

**Scoping Document  
Process Improvement Initiative**

<b>Process Information</b>	
<b>Process Name:</b>	Environmental permit application development, coordination, and issuance process
<b>Process Mission Purpose:</b>	To develop quality permit applications and issue environmental permits that support the timely delivery of the transportation program while minimizing disruption to the natural and human environment.
<b>Workshop Purpose:</b>	To improve the work flow effectiveness and efficiency of DOT/DENR/COE permit application development, coordination and issuance process.
<b>Authorizing Sponsors:</b>	Dempsey Benton, Roger Sheats, Colonel James DeLony, and Len Sanderson
<b>Reinforcing Sponsors:</b>	Sherri Evans-Stanton, Janet D'Ignazio, Wayne Wright, Tommy Stevens, Donna Moffitt, Len Hill, and Don Goins
<b>Key Issues:</b>	<ol style="list-style-type: none"> <li>1. Identifying permit requirements, including acceptable formats</li> <li>2. Project schedules that include sufficient time for development and processing of permits</li> <li>3. Submitting complete applications</li> <li>4. Submitting applications soon enough</li> <li>5. Providing acceptable mitigation</li> <li>6. Timely response by environmental agencies</li> <li>7. Timely negotiation on permit issues</li> <li>8. Politically expedited projects</li> <li>9. Design modifications after obtaining permit</li> <li>10. Inconsistent priorities within and between DOT, DENR, and COE</li> </ol>
<b>Date &amp; Location:</b>	May 7 – 11, 2001, Research Bldg. IV, Centennial Campus, NC State University, Raleigh, NC

<b>Flow Item ("typical" project going through process):</b>	Transportation Improvement Project with the following characteristics: complex, potential for high adverse environmental impacts, and has gone through NEPA/404 Merger Process (clear purpose and need, demonstrated avoidance and minimization of impacts to maximum extent practicable at corridor level).	
<b>First Step in Current Process:</b>	Prepare permit application and submit with environmental document (Draft Environmental Impact Statement or Environmental Assessment)	
<b>Steps Included in Current Process:</b>	Coordinate with resource agencies	
	Selection of "Least Environmentally Damaging Practicable Alternative"	
	Determine impacts	
	Assess and determine mitigation option(s)	
	Prepare final permit application	
	Submit final permit application	
	Review final permit application	
	Coordinate, negotiate, and resolve permit issues	
<b>Last Step in Process:</b>	Issue permit	
<b>Key Customer Identified Internal and/or External</b> <b>What Product or Service does the Customer Receive?</b>		
<b>Internal Customers:</b>	COE, DENR, DOT	Applications, permits, and regulatory compliance
<b>External Customers:</b>	Public, local government, USFWS, NCWRC, NMFS, EPA	Transportation programs delivered in an environmentally responsible and timely manner in compliance with regulations

### Team Information

<b>Team Leader:</b>	Scott McLendon, Greg Thorpe, and Bill Gilmore
<b>Team Members:</b>	David Franklin and Eric Alsmeyer
	Charles Jones, Doug Huggett, Cathy Brittingham, John Dorney, John Hennessey, and Ron Ferrell
	Charles Bruton, Alice Gordon, Randy Turner, Eric Midkiff, Debbie Barbour, Dave Henderson, and Don Lee
<b>Expert Participants:</b>	David Cox (NCWRC), Marella Buncick (USFWS), Mike Street (DMF), Ron Sechler (NMFS), Ted Bisterfeld (EPA), Linda Pearsall (DENR), Renee Gledhill-Earley (DCR), Dave Schiller (NCDOT), Mike Wood (NCDOT), and Beth Harmon (NCDOT)

### Sponsor Expectations and Deliverables

Expectations	Deliverables
Identify customer requirements	Customer-value structures (customers and their expectation)
Define existing process	As-is process map with process times
Identify inhibitors of current process	As-is process map annotated with key process issues (choke points, incomplete actions, re-work, etc.)
Improve current process	Redesigned process with recommended changes and process times
Forecast of project volume, specific projects, and priorities flowing through the process	Recommendation of a methodology for achieving this result, including communication of changes in priorities related to project development and environmental permitting within and between agencies. This will take the form of an implementation task upon approval of this recommendation.
Reduction of re-work and duplication of effort	<ol style="list-style-type: none"> <li>1. Recommendations on methods to reduce and/or eliminate re-work or duplication of effort</li> <li>2. An assessment of cycle time, including documentation of (a) process steps which must be sequential versus parallel and (b) recommendations on methods to reduce cycle time</li> </ol>
Post evaluation of TransTIP process by participants	Individual completed evaluation forms and collective team comments from facilitated debriefing session
Documentation of process improvement journey	Photos from workshop and a story-board (generated from products of the workshop)
Develop implementation plan	Implementation plan, including performance measurement and follow-up methodology to determine success of implementation and need for further modifications of the improved process
<b>Facilitators:</b>	Diane Davis (Michigan DOT)