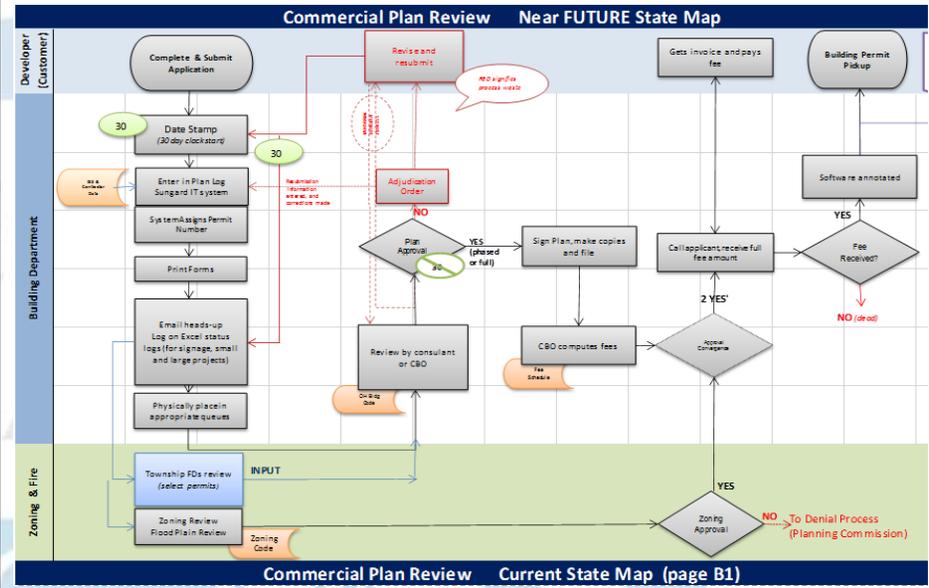


PROJECT: COMMERCIAL ALTERATIONS PERMIT

DEPARTMENT: PLANNING & DEVELOPMENT

## PROBLEM STATEMENT

The Dept. of Planning/Development reviews permit applications and issues permits for commercial alterations. A commercial alteration permit is required for alterations to buildings such as businesses, warehouses, schools, restaurants, and manufacturing facilities. The state requires that all permits should be approved, denied, or partially approved within 30 days of receipt. The current process averages 20 days from receipt to contractor notification of approval.



## STEPS TAKEN/TOOLS USED

- ✓ Created project team and defined process through creation of a **Process Map** and **SIPOC**
- ✓ Used baseline metrics and turnaround times to determine **non-value add** and **non-value add but necessary** steps
- ✓ Created a future state process map and action plan using lean principles, **Poke Yoke**, and other tools
- ✓ Implement pilot program to determine new average turnaround time and customer satisfaction

## ACCOMPLISHMENTS

- ✓ Reduced the turnaround time for processing permits from 20 days to 14 days, a reduction of 30 percent
- ✓ Created a commercial alterations review control plan to document procedures and metrics