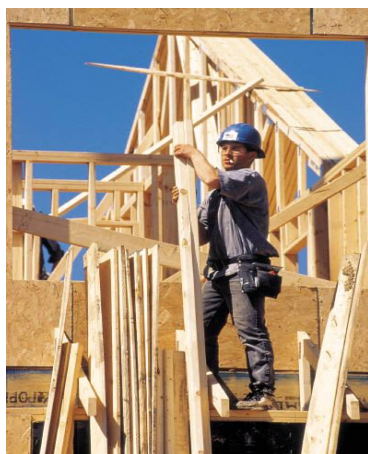


## DevelopDENVER Plan | EXECUTIVE SUMMARY

### Development Services

#### Vision Statement:

For Denver to be a recognized leader in facilitating world-class sustainable development that attracts people with diverse interests to live, work and play in our great City.



Since its inception in 2009, Development Services, in collaboration with its partner agencies, has established the basic structural underpinnings of a “*one-stop shop*” for plan review, permitting and inspection services, addressing a number of historical customer concerns and has made important progress toward more effective and efficient project-related services. From an organizational systems perspective, however, Development Services is still very much in its early stage of evolution (*it is only 2 ½ years old*), and as such, the goal of creating a sustainable and consistently, solutions-based organization requires a significant ongoing commitment to get it right and make Denver the place to do business among Front Range cities and the broader Rocky Mountain region.

To gauge where Development Services has been as part of the transition to a new administration, the organization undertook an extensive 90-day listening tour, dubbed “**DRIVE**2012” to review the long history leading up to the creation of the new program as well as assess present operational conditions. **DRIVE**2012 included meeting with over 200 customers, small and large, City agency leaders and key members of the development services leadership team to better understand existing service delivery processes across the plan review, permitting and inspections. Information gathered during the listening tour has been used, in a significant way, to help shape the **DevelopDENVER Plan**. To guide the important efforts ahead the Development Services leadership team has adopted a set of core beliefs to propel our work.

**Our Guiding Principles:** We fully embrace Denver’s vision as a great city for all its citizens through our:

- Deep and abiding dedication to **public service**.
- **Respect** for the diverse needs and perspectives of our customers.
- **Predicable and timely** plan review, permitting and inspection services.
- **Accountability** for helping insure the **safety and integrity** of our neighborhoods.
- Commitment to **transparent** and **continuous improvement** of our services and program offerings.
- **Clear and consistent communication** to our customers and team members.

## A Mission Driven Organization & Theory of Action for Today's Global Marketplace

The team has also refined our mission and established a Theory of Action, which emerged from the initial listening tour. Our refined mission aligns our broader objectives while at the same time keeping us focused on our leadership role in project service delivery improvement efforts.

### Our Mission:

*"As the steward of Denver's built environment, Development Services is the City's central hub for managing plan review, permitting and inspection services in collaboration with our public, private and nonprofit partners to **enhance and preserve safe, high quality and sustainable development for a vibrant Denver.**"*

One of the key outcomes of the **DRIVE**2012 listening tour has been the adoption of D.R.I.V.E as a "Theory of Action" for Development Services, putting in motion a relentless focus on the WHY and an ever-increasing commitment to a customer-centric and dynamic continuous improvement model, which ultimately generates more project through-put and greater economic development activity for Denver. Whether it is a simple residential remodel, the creation of a large master-planned community or multi-million dollar commercial project - each generates a level of economic activity for the city – and each of those project's must make its way through Development Services.

The essence of the **DRIVE**2012 *Theory of Action* is anchored by the following guideposts as we go about developing Denver through –

- A passion for **quality development**;
- A **responsiveness** to customer needs and marketplace changes;
- A **focused investment** of our talented staff and city resources;
- A **desire to add value** to projects and;
- A **commitment to help execute** projects (a **shared responsibility**) in a consistent, predicable and timely manner from concept to completion.

*"Ultimately, the best projects are those that strategically integrate all facets of the project development cycle from the outset, align the public and private sectors as partners upfront - helping lead to higher quality projects, reduced development costs and the delivery of more than was originally expected."*

Kelly Leid, Director  
Development Services



## Success Factors: Helping define what success looks like

Success Factors speak to **how** results will be accomplished, linking our guiding principles (shared values) to our desired performance outcomes. Providing specific examples and identifying specific behaviors that demonstrate performance relative to each success factor will align organizational and staff goals. The Development Services Success Factors compliment the organization's guiding principles and help define who we are as an organization - what we stand for and stand on - in the delivery of project services.

### Development Services Success Factors

- ✓ Putting Customers First
- ✓ Achieve Results
- ✓ Collaborate
- ✓ Delivery Excellent Service
- ✓ Make Change Happen

## Organizational Goals and a Focus on Continuous Improvement

One of the primary objectives of **DevelopDENVER Plan** is to serve as a roadmap over the next 3-4 years (2012-2015) for staff and our partner agencies to guide the range of residential and commercial project supports that flow through Development Services. To that end, we have outlined three broad organizational goals that will, in turn, generate more in depth goals within the various Development Services' divisions. Details can be found in the full report.

**Goal 1 - Continue creating conditions to ensure high-quality, effective and efficient customer service(s) that guide our diverse nonprofit, private and public development through the plan review, permitting and inspections processes.**

Above all else, Development Services was created to streamline the customer service experience by bringing together regulatory activities from across numerous City agencies to lead and manage plan review, permitting and inspection services. Our emphasis going forward will be on developing a more fully aligned, customer-centric service delivery model that is consistently transparent, predictable and accountable to broader City objectives.

**Goal 2 - Formalize (*finalize*) organizational structure, secure required resources to adequately sustain key functions and clarify purpose and place leading to the establishment of a fully aligned, cross-functional and seamless support system for our customers and staff.**

To effectively support and sustain Development Services #1 goal, there remains a critical matter of “unfinished business” relative to the group’s weak organizational structure and corresponding lack of control over operational resources. The current operating model refers to Development Services as a “program”, which according to those involved in the initial set-up, was never intended to serve as the final organizational structure in support of its lofty goals as a streamlined, one-stop shop. To sustain the organization and its unique (*advocacy*) role in executing plan review, permitting, inspection services, there are a variety of initiatives Development Services will actively undertake, through the assistance of key stakeholders inside and outside the City, to solidify Development Services’ position for its staff and customers.

**Goal 3 - Develop and implement a continuous improvement process system informed by our performance metrics, customer feedback and best-in-class operational practices from local, regional and national development service organizations.**

Creating a dynamic, learning-centered organization whose business processes are directly tied to helping facilitate the City’s development activity requires an ongoing commitment by staff to seek new and better ways of doing business. This may include, but not limited to process simplification (*reducing the number of steps it takes to complete a task*), a reduction of transactional costs (*people, time or money*), or the use of new tools that better integrate and align various functions (i.e. Accela) allowing for more customer-directed services. The intent is to proactively engaged staff throughout the organization to participate on one of many process teams to assess “as is” conditions, benchmark best practices, and to then recommend changes or modifications that enhance the customer and staff experience.

### **A Commitment to Listen, Learn and Ultimately Act for an even Better Denver!**

There has been a significant investment in creating Development Services to address historic customer concerns relative to the complexity of completing projects (*of all types*) in the City. The investment is beginning to payoff and the organization is poised for even greater service delivery improvements through the **DevelopDENVER Plan**. The team is filled with a highly talented staff, deeply committed to a strong and vibrant City. The ability to tap into this reservoir of content knowledge, from historic preservation to the planning of complex projects, places Denver in a strong position to help attract and retain businesses large and small. So long as the City’s health is heavily tied to sales tax generation, in an ever-increasingly competitive marketplace between other local and regional municipalities, Denver must see itself (*both in spirit and fact*) as the most business friendly City in the Rocky Mountain region.