



# CITY OF TEMPE

*Development & Permit Process  
Stakeholder Engagement  
World Café Sessions*

August 7 & 8, 2013

brought to you  
by:



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The background of the image is a dark red, vertically-oriented wood grain. The planks are separated by thin black lines, and the wood has a natural, slightly weathered appearance with visible knots and grain patterns.

Purpose

# INTRODUCTION

## *Objective*

The goal of the World Café session was to solicit community stakeholder input into the City of Tempe development and permit process.

Project objectives that support this goal include:

- > Engage stakeholders in participatory, productive conversations about the City of Tempe development/permit process
- > Leverage stakeholder input and insights to Identify opportunities for improving the City of Tempe development/permit process
- > Collaborate with core project team of stakeholders at City of Tempe to create key questions for the community and a prioritized list of suggested improvements and ideas

## *Approach*

Two 3-hour *World Café* sessions, held August 7 and 8, 2013 at the Tempe Transportation Center in Tempe, AZ were designed and delivered to maximize community stakeholder input. World Café sessions ensure participation and collaboration by having participants engage in targeted, facilitated conversations around various tables. Session design was developed to include the following:

- > Feedback (likes and dislikes) related to the current standards
- > Praise and positive reinforcement (for what is currently successful and working well in the process)
- > Opportunities for improvement (for what is currently perceived as problematic in the process)
- > Suggestions for improvement (specifically in the opportunity areas identified by participants)

## *Participants*

Session participants were recruited across multiple variables with the intention of representing diverse stakeholder interests and points of view during the session. Participants included developers, lawyers, architects, engineers, business owners and homeowners.

# EXECUTIVE SUMMARY

Two 3-hour World Café sessions were held on August 7<sup>th</sup> and 8<sup>th</sup>, at the Tempe Transportation Center in Tempe, AZ in order to solicit community and stakeholder feedback about the city of Tempe development and planning proceed. Forty(40) participants recruited from across the city represented diverse interests and experiences. Tamara Christensen of Idea Farm facilitated both World Café sessions and the debrief with the City of Tempe team.

In general, attendees reported satisfaction with the development and permit process. In particular, they highlighted the process, the leadership, the staff and the vision for the future as key areas where they feel satisfied.

Participants also described challenges and issues with the current development and permitting process. During review and analysis of all stakeholder input, four key areas emerged that represent opportunities for improvement.

- Process improvements that address challenges related to customer experience, timing, transparency and technology.
- Communication improvements that address challenges related to strategic vision, collaboration, transparency and alignment
- Staffing improvements that address customer service, decision making and problem solving.
- Miscellaneous improvements related to guidelines for use of new materials

Participants also provided specific suggestions and ideas to improve different areas of opportunity including customer service, code interpretation and enforcement, the approval process for new technologies and materials, reducing paperwork in the process, the review processes for various scales of projects, updating ordinances, retaining talented people, and reducing the timeline.

# Participants

# PARTICIPANTS, SESSION ONE

Phil Amorosi Homeowner

Mike Burke DMB

Lane Carraway Homeowner

Tim Chester Wentworth Property Company

Jason Comer Architeckton

Mark Edgerton Recon Restoration

Eric Emmert Dorn Policy Group

Steven Hogan Parsons Brinckerhoff

Nancy Horman Downtown Tempe Community

Charles Huellmantel Huellmantel & Associates

Kiyomi Kurooska DWL Architects

Brian Laubenthal Ryan Architecture

Dan Mann Rick Engineering

Todd Marshall Marshall Urban Development Co.

John McKelvey Pinnacle Design

Matt Meaker Sacks Tierny

Dan Streyle Vermillion JDG

Carolyn Willis Gammage & Burnham

Nick Wood Snell & Wilmer

## PARTICIPANTS, SESSION TWO

Eric Brown William Hezmalhalch Architects

Dan Colton Colton Commercial

Albert Dare Homeowner

John Divall Liberty Properties

Dan Filuk KDF Architectural Group, LLC

Darwyn Harp Hines

Darlene Justus Homeowner

Paul Kent Kent

Heidi Kimball Sunbelt Holdings

Jeremy Lear Evolution Design

Frank Medina Parsons Brinckerhoff

Mary Anne Miller Tempe Chamber

Mitch Rosen SRP

Molly Ryan Carson Ryan Companies

Mark Sanford Parkway Realty Services LLC

Darin Sender Sender Associates

Vincent Territo Todd & Associates

Manjula Vaz Gammage & Burnham

Brad Wilde Land Advisors

Julian Wright Fork & Dagger

## CITY TEAM

Alex Smith

Andrew Ching

Andy Goh

Chris Messer

David Nakagawara Don

Bessler

Hansen

J.T. Marino

John Valenzuela

Lisa Collins

Lisa Loyd

Obenia Kingsby Parrish

Spisz

Ryan Levesque

Shannon Selby Shauna

Warner Steven Methvin

\*\*These individuals participated in pre-session planning and/or post-session debriefing and review of the session results.

# Products

The following pages report outcomes of the World Café sessions. These findings were generated by a team from the City of Tempe during a debrief and analysis session facilitated by Idea Farm. During this session, anonymous feedback notes from the World Café sessions were clustered into themes and synthesized into lists for each section.

WOOHOO!

## Current Standards-Likes

- PAD is okay
- Good communication
- Multi-modal
- Good Design
- Streetscapes
- Consistent regional standards

BOOHOO!

## Current Standards- Dislikes

- Shortcuts in the process
- Inconsistent interpretation of codes and missed opportunities for other innovative codes
- Need to rethink downtown parking requirements
- Not a level playing field (i.e. fairness in process)

## WHAT'S WORKING?

# Process Likes

- Process is flexible and streamlined. Timeline works well.
- Vision- an effective investment in infrastructure positions Tempe for growth and engineering for future capacity.
- Senior leadership is willing to facilitate and develop solutions to remove barriers and solve problems.
- Staff is professional and proactive in working with the development community

## WHAT COULD BE BETTER?

# Process

- Process lacks flexibility and scalability
- Process not electronic and therefore lacks efficiency, transparency and tracking potential
- Process lacks a shared customer experience philosophy at the staff level
- Process is too cumbersome (timelines, submittals, etc.)

## WHAT COULD BE BETTER?

# Communication

- Lack of collaboration and transparency between city staff, departments and boards.
- Poor, untimely and inconsistent sharing of information results in an inefficient development process and neighborhood disenfranchisement
- Lack of understanding- flexibility versus uncertainty
- Lack of a clear, central vision to connect the development process. Need to differentiate between urban and suburban environments

## WHAT COULD BE BETTER?

## Staff

- Decisions are not being made at a low level. Lower level staff not able or empowered to solve problems.
- Not enough quality staff. Need enough staff and great staff.
- Staff attitude is not always helpful, focus more on a checklist rather than goal of a good project. Staff focus more on what is wrong/missing than how to help resolve issues, solve problems, etc.
- No feedback loop for making upper management aware of problems with staff

WHAT COULD BE BETTER?

## Materials, misc.

- Lack of clarity around the process of introducing new products/materials
- Lack of clear guidelines for new landscape materials and design

WMBATW TO...

## improve customer service?

- Training. Develop staff training to educate on organizational standards and courtesy to build confidence and empowerment
- Feedback. Create feedback channel for senior management review

WMBATW TO...

## clarify code interpretation and enforcement?

- Staff training for consistency, to empower
- Transparency simplify, document, publish
- Boards and Commissions review, suggest
- Consistency education, level the field
- Allies ombudsman, APS, SRP, etc.

WMBATW TO...

improve the approval process to accommodate new technologies and materials?

- Continuing education for employees
- Review codes of other cities
- Need review process for new codes

WMBATW TO...

## reduce paperwork in the process?

- Electronic plan review mainly for the applicant, also for the staff
  - Inspections
  - Submittal
  - Scheduling
  - Access
  - Status
  - Approvals
- FAQs with YouTube videos public facing, internet accessible

WMBATW TO...

## develop review processes for various scales of projects?

Become a leader and follower of best practices involving people, processes and business strategy

- Staff resources staff specialists, private inspectors to expedite
- Best practices study what other cities do
- Be scalable and nimble adjust types, same day processing
- Check back in with customer

# update ordinances?

Identify best practices with on-going review groups to advance process timing and prioritize code changes (i.e. cpted, landscape, lighting, signs, etc.)

- On-going review panel process changing times
- Explore best practices study what other cities do
- Reduce content less is more
- Specific section amendment
- Changes to regulated process timing

WMBATW TO...

## retain talented people?

- Integrated approach to personnel
  - Recruit/hire good people
  - Give them the training the need
  - Manage/supervise effectively
  - Meaningful feedback and reviews
  - Provide incentives and promotion

WMBATW TO...

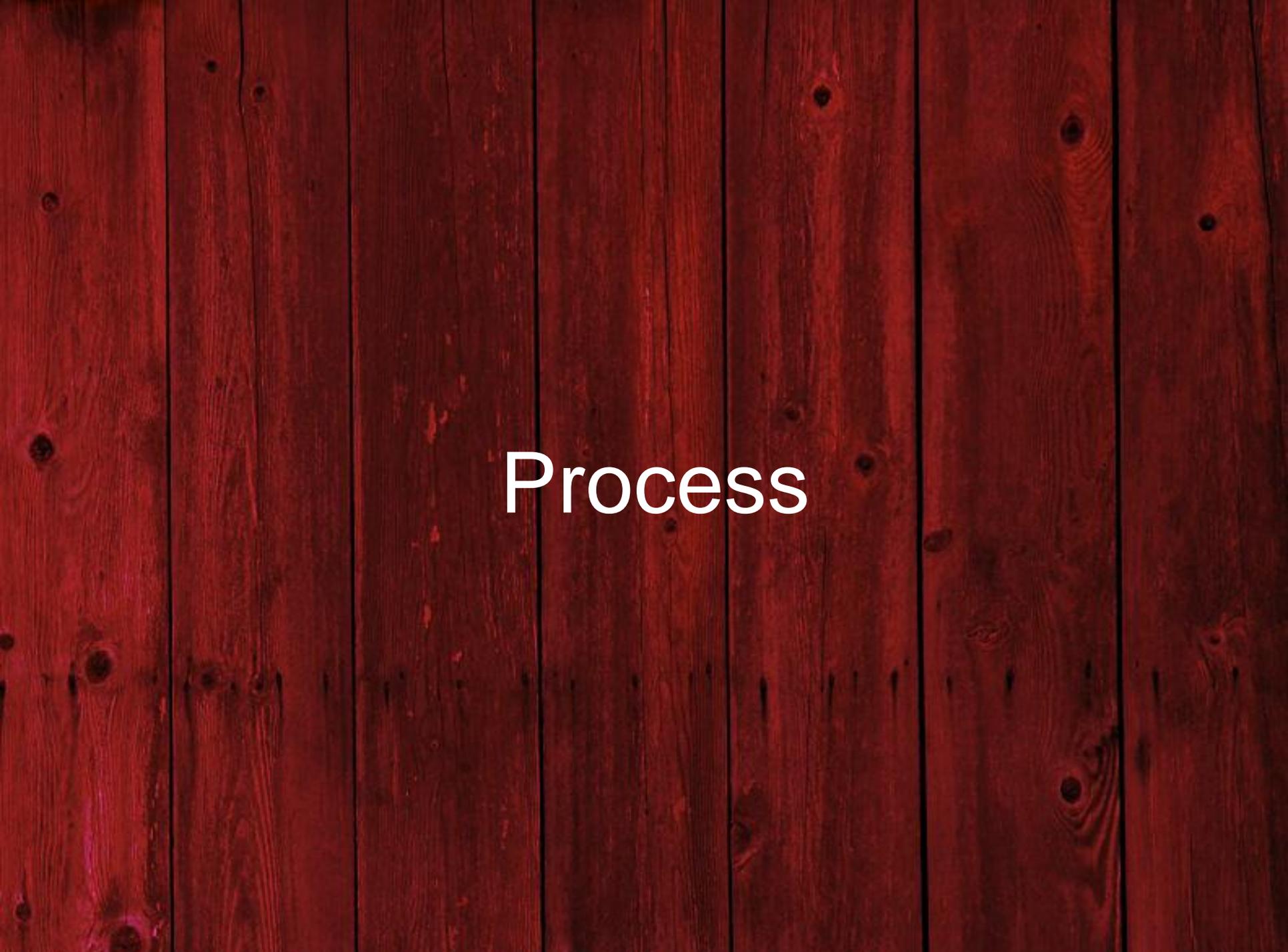
## reduce the timeline?

- Define processes collaboratively
- Adopt best practices collaboratively
- Train staff in new process to empower decision making at the lowest level
- Adopt electronic technology to promote transparency and efficiency

WMBATW TO...

## Miscellaneous suggestions

- Small permit suggestions less requirements for small residential projects
- Improve ease of document research make it easier to research documents online

The background of the image is a dark red, vertically-oriented wood grain texture. The wood planks are separated by thin, dark vertical lines. The overall color is a rich, dark red with some darker and lighter variations in the wood grain.

Process

# Experience

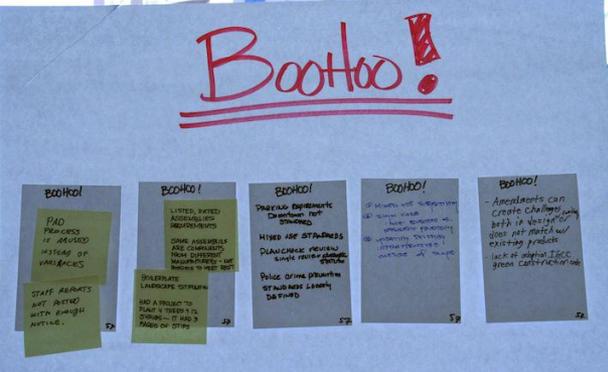
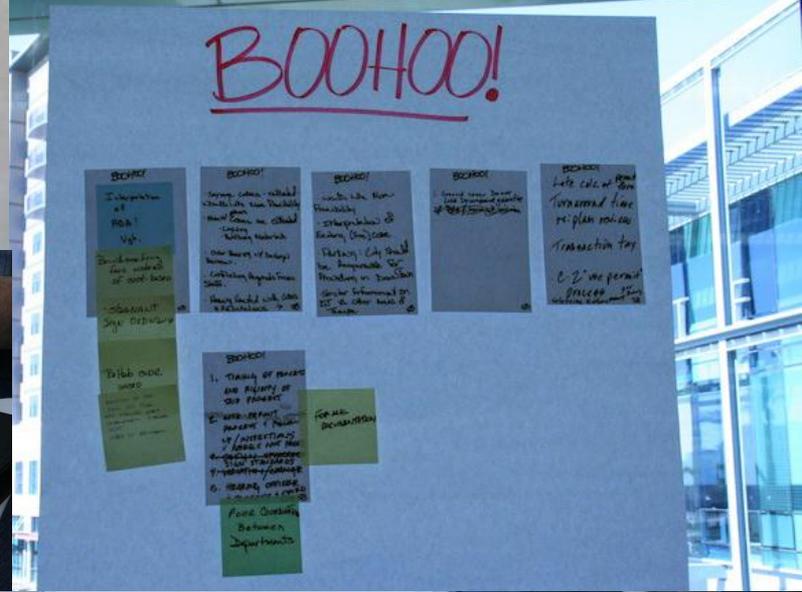
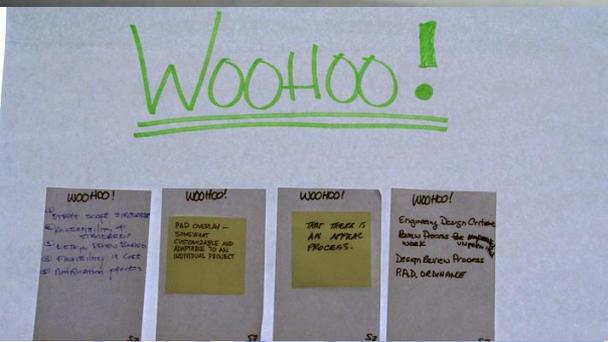
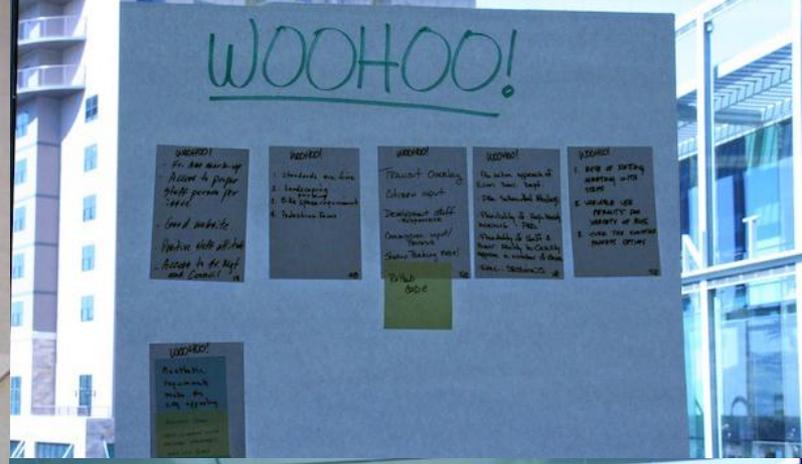
The following pages illustrate the World Café sessions and the types of activities that attendees participated in. The outcomes from each activity (i.e. sticky notes and white cards taped to flip charts) are also pictured here. These artifacts of the process were the focus of the debriefing session with the City team, which led to the findings reported herein.

# WOOHOO! BOOHOO! Current Standards

As a warm-up activity, participants were asked to list things they like and dislike about the current standards.

This was done first individually and then shared and discussed in groups of 3 or 4 people.

Each group was asked to identify the top 5 likes and dislikes from their tables and print them on a card to share with everyone else.



Using the World Café approach, each participant was asked to discuss what they feel is not working well with the current process, i.e. areas that might be improved.

This was done individually, then discussed in groups of 3 or 4 people. Individuals then moved around and formed new groups.

Each group shared their top 3-5 key topics of discussion.

# WORLD CAFE

WHAT'S NOT WORKING? (INDIVIDUAL)

TABLE TALK (GROUPS)

PICK 3

ROTATE

REPEAT

SHARE







Using the World Café approach, each participant was asked to discuss what they feel is working well with the current process, i.e. areas that do not require any change or improvement

This was done individually, then discussed in groups of 3 or 4 people.

Each group shared their top 3-5 key topics of discussion.



Participants chose 4 topics from the “What’s Not Working” activity to focus on for suggesting improvement. Choices were made based upon participant interest and don’t necessarily reflect patterns or quantity of interest.

After 4 topics were chose, they were reframed as a question that began with “What Might Be All The Ways...” Participants worked in groups and circulated to all 4 questions to make suggestions.

## OPPORTUNITIES FOR IMPROVEMENT

WMBATW... to improve customer service?

WMBATW... to clarify code interpretation and enforcement?

WMBATW... to improve the approval process to accommodate  
new technologies and materials?  
reduce paperwork in the process?

WMBATW... to develop review processes for various scales

WMBATW... to of projects?

update ordinances

WMBATW... to retain talented people?

WMBATW... to reduce the timeline?

WMBATW... to



# WMBATW...

## TO IMPROVE THE CUSTOMER SERVICE EXPERIENCE

Provide training to improve consistency

Train staff to focus on final product not process

Empower staff to make decisions and avoid unnecessary approvals

Implement a customer feedback mechanism

NO VETOS without systems

Challenge staff to see from the customer's point of view

Train staff to think of the customer

IMPROVE STANDARDS TO IMPROVE CUSTOMER

Be more open to new ideas, ideas & innovation

Be more open to new ideas, ideas & innovation

- DEVELOP A POSITIVE "CAN DO" ATTITUDE WITHOUT ALLOWING AN INDIVIDUAL STAFF MEMBER'S PERSONAL FEELINGS FROM INFLUENCING THE RESULTS (I.E. ENFORCE THE CODE STANDARDS EQUALLY OR REVISE THE CODE)

- BE A PROBLEM SOLVER

HAVE A MECHANISM FOR PROVIDING FEEDBACK TO STAFF AT THE CLOSE OF A SERVICE POINT

USE CUSTOMER FEEDBACK TO IMPROVE THE SERVICE AND PROVIDE A GREAT EXPERIENCE FOR THE CUSTOMER

# WMBATW...

## to improve the approval process to accommodate new technologies and materials?

Assure review of new ideas even if not consistent with code.

Create a process to approve new materials that the "old" code never considered

Reach out to sister cities as an indicator they have reviewed

Compare code to competitor cities

Be open minded about new material

Be more open to new ideas

EMPOWER STAFF TO MAKE DECISIONS AND AVOID NECESSARY APPROVALS

Update code (minimum standards) to accommodate use of new materials/technology rather than requiring to meet current code which may not be the case for new materials

This staff have used new materials/technology and report suggestions on the code to accommodate them.

# WMBATW...

- TO DEVELOP/ESTABLISH DIFFERENT/APPROPRIATE REVIEW PROCESSES FOR THE VARIOUS SCALES OF PROJECT. (IE. A T1 VS A LARGE SCALE MIXED-USE PROJECT)
- SELF CERTIFICATION + PERMITTING

Current staff doing specialized in certain size projects

Differentiate between developer + TI's

Study P1x's expedited process

Urban & Suburban Case options

Establish joint design team / staff forum for discussions TADERS/NAIOM

CONSISTENCY OF PERMIT DECISIONS IN ALL JURISDICTIONS. ONLY COPY A SUBMITTING TO ONE AGENCY NOT IN THE CITY CODE

Have expedited process for simple issues

Same-day processing for simple issues

Permit by inspection like City of P1x

# WMBATW...

to remove paper from the process?

Send all drawings online. Don't allow comments online.

Youtube videos w/ FAQ

Have inspectors have online logs. Automatically a new model?

iphone app to access form + or process

ELECTRONIC REQUESTS FOR SUBMITTALS IN ADDITION TO PAPER PROCESS

Have online public process available. Automatically go through the process. Control & approval

Database to monitor City type of allowing about stress to do's + status

Develop phone app for notification of reviews or inspections

2018

# WMBATW...

WHAT MIGHT BE ALL THEWAYS...

## We can update ordinances?

Review outdated ordinances  
IRM signage, building permits, etc. are obsolete in the downtown

NATIONAL BLDG CODES ARE REVISED EVERY 3 YRS. ESTABLISH A SCHEDULE TO REVIEW BUILDING CODES WITH 1 YR OF REVISION

LESS said for ordinance or the better

Asian American Litigating

Clear Violation process

Regularly hold reviews

discrete specific ordinances (ie signage)

City Ordinances i.e. remove & replace add to

It's layer some are crossed & never updated

Understand trends & amend ordinances

Annual "town hall" panel of analysis, feedback and response to give out an advisory report

Conduct a year City "low quality" study to update the ordinance

Penit is CAPED

Compare with other cities...

Allow more floor to be used for interpretation

The world change transfer ratio is 2 times

Why have ordinances

Township and Ordinance showing better results overall. Ordinance is a good practice

Ordinances are created to mitigate current problem

CURRENTLY 33% of townships in AL are doing better than the state. Ordinance is a good practice. Ordinance is a good practice. Ordinance is a good practice.

100 copies looking for good examples elsewhere

# WMBATW...

WHAT MIGHT BE ALL THEWAYS...

Retaining talented people

## Provide Effective Leadership (to staff) & RETAIN Talented People?

Recognize and reward employees for their contributions

Provide variety of work samples of 10 hrs and virtual staff

Have formal, BCL and have the right kind of structure of the organization

Encourage & Inspire Staff to Sign up for

Create an organization where the staff are motivated

Use various ways to address work activities (like making a plan)

Use various ways to address work activities (like making a plan)

Provide a clear vision of the organization and the role of the staff

Recognize and reward employees for their contributions

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# City of Tempe Team

A team of representatives from the City of Tempe convened for a 2-hour debrief and analysis session. All sheets and input from the World Café sessions were included. All input was anonymous.

Similar to the World Café approach used with stakeholder, the City team worked in small groups to review issues and suggestions for each activity and to cluster them into categories (or buckets) of similarity. This synthesis provided the outcomes reported in this document.

# WELCOME!

**9:00** - INTROS, OVERVIEW, ETC.

**9:15** - **ROUND 1 CONVERGE**  
- WOO HOO / WHAT'S WORKING  
- BOO HOO

**9:45** - **ROUND 2 CONVERGE**  
- WHAT'S NOT WORKING

**10:15** - **ROUND 3 CONVERGE**  
- SUGGESTIONS FOR IMPROVEMENT

**10:45** - SYNTHESIZE & PRIORITYZE



# WHAT'S WORKING

**PROCESS**  
Process considered flexible and streamlined. Timeline water well. Review process for the water access action.

**JUNIOR LEADERSHIP**  
Senior Leadership is willing to facilitate in developing solutions to remove barriers and solve problems.

**STAFF**  
Staff resources quickly when needed. Staff are keen to take on new challenges.

**EXEC**  
Senior Leadership is willing to facilitate in developing solutions to remove barriers and solve problems.

**ACCESS TO STAFF & LEADERSHIP**  
Senior Leadership is willing to facilitate in developing solutions to remove barriers and solve problems.

**STAFFING**  
Staff resources quickly when needed. Staff are keen to take on new challenges.

**PROFESSIONALISM**  
Staff are professional and take pride in their work.

**APPROACHABILITY**  
Staff are approachable and willing to help.

**POSITIVE**  
Staff are positive and enthusiastic.

**RESPONSIVE**  
Staff are responsive and quick to react.

**WILLING TO CONSIDER IDEAS**  
Staff are willing to consider ideas and take on new challenges.

**TOUR/SHOW**  
Staff are willing to take on new challenges.

**SHARING BEST PRACTICES**  
Staff are willing to share best practices and learn from others.

**FEASIBILITY OF THEIR IDEAS**  
Staff are willing to consider ideas and take on new challenges.

**APPLICATION & MAINTENANCE**  
Staff are willing to take on new challenges.

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# WMBATW

WHAT MIGHT WE DO TO BE MORE EFFECTIVE LEADERSHIP & RETAIN TALENTED PEOPLE?

**PROVIDE EFFECTIVE LEADERSHIP & RETAIN TALENTED PEOPLE?**

**PROVIDE EFFECTIVE LEADERSHIP**  
Senior Leadership is willing to facilitate in developing solutions to remove barriers and solve problems.

**RETAIN TALENTED PEOPLE**  
Staff resources quickly when needed. Staff are keen to take on new challenges.

**ACCESS TO STAFF & LEADERSHIP**  
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# Thank you!

Thank you for including us in your efforts to engage diverse stakeholders and have productive conversations. We wish you great success in improving the City of Tempe development and permit process.



[www.idealarmcoop.com](http://www.idealarmcoop.com)

thank  
you  
For this  
DAY