



ACCESS PERMIT STAKEHOLDER RECOMMENDATIONS
STATUS REPORT FOR October 31, 2011

RECOMMENDATIONS	DESCRIPTION	BENEFITS	CURRENT STATUS
<i>Improved use of technology & automation</i>			
	Develop a comprehensive data base system to track & report progress on submissions	Timeliness Transparency	The database system is fully operationally for project data entry on all submissions effective April 1, 2011. Refinements to the database and process continue to ensure data integrity, timeliness, efficiency, and consistency, for monitoring and reporting opportunities. The web-based tool was posted online June 29, 2011 and feedback has been positive as people use the tool to check the status of their projects. Additional revisions and enhancements are necessary to improve functionality for the system and resources were identified in October to enhance the database. Tracking and monitoring of project data occur regularly with biweekly meetings to monitor workloads, data integrity, and timeliness of reviews. StateStat reporting of performance data began reporting in May 2011 and occurs monthly. Tracking of performance data shows the average review times for project submission and permit completion are ahead of goals (45 days for TIS, 30 days for plan reviews and 21 days for final permit processing) and continuing to improve.
	Web based status reporting	Transparency Predictability	The web-based tool was posted online June 29, 2011 and feedback has been positive as people use the tool to check the status of their projects. Tracking and monitoring of project data occur biweekly to monitor workloads, data integrity, and timeliness of reviews. Tracking of performance data shows the average review times for project submission and permit completion are ahead of goals (45 days for TIS, 30 days for plan reviews and 21 days for final permit processing) and continuing to improve. The reporting elements include the SHA Project Tracking No., Route, Development name, type of submittal, project status, the date of the last submission and response dates, along with the reviewer's name and phone number. Additional data elements may be added in future versions of the reporting system as the need arises.
	Development of electronic permitting system	Timeliness Transparency	The SHA has explored off the shelf permit software for sample format and information available in a system. The Department of Business and Economic Development (DBED) is leading an effort for Central Business Licensing (CBL) a "one-stop licensing" system in Maryland. The SHA has been active in the CBL evaluation and information sharing process with DBED's consultant about the SHA permit process. The CBL effort contemplates the SHA permit elements in Phase 2 of the CBL effort projected for as early as the end of 2013. The SHA is exploring other permit systems for consideration.



ACCESS PERMIT STAKEHOLDER RECOMMENDATIONS
STATUS REPORT FOR October 31, 2011

RECOMMENDATIONS	DESCRIPTION	BENEFITS	CURRENT STATUS
<i>Improved communications customer service</i>			
	Submission Review "triage" process	Timeliness Predictability Consistency	A triage process was defined and implemented (with refinements as needed) through direction and discussion with the AMD Office Engineer. The Office Engineer position was created to manage operations and improve accountability, timeliness, and predictability of the review processes. Full implementation occurred during the summer 2011 and refinements will improve the process and communication with developer representatives. Currently, project submissions are previewed for obvious missing data, or issues that may delay the SHA review. The developer's engineers are contacted for supplemental information and/or advised that the review will be "On Hold" and held in abeyance until the missing information is submitted. The project records are adjusted to reflect the submittal received date for the missing information. The triage process has eliminated ineffective plan reviews cycles and an additional plan review saving at least two weeks on each project that was placed on hold, returned or delayed by an incomplete submission.
	Improved County Coordination	Timeliness Transparency Predictability	The SHA has included the County representative at every opportunity on project specific meetings and discussions for a joint agency approach. All participants have provided feedback on the advantages of these combined meetings. Meetings were completed with local jurisdictions to inform them of staffing and organizational change. Several staff changes with supplemental consultant resources have been made toward a more effective organizational structure. The implementation of the Technical Review Team and Development and Permit Review Team were fully implemented in April 2011 and regular meetings occur to adjust the internal review process. Additional staff changes will continue over the next six months. Coordination with several counties and project specific coordination meetings occur and will continue through 2012. This will provide the opportunity for refinement of coordination with each county. Meetings with two counties and a municipality are underway to explore typical traffic issues that arise due to cross-jurisdictional regulations. The goal is to improve communication in those situations to provide traffic mitigation in a uniform manner that protects the safety and integrity of the roadway network.



ACCESS PERMIT STAKEHOLDER RECOMMENDATIONS
STATUS REPORT FOR October 31, 2011

RECOMMENDATIONS	DESCRIPTION	BENEFITS	CURRENT STATUS
	Improved developer coordination – standing developer project scoping/technical review meetings	Timeliness Predictability Consistency	Coordination meetings occur on large and/or complex projects to improve communication. The practice of project specific meetings was implemented on case-by-case basis to ensure clear direction and decisions are made in a timely manner. These coordination meetings continue to demonstrate the value of joint agency meetings early and continuously throughout the project. Implementing process to provide drafts of SHA’s response letters regularly to the engineers to confirm if they have questions or require SHA to clarify comments. The draft letters serve to confirm that the engineer understands what is required to address the SHA comments. (This coordination is not intended to continue the negotiation process).
	Facilitation with other State/federal agencies	Timeliness	This is an on-going project specific effort as needed. The weekly Development Review meeting with the SHA Administrator is in place and used to identify and prioritize issues that involve state agencies outside of the Maryland Department of Transportation (MDOT). The Stakeholder Task Force process experience is being shared by MDOT and the SHA with other agencies through DBED’s Fast Track efforts.
	Education & training	Timeliness Transparency Predictability Consistency	The education training sessions to provide ADA Training for consultant firms that perform developer design activities have reached out to over 60 people, including 38 firms and 4 counties. Additional training sessions will be scheduled statewide to assist firms in understanding and complying with ADA requirements. These sessions have been well received with the potential to identify additional topics for training. The timelines for the process flow charts are being evaluated to establish reasonable turnaround times. The internal “How To” manuals for each county were finalized to assist SHA staff in the coordination processes. Three of the manuals will be formatted for placemen on the SHA intranet. The SHA will then draft one overall process manual to share with our customers. Development of a user-friendly version will occur in 2012 to assist customer and developer team members. The Traffic Impact Study (TIS) Guideline team was established to evaluate the statewide TIS guidelines. The team met several times with discussion on draft changes to the guidelines. The SHA completed a review of the guidelines, which required internal coordination to resolve SHA concerns. The TIS Team will resume activities in January 2011.
	Customer service performance measurement	Transparency	The customer survey questions will solicit feedback for comparison of yearly performance.



ACCESS PERMIT STAKEHOLDER RECOMMENDATIONS
STATUS REPORT FOR October 31, 2011

RECOMMENDATIONS	DESCRIPTION	BENEFITS	CURRENT STATUS
	Single Point of contact for applications	Predictability	The AMD single point of contact for all project coordination continues to be reinforced with customers. A single point of contact was also established in five of SHA review offices including three Districts to improve internal communication and processing. Additional single points of contact for other SHA review offices will also be established in 2012.
<i>Improved Process Efficiency</i>			
	Flow chart development	Timeliness Transparency Predictability Consistency	The flow charts are on the SHA web page and we continue to answer questions from customers about the processes and direct new customers to the website. Detailed narratives have been reviewed with minor modifications identified along with evaluation of the flow chart turnaround times will be provided to the Stakeholder Task Force to finalize and implement the process changes by January 31, 2012. The evaluation of performance data is providing real time information to assist SHA to define reasonable and attainable response times for the various steps in the flow chart. The response times are established at 45-days for a Traffic Impact Study, 30-days for a plan review submission (pre-permit reviews), and 21-days for processing completed permit packages.
	"How-to" manuals	Timeliness Transparency Predictability Consistency	The internal "How To" manuals for each county were finalized to assist SHA staff in the coordination processes. The SHA will draft one overall process manual to share with our customers. Development of a user-friendly version will occur by the end of 2012 to assist customer and developer team members.
	Permit related checklists	Timeliness Transparency Predictability Consistency	Checklists have been completed and are being provided to customers as projects move through the review process. The checklist is online for customer convenience. Based upon experience and questions, updates to the checklist will occur on an as needed basis.
	Formalized discussions	Timeliness Predictability	Drafts of SHA's response letters are regularly provided to the engineers to confirm if they have questions or require SHA to clarify comments. The draft letters are to confirm the engineer understands what is required and not to continue the negotiation process. The feedback shows acceptance of this opportunity to improve communication and avoid interpretation problems.