Development
Review & Process Improvements

Design the Future Process

City Council Study Session with Team Tipton

November 13, 2018

Agenda

- Why Employ the "Design the Future Process"?

- Introduction to Team Tipton & Design the Future Process

- Team Tipton Insights and Implications

- Development Review Team & (ComDev) Accomplishments to Date

- Discuss Timeline and Next Steps

- Q & A and Discussion

Why Employ the Design the Future Process?

- **What are we trying to solve within ComDev?**
  - Effectiveness
  - Efficiency
  - Cultural Issues
  - To become more predictable

- **Why this process?**
  - Holistic – have to understand the whole to fix the parts
  - Cultural issues tied to efficiency and effectiveness
  - Success in other communities

- **How it fits within other initiatives?**
  - Creation of a city-wide vision

Introduction to Team Tipton and Design the Future Process

Team Tipton

Who We Are

- We are "Change Architects," helping teams and organizations accelerate extraordinary outcomes – not just incremental changes

- We work almost exclusively with governmental organizations seeking alignment of mission and vision to service delivery
    - Local municipalities
    - Large public infrastructure and public works projects
    - Schools and other non-profits

- We help our clients navigate uncertainty, overcome obstacles, reduce risks and create high-performance cultures employees prefer
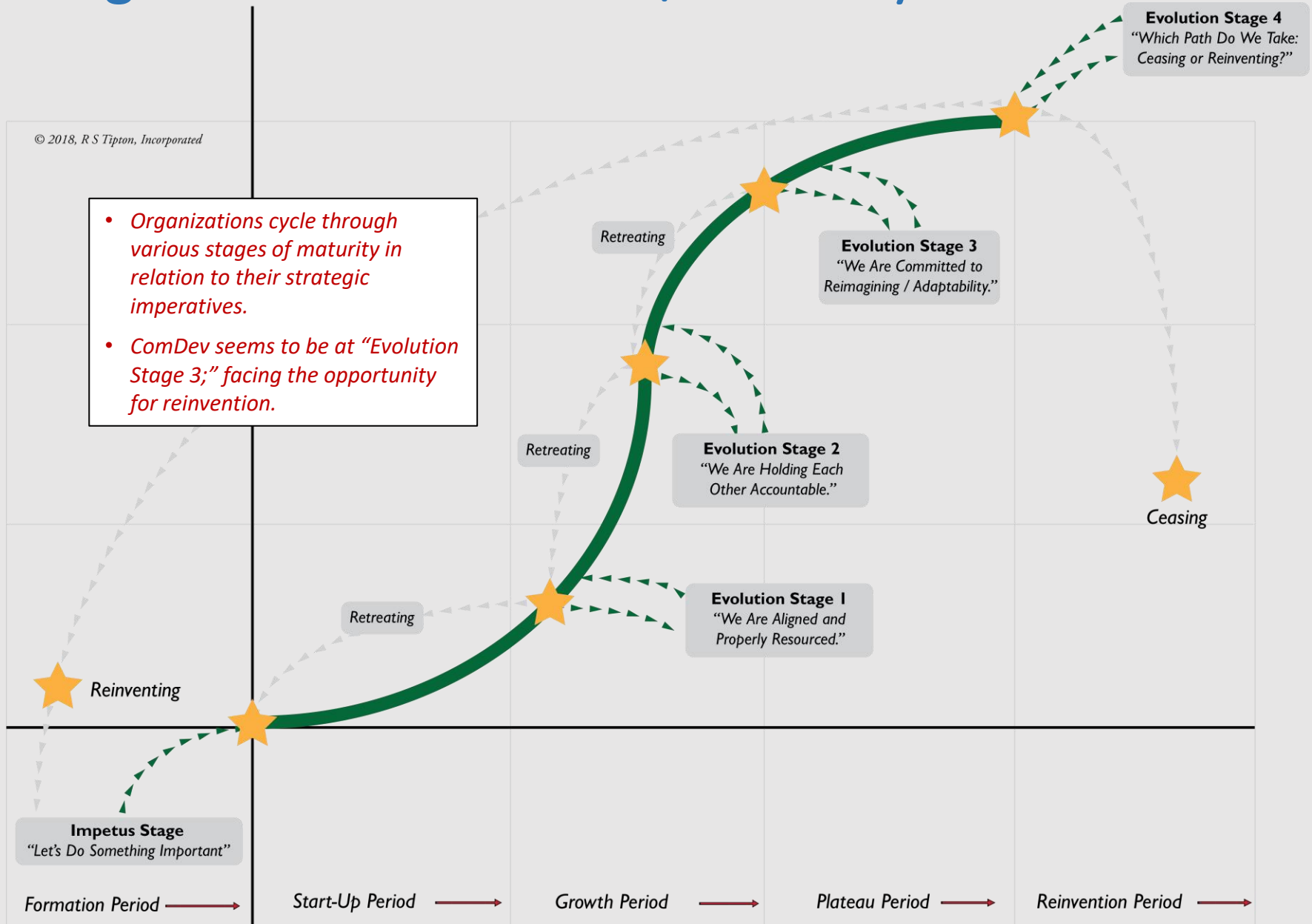
Local Voice for Sustainability: Public Benefit Corporation

- Littleton-based company, and two team members are Littleton residents

- B Corp Certification measures a company's entire social and environmental performance

- Worldwide, there are only ~2,700 Certified B Corporations (Colorado has 111)
    - Well-known B-Corporations include Patagonia, New Belgium Brewing, Etsy, Fishpond, etc.

> Team Tipton's principal purpose is to deliver professional consulting, coaching, and training services designed to forge authentic, sustainable, and transformational change in organizations that serve humanity and the public good.
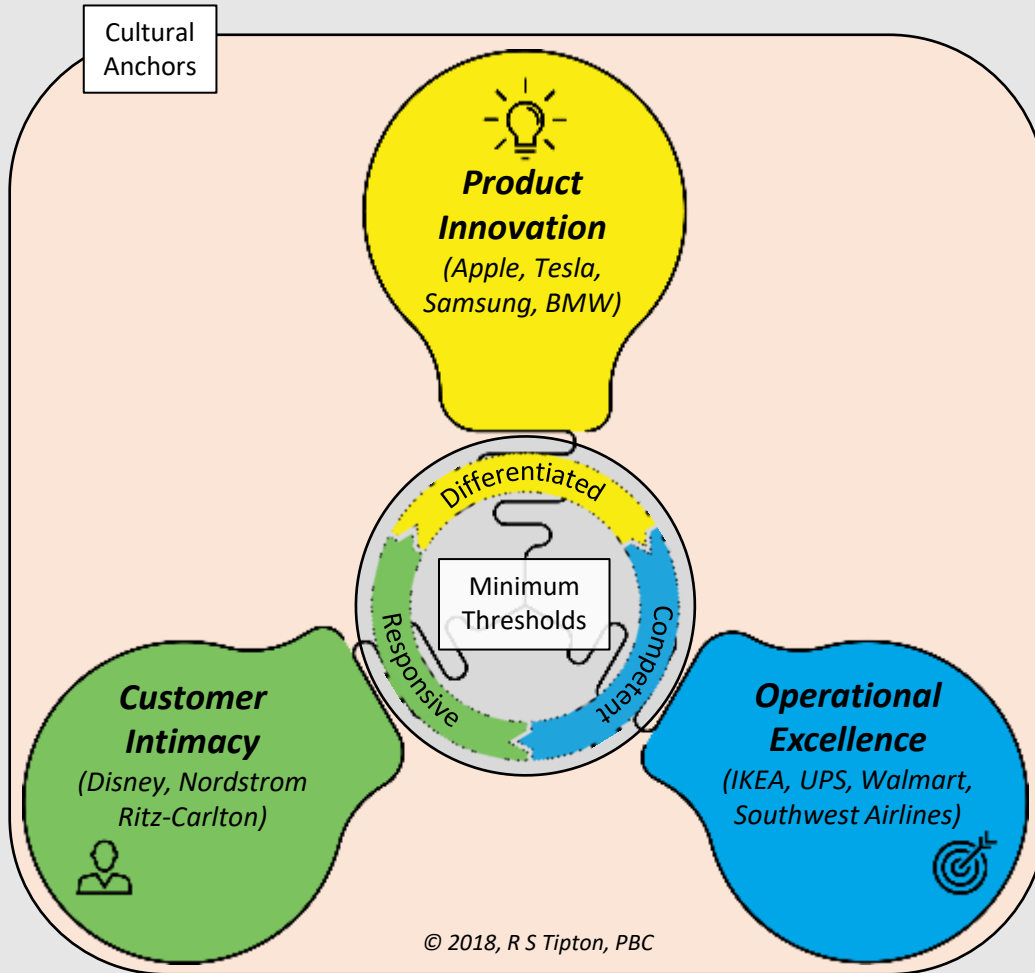
Certified B Corporation

Organizational Evolution / Maturity Model

- *Organizations cycle through various stages of maturity in relation to their strategic imperatives.*
- *ComDev seems to be at "Evolution Stage 3;" facing the opportunity for reinvention.*

Evolution Stage 4
"Which Path Do We Take: Ceasing or Reinventing?"

Evolution Stage 3
"We Are Committed to Reimagining / Adaptability."

Retreating

Evolution Stage 2
"We Are Holding Each Other Accountable."

Retreating

Ceasing

Evolution Stage 1
"We Are Aligned and Properly Resourced."

Retreating

Reinventing

Impetus Stage
"Let's Do Something Important"

Formation Period → | *Start-Up Period* → | *Growth Period* → | *Plateau Period* → | *Reinvention Period* →

ComDev's Cultural Anchor Is Unclear

- Movement Among Preferences Has Caused Confusion and Frustration

Cultural Anchors

Product Innovation
(Apple, Tesla, Samsung, BMW)

Differentiated

Minimum Thresholds

Responsive

Competent

Customer Intimacy
(Disney, Nordstrom Ritz-Carlton)

Operational Excellence
(IKEA, UPS, Walmart, Southwest Airlines)

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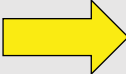
Reference: The Discipline of Market Leaders (Treacy & Wiersema)

Answers These Questions:

- *What allows us to consistently meet our expectations?*

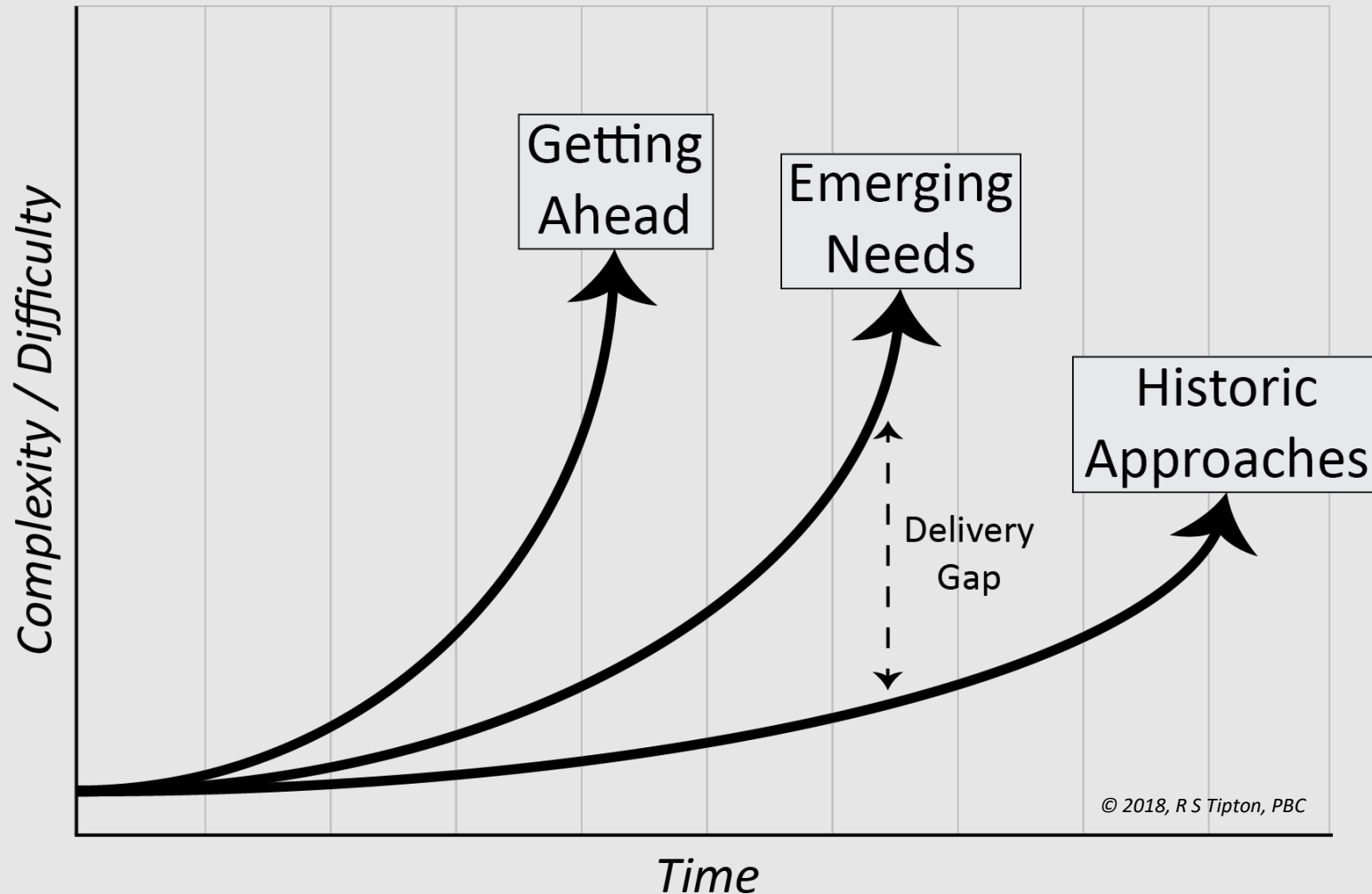- *What unique, sustainable qualities will we use to deliver value for those we serve?*

Potential Cultural Dissonance:

- *The model indicates that market leaders choose ONE competitive anchor as primary*

- *With more than one anchor active simultaneously, the model suggests execution becomes diffused and strategic decision-making stalls*

- *Beware of different views:*

→ PRODUCT / SERVICE INNOVATION
- *Those focused on delivery*

→ CUSTOMER / CLIENT INTIMACY
- *Those focused on relationships*

→ OPERATIONAL EXCELLENCE
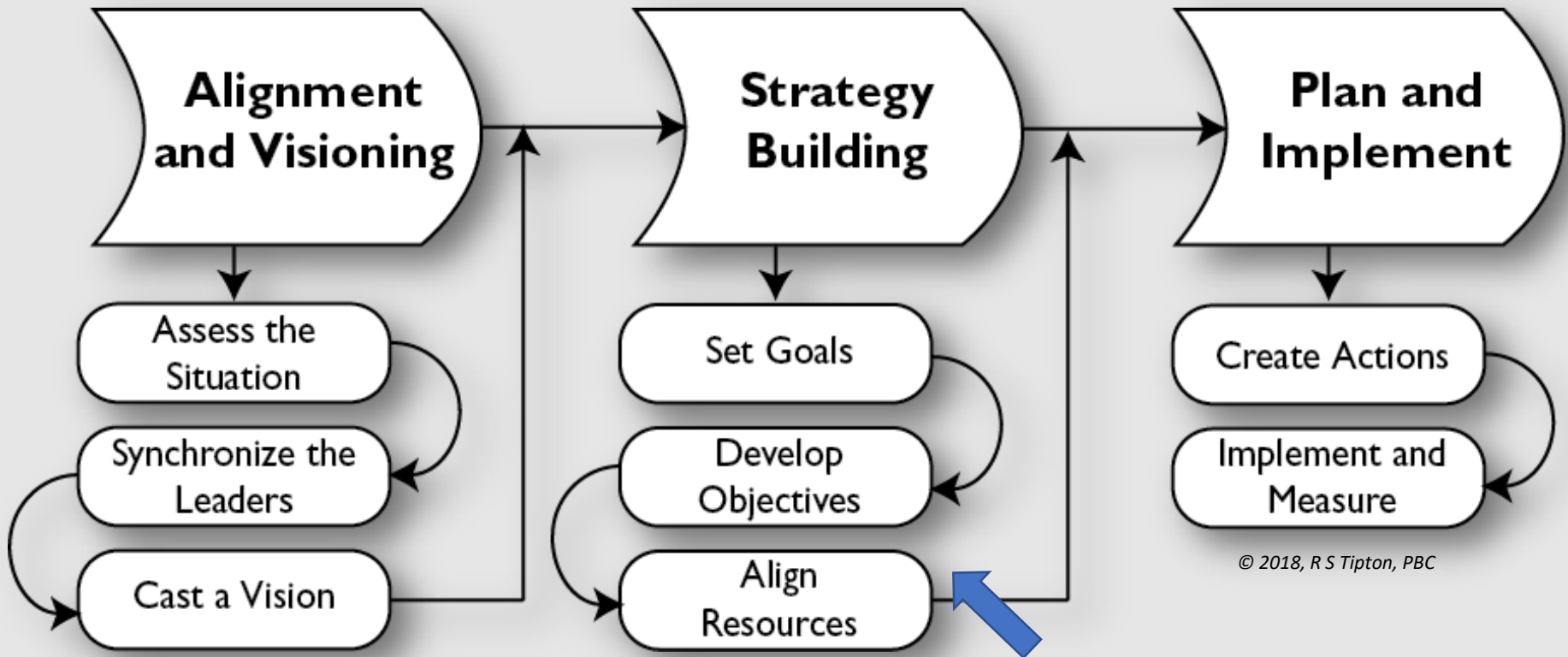- *Those focused on process / tools*

What Problem Are We Trying to Address?

- Increase BOTH Responsiveness and Velocity for ComDev

The Design the Future Process Roadmap

- Design and Implement ComDev's Preferred Future

Alignment and Visioning
- Assess the Situation
- Synchronize the Leaders
- Cast a Vision

Strategy Building
- Set Goals
- Develop Objectives
- Align Resources

Plan and Implement
- Create Actions
- Implement and Measure

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We are here.

Team Tipton Insights and Implications **2**

- *NOTE: The following information was originally presented in May 2018...*

- *Improvements are occurring regularly, and some of Team Tipton's insights and implications are now out-of-date as a result.*

Stakeholder Feedback on Processes

Customers need fast, efficient, predictable processes

- INSIGHTS

    - The Planning / Permitting processes are not perceived as fast, efficient, or predictable

    - Staff often appears to have incentives to say "no" or "maybe" (less risk) rather than find ways to say "yes", causing ambiguity, inconsistency and delays

    - Most customers say they experience several review / comment cycles and that they receive different / new comments each time

    - Customers often talk warmly of "how it used to be" but realize / accept that current realities (types of development, volume, etc.), mean we can't go back – need processes that reflect needs of today and tomorrow (not yesterday)

- IMPLICATIONS

    - Customers and staff have different understandings and expectations for process steps and requirements causing conflict and frustration

    - Littleton not seen as an efficient place to do business and some customers prefer to do development elsewhere

Stakeholder Feedback on Processes

Inefficient use of systems / reliance on paper hampers productivity

- INSIGHTS

    - Staff often use paper as a redundancy for electronic systems

    - Work is often done twice (or more)—once on paper then entered into the system

    - Electronic access for customers is vastly underutilized

- IMPLICATIONS

    - Staff spends time responding to customer requests that could be handled much more efficiently in self-service model (all inspections, review status, etc.)

    - Customers efficiently use electronic systems in other municipalities and see Littleton as behind and inefficient

Stakeholder Feedback on Processes

Often there's a sense of urgency missing with the work

- INSIGHTS

  - Some customers believe that at times, staff does not seem to value their time

  - Staff usually appear to be very busy, however, they are often perceived as focused on the urgent, not the important

  - Customers often feel they get a long string of 50% solutions, rather than a more thoughtful and thorough 100% solution (they focus on the issue long enough to get it off their desk rather than solving the problem)

- IMPLICATIONS

  - Staff report / exhibit feelings and behavior of learned helplessness—they may be too busy to focus on big picture, or, they may feel nothing can be done about it anyway, so I'll just focus on hottest fire in front of me

  - Again, Littleton is not seen as an efficient place to do business and some customers prefer to do development elsewhere
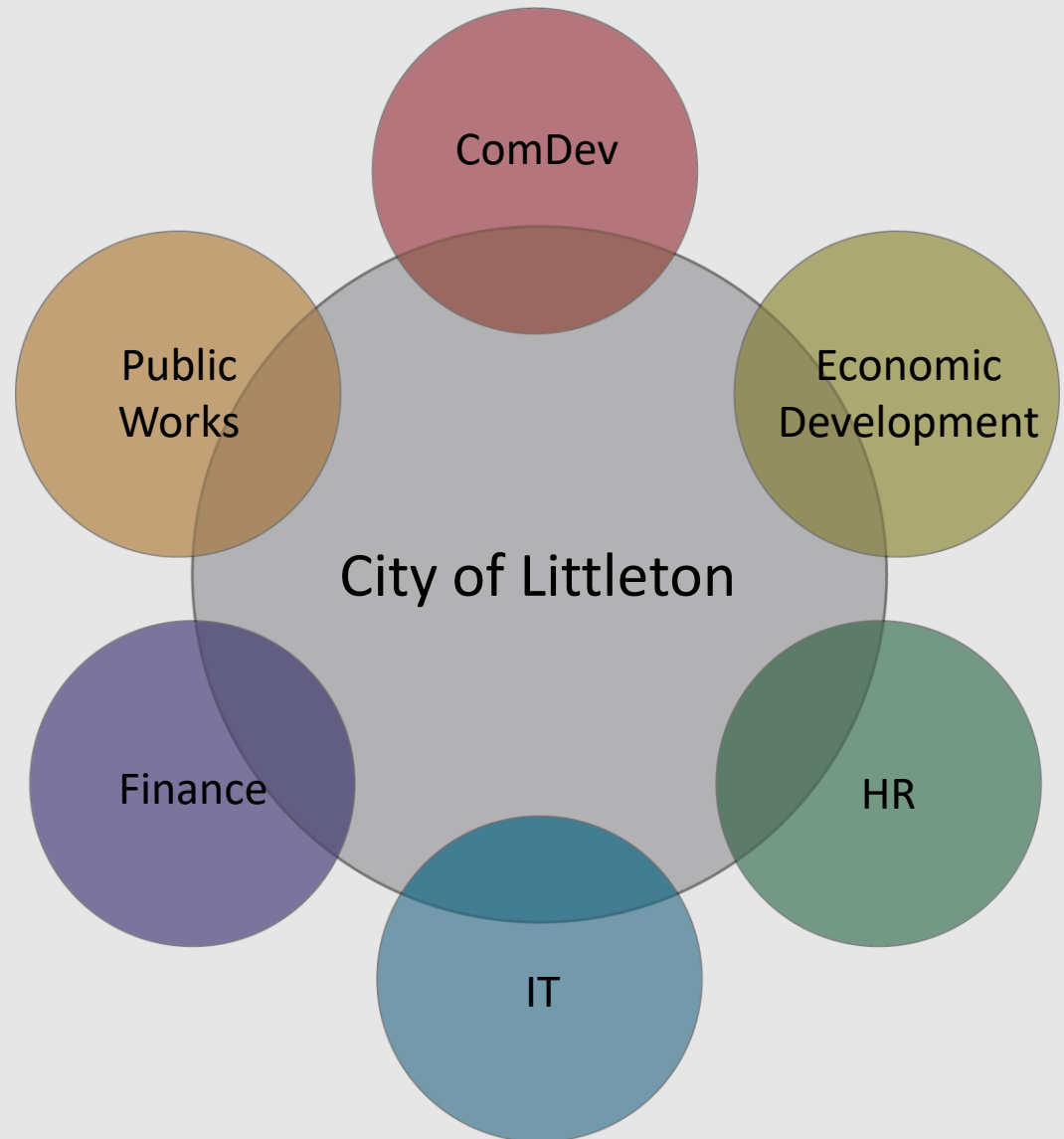
From Core Functions to Process Improvement

- Functions tend to operate in siloes, and relied solely on relationships, rather than processes, for coordination

- Lack of process and clear roles/responsibilities between functions created inefficient and variable customer experience

- Where relationships are strong, work gets done; where relationships are strained, conflict exists and progress is impeded

- The key to higher levels of performance (both increased velocity and higher responsiveness) for ComDev is aligned execution against a single, common vision and mission

Planning

Historic Preservation

Code Enforcement

Community Development

Mediation

Inspections

Permit Center

From Core Functions to Process Improvement

- Community development cannot operate in isolation -- there are many points of integration with other City functions and departments

- The lack of a cohesive, clear, and compelling vision and mission for the City creates unaligned, "one-off" choices related to departmental- and leader-specific preferences

- To maximize the efficiency of ComDev, some other departmental functions may need to be sub-optimized (and vice versa)

City of Littleton

ComDev

Economic Development

HR

IT

Finance

Public Works

Improvement Progress to Date 3

ComDev DTFP Team Structure

City Manager / City Council

CORE TEAM

Strategy, Priorities, Direction,
Coordination of Improvement Teams

Process Improvement Teams:

Defining, designing, refining ComDev processes, systems and behaviors

- Efficient Review
- Equal Enforcement
- Effective Support Systems
- Engaged Outreach
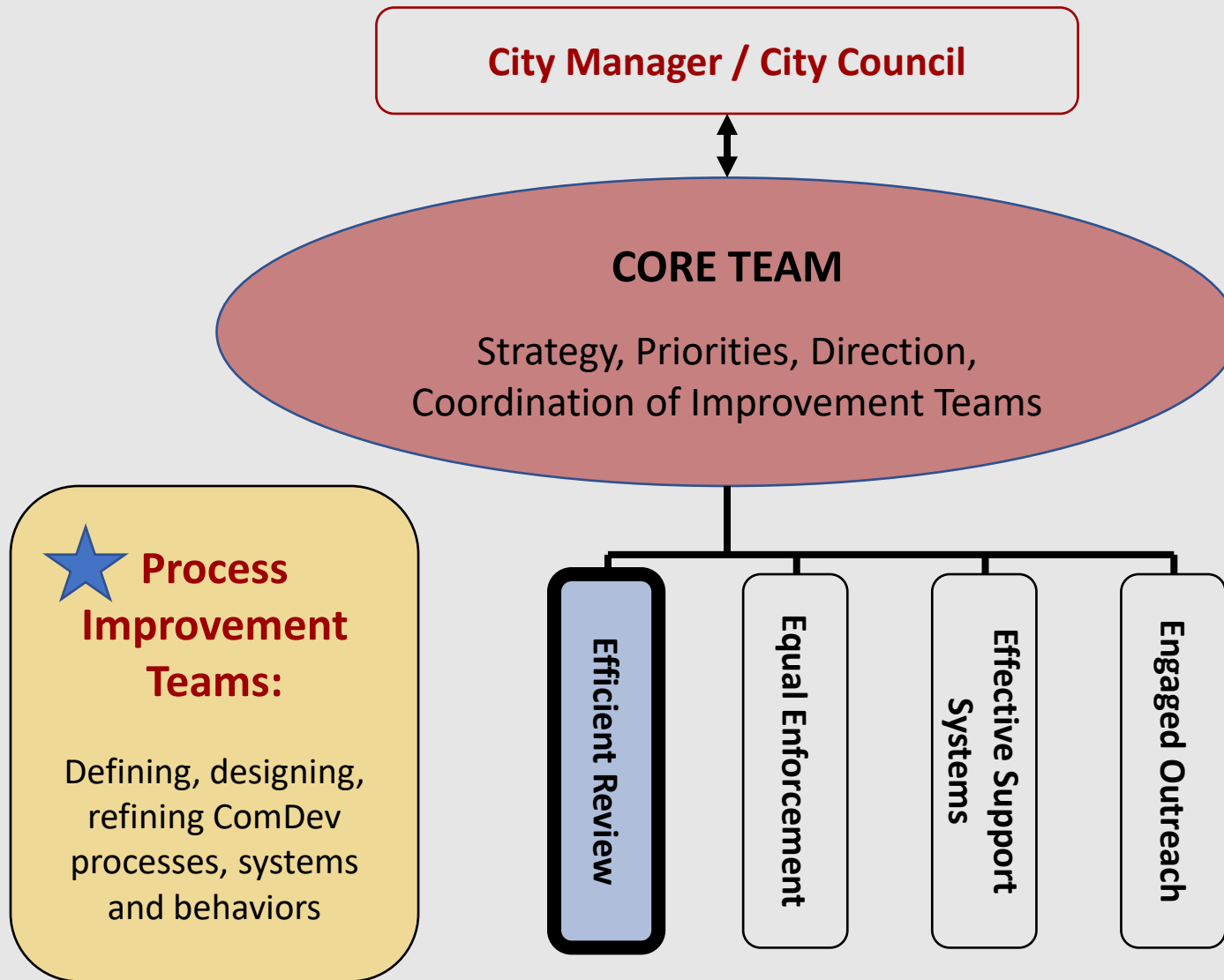
Four "E Teams"

- **Efficient Review**: *This team will discuss improvements to the **development, building, and engineering review processes** from basic zoning inquiries / initial concept to the issuance of a building permit and all the associated elements*

- **Equal Enforcement:** *This team will focus on the processes involved in **proper interpretation and enforcement** of the code*

- **Effective Support:** *This team will spearhead **Trakit updates, coordinating and improving** all of the department's **administrative and support** functions*

- **Engaged Outreach:** *This team will focus **on strengthening community outreach** and **stakeholder relationships***

DTFP Process

Core functions exercise: example 1

	A	B	C	D	E	F	M	N	O	P
1		Temporary Column for Group Name	Activities/ Responsibilities	Effectiveness Rationalization	Current State Execution	Notes	EFFICIENT REVIEW	EQUAL ENFORCEMENT	EFFECTIVE SUPPORT SYSTEMS	ENGAGED OUTREACH
146	143	Plans Examiner	**Technical:** Perform scope of work inspections on related Stop work postings as needed depending on staffing needs and workload.	A	3	Internal review of processes, but external for integration with other departments		P		
147	144	Plans Examiner	**Technical:** Emergency call out to conduct inspections in the field.	A	3	Internal & External processes need to be defined.		P		
148	145	Plans Examiner	**Technical: I** Code Adoption	A	3	Internal & External processes need to be defined.	x		P	x
150	147	Combination Inspector	**Customer Service:** pre-construction meetings, meet with contractors to discuss project phasing or provide clarification on inspection sequencing or to discuss code compliance issues.	C	3	nternal review of processes	P	x	x	x
152	149	Combination Inspector	**Technical:** Over the counter permit application review.	A	4	Internal & External processes need to be defined.	P			
153	150	Combination Inspector	**Technical:** assist with the review of the permit application and all submittals according to staffing needs or workload.	C	3	nternal review of processes	P			
154	151	Combination Inspector	**Administrative:** Prepares daily work schedule, maintains daily inspection log and update records into the City database.	C	4	Software should be able to perform most of this		P	x	
155	152	Combination Inspector	**Technical:** Conduct inspections in the field (Building, Electrical, Mechanical, Plumbing) for compliance with the City adopted codes	A	3	Structure of how and where data is stored could be evaluated and improved.		P		

DTFP Process

Core functions exercise: example 2

|	A	B	C	D	E	F	M	N	O	P
1		Temporary Column for Group Name	Activities/ Responsibilities	Effectiveness Rationalization	Current State Execution	Notes	EFFICIENT REVIEW	EQUAL ENFORCEMENT	EFFECTIVE SUPPORT SYSTEMS	ENGAGED OUTREACH
114 — 111		Permit Center	**Customer Service:** Counter- issuing permits, accepting applications, contractor questions/ licensing, general city center information	A	3	General City Center directions can be time consuming	P		x	x
116 — 113		Permit Center	**Administrative:** Contractor Licensing- application, insurance, qualification (proof of testing, state licensing, notarized letters), fee	A	3		P		x	
117 — 114		Permit Center	**Administrative:** Daily Books- pull reports for daily sales, balance and submit to finance	A	3		P		x	
119 — 116		Permit Center	**Administrative:** CORA Requests- upon notification of clerk, research and find records filling request, convert docs to pdf, send back to clerk	C	4	Needs Breakthrough- Staff coordination/ rotation	x		P	
120 — 117		Permit Center	**Administrative:** Temp Staff- Manage assignments and schedule	A	3	Volume and capacity limit the time spent on retention	P		x	
121 — 118		Permit Center	**Administrative:** Bill Pay	A	4		P		x	
122 — 119		Permit Center	**Administrative:** Monthly Reports	A	3	Only one person has training on this	P		x	
123 — 120		Permit Specialist	**Permit Center Advisor / Permit Process:** Provide assistance to the permit center according to staffing needs or work load.	C/D	3	nternal review of processes	P			
124 — 121		Permit Specialist	**Customer Service:** coordinate and attend pre-submittal meeting with design team, owner or owners rep and discuss proposed project.	A	3	Internal review,	P			x
125 — 122		Permit Specialist	**Customer Service:** Serves as the project manager for each building permit application. Main point of contact for applicants working	A	3	Internal review of processes, but external for integration with other	P			x

DTFP Process

Core functions exercise: example 3

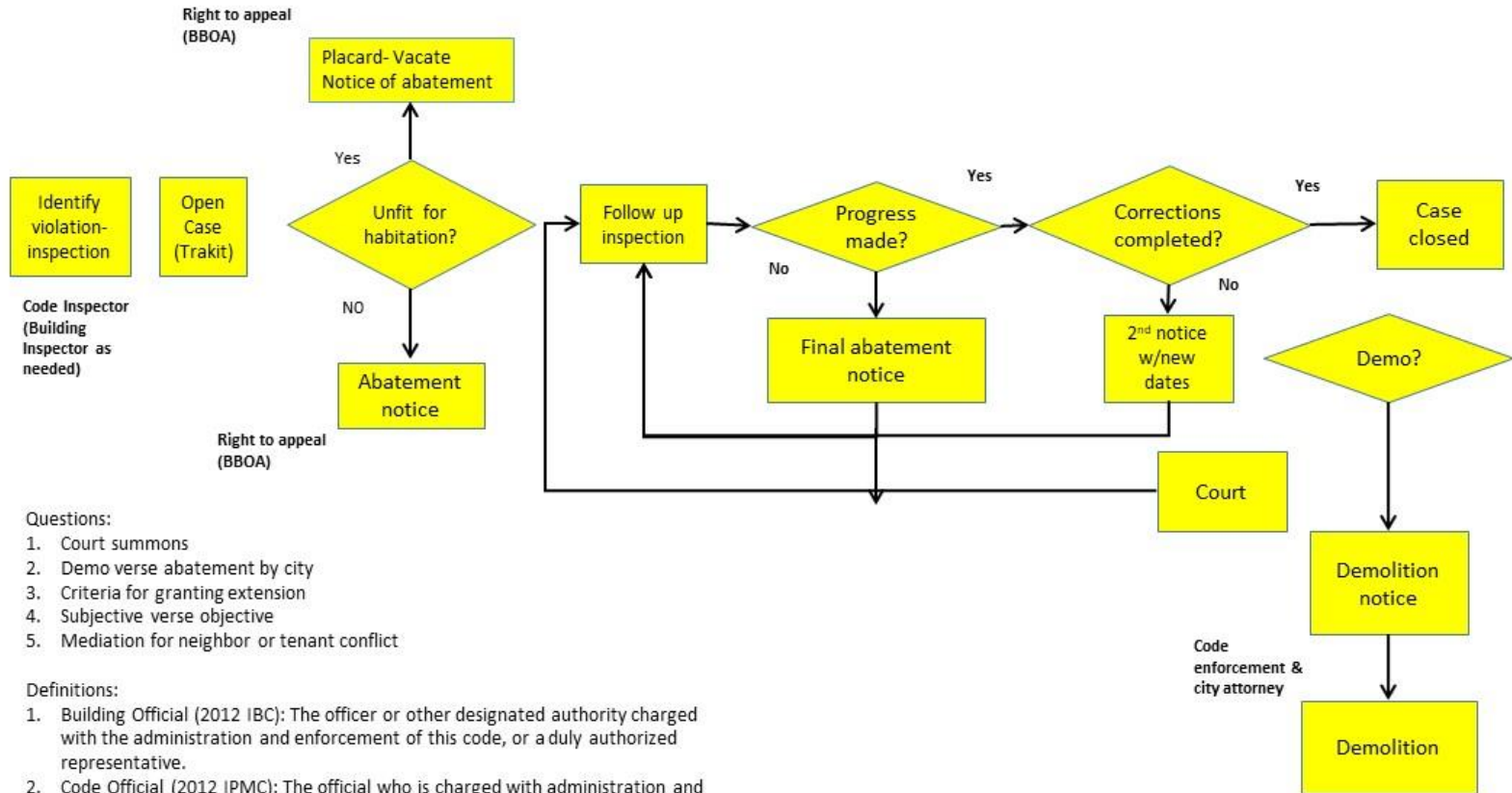|	A	B	C	D	E	F	M	N	O	P
1		Temporary Column for Group Name	Activities/ Responsibilities	Effectiveness Rationalization	Current State Execution	Notes	EFFICIENT REVIEW	EQUAL ENFORCEMENT	EFFECTIVE SUPPORT SYSTEMS	ENGAGED OUTREACH
17	14	Dept. Administration	**Interdepartmental- Interdivisional Support:** All Staff Dept. Meetings, etc./Training (Education) Onboarding A3	A	3				P	
18	15	Dept. Administration	**Intergovernmental Relations:** Relating to Community Development A3	A	3	lack of capacity			x	P
19	16	Dept. Administration	**Open Records Requests** A2	A	4				P	
20	17	Dept. Administration	**GIS & Mapping Support** A3	A	3	Need more structure for efficiency (state due to addressing)			P	
21	18	Dept. Administration	**Records Retention & Management:** Laserfiche & Trakit A4	A	4	Need structure and process for filing			P	
27	24	Mediation	Affected Party Outreach - Introduction letters 3 different letters sent to each party - B3	B	3	People don't check their mail as often as they used to				P
30	27	Mediation	Tracking file creation and ongoing updating B1	B	3				P	
37	34	Mediation	Interdepartmental Communication - What was the outcome and who is affected. - B3	B	3	Trak-It			P	
39	36	Mediation	Trak-It - All past mediations need to be updated in to Track-It 4 years of mediation need to be entered B3	B	3	Trak-It			P	
51	48	Conflict Resolution Center	Working with volunteer groups & charters	B	3	Could be promoted better				P
52	49	Community Engagement	Create Community Engagement Plan: Work with Economic Development, Planning, and other departments to create outreach plan for project A3	A	3	Lacking project manager for most of our long range projects/need improved coordination with all other depts			x	P

Efficient Review Team (a work in progress)

New Commercial Multiple Family Review (SDP, SP, FP/PP, PD)
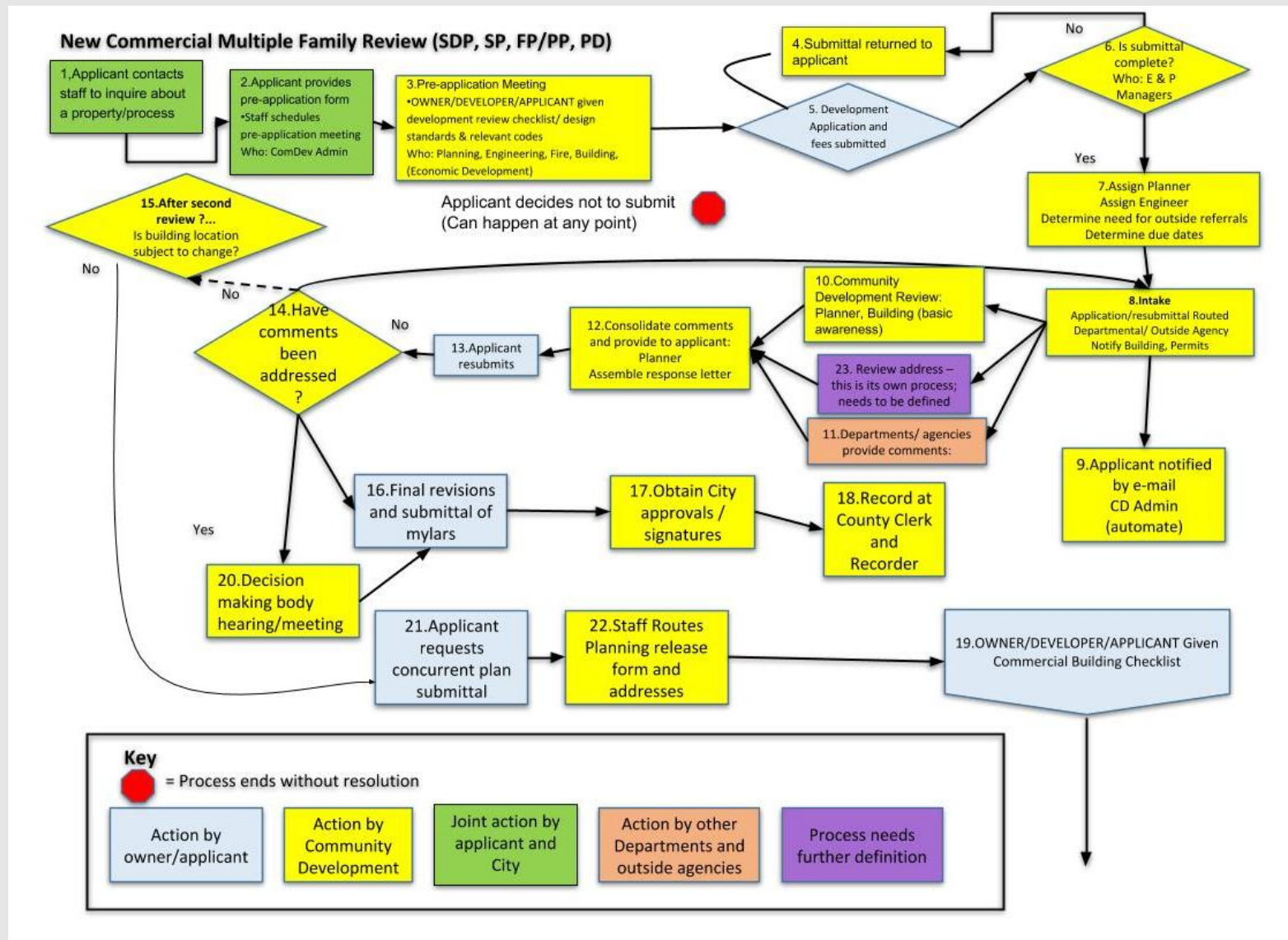
Equal Enforcement Team

EQUAL ENFORCEMENT- CODE ENFORCEMENT ACTION: VIOLATION TO ABATEMENT OR DEMOLITION

Right to appeal (BBOA)

Placard- Vacate Notice of abatement

Yes

Identify violation- inspection

Open Case (Trakit)

Unfit for habitation?

Follow up inspection

Yes — Progress made?

Yes — Corrections completed?

Yes — Case closed

Code Inspector (Building Inspector as needed)

NO

No — Final abatement notice

No — 2nd notice w/new dates

Demo?

Abatement notice

Right to appeal (BBOA)

Court

Questions:
1. Court summons
2. Demo verse abatement by city
3. Criteria for granting extension
4. Subjective verse objective
5. Mediation for neighbor or tenant conflict

Demolition notice

Code enforcement & city attorney

Definitions:
1. Building Official (2012 IBC): The officer or other designated authority charged with the administration and enforcement of this code, or a duly authorized representative.
2. Code Official (2012 IPMC): The official who is charged with administration and enforcement of this code, or any duly authorized representative.

Demolition

KEY

Action by owner/agent

Action by Community Development

Decisions

Engaged Outreach Team

Engagement and Outreach Plan
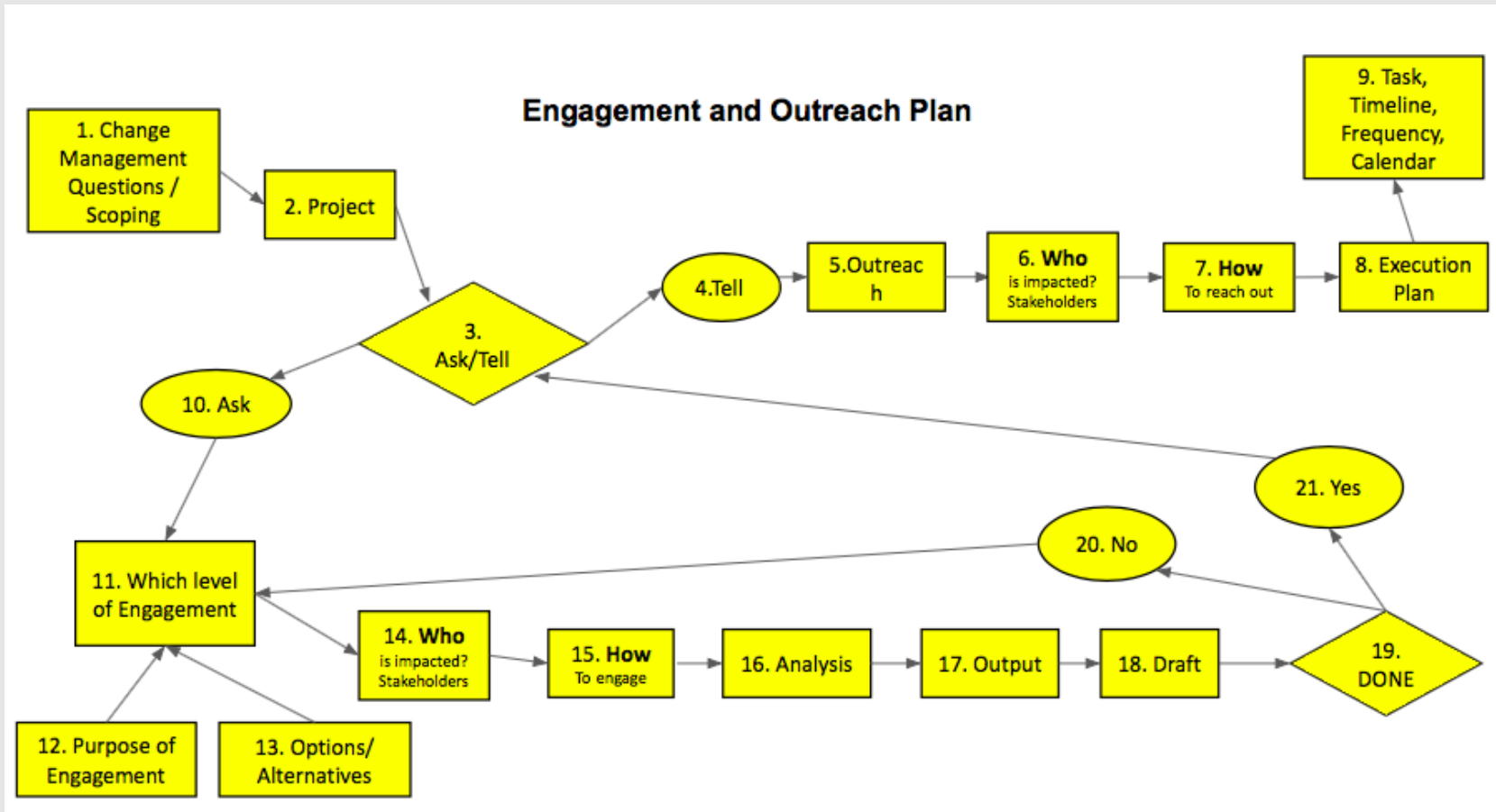
NEXT STEPS:
- Test run Outreach template with Code Training Session and Planning
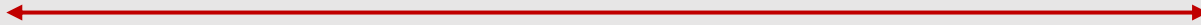- Discuss process with other departments for feedback

Discussion

1. Expectation
   - On a continuum, is ComDev chartered to encourage great development or to stop bad development? (*Yes, this is a "false dilemma because you want BOTH, but given that, which end of the continuum does ComDev lean?*)

   encourage great development   stop bad development

   ⟵————————————————————————————————⟶

2. Success Measurement
   - What does that look like? *(We can't eliminate complaints, so ….)*

3. Alignment
   - The intent is to align the Development Review & process improvements with the goals of Council, CMO and ComDev.