Overview

Kelly Leid, Development Services Director, lead the first Peak Performance Review for Development Services.

We are starting this presentation with the current ‘as is’ condition as the starting point. The organization is in transition and there are new tools coming online that will help drive organizational performance.

Participants:

Kelly Leid, Director or Development Services; Molly Urbina, acting Manager of Community Planning and Development; Dave Edinger, Chief Performance Officer; Scotty Martin, Business Process Improvement Team; Laura Wachter, Department of Safety; Michele Weingarden, Greenprint Denver; Theresa Wilson and Stephanie Adams, Budget and Management Office; Development Services staff including: Mike Roach, Matt Bryner, Janice Cornell, Allan Sorrel, Jack Sinclair, Angela Abeyta, Mike Sizemore, Mike O’Flaherty, Ken Brewer, Andrea Burns
Presenter: Kelly Leid

• It is important to “set the stage” regarding DS’s organization evolution.
• The organization itself, in its current form is approaching three (3) years old and over the 5+ years there has been substantial changes.
• There was significant work done, prior to its formation to 1) understand its current (functional) business processes and 2) reformate/rethink those process into a new structure under DS.
• It would be fair to say that DS is still a work in progress that is building an aligned modern organizational structure.
• For us, today’s session marks the beginning of a conversation to seek assistance from each of you and more broadly from the Peak Performance effort to formalize a shared set of indicators across the organization’s operating framework.
Presenter: Kelly Leid

Objective: Creating structural and resource clarity for DS (organizational transparency and accountability) both in form and function.

Currently, Development Services is a team of people who are paid by and exist in various agencies including:

Parks, Fire, Public Works, Community Planning and Development, CA, Mayor’s Office. The director is housed in CPD, but paid by the Public Works budget.

Note importance of most recent effort to bring these groups together. Completion of pulling the entity into “one” unit will be critical for long term sustainability.
This is the project DNA: schedules, milestones and the building of key understanding about what the project is and how the project sponsor wants to delivery the project.

• At its core, Development Services brings together services across numerous agencies to execute: plan review, permitting and inspections services (cite concert analogy relative to the customer exp).

• As the organization continues to evolving, the core objective is to continue strategically and tactically aligning (linking) these services across functional teams resulting in increased consistency, predictability, transparency and accountability.

• We are in the early stages of this new effort and again see Peak Performance as a real opportunity to finish the work that was started back in the summer of 2009.
• Presenter: Kelly Leid
• DRIVE2012 – affirming where the organization is today – the efforts of the team are appreciated and have helped set this stage to continue progress.
• DevelopDENVER charts our course for the future and prepares us for the increased project activity that is beginning to come our way.
• DRIVE2012 identifies substantial areas of improvement.
• Transformation is moving in the right direction and impacting both process and change
Presenter: Kelly Leid w/ support from team (Molly)

• Comments: CPD and Development Services plays a major role in creating a world class city through the planning of Denver (Comprehensive Plan, Blueprint Denver, new zoning code, etc) AND then through the execution of projects that come before the city – the work creates a lasting impression and has a significant impact on the quality of life – key aspect of our Theory of Action (understand and celebrate the impact), which I will get to in a couple of slides

• Examples can be found across the city – Coors Field/Lodo, 16th Street Mall, Our park system, Fastracks, Evie Dennis Campus, etc.

• Benchmarking revealed that bringing Development Services functions into one group is a successful best practice
• Jobs – If development processes are implemented timely, and development is successful, jobs are supported.
• Safety Net – This team ensures safety codes are met.
• Sustainability – building momentum and consistently delivering where there is shared expectations
• Customer Experience – long standing commitment to engaging our customers (i.e. surveys, face-to-face interactions, development of regional and neighborhood plans w/ groups link INC and RNO’s); It is vital to link policy and practical realities. Our customers feedback helps us to improve their experience
DevelopDENVER released February 8, 2012 (creating a quilt)
Starts w/ Mayor’s vision.

It is like a quilt and must work all together in order to fulfill the strategic plan. Framed by our TOA and SF’s (form our compass – true north); check our efforts against our principles
These efforts must be sustained by Division goals/objectives and a “bottom-up” approach to engaging staff to meet/solve problems.
• Presenter: Kelly Leid

DRIVE = Development, Responsiveness, Investment, Value, Execute

We use regulatory tools to add value and we hope to ultimately use the ultimate measure of whether we hit the Certificate of Occupancy date or not.

• Building a sustainable mindset across the organization;
• It is important to enthusiastically manage the successful implementation of plans;
• Each of these can and will be more fully incorporated into our evolving performance metrics (binds both existing and new metrics together)
Presenter: Kelly Leid

• it is important to get staff engaged and feel ownership for the plan. This is where Performance Enhancement Plans link to Strategic Plans

• Success factors speak to how results will be accomplished at a staff level (personalize and make connections).

• The intent is to identify specific behaviors that demonstrate desired performance characteristics

• Aspects of the Success Factors are being incorporated into each DS staff members PEP

• This is a never-ending process
Both workload measures and service quality are important. Of the two, we obviously want to focus on “service delivery” metrics since we have the ability to directly impact/influence outcomes.

Currently most of the measures we are collecting are being collected manually. We are hoping to use a new system called Accela to automate the collection and spend more time monitoring and analyzing the data. Accela will make this more sustainable.

There are many bottleneck opportunities so coordination is key. One problem in the process can significantly impact the outcome.
Presenter: Kelly Leid

• Community Planning & Development (CPD) has been gathering overall customer satisfaction data for a number of years, both in print and electronic form.

• Note that Development Services started in 2009. **We will add the number of customer responses to these bars**

• This slide is based upon (6) questions.....obtaining a zoning/building permit, inspection performed, making a payment, planning effort, other services.

• Data is collected and shared monthly with staff. We get some very valuable feedback in the ‘free form’ portion of the survey and have made improvements as a result of customer feedback.

• Recently updated the survey and our implementing a new eSurvey to garner more rapid feedback.
Presenter: Kelly Leid

This workload measure can help reflect System Health. This is an indicator of the health of the economy.

Permit Type: the type/complexity of the permit impacts the amount of time to complete the inspection (impacts # of inspections per day)

Capture information monthly and share with staff

This is a workload metric and is mostly helpful to understand dynamics and trends to help with resource planning.
Presenter: Kelly Leid

This is the same workload metric, but shows the revenue that comes from the permits. This helps to understand the value of the permits and the value of the work being done through those permits.

This is also a good economic health measure to understand if people are investing in larger expensive projects or less expensive projects.

This information is also gathered monthly and shared with staff. This measure is also used by the City to anticipate future revenue overall. The market has been volatile.
• Presenter: Kelly Leid w/ support from team  
• We are still in the formative stages of more fully defining our shared team metrics. The above represents an early list that we, as a leadership team, will discuss and ultimately establish uniform metrics – this effort is a key aspect of organizational goals with a target of having these metrics settled on as part of the release of Accela this summer.

• Our intent is to blend existing (useful) metrics from across the different DS teams and to create new shared reporting structure that will begin to emerge with some of the new tools we’re preparing to launch – Qless (already launched) and Accela, our new enterprise system.

• For instance, re-submittals could indicate that Development Services should improve communication with the customer, or it could be a change in the original plan and is just a matter of course.

• We will need to revisit this list and realign to what Accela can produce.

• The One Stop Shop links to Goal #2. The example I like to use is a concert. The audience can enjoy the concert as one experience, even though there are many efforts put forth behind the curtain. The audience isn’t interested in the specifics of what is happening behind the curtain, nor should they be concerned with it. In that same way, the work Development Services is doing to support projects should appear seamless to a customer. We will consider asking a question that will get to this in the customer questionnaire.

• Project Facilitation/Coordination – the primary purpose of this initiative is to streamline the process for customers.

• Efficiencies/Service Delivery - as we review the # of submittals/resubmittals, we will
Presenter: Kelly Leid w/ support from team

• We are starting post project debriefings this year. This will allow us to evaluate the process and make improvements.

• We struggle with the right metrics for Safety because most of the real measure is in what doesn’t occur – accidents as a result of structural deficits for instance. We don’t have any range of compliance with safety measures – they must be 1005 compliant with safety requirements. We will continue to discuss the best way to capture the performance of our building safety services.

• Economic Vitality could translate into the number of construction jobs that are generated as a result of the development, although Development Services doesn’t determine the number of jobs.

• Greenprint representative, Michele Weingarden, asked if she could be included in the discussion about the metrics regarding environmental sustainability.
Presenter: Kelly Leid

• The Project milestones would be set during the initial meeting with the developer. Currently, this information would need to be collected manually.

• This was formally launched in January 2012.

• This is just an example of the many tools that are being used and are having to be collected manually.

• Green means we’re on target and tracking the project per schedule

• Yellow means that a milestone is coming up

• Red means a milestone has passed.

• This is a living document and milestones can change as project managers work with developers.

• This is linked to the Preview Charter
Presenter: Matt Bryne

• This is for larger projects and the customers tend to be major developers.
• The average days are contingent upon the complexity of the project, however, overall, the efforts of the Major Projects team have resulted in lowering the average number of days to review and approve the site plans.
• The 2012 goals is to address the time and negotiate a shared schedule.
• Another way to interpret this is to understand what every day is worth to Developers.
• Accela will increase the communication with developers and it will also allow Development Services to understand how long the site plan is sitting with developers too.
• It is difficult to discuss the fees or finds unless there is an increase in transparency. A shared responsibility for the outcome will help lead to success.
• Expediting the process should be balanced with a quality review.

Presenter: Matt Bryner
Presenter: Matt Bryner

Site plans historically had three weeks for a review.

The new system allows time to be measured and can get averages; transparency because Accela.

Accela will allow Development Services to understand and track how long a site plan is with developers and with the City.
Presenter: Ken Brewer

• The focus of the minor project team is to facilitate the review and permitting process for small businesses seeking to operate their business in Denver. At this time, the permitting process is very difficult, time-consuming and expensive for the business-owner to complete.

• There are several reasons for this difficulty:

  • Businesses have difficulty trying to get through the permitting process because they simply don’t know the steps or the sequence in which to get through the process and open their business. It is also expensive for small businesses to get through the process.

  • The information available to applicants about the various stages of the permitting process is un-organized and hard to find, if it’s available at all. If it can be found, there is no information about when the various stages need to be completed.

  • Finally, there is little or no support for small businesses to get through the permitting process.
• Much of what is planned in the Development Services agenda where minor projects are concerned is to develop the tools for the support of small business development.

• In collaboration with the Office of Economic Development, Excise and License and other City and State agencies, the Small Business Support Services Initiative was formed to develop ways to coordinate our efforts in assisting businesses through the various city processes and getting their doors open for business. The first item the group is coordinating on is the development of a step-by-step checklist that puts in sequence the steps necessary for a business to start a business, find a location, obtain approvals, permits and licenses and to open their doors for business. This list in development at this time and the delivery of this product is anticipated or mid-late May of this year.

• Another improvement that will benefit small businesses is some of the technological enhancements that are in development at this time. The two major ones are the Development Services Website improvements and the Accela Implementation.

• At this time, the web site is hardly useful for a person that is seeking to find information. The web site overhaul is a comprehensive one that, when complete, will be oriented toward the customer experience.

• Related to the web site improvements is the implementation of Accela, the new enterprise software system that will significantly ease permitting for both the customer and the staff who need to use it. A new feature that will be provided will be the citizen access page which will allow the applicant to log-in submittals, get quick permits and make payments online, as well as checking the status of submittals in process. These improvements will take a considerable amount of pressure off the counter.

• Finally a couple of counter enhancements will improve the experience of the applicant when they come in. The first is the implementation of the concierge desk,
• Presenter: Alan Sorrel

• Site engineering what is outside the footprint of the building.

• The 3-2-1 process: is a discretionary process where engineers assign a priority the first time and take the first 3 weeks to review the site plan. After that, it can take significantly less time based upon urgency, simplicity, etc.

• This process was implemented 8-9 years ago. Every Monday, there is a review of the submitted plans and staff evaluates the quality of the submittals.

• We used to take anything that was submitted, which made the process longer because of the lack of the quality of some of the submittals. A priority checklist is used to determine the quality. If it doesn’t meet minimum requirements, it will be sent back to the customer.

• The graphic shows the benefit of the 3-2-1 review process showing overall review cycle time vs. old way of doing business.

• This process has helped create/increase predictability for our customers and provide accountability for.
• Presenter: Alan Sorrel

• Aurora does the review with the submitter. Denver will be sharing the checklist with customers and it is currently on line, although each project can be unique and the checklist should be tailored appropriately.

• Table shows how we do business right now using submittal data

• Data is monitored weekly

• Of special interest is reviews per reviewer and our “on-time” review percentages

• Another key item is to note is the group’s staffing has been cut in half and the reviewers per reviewer has doubled, while maintaining our on-time ability.

• Included within PEPS
Presenter: Alan Sorrel

- This slide is our expected improvements due to a new “triage” process that is intended to reduce cycle times (briefly describe process). The blue/teal line is projecting backwards to how many review cycles may have been if this current triage process had been in place.
- Too early to tell on process impact
The ‘System Health’ measurements are workload and help with staffing. Currently, this team manually logs the data, but there are two ‘game changers’ in play: Qless system and Accela. These systems will allow management to make decisions in real time to address needs and performance. We will be able to see info that we don’t have today. We will be able to see if/how changes impact metrics more quickly. It is important to not just take a paper process and make it electronic, but to use the system to increase data integrity and analysis capability.

Service wait time: the goal is to decrease service wait time

Number of unsuccessful submittals – plan to decrease as a result of more effective communication

Number of projects released – want to increase the number of projects released and decrease backlog

Review on-time rate: the goal is to increase through meeting expectations of developers and city

Number of reviews per project should decrease, but will need to determine what the appropriate number is.
Presenter: Mike Roach

The systems have been designed for informational purposes and this should increase transparency and sustainability.

We understand that delays impact outcomes and having data will allow us to react tactically and be responsive.
Presenter: Mike Sizemore

We use this data primarily to determine resource needs. Furloughs have made a significant impact on the inspectors ability to be responsive. Currently there is no technology available to inspectors. It is all paper-based and inspectors need to come to the building in order to start their day. It would be more productive to start in the field and report from the field to eliminate travel time.
Inspection Services
Building Inspections Metrics - Future
2007 through 2012 (Cont’d)

A Robust Automation solution is the key component to providing efficient, cost effective service delivery by Inspection Services for future years to come. As seen on the previous slide Inspection Services has reduced staff each year since 2007, some of the reductions were absorbed via internal consolidations, stream lining, and improved business practices. In 2007 Inspection Services performed 183,795 inspections, and 2007 inspection activity levels are considered only slightly above average according to historical records dating back to the 1990’s with some years recording over 200,000 inspections. That same level of activity from 2007 today with available staff would require inspectors to perform in excess of 22 inspections per day, safe parameters established for Inspection Services of total daily inspections per inspector is 14.50.

How will we “Fill the void” when we ramp back up to 2007 activity levels and beyond? There are three key elements already in progress and outlined in our Development Services Strategic Plan that will allow us to maintain cost effective service delivery without increasing staff to 2007 levels (+27%) while also providing quantifiable results:

1. Combination Inspector Classification
2. Mobil Devices
3. Telecommuting Program

The above three initiatives combined will allow for an additional 7-10 inspections per inspector per day. These enhancements will allow Inspection Services to meet increased inspection demands of 23% to 40%.

Presenter: Mike Sizemore
Presenter: Kelly Leid
We will continue to think about how to quantify Jobs/Economic Vitality as a measure and high priority.
Development Services is well positioned to help deliver on Economic Development
Next Review

- Next Performance Review: End of second quarter
- Strategies and Tactics of focus for next meeting:
  - Organizational Goal #1 – effective and efficient services
    - QLess
    - Accela/Citizen Access
    - Mobile Devices
- Update on projects and emerging opportunities
  - Finalized shared/aligned metrics that supports/reinforces our operating framework