



Development Application Process (DAP) Team

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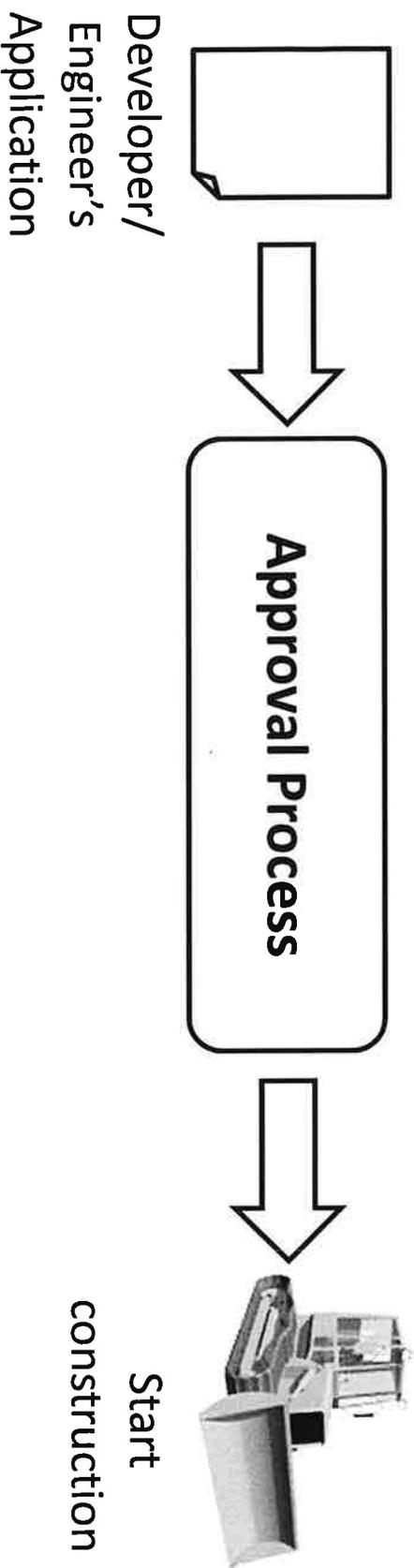
Tad Calkins, Director of Planning and Development

Don Kean, Engineer III

Tania Ramos-Miner, Planner I

The Problem

"It takes too long to get site plan and subdivision applications approved!"



Initial Observation

- Can only affect what is in our control
- Larger portion of process time in Customers' hands

Application Approval Time

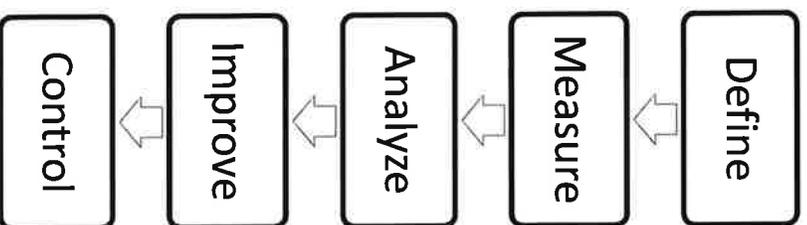


County

**Developer/
Engineer**

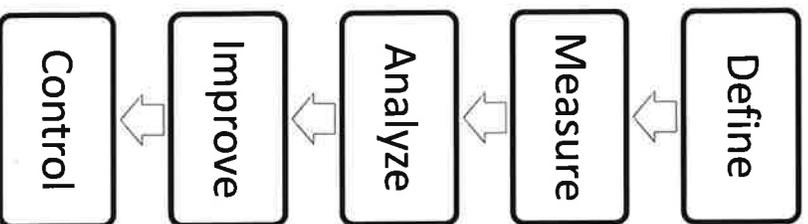
Engineer

Systematic Approach to Problem Solving



- County assembled a team to use the DMAIC approach
- DMAIC: Expose and resolve root causes of problem based on facts

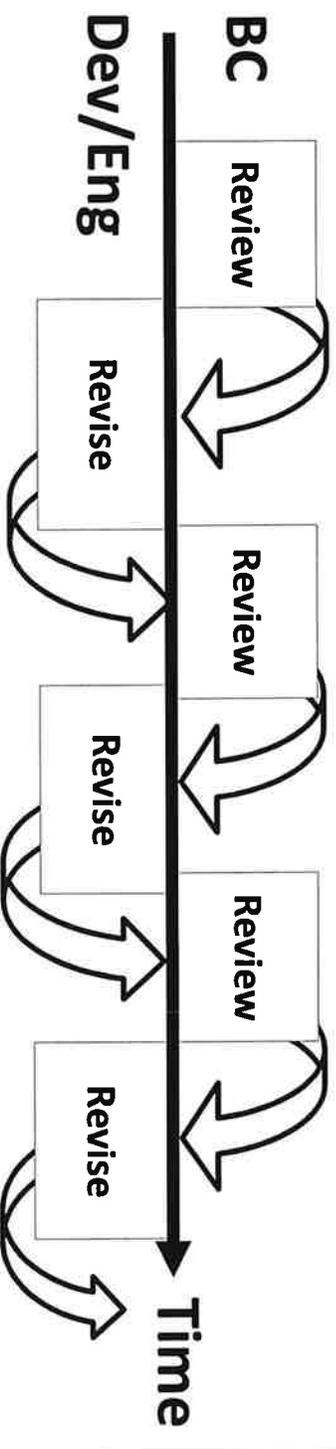
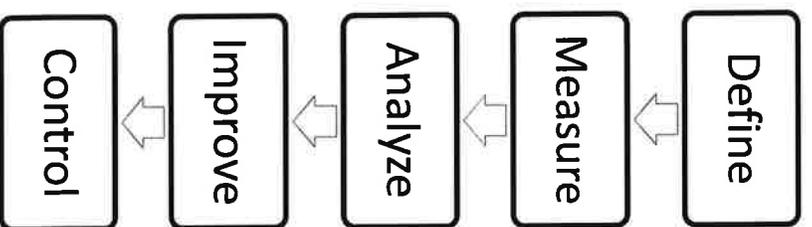
Listen to the Voices of Our Customers



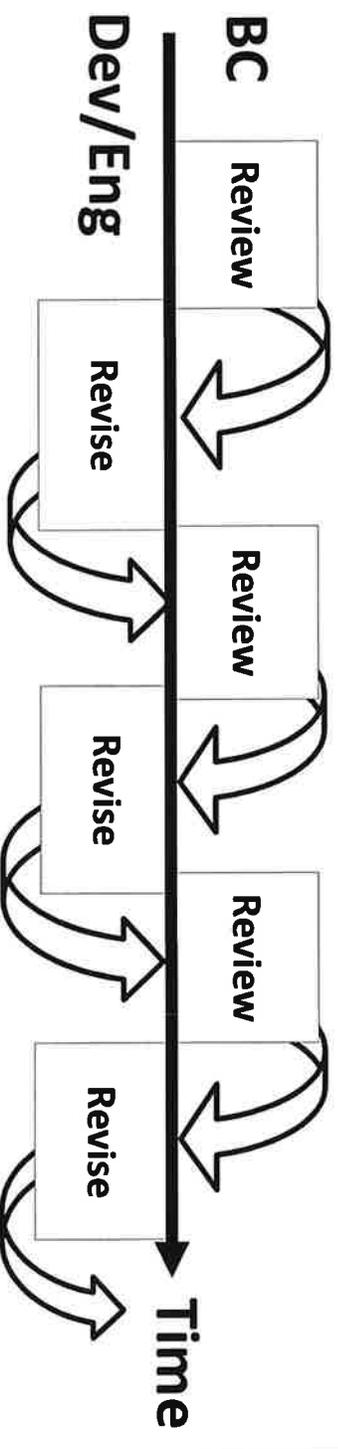
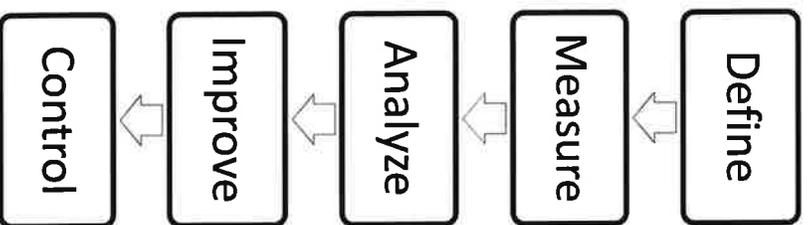
Developers, Engineers, and Reviewers

- “Reviews too long, too numerous”
- “Too many interfaces”
- “Poor communications”

Hard Data -> Better Decisions



Hard Data -> Better Decisions



Average Application Approval Time

Total review days

Total revision days

PLT =

47

70

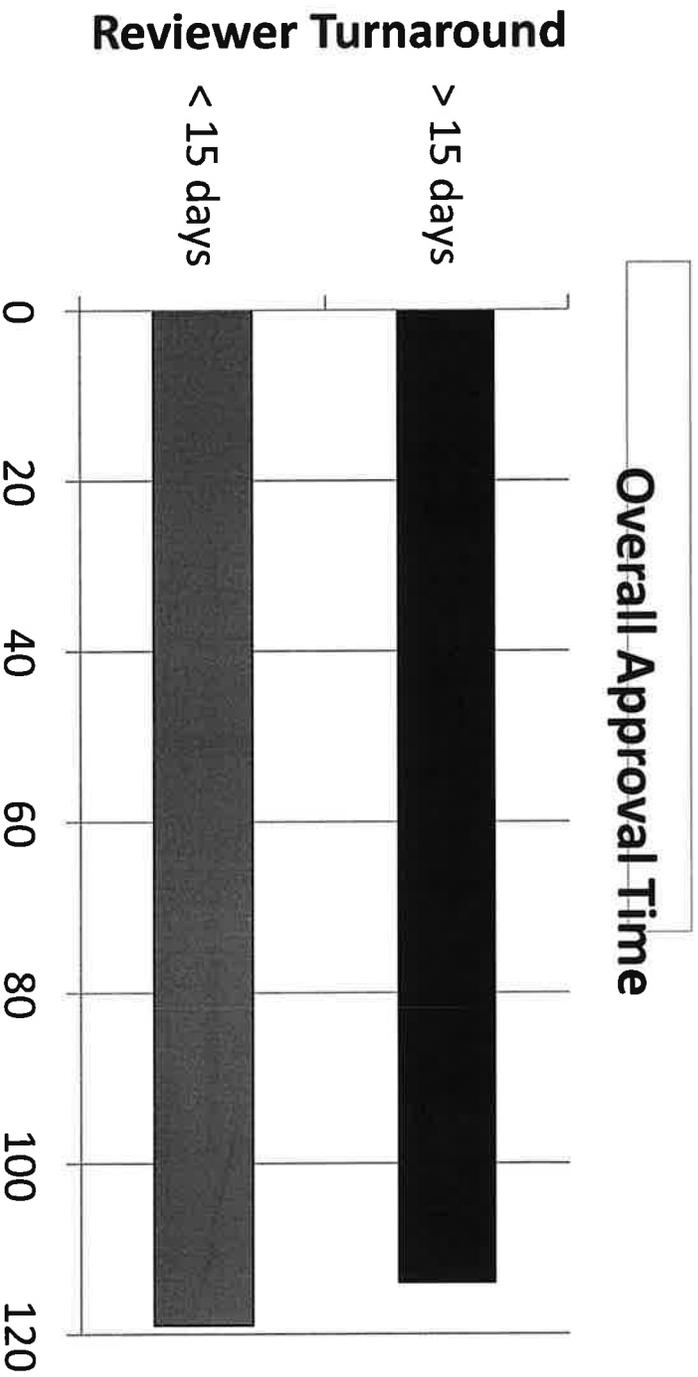
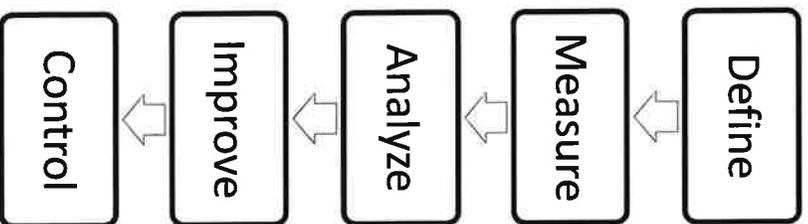
117 days

Country

Developer/
Engineer

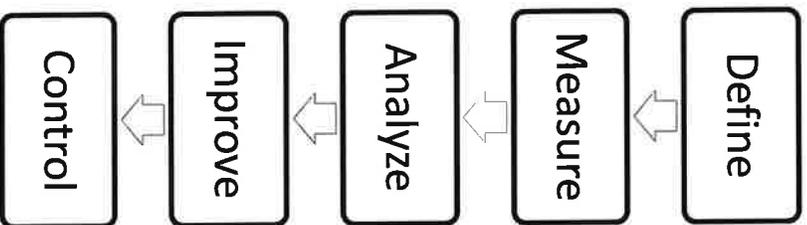
Engineer

BC Review Time: Little Effect



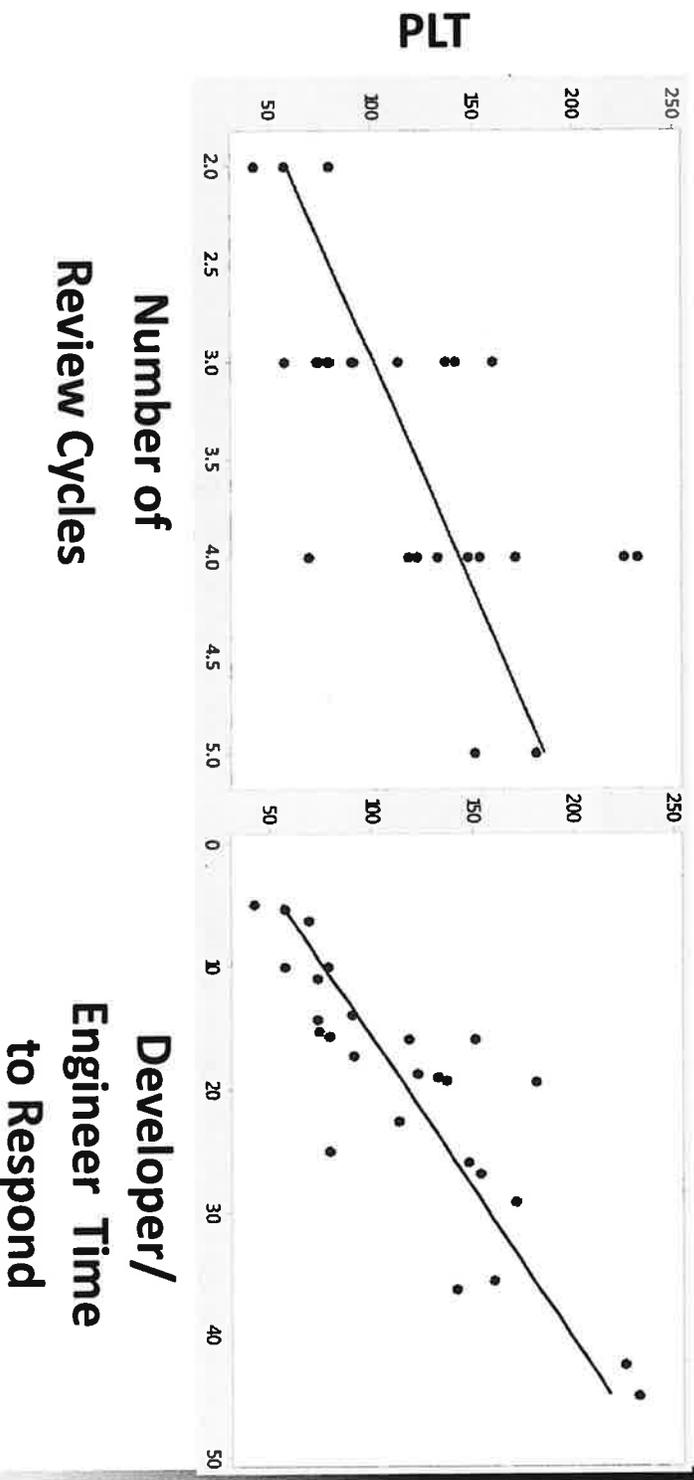
Shortening Reviewer turnaround does not measurably reduce overall Approval Time

Factors That Affect Process Time

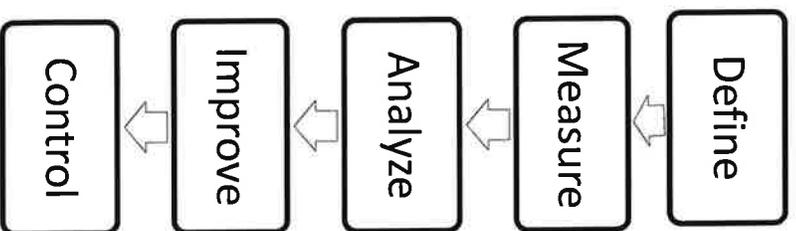


Review Cycles

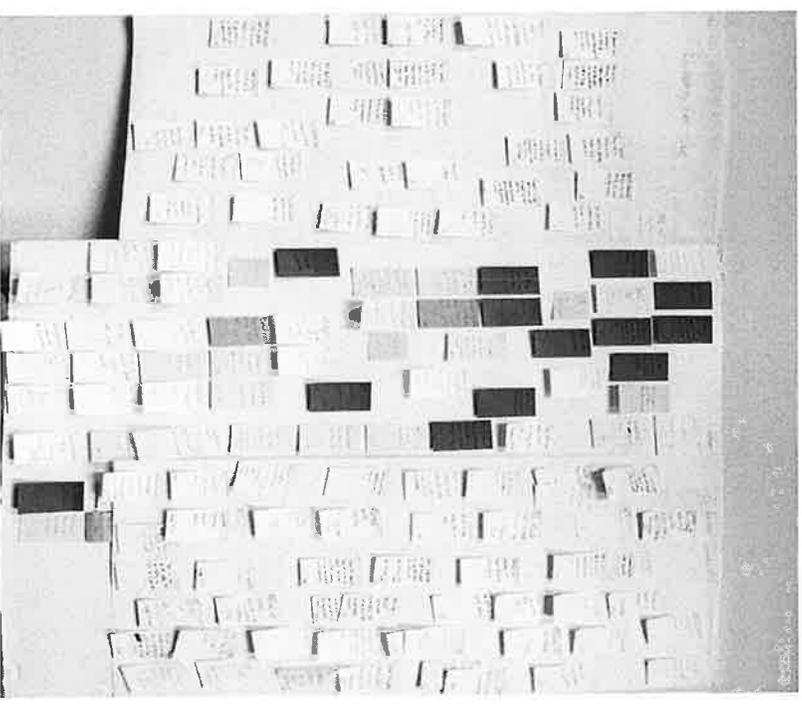
Time To Respond



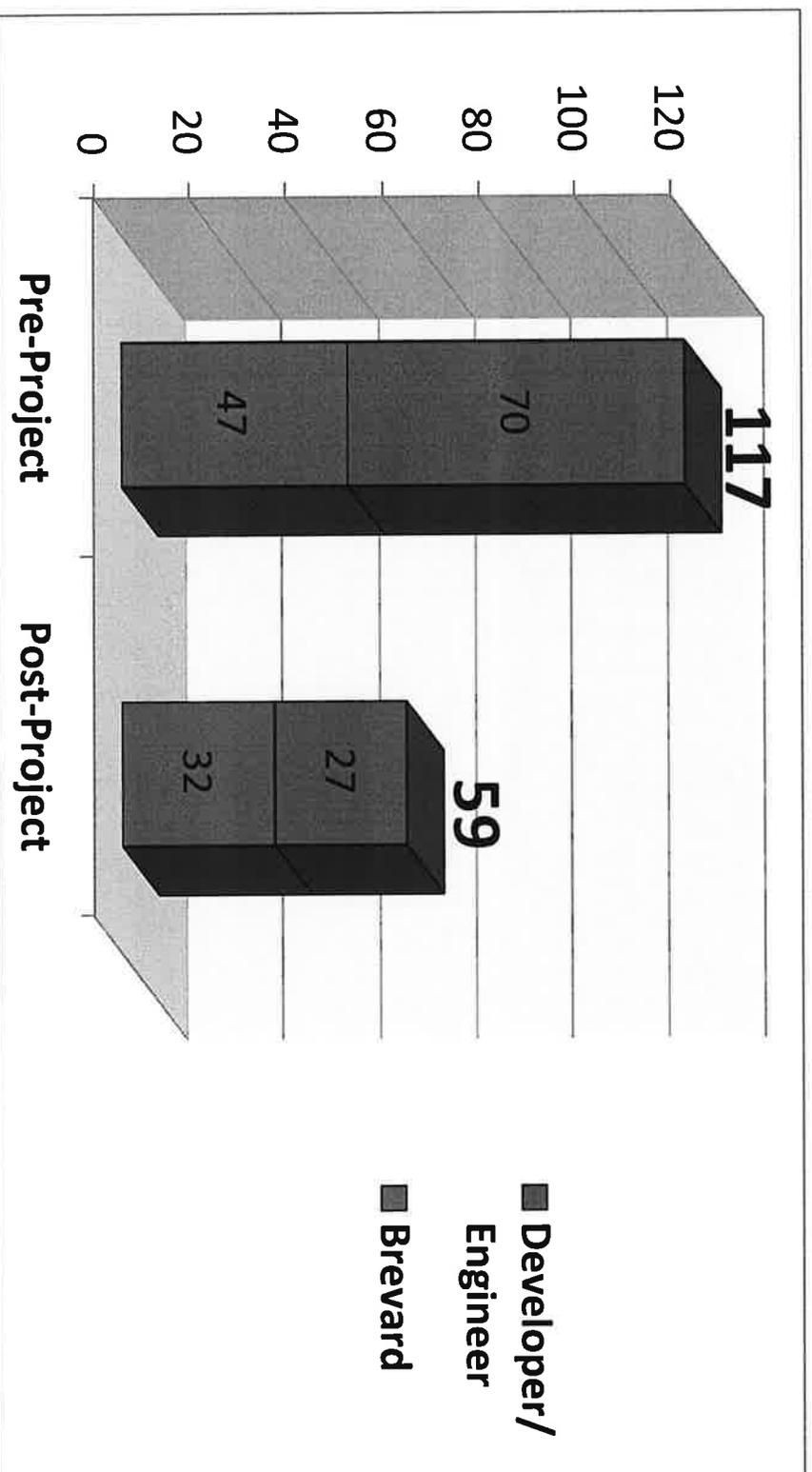
Team Solutions



- Country/Customer review meeting
- Frequent customer communication
- Quality standards for Country feedback
- Established timeline expectations



Results: Goals Achieved



49% improvement exceeds original goal

Summary

- County used a team approach to tackle this tough process problem
- Team used the methodical Lean Six Sigma DMAIC approach
- Results exceeded expectations