th>
<th>TRAINING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Training and Support</strong></td>
<td>Internal and External</td>
</tr>
<tr>
<td><strong>Documented</strong></td>
<td>Departmental Processes</td>
</tr>
</tbody>
</table>
DEQ Permitting Transformation Program

DEQ Need for Enterprise System

- RECRUIT/RETAIN
  - NEXT GENERATION

- KNOWLEDGE TRANSFER

- QUALITY MANAGEMENT

- DIGITAL MODERNIZATION

- ACCURACY

- STANDARDIZATION

- RESILIENCY

- METRICS

- REAL TIME
  - DATA INTEGRATION

- COMMUNICATION

- AGILITY
DEQ Permitting Transformation Program

DEQ - Program Delivery Office Update

Finalized Scope

Benchmarked with Other States

Completed High Level Current State Workflow with Blackbelt Process Engineers

Created and Established Program Structure and Governance

Launched Workgroups, Executive Steering Committee and Delivery Steering Committee

Establish Enterprise Data Strategy


Hire Enterprise Data Architect and Scientist

Hire Program Manager

Establish Training, Triage and Technical Support

Develop Communication and Branding Plan

Secure Funding and Resources

Establish

COMPLETE

UPCOMING
**DEQ Permitting Transformation Program**

**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

**Executive Leadership & Direction**

**Program Oversight**

**Program Execution and Accountability**

**Cross Divisional Collaboration**

**Program Delivery**

**Working Groups**

**PTP Delivery Steering Committee**

**PTP Leadership Team**

**Executive Steering Committee**

**Sponsor**

**Secretary Regan**
John Nicholson (Monthly)

**John Nicholson**
Jamie Ragan (Monthly)

**Jamie Ragan**
Mike Ware (Bi-Weekly)

**Chinmoyee Deshpande**
Lisa Shanklin (Weekly)

**Based on focus area**
(As Needed)
DEQ Permitting Transformation Program

**Delivery Steering Committee Update**

**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

**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

**Standard DEQ Process Workflows**
- Permitting
- Compliance
- Enforcement (TBD)
- Public Notice

**Legacy**
- On hold

**Schedule**

**Resources**

**Overall**
DEQ Permitting Transformation Program

High Level Process Steps-Unified Approach

<table>
<thead>
<tr>
<th>Permitting Transformation Program</th>
<th>Receive application / info</th>
<th>Completeness Review</th>
<th>Fee included with application</th>
<th>Invoice sent to request payment</th>
<th>Enter info in Tracker</th>
<th>Other Agency / Regional Office Review</th>
<th>Site visit / inspection</th>
<th>Technical Review</th>
<th>Public Notice, as req’d</th>
<th>Final Approval</th>
<th>Bond</th>
<th>Issue Permit/ Letter</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Permits that flow through each process step</td>
<td>98%</td>
<td>85%</td>
<td>28%</td>
<td>7%</td>
<td>85%</td>
<td>28%</td>
<td>22%</td>
<td>83%</td>
<td>28%</td>
<td>46%</td>
<td>9%</td>
<td>93%</td>
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Proposal: Standardize workflow in CRM

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

Permit Tracker (Applicant)

- Application Submitted
- Completeness Review
- Technical Review
- More Information Requested
- Permit Issued

Public Review Process (as needed)
DEQ Permitting Transformation Program

PTP Enterprise Program Program Delivery Phases

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

Process Mapping

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

CRM Development

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

Business Requirements

- Go LIVE!

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

System Testing & Training
DEQ Permitting Transformation Program

What’s Next?

- Establish an enterprise data strategy
- Complete DEQ standardized workflow and complete future state for programs
- Complete PTP Business Plan, ROI, Performance Management Plan, Communication, Branding, Benchmarking
- Secure resources (staff, funding)
- Release first 2 permits in CRM-early 2021
  - DEMLR-Erosion and Sediment Control
  - DCM-Major Permit
Questions?
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919-707-8141