City of Roswell
Land Development Permit Improvement Plan
30-60-90 Day Roadmap (Final - 1-8-10)

No.	VSM Code	Category / Process Improvement	Description	Action Items	Owner	Key Process Input Variable	Target (CTQ) or Key Output Variable	Time Frame	Status (Not-started, In-Progress, Closed)	Date Closed	Comments
1.0		Process					specific / measurable				
1.1	P-1a	Improved Permit Checklists	Update / Simplify / Clarify all checklists that are used by customers and staff. Checklists should be linked / integrated with updated Permit Application and Development Guidebook (see P-1b)	All Depts. to complete initial redline review of checklists. Develop the SOP	Dept. Reviewers	Active engagement by reviewers, customer feedback	Lead Time Reduced calls to City, Reduced review cycles	30 days	In-Progress		1st draft developed.
1.2	P-1b	Improved Permit Application / Development Guidebook	Based on P-1a deliverables, develop an improved sample / model Commercial Land Disturbance Permit Application and Guidebook. (See attached example from South Carolina).	Create user-friendly LDP Application and Development Guidebook that aligns / links with the Checklists.	Dept. Reviewers	Active engagement by reviewers, customer feedback	Lead Time Reduced calls to City, Reduced review cycles	30 days			
1.2	P-2	REDLINE CONSISTENCY - Part 1	Initial review of plans and entering detailed red-Lined comments entered in GENERO by 2nd Monday following LDP submittal deadline (Friday Noon)	1) Incorporate guidelines as part of SOP. 2) Communicate to staff.	Dept. Reviewers	Consistent gate-checking / steps by Front Desk (sending electronic files, scheduling DPRT date), Reviewers entering red-lined comments before 2nd Monday.	Lead Time, Review cycles	30 days	In-Progress		
1.3	P-3	REDLINE CONSISTENCY - Part 2	Consistent, regular use of GENERO for inputing detailed redlined comments & attachments so internal staff can see and understand the project.	1) Create a Standard Template of commonly use comments used by all Reviewers. (see T-4: use of drop down menus in GENERO) 2) See training, 3) Address what happens when reviewer is absent? Interpreting code similarly?	Dept. Reviewers	Training of all review staff, 100% compliance by staff	Lead Time, Review cycles	30 days			
1.4	P-4	REDLINE CONSISTENCY - Part 3	Ensuring original redline to compare before and after	1) Scan redline and put on FTP site. 2) Provide training to staff. (see T-7 for Technology related action item).	Peg	Training of all review staff, 100% compliance by staff	Lead Time, Review cycles	30 days			
1.5	P-5	Front Desk Standard Operating Procedure	More effective "gating" process at the time LDP application is submitted. Admin + Tech. completeness (i.e., 2 paper sets of drawings, CAD / PDF files, plan sheets, Survey Plan, Hydrology Report, Cetc.), creating "child" permit from "master" permit, routing instructions to reviewers, setting up DPRT review meeting, etc.	1) Develop SOP / checklist and or standard template (including visual cues) for front desk when receiving LDP permit applications. 2Training.	Cindi / Jean / Keith	SOP developed / implemented. Training of Front Desk	100% First Pass Yield at Step 1.	30 days			
1.6	P-6	Internal Policy / Process Changes	During Lean Event various policy changes were identified by the team: 1) 100% attendance by reviewers at PDRT (identify backup as needed), 2) 100% use of GENERO for detailed, descriptive red-line comments, redline comments due in GENERO by 2nd Monday following Friday submittal, 3) All reviewers to enter review time in GENERO, 4) Approval Signatures required only in GENERO, 5) Front Desk to use GENERO to generate Transmittal Sheet, 6) SPOC assigned for every applicant during Pre-LDP.	Compile various key policy changes identified during Lean Kaizen event and distribute to Dept. Reviewers / Front Desk for acknowledgement and compliance.	Jean	100% Compliance	40 hour initial Review, 5 hour follow-up Review Time	30 days			Need individual dept. projected review times for each cycle. Tracking time by project can be trialed as a short-term activity over next 90-120 days. The goal is to record cycle times on at least 12-15 permits from start-to-finish to evaluate progress after new process improvements have been made. Ideally, this should be an on-going activity as part of Reviewers responsibilities.
1.7	P-7	External Policy / Process (FOCUS Plus)	During FOCUS Plus meeting, Developer and Engineer are required to attend.	Create list of party responsibilities as part of overall FOCUS Plus process	Jean	Attendance by Dev & Eng	Lead Time, Review cycles	30-60 day			
1.8	P-8	External Policy / Process Change (Pre-LDP)	During Pre-LDP meeting, Engineer is required to attend.	Create list of party responsibilities as part of overall Pre-LDP process	Jean	Attendance by Eng	Lead Time, Review cycles	30-60 day			
1.9	P-9	External Policy / Process Change (DPRT)	During DPRT red-line review meetings, Engineer is required to attend.	Create list of party responsibilities as part of overal DPRT process.	Jean	Attendance by Eng	Lead Time, Review cycles	30-60 day			

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1.10	P-10	Transmittal Sheet	Use GENERO to produce Transmittal Sheet.	Develop as part of SOP for Front Desk.	Front Desk	SOP developed / implemented. Training of Front Desk	100% Compliance during Electronic re-submittal (step 6 in Future State)	30 days			
1.11	P-11	Tracking Review Time in GENERO	Use GENERO to measure actual review times.	All Dept. Reviewers to start tracking amount of review time in GENERO.	All Depts.	Depts. Reviewer Compliance	100% Compliance	30-60 day			
1.12	P-12	Green Track Permitting	Utilize EPA's 120 focus for possible Green Track green permiting program	Review with EPA Region 4 representative to understand the program, benefits, and develop plan for feasibility of implementation	Jean			Longer Term			
2.0		**Communication**					specific / measurable				
2.1	C-1	Single Point of Contact	Establish SPOC during the Pre-LDP to improve communication link with customer	Formalize as part of Pre-LDP Standard Operating Procedure.	Keith Adams		Customer Satisfaction, Lead Time, Review Cycles	30 days			
2.2	C-2	Update Engineering Website	Redesign Engineering website with updated checklists, FAQs, new content (Post Water Flow Distribution Map), customer friendly - better navigation (i.e., access GENERO)	Develop content / FAQs, navigation / usability testing	Jean / Community Relations	Dept. Reviewers / ENTIRE TEAM / Customer feedback (survey)	Lead Time (reduced review cycles)	90 day	In-Progress		30 day - mockup / internal publish; 60/90 days publish
2.3	C-3	Updated User's Guide to LDP Permit Process (Development Guidebook)	Update / simplify / clarify the Development Guidebook used by customers to facilitate the process.	All Depts. to review / update / simplify appropriate sections of the Guidebook. Post to Website.	Jean and Depts.			30-60 day			
2.4	C-4	LDP Process Map for Customers	High-Level process steps of the Land Disturbance Permit process that are easily understood by customers	Modify the process map that Peter Sherman developed as appropriate for external customers on website.	Jean			30 days			
2.5	C-5	Employee Training Manual for Standard Work (i.e., Standard Operating Procedures)	Develop a comprehensive employee training manual for all employee / job descriptions that outlines the Standard Work documentation of the Permitting Process. **Standard Work can help the City of Roswell achieve consistency in the Permitting Process which will lead to higher permitting quality, less lead time, less re-work, lower costs and higher customer / employee satisfaction.** Standard Work describes all the steps of the Permitting Process (see Future State Value Stream Map) and how they should be performed in order to achieve a perfect process. In general, Standard Work includes: **Work Sequence** (order of operations to be performed), **Work Process Time** for each key step (guidelines may be suitable), **Tools** / **Materials** used (templates, checklists, job aids, systems, etc.), and **Escalation** / **Communication protocols. Standard Work documentation should always be displayed at the workplace for each Dept.**	1) Collect existing training / SOP documentation; 2) Review and perform gap analysis for Standard Work requirements against Future State Value Stream; 3) Create Standard Work documentation for each component in the Value Stream. 4) Compile / Synthesize; 4) Review with staff / training.	Jean and Depts.			Longer Term			
2.6	C-6	GENERO Customer Awareness / Training	Encourage regular use by customers (Developers, Engineers, Architects) to use GENERO as means of tracking permit status, red-line comments, key meetings (i.e., DPRT), dates, etc.	Develop GENERO communication plan for customers via website, email, etc. Develop GENERO training program and hold workshops (live, WebEx, On-Demand)	Allen / Jean		Participation by Developers / Engineers	30 days			

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2.7	C-7	Develop / Implement Communication Plan for end-user customers (See MP-1: Focus Plus and MP-2: Pre-LDP)	A comprehensive Communication Plan of the City of Roswell's new FOCUS Plus / Pre-LDP / LDP Process to the appropriate customers (Developers, Engineers, etal). Develop communication plan and roll-out strategy. At the report out ideas such as presenting at ARC and local development forums. Think about lunch and learns with developers to discuss new format etc.	1) Develop overall Communication Plan (goals / objectives, themes, key metrics to monitor results, format / medium (electronic, mail, lunch and learns, etc.), channels (ASCE, North Fulton Quality Growth Council, etc.), frequency, timelines, etc. 2) Develop project plan, 3) Create mock-up of executive-level summary of new process changes - see P-7, P-8, P-9. 4) Roll-out phased implementation.	Jean			90 days			

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2.8	C-8	Visual Awareness - White Boards	Use white boards to track active projects.	Secure whiteboards. Develop consistent template.	Dept. Reviewers		Lead Time, Review cycles	30 days			If white boards cannot be obtained, think about 15 minute standing meetings in front of a flip chart with bullets of items to be worked on in the next 30-60-90 days. The meeting would just be about implementation and nothing else.
2.9	C-9	Self-Serve Kiosk	Install PC and Printer in Community Development front office for customers to access City Website: documents / applications / permit status and print as needed.	Secure PC / Printer and install PC / Printer / Kiosk for public use. Create simple instructions for customer. Train front desk.	Dorinda / Clyde	Maintain current content on website	Use of paper, # customer inquiries to Front Desk	30-60 day			
2.10	C-10	Customer Survey	Customer Satisfaction Survey of LDP process.	1) Collect, measure and analyze results from customer survey sent out Nov 23. 2) Develop future plan for Customer Surveys including type surveys (electronic, telephone, in-person); type information needed; frequency, etc. 3) Implement action plan accordingly.	Jean		Customer Satisfaction Scores	30 days			Survey sent out end of Nov, 2009.
2.11	C-11	Post Water Flow Distro Map to Website	The map provides valuable information to a developer / engineer. see the following weblink for an example of the FAQs section and process map http://apps.ecy.wa.gov/permithandbook/permitdetail.asp?id=16	Save file in appropriate format and post to Website	Allen / Danelle			30 days			Include project lead times once we get our grounding in the future state.
2.12	C-12	Notification to Customers of LOC / Bonds	Notify applicants about need for LOC / Bonds earlier in the process (during re-submittal of electronic plans (Step 6 in Future State).	Create process for communicating (who / what / how) to applicant.	Keith			30 days			
3.0		**Management Planning**					specific / measurable				
3.1	MP-1	Focus Plus Process (See C-7 for Communication Plan)	Pre-DRP -- entire team evaluates key strategic considerations of project (i.e., Green development; major potential issues). These sessions provide an ideal forum for the City to make green practices/technology a standard component of the conversation. This can be faciliatated through the Communication Plan (C-7) and the City Website that contains uselful links from EPA, Southface, etc. (C-2). Dev + Eng. Required to attend. Master Permit # and Project Address issued during this time.	Develop the SOPs: Overall Process, Key inputs / Outputs, requirements of stakeholders, communication, procedure to address lack of attendance, etc.	Brad	Participation by Developer and Enginer and DPRT Staff	Improve Throughput / Reduced review cycles	30 days	In-Progress		identify reaction plan if developer + engineer do not show up.
3.2	MP-2	Pre-LDP Process (See C-7 for Communication Plan)	Required meeting with Dev's Eng + City Engineer / Plan Reviewer to answer questions on planned submittals, review Concept Sediment Erosion Control Plans, Address Verification and deviations from DRB approval. LDP Application walk-through, identify key submittal requirements ($250 fee, Fire Flow Test, etc.), and the LDP process.	Develop the SOPs: Overall Process, Key inputs / Outputs, requirements of stakeholders, communication, procedure to address lack of attendance, etc.	Jean and Keith	Participation by Developer's Engineer and City Engineer / Plan Reviewer. Concept Erosion Control Plans, Approved DRB / HPC conditions	Lead Time Improve Throughput / Reduced review cycles / Greener (less review cycles, paper / costs to developer + city)	30 days	In-Progress		Will require the Checklists are updated. Early communication required with Developer / Eng.
3.3	MP-3	Jeopardy Management	Recognizing jeopardies as early as possible to take appropriate resolution steps (communication with developer the jeopardy issue via email / telephone -- develop resolution plan and date.	Further development of the Jeopardy Management criteria (i.e., Scope Changes, Omissions, Time delays - 2 DPRT review sessions.	Jean and Depts.		Lead Time, Review cycles	30-60 day			

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3.4	MP-4	Regular Inter-Departmental Meetings (internal with staff and external with customers - Developers / Eng)	Regularly scheduled forum spearheaded by Engineering to update status of 30-60-90 day Implementation Plan as well as new ideas, new information, policy issues, planning initiatives, training opportunities, etc. The meetings can be a blend of formal / informal sessions; internal / external with customers. One example to consider: 15-minute stand-up meetings where the entire team gathers around the Future State Map and Implementation Plann to discuss progress of the Lean program. Aside from creating an open communication / status, a key objective **of these meetings is to identify and groom Champions / Leaders for different parts of the process.** E.g., Danelle Volpe and Rob Dell Ross were very excited to bring back the Focus plus process--perhaps they can brainstorm a few ideas on how to communicate that with the developers and offer their suggestions for how to roll it out at the first meeting?	Establish agenda categories, cadence, communication plan, etc. and implement.	Jean and Depts.			On-going			
4.0		**Technology**					**specific / measurable**				
4.1	T-1	GENERO DPRT - Part 1	"Direct Connect" - Use GENERO to automatically distribute (email) summary list of new LDP applications and those ready for Red-Line Review to all Dept. Reviewers by Friday before Monday DPRT meeting.	Develop the query / algorithm in GENERO	Allen / Keith			30 days			
4.2	T-2	GENERO DPRT - Part 2	Create DPRT agenda for new submittals and projects ready for redline reviews. Update projects real-time in GENERO.	Develop SOP and modify GENERO Building "Pending" folder to use as DPRT agenda (new LDP applications + red-line reviews).	Allen / Keith			30 days			
4.3	T-3	GENERO DPRT - Part 3	Automatic email notification to Applicant (Developer or Engineer) by Thursday prior to Monday DPRT Red-Line Review.	Develop requirements and logic in Business Objects / GENERO.	Allen / Keith		Attendance by Developer or Engineer at DPRT	30 days			
4.4	T-4	GENERO DPRT - Part 4	More consistency with Depts regarding types of red-line comments via drop-down menus / categories, etc.	Develop user functional requirements and logic in Business Objects / GENERO.	Allen and Dept. Reviewers			30 days			
4.5	T-5	GENERO DPRT - Part 5	Standardize all work around documents (i.e., Permit Status Log) via GENERO tracking / reporting capability.	Develop functional requirements and logic in Business Objects / GENERO	Keith / Allen			30 days			
4.6	T-6	Develop GENERO S.O.P. / Training	SOP / Job Aid for using GENERO and regular training.	Develop a user-friendly SOPs / Job Aids and provide effective training of how to use GENERO (steps,	Allen / Jean / Keith / Dorinda	Consistent use	Lead Time, Review cycles	60 days			
4.7	T-7	Redline Consistency (P-4)	Ensuring original redline to compare before and after	1) Develop FTP site and make sure that everyone knows how to use it, internally and externally	Peg			30 days			