

<u>Project Name</u>	<u>Project Description</u>	<u>LEAN Cohort</u>	<u>Type</u>	<u>Project Phase</u>	<u>Lead Department</u>	<u>Lead Member</u>	<u>Expected results</u>	<u>Summary of Value (hours)</u>	<u>Summary of value(\$)</u>	<u>Ongoing results</u>
<u>Sale of City-Owned Property (Tax Sale)</u>	Create and implement a process to standardize the sale and disposition of City property with the intent to improve the process in order to reduce staff time and insure the return received for the disposed property is the best that can be obtained.	1	Group	Complete	Economic Development	Laura Carini	Reduce the average time after property is sold for the new owner to have the deed.	From 123 days (4 months) to 60 days (2 month)		Start collecting taxes sooner.
<u>Get on Board</u>	The purpose of the project is to apply Lean Management Techniques to the arrival of a new employee as it relates to payroll, benefits, and systems access processes. Overall, the goal is to reduce the time required for new hires to receive systems access.	1	Group	Complete	Human Resouces	Marcheta Turner	Reduce average wait time for a new hire to have access to the system.	From 6 to 2 days		Productivity savings \$5,632 per year
<u>Intelligence-Led Policing</u>	Implementation of Department wide Intelligence -led Policing through expansion of the Crime Analysis function and the establishment of guidelines for the function's use in Geographic Policing	1	Group	Complete	Police	Stephen Keatts	Increase time in the field and shorten time for analysis.	Lt time on street increase 60%. Office time on street increase 30%.		
<u>Public Assembly Permit Process</u>	The public assembly permit review and approval process requires enhancements to the on-line workflow system. The goal is to reduce the time needed for review and approval of permit applications by improving the existing workflow system resulting in improved customer response to permit applicants	1	Group	Complete	Public Works	Mark Jamison	Provide efficient and effective notification.	Total permit processing time from 18 to 6 days. From 1,237 customers to 42,615.		Greatly improved customer service.
<u>Inter-Library Loan Process</u>	To improve and streamline the internal processes by which the library borrows books for its customers by evaluating workflow and existing policy, by evaluating space needs, and by reviewing technology applications in order to reduce staff time on these requests and to reduce delivery time to customers for these requests.	1	Group	Complete	Libraries	Jason Cash	Streamline and improve Interlibrary loan process.	Staff time savings 19.04%		\$10,642.37
<u>Construction Permitting for Single Family Homes</u>	Identify customer service issues associated with the permits for single family homes, identify/analyze key issues, and implement new processes in order to reduce permit processing time, to ensure proper routing/consistent procedures, and to better coordinate with inexperienced customers	1	Group	Complete	Planning	Ian Shaw	Improve process time for issuance of permits.	Reduced steps from 6 to 5		16% productivity gain
<u>Park Restroom Cleaning</u>	Due to continued budget restraints coupled with the addition and renovation of several parks and park amenities, current methods of how the Department maintains the cleanliness of park restrooms need to be examined to see if greater efficiencies exist. Goals are to investigate ways to reduce cycle time by standardizing work to increase efficiency and by creating controls for non-standard conditions.	1	Group	Complete	Parks & Recreation					
<u>Physically Challenged Service</u>	Based on feedback from the FY14 Livability Priority Team and the continued low ranking of this service, the goal is to review the procedures and processes to see if this service can be provided in a more cost-effective manner.	1	Individual	Complete	Solic Waste Mgmt	Marc Nelson	Reduce participants and evaluate routes.			

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<u>E-911 Hiring Process</u>	based on request from Director of DoT and the E911 Manager, would like to improve the current process for recruiting and hiring new 911 operators.	1	Individual	Not Complete	E911	Steve Elliot	Lower turnover by 20%			
<u>Get on Board II</u>	add on from original "Get on Board" project to improve the benefits presentation process for new hires with the goals to reduce the amount of time a new hire spends away from their job in a training session and to also reduce the amount of time HR Technicians spend delivering these presentations.	1	Individual	Complete	Human Resouces	Marcheta Turner	Benefits Online	Reduce in person class time for HR by 50%		
<u>Street Closure Notification</u>	the Street Closure Notification process requires improvements to maximize the use of available communication resources. The goal is to implement the most efficient and effective process for notifying customers about event-related street closures.	1	Individual	Complete	Public Works	Mark Jamison	Provide efficient and effective notification.	Total permit processing time from 18 to 6 days. From 1,237 customers to 42,615.	Greatly improved customer service.	
<u>Intelligence-Led Policing (2 & 3)</u>	reorganize and restructure the Police Dept to support the intelligence led policing effort and then implement intelligence led policing through the training of all members.	1	Individual	Complete	Police	Michelle Vandergrift	Crossed trained officers, greater presence in high crime areas, stronger analytics	From 6 officers trained to 28 officers	367% increase in coverage	
<u>Temporary CO Tracking</u>	temporary certificates of occupancy (CO) are routinely issued for projects but are currently not tracked for expiration so buildings are potentially occupied without a valid certificate of occupancy and/or without required work being completed. This project will identify a method to track the expiration dates and also to develop a process to follow up on expired COs to confirm that required work is completed and that a permanent CO is issued.	1	Individual	Complete	Planning	Ian Shaw	Eliminate Incomplete projects and illegally occupied buildings.	Defined process	100% tracking and notifications	
<u>Streamline GIS Support for Real Estate Valuation</u>	the GIS staff within the Department of Technology provides a range of technical mapping support to the Real Estate Valuation department to assist with their goal of equitable and accurate assessment on all real estate. GIS support ranges from paper maps, customize desktop applications, integration with property appraisal software, and interactive web based solutions. The goal of the project is a reduction in City staff time by streamlining GIS support, reducing support time, increasing consistency amongst appraisers, and maximizing the use of GIS technology	1	Individual	Complete	GIS/Real Esate Valuation	Jason Cash	Reduce Prep and Post time so that they can spend more time in the field.	10% prep time and 45% post time	~\$1,400 per appraiser in prep time.	
<u>Cards Payable Processing</u>	Cards Payables is a process available through our 5th 3rd Purchasing Card holder that will enable us to pay our vendors directly through the Advantage system using a credit card. This will provide the vendor with payment faster; terms would not be an issue because we pay our 5th 3rd statement monthly. It will also be a revenue source because it will increase the rebate we receive from 5th 3rd.	1	Individual	Complete	Finance & Purchasing	Mary Talley	2,853 less checks & \$1,647,973 more Cards Payable usage for an increase in rebate of approximately \$25,000 first year.	\$28 * 2853 = \$79,884 (Productivity)	\$2 * 2,853 = \$5,706 (Postage annually) 1% * \$1,647,973 = \$16,479.73 (Additional Rebate)	5,000 less checks thru FY16. CP payments thru FY16 only \$1,724,523 which has increased the annual rebate nearly \$50,000.

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<u>Benefit Programs Printing Reduction Project</u>	the purpose of the project is to apply LEAN methodologies to the existing Benefit Programs and Front Desk processes to eliminate waste associated with unnecessary printing with the target goals being the implementation of standard work for printing Benefit Programs documents, the reduction of costs by 20%, and improved data security.	1	Individual	Complete	Human Services	Connie Carter	Eliminate waste associated with unnecessary printing.	40 reams of paper saved and 4 toner cartridges saved	Annual Savings \$6,816	
<u>Creating and Re-Creating Excellence within the Benefit Programs Staff</u>	the purpose of this project is to utilize current department resources to provide processes for consistent training of new Benefit Program Specialists as well as ongoing learning for current Benefit Program staff. This "Training Team" will demonstrate ownership of the training for Benefit Programs. A successful team will have a vision for staff development which considers changing program and workload demands. The team will work with Administrative and Supervisory staff to identify areas where training is needed for veteran staff and be responsible for delivering that training.	1	Individual	Complete	Human Services		To reduce new hire development from 10 months to 6 months. Also providing consistent training for all new workers	More than 4 months of training time	\$6,888 productivity savings per worker	
<u>Inter-Library Loan Process (Lending)" and "Circulation of Audiovisual Materials</u>	the loan process is a follow-on to the original project only this one deals with the City Libraries "lending" books to other localities rather than borrowing them, with the goal being to streamline this process and free up Librarian time. The circulation of audiovisual materials project looks to improve the cycle time in circulating these materials.	1	Individual	Complete	Libraries					
<u>Business and Training Expense Guideline Improvement Project</u>	to streamline the business and training expense administrative process flow to make it more efficient and more user friendly where possible to City staff members.	2	Group	Complete	Management & Budget	Lesha VanBuren	Eliminate waste by creating an electronic form.	15-20 % reduction in forms		
<u>Cost Accounting Process Improvement Project</u>	to streamline the monthly process of cost accounting for the Dept of Management and Budget (DMB) and Facilities Management, to include: Data entry, Reporting (and modification of year-end reports), and Billings.	2	Group	Complete	Management & Budget	Robert Durant	Streamline monthly processing.		\$3,200 per year	
<u>Extended Oil Change Interval Project</u>	evaluate oil change intervals (OCI) and oil service procedures for Roanoke Fleet vehicles	2	Group	Not Complete	Fleet	Ashley Anderson	reduce cost by extending intervals between oil changes			

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<u>Streamline Animal Control Administrative Processes</u>	Roanoke Animal Control and Protection Unit utilizes a variety of manual record keeping processes that are in need of automation or elimination. The LEAN Process will allow the Roanoke Police Department to streamline administrative processes, increase efficiency and better utilize scarce resources in the operation of its Animal Control and Protection Unit. The automation of processes will give the Roanoke Police Department the ability to track dog bites, pit bull seizures, animal complaints, etc. in a geo-temporal format. The improvement in mapping capability will enhance the effectiveness of the deployment of resources	2	Group	Complete	Police	Lt. Jennings Tardy	Eliminate redundancy	1711 hours/year		Equivalent of 1 Animal Control Officer
<u>Road kill Management Project</u>	City's Transportation Division (of the Public Works Department) is responsible for the prompt removal of road kill from the public right-of-way which supports the City's goal of having "Great Streets". The goal of this project is to find a less costly operation that would entail less travel time and distance, alternative storage options to reduce handling of road kill, and an environmentally compliant process.	2	Group	Complete	Transportation Division	Baraka Kasongo	Cost and efficiency 50% reduction		\$2,907.55 per year	
<u>Encroachment Permitting Process</u>	look at the "encroachment" permitting process in Planning (example -- you're a small business and you want to put up an awning over your front door that hangs over the City's sidewalk; since the awning will "encroach" on City property, you need to get a permit that ensures if the awning falls on someone, your insurance will cover it so the City doesn't get sued).	2	Individual	Not Complete	Planning	Aisha Johnson				
<u>Fire/EMS Inventory Supply and Management System</u>	find and implement a turn-key inventory supply and management system for Fire-EMS that will allow its administrators to track the deployment of supplies, notice trends, ensure accountability, and increase the efficiency of the associated processes.	2	Individual	Complete	Fire/EMS					
<u>Annual Mowing Contract for Maintenance of Roanoke Redevelopment & Housing Authority Properties</u>	develop a means to ensure that the City's Transportation Division is kept aware of the properties that are to be mowed as part of the annual contract it has with the Roanoke Redevelopment and Housing Authority for the maintenance of those properties.	2	Individual	Complete	Transportation Division	Billy Basham	Eliminate waste in processes			
<u>Office Supplies Reorganization</u>	5S of City Clerk's Office Supply areas.	2	Individual	Complete	City Clerks Office	Cecelia Webb	Eliminate waste and improve efficiency.			
<u>Property Maintenance Improvement Project</u>	improve the property maintenance code enforcement workflow process to reduce the number of process steps. This will include using an electronic form to communicate needed information to administrative staff; scanning documents; reducing the number of copies being made; and cross-training administrative staff.	2	Individual	Complete	Code Enforcement					

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<u>Streamline Animal Control Administrative Processes</u>	follow-on Animal Control project. The goals for this second project are to evaluate the trapping procedures and determine an efficient method of tracking the results; and to evaluate method of tracking "Notice of Complaint" forms.	2	Individual	Complete	Police					
<u>Standardize Resource Parent Files</u>	standardize the organization and content of the Human Services' resource parent files to make them more efficient for staff to find information.	2	Individual	Complete	Human Services	Jenny Alexander	Standardize and eliminate waste	12% reduction in pages and 34% reduction in forms		
<u>Streamline E-911 Scheduling Processes</u>	improve the monthly scheduling process for the E-911 Center that impacts over 40 employees. The goals are to identify and eliminate scheduling processes that are redundant or obsolete; and to develop and implement an automation strategy to enhance the scheduling process and improve scheduling efficiency.	2	Individual	Not Complete	E-911	Joshua Mason				
<u>Sales Verification Form</u>	evaluation of the Real Estate Valuation property transfer process to include revision of the sales verification form mailed to each owner that bought a property and the implementation of an online option for completing the form.	2	Individual	Complete	Real Estate Valuation	Katelyn Thomas	Standardize and eliminate waste	77.78% increase in number of forms received.		
<u>Streamline HUD Historic and Environmental Reviews</u>	review the Housing and Urban Development (HUD) requirements for Tier 2 environmental reviews and Section 106 historic reviews related to programs funded with CDBG, HOME, and ESG funds in order to eliminate any unnecessary steps.	2	Individual	Not Complete	Neighborhood Services					
<u>Business and Training Expense Guideline Improvement Project</u>	follow on project tied to original business and training expense guideline improvement project.	2	Individual	Complete	Management & Budget	Lesha VanBuren	Eliminate steps and improve efficiency.	Acct Tech 40% time savings and DMB staff 100% time savings		
<u>Improving Process for Changing Benefits Coverages</u>	improve the process for employees to make changes in the coverage of their benefits when "qualifying events" occur	2	Individual	Complete	Human Resources	Meredith Thompson	Eliminate waste	Eliminated steps in process and forms.		
<u>Asbestos Abatement Planning Response</u>	streamline the asbestos abatement process in City buildings by decreasing the overlap and redundant handing off of requests between the Office of Environmental Mgmt and Facilities Mgmt and decrease the amount of time between FM requesting an abatement and completion of the abatement	2	Individual	Complete	Environmental Management	Patrick Hogan	Standardize and eliminate waste	Receiving estimates 18.3% reduction and time waiting 57.1% reduction		
<u>Erosion and Sediment Control Inspections Process</u>	the Dept of Conservation and Recreation requires that property owners and responsible land disturbers be notified when erosion and sediment control inspections are performed. The Planning Dept performs inspections on an avg of 70 projects per year. This project will involve configuring a mobile app that allows the building inspectors to enter inspection actions from in the field to be used by storm water inspectors.	2	Individual	Complete	Planning					

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<u>Automation of Vehicle Daily Checklists</u>	the goal is to automate these checklists. The current process involves paper copies being passed around. If items need to be addressed, must filter through piles of paper to find the answer. Roanoke Fire/EMS is currently implementing a new software application which includes a module for daily checklists. It can be used to automate this process and eliminate the paper and time waste.	2	Individual	Complete	Fire/EMS	Tiffany Moran	Eliminate waste	Notification from 2.16 days to 0 and Paper reductions of 3.6 reams per year.		
<u>Language Management Solutions</u>	improve access to interpreters/translators for Limited English Proficiency (LEP) citizens both in emergency situations and for scheduled appointments involving the City's departments	LSS	Individual	Complete	Fire/EMS	Baraka Kasongo	Improve availability & standardize access.	Process cycle time from 135 min to 15 min	Productivity savings \$87,876 per year	
<u>Improve Lien Process</u>	liens are a tool used by the City of Roanoke to collect a debt owed. Municode beginning at Sec 33-17 through 24, gives the legal guidance for the Lien process. Multiple departments initiate and provide information used in placing the Lien. In order to ensure the success of the Lien process there needs to be consistency and collaboration between departments. Ultimate goal is to properly issue the debt and collect prior to that debt going past due. Once past due we must have the confidence that any collection effort can be done legally and consistently.	LSS	Individual	Complete	Finance	Mary Talley	Standardize and eliminate waste	From 20 days to 10 days	Productivity savings \$2,563 per year	
<u>Increase On-line Applications through DSS Front End Unit</u>	increase percentage of on-line benefit applications through the State's CommonHelp System and reduce customer wait times in reception line	LSS	Individual	Complete	Human Services	Connie Carter	Increase % of online applications	Snap increased 94% and Tanf increase 93%	Productivity savings \$52,440	
<u>Increase Percentage of Online Benefit Program Renewals</u>	the purpose of this project is to increase the percentage of Benefit Program Recipients who <u>renew</u> benefits online through the CommonHelp system to permit the recipient to take a more proactive approach in handling their benefits. The online renewal process will help Benefit Program Specialists managing heavy caseloads process renewals more quickly through paperwork reduction and having much of the data entered automatically into the eligibility determination systems to save time and increase productivity.	LSS	Individual	Complete	Human Services	Steve Martin	Increase timely Snap renewals		Productivity savings \$52,028	
<u>Streamline SWM Code Enforcement Processes and Evaluate Mobile Technology</u>	evaluate SWM work processes related to illegal dumping and trash containers left on the curb and the possible use of mobile technology by SWM field supervisors and staff as part of new CRM system implementation	LSS	Individual	Complete	Solic Waste Mgmt	Jason Cash	Improve City appearance	2,300 hours	Productivity savings \$50,000	
<u>Streamline the FMLA Workflow</u>	Determine a better method for reducing FMLA processing and maintenance time and making easier access for HR contacts and the FMLA Administrator to see status and information on cases as needed	LSS	Individual	Complete	Human Resources	Marcheta Turner	Eliminate waste and improve efficiency.	20% productivity savings		
<u>Streamline the Patrol Shift Change Function</u>	review the Police patrol shift change function in order to reduce the amount of time required for the daily lineup, streamline the information flow, reduce overtime, and possibly introduce electronic means to relay information.	LSS	Individual	Complete	Police	Jennings Tardy	Reduce time for an office to be available for calls for service	8 min reduction per officer per shift	Productivity savings \$52,735.00	

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<u>Sustainability and Safety</u>	reduce the number of hazardous chemicals used by the custodial staff to prevent accidents associated with chemical exposure and provide a safer and more environmentally friendly cleaning solution	LSS	Individual	Not Complete	Custodial Services					
<u>Reduce Cycle Time for Reviewing Development Plans</u>	reduce the cycle time by focusing on the "pre-submittal meeting" to ensure that designers and developers better understand what the Planning Dept is looking for in their plan submittals. The intent is that all of the key elements that need to be included in the plan design are thoroughly covered in that session.	LSS	Individual	Not Complete	Planning					
<u>Streamline Medicaid Case Enrollment Process - Cutting Red Tape</u>	-- The purpose of this project is to reduce the time a hospital patient has to wait for an approved Medicaid case to be enrolled. Current Out-stationed Medicaid worker contract permits worker to only enroll Medicaid enrollees who reside in Roanoke City. This project will pursue agreements with neighboring localities to permit the Out-stationed worker to also complete enrollment which will eliminate the waiting time to complete the enrollment process.	LSS	Individual	Complete	Human Services	Mike Ferguson	Eliminate inefficiencies	19 day wait completely eliminated	\$22,273 salary paid by community partner	
<u>Improve Pothole Repair Process</u>	A review of the pothole repair process: "throw & go" vs squaring up and filling; how to balance the preferred square & fill vs large #'s of potholes to address in the spring; performance of "throw & go" - how often/soon do crews have to return; technology/equipment available to enhance progress	LSS	Individual	Not Complete	Transportation Division					
<u>Streamline Real Estate Tax Sale Process</u>	project will involve working with the City Attorney's Office and the Treasurer's Office to review the delinquent tax sale process to find the steps that are causing delays.	LSS	Individual	Complete	City Attorney's office	Laura Carini	Reduce deed recorded time	>60% improvement on all Tax Sales		
<u>Centralization of Lawson HR Transaction Processing</u>	gain more efficiency with transaction processing each pay period by bringing all processing "in-house" to HR. Processing involves the following: payroll changes, personnel transactions, and data management with budgeted positions	LSS	Individual	Complete	Human Resources	Chris Parker	Increase efficiency and reduce errors	Errors from 18.6 to 1.25 per day Processing time from 34 hrs to 18.4 hrs per pay period	Productivity savings \$25,087 per year.	
<u>Oil Sampling Analysis</u>	To use oil sampling information from reports that Fleet already receives (to determine oil change intervals) to identify potential vehicle issues. The information includes measurements of wear metals, foreign substances, viscosity- all of which may affect the operation and cost of a vehicle.	LSS	Individual	Not Complete	Fleet					
<u>Child Care Wait List</u>	Analyze the Child Care wait list reduction procedures in order to identify ways to remove clients from the list faster and increase the percentage successfully served.	LSS	Individual	Not Complete	Human Services					

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<u>Social Services EBT Issuance Process</u>	The Social Services issuance unit is responsible for issuing electronic benefit transfer (EBT) cards to recipients of the Supplemental Nutrition Assistance Program (SNAP) as well as other certain supportive activities. The VDSS state-wide Eligibility Modernization initiative is requiring additional administrative support responsibilities; efficiencies must be found within this unit in order to absorb these additional activities. Goal is to implement SOPs and process changes to EBT Issuance with the goal of reducing the hours per month workload by 20%.	4	Group	Complete	Human Services	Angie O'Brien	Reduce workload	Process reductions 94%	\$8,520 per year	
<u>Children's Services Act (CSA) Emergency Foster Care Intake Process</u>	When a child enters care and needs to be placed in a therapeutic foster care (TFC) home (therapeutic reasons or lack of resource home) then the child is placed in an emergency TFC. Per Commonwealth of Virginia (CoV) regulations, the agency has 14 days from the time of placement to complete the requisite approval by submitting the FAPT (Family Assessment and Planning Team) Packet to the FAP Team. Lack of alignment with local process in deadlines and wide variance in the current process, increases the risk of failing to meet state mandated time requirements, having a negative impact on state reimbursement as well as the FAP Team's ability to accurately ascertain the appropriateness of the requested service. The goal of this project is to consistently meet the 14 day deadline, by reducing or eliminating waste in "time" and "rework" to complete the FAPT Packet for emergency TFC services in time for the FAP Team's approval.	4	Group	Complete	Human Services	Julie Payne	Increase compliance and increase efficiency.	See PPT to many to list.		
<u>Social Services Mail Room Processing</u>	DSS administrative support staff dedicate a full workday to processing and sorting departmental mail from multiple sources for roughly 265 employees. There is often a delay in mail delivery to the proper employee and it is noted that some mail is left unidentified to a DSS caseworker/employee. This has led to negative customer service reviews and perceptions with Roanoke City DSS. In addition, it is expected that administrative support staff will have to dedicate more time to meeting requirements of the VDSS statewide eligibility modernization initiative. Goal will be to identify potential processing errors and holdups and recommend suggestions to improve staff efficiency and morale.	4	Group	In Process	Human Services	Faye Gilchrist	Decrease mail room processing time.	Time savings of 5 hrs per week		

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<u>Neighborhood Design Overlay District Improvement Project</u>	The Neighborhood Design Overlay is a part of the zoning district that requires design elements on residential dwellings in the core part of the City. The applicant cannot easily incorporate the standards of the ND standard design guidelines into the permit application. This results in additional time and rounds of review for the applicant in the permit approval process. The inspections process takes a lot of staff time for the resulting outcome. The dept would like to have clarity in submission requirements and faster review time for customers and reduced staff time for dept staff	4	Group	Complete	Planning	Katharine Gray	Standardize and eliminate waste	Resubmission from 46.66% to 12.5% and application approval from 19 days to 3.125		
<u>Rental Inspection Program Process</u>	The Rental Inspection Program (RIP) was implemented in 1996, and the City requires rental properties in Rental Inspections Districts to be inspected every 4 years. The problems are that property owners were not scheduling inspections and there were a high volume of expired certificates. The goal was to increase the number of scheduled inspections and the number of rental certificates issued.	4	Group	Complete	Code Enforcement	Dale Crawford	Increase number of scheduled inspections and number of rental certificates issues.	80% increase in rental property inspections		
<u>Don't Stall the Call</u>	1. Social Services receives approximately 5,700 calls every month and the majority of these calls are for Benefit Program Specialists. Many of these calls are from customers seeking general information about their case or reporting changes. These calls take focus away from the Benefit Program Specialists processing applications and renewals for customers who are waiting on assistance or are in the process of potentially losing their benefits if the case is not processed timely. Customers are not always followed up with timely and this creates additional phone calls back to the switchboard which, in turn, bottlenecks callers. A lack of timely response to the callers can also have a negative affect the application or case status but more importantly, customer services fails. Goal is to reduce the percent of calls transferred to the Benefit Program Specialists by 20%.	4	Individual	Complete	Human Services	Angie O'Brien	Reduce calls	Call reduction 39%		
<u>Streamline Work Paper Development</u>	1. A work paper is created to document every test or analysis performed by an auditor. Work papers vary in volume and can exceed 30 pages depending on the analysis performed. The problem is that there is significant time and resource cost associated with work paper development, storage and destruction. The project goals are to reduce the amount of waste in the form of resources used (paper, ink and cardstock); and reduce the amount of time for work paper development and destruction.	4	Individual	Complete	Municipal Audit	Cari Spichek	Standardize and eliminate waste	25,000 pieces of paper	\$200 per year	

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<u>Telephony Chargebacks Process</u>	<p>1. There are four (4) telephone bill statements with a different way to process the chargebacks. The process is manual and time consuming, from 4 to 7 days in a month; on average, it takes 6 hours a month to process chargebacks for 4 different bills. Invoices are also processed to the 3rd party vendors (Berglund Center & GRTC). The goal is to reduce the amount of time and resources and increase consistency used in the process.</p>	4	Individual	Complete	DOT	Dawn Board	Standardize and eliminate waste	Processing time from 6 hours to 2 hours	\$1,503.99 productivity savings annually	
<u>Know When to Show</u>	<p>1. Applications for SNAP (Supplemental Nutrition Assistance Program), formerly known as Food Stamps, are received either in person, through the mail, or online. If a customer does not wish to apply in person and immediately be seen through our Walk-In Intake process for an interview, they can drop off the application to be screened and assigned to a worker, who will set up an interview appointment. We call these mail-in/drop-off applications, since only the application is received and the interview must be completed before the application may be processed. The trend has been that mail-in/drop-off application numbers are on the increase, as a result of the ability to file an application online. Each worker is responsible for setting up an interview appointment by mailing an appointment letter and attempting to conduct the interview within 7 calendar days. There are multiple versions of the appointment letter and the letters are mailed out at different times, depending on the individual worker. Some workers do not mail out an appointment letter and instead simply call the customer to arrange an interview time. The goal of this project will be to reduce the response time by 50% to the customer from the date the application is received in the agency, to advise them of their appointment time, worker information, and method of interview.</p>	4	Individual	Complete	Human Services	Jennifer Barnes	Reduce time	Average days - Initial Contact from 3.39 to 1		

<u>Project Name</u>	<u>Project Description</u>	<u>LEAN Cohort</u>	<u>Type</u>	<u>Project Phase</u>	<u>Lead Department</u>	<u>Lead Member</u>	<u>Expected results</u>	<u>Summary of Value (hours)</u>	<u>Summary of value(\$)</u>	<u>Ongoing results</u>
<u>Emergency Foster Care Placement - Short-term Solutions</u>	A child can enter the foster care system at any time 7 days a week, 24 hours a day. When the Local Department of Social Services (LDSS) does not have a foster home that can take a child, and the second option of a therapeutic foster care placement is not permissible, the child often has to stay at the LDSS office until an alternate arrangement can be made. This results in Family Support Specialists (FSS) spending the night at the LDSS with a child that was just removed from their home. It is not in the best interest of the children to have to sleep at the LDSS. Typically two FSS spend the night at the LDSS with the child. If something happened and the police were called they would have to overcome multiple security points to enter the building and reach the visitation area. It is a potential safety risk to have staff stay at the LDSS with children. When these situations arise, supervisors and staff struggle with not knowing all of the placement options, funding policies, and documentation requirements. The LDSS currently does not have a standard operating procedure that can be followed by those trying to navigate the crisis. The goal of this project is to explore options for cases in which a child enters custody of the LDSS and a home is not secured by the close of business.	4	Individual	Complete	Human Services	Natalie Elliott	To prevent internal and external customers from staying at the agency all night.	No overnight stays. Wider referral base. Cycle reduction 5.5 hours.		
<u>Sign Review Process Improvement Project</u>	The sign regulations are part of the Zoning Ordinance that regulate the scale, number, size, quality, order, and harmony of signage to preserve and enhance the character of each area within the City. At one time, a single permit center staff person handled all of the reviews and applied the code consistently, but after they left the City multiple planners began to review the sign permit applications. At present, there is not a standardized review process in place for the sign permit approval process and this results in the lack of consistent reviews. The lack of consistent reviews creates confusion for applicants as particular parts of the code are applied at some times, but not at other times. The department would like to have consistent reviews by all planners.	4	Individual	In Process	Planning	Katharine Gray	Reduce defects in the sign review process			

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<u>Local Trust Tax Payment Process</u>	Local tax payments may be received in several places; incorrect tax forms may be included with the payments; and the payments may not be recorded in a timely manner. This results in a higher risk to the customer for error when tax forms are being handled multiple times. The goal is to develop a process that provides consistency in the recordation and balancing of local tax payments and reduces the time the payments are posted to the local tax system by at least 60%.	4	Individual	In Process	Commissioner of Rev	Kim Corpening				
<u>Elimination of Accounts Payable checks for Employee Safety Equipment Reimbursement</u>	Currently public safety employees are reimbursed for the purchase of safety equipment. The reimbursements are processed on a payment voucher through the accounts payable module. The payment voucher is created by the Fire or Police administrative assistant, forwarded to Finance staff that enter the payment voucher and generates a check for each employee. The checks are then picked up by the public safety administrative assistant and distributed to the employees. Issuing accounts payable checks is costly and contrary to the Finance department's goal of eliminating checks by use of other payment means (EFT, Cards Payable, etc.). The goal is to eliminate the issuing of accounts payable checks for employee equipment reimbursements	4	Individual	Complete	Finance	Rene Satterwhite	Reduce AP checks for reimbursement	Upload and no manual keying		
<u>Release to Production Process</u>	1. Currently there are several teams in the applications division which all have their own release to production process. This creates an environment which makes it difficult to track where problems are occurring, who was releasing code when problems occur, as well as ensuring everything is accounted for during a release. Since there are no standards across teams, there are also no metrics in place to measure current lead time of the process. The goal is to develop a consistent, repeatable, and efficient process for releasing code to production. This will serve to reduce the lead time from initiation of request to post release approval.	4	Individual	Complete	DOT	Steven Greenway	Standardize and eliminate waste	83 labor hours	\$2,187 per year	

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<u>Architectural Review Board (ARB) Activity Process Improvements</u>	<p>The ARB administers the historic district regulations adopted by City Council. In doing so, the Board reviews new construction, alterations and demolition of structures located within historic districts in accordance with zoning regulations and adopted architectural design guidelines, and provides architectural and design expertise to City Council, City Administration, and other City Boards. If a proposal is approved by the ARB a Certificate of Appropriateness (COA) is issued. Applications are accepted and staff processes the requests in preparation for the ARB meeting. Often staff must reach out to the applicant to gain more supporting information that will help the ARB make the appropriate decision regarding the project. Unfortunately, there is a tight timeline and frequently staff does not receive information in time to prepare the staff report or the presentation to the ARB. This causes many items to be tabled prior to the meeting or continued at the meeting because the necessary information is not yet available. This project will seek to minimize the number of ARB requests that are tabled or continued as a result of incomplete information and attempt to eliminate waste throughout the process</p>	4	Individual	In Process	Planning	Wayne Leftwich	Reduce requests due to incomplete information			