



Discovery & Recommendations

LPCE Implementation Project

September 20, 2024

Team Intro/Bios

Prosci Team



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Engagement Leader



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Principal Change Advisor



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Agenda

- Our Understanding
- Change Management Overview
- Discovery Findings
- Recommendations
- Sponsorship

A group of four diverse people (three men and one woman) are sitting around a wooden table in a meeting. The image has a blue overlay. The text "Our Understanding" is written in white, and "What's Changing" is written in a smaller white font below it. There are coffee cups and papers on the table.

Our Understanding

What's Changing

What's Changing / Our Understanding

Overview

- Digital Transformation of Licensing, Permitting, and Inspection Processes. Will initiate the transformation of current permitting, licensing, and development review processes and software to a new solution that better matches business needs and meets staff and customer requirements.

Core Team

- Denzel Maxwell - Executive Sponsor
- Kevin Wilkins - Transformation Lead
- Kim Meyer - Steering Committee
- Drew Brooks - Steering Committee
- Kai Kleer/Patti Milio – Project Manager(s)

Reviewed Documents and Key Interviews

Documents/Activities

- ✓ Program Charter / Business Case / Overview Deck
- ✓ Project Benefits
- ✓ Concerns / Issues / Risks
- ✓ Communications work to date
- ✓ Risk Analysis
- ✓ 4P Exercise (See Appendix Slide 35)

Interviews

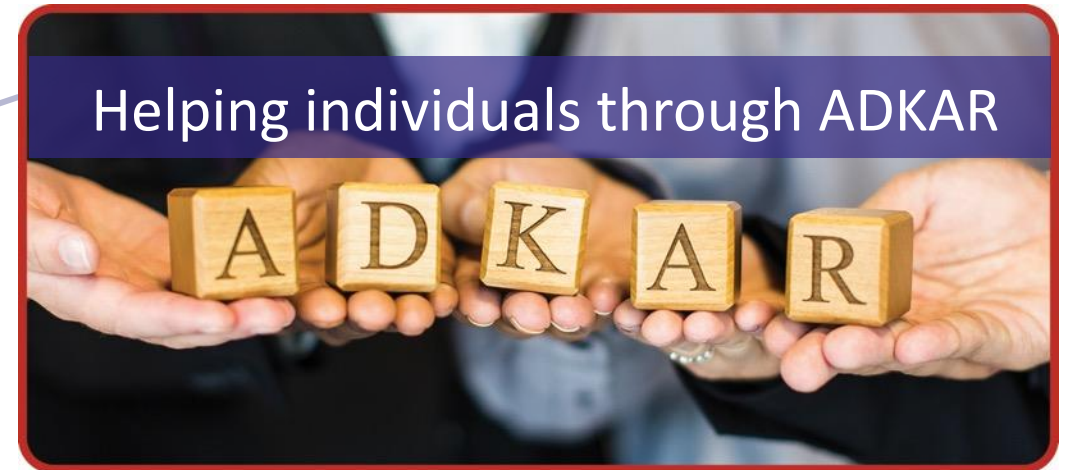
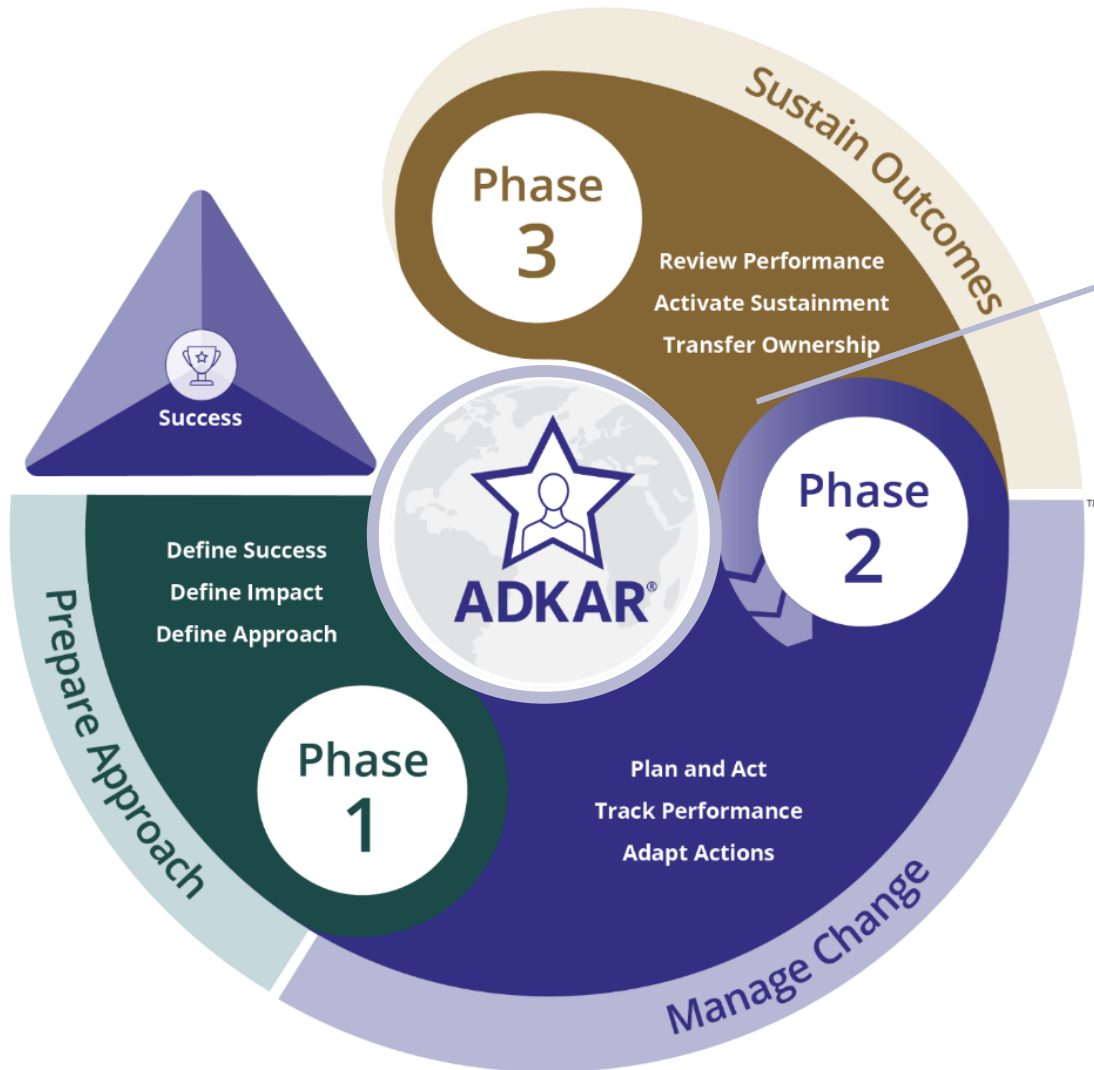
- ✓ Denzel Maxwell (Executive Sponsor)
- ✓ Kai Kleer/Patti Milio – Project Manager(s)
- ✓ Drew Brooks/Kim Meyer - Steering Committee
- ✓ Shar Manno/Kiana Carter/Michelle Reulet - Subject Matter Experts (SMEs)
- ✓ Tyler Robbins/Marcus Coldiron - Business Unit Core Team

A group of diverse business professionals in a meeting, looking at a laptop screen. The image is overlaid with a blue gradient and contains text.

Change Management Overview

How Individuals Move Through Change

Organizational Change Requires Individual Change

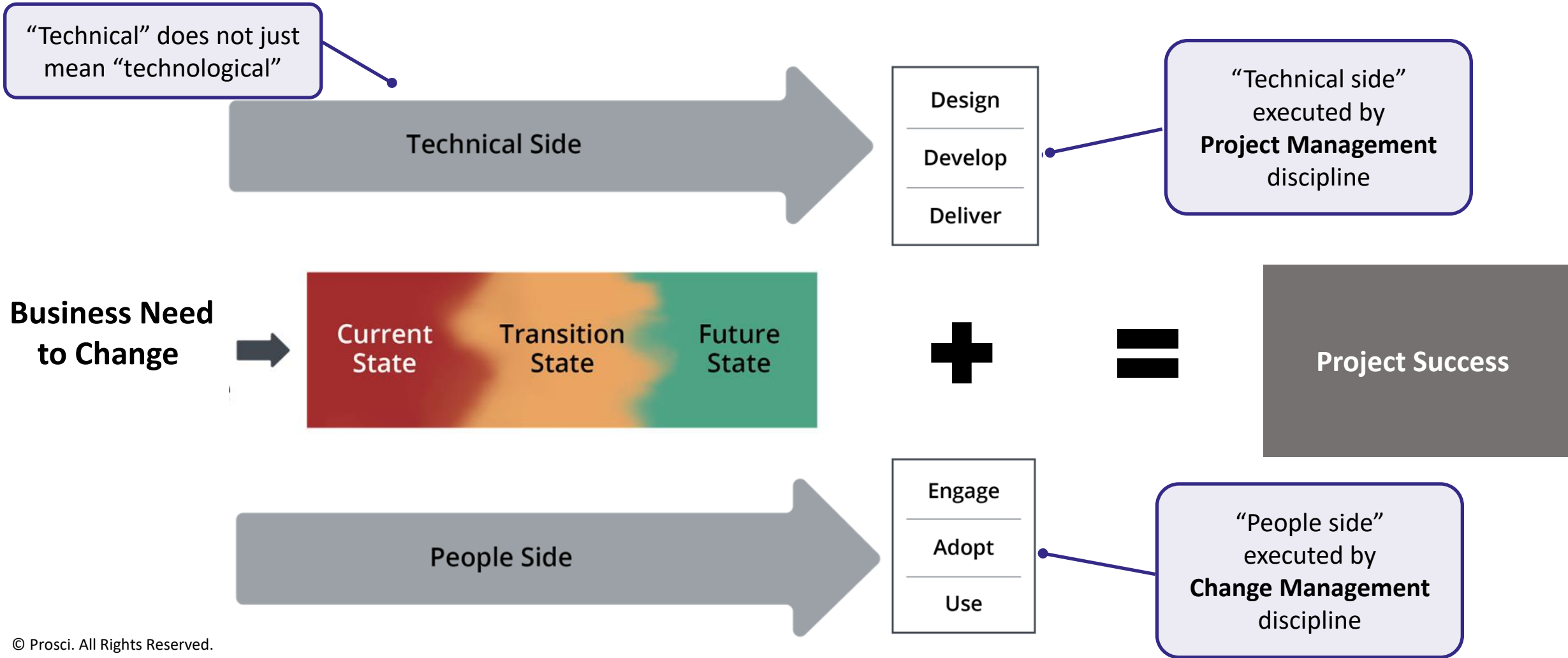


ADKAR Model on a Page

ADKAR element	Definition	What you hear	Triggers for building
A Awareness	Of the need for change	"I understand why..."	Why? Why now? What if we don't?
D Desire	To participate and support the change	"I have decided to..."	WIIFM Personal motivators Organizational motivators
K Knowledge	On how to change	"I know how to..."	Within context (after A&D) Need to know <i>during</i> Need to know <i>after</i>
A Ability	To implement required skills and behaviors	"I am able to..."	Size of the K-A gaps Barriers/capacity Practice/coaching
R Reinforcement	To sustain the change	"I will continue to..."	Mechanisms Measurements Sustainment

Right Before
Go Live

Unified Value Proposition



Research Findings on Change Success

In all 12 Prosci Best Practices reports, **sponsorship** was #1 on the list

Top Contributors to Change Success

1

Active and visible
sponsorship

2

Structured change
management approach

3

Employee engagement
and participation

4

Frequent and open
communication

5

Integration and
engagement with
project management

6

Dedicated change
management resources

7

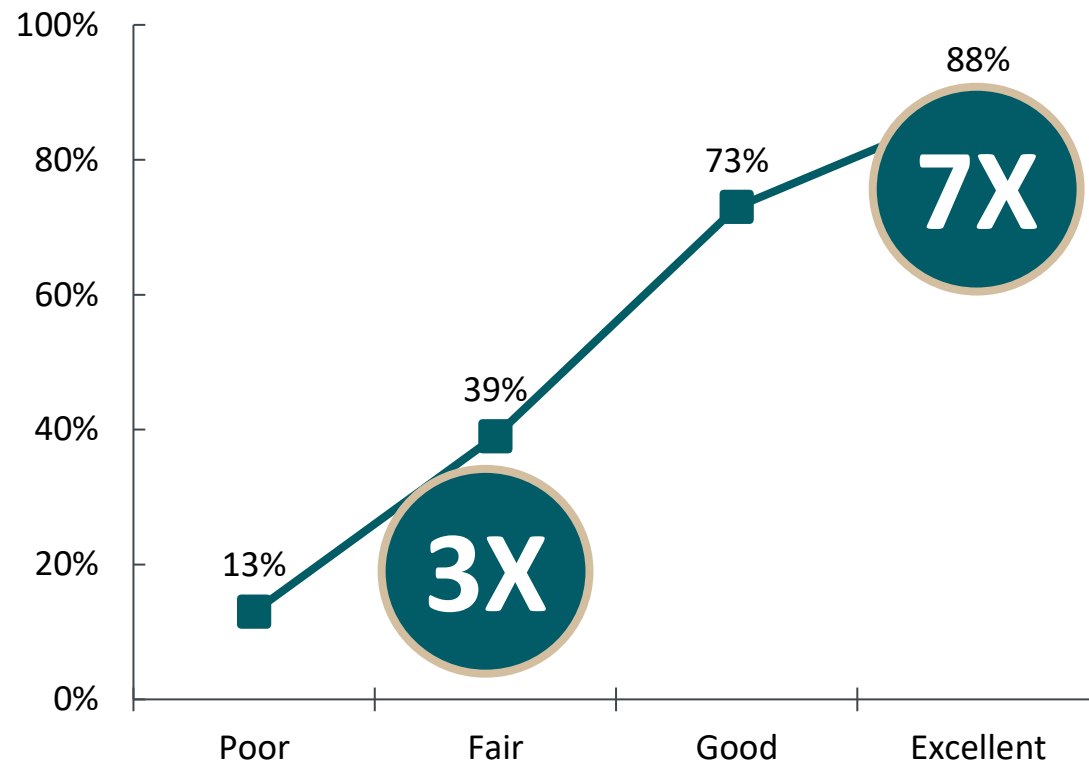
Engagement with
middle managers

Change Management Effectiveness Correlations

More effective change management results in increases in:

- Meeting objectives
- On or ahead of schedule
- On or ahead of budget

Percent of Respondents That Met or Exceeded Project Objectives





Discovery Findings

Interview Themes, Key Findings and Impact

Key Themes



Sponsorship:

- Risk with no identified program sponsor
- Risk with not understanding roles and responsibilities of different levels of sponsorship.



Communications Resources

- Gap in identified role to support external customer onboarding
- Sporadic internal communications support for project



Processes/Workflows:

- Gap with not having fully mapped workflows and processes (As-is/Future)
- Gap with cross functional review of processes and workflows



Change Support Resources:

- Risk with not identified internal change resources to support project
- Risk with resource allocation for critical support roles (training support, change champion, change agent networks)



Customer Impact:

- Risk with understanding the current and future customer impact
- Gap with identified strategic approach for external customers



Change Capability:

- Immature/sporadic change maturity across City of Fort Collins
- Decreased change capability with key leaders (Core Team/Sponsors)

Identified Risks

When asked, “What is keeping you up at night?”, there were several risks that were brought up by key stakeholders.

Business Related

- Varying degree of customized processes and manual processes. A need to understand as is/future state workflows is critical
- Cross functional collaboration is lacking with process reviews – risk of resistance with minimizing redundancy of processes

Program Related

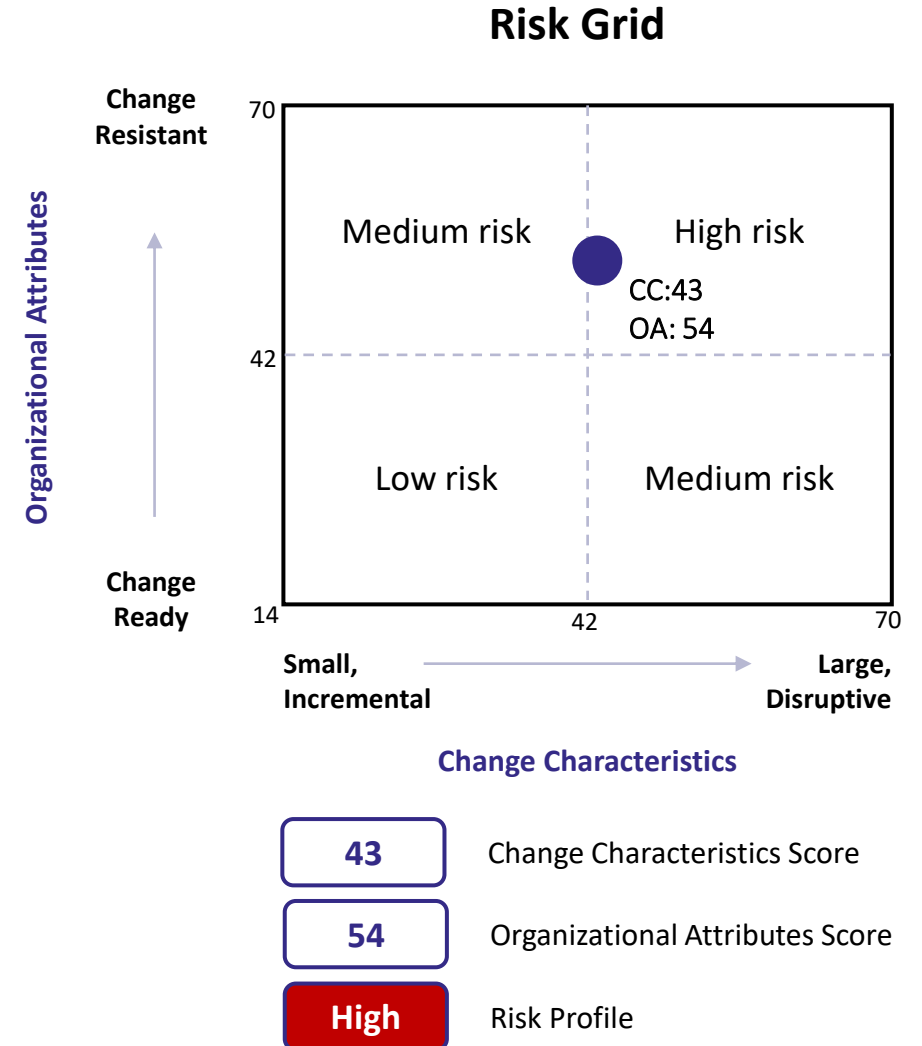
- No program/project sponsor is identified
- Core Team may lack the understanding of their role and responsibilities as part of the sponsor coalition
- Communication cascading is varied across the organization, especially with people leaders.
- Those not directly involved with the project are uninformed and not ready for the change.

People & Community Related

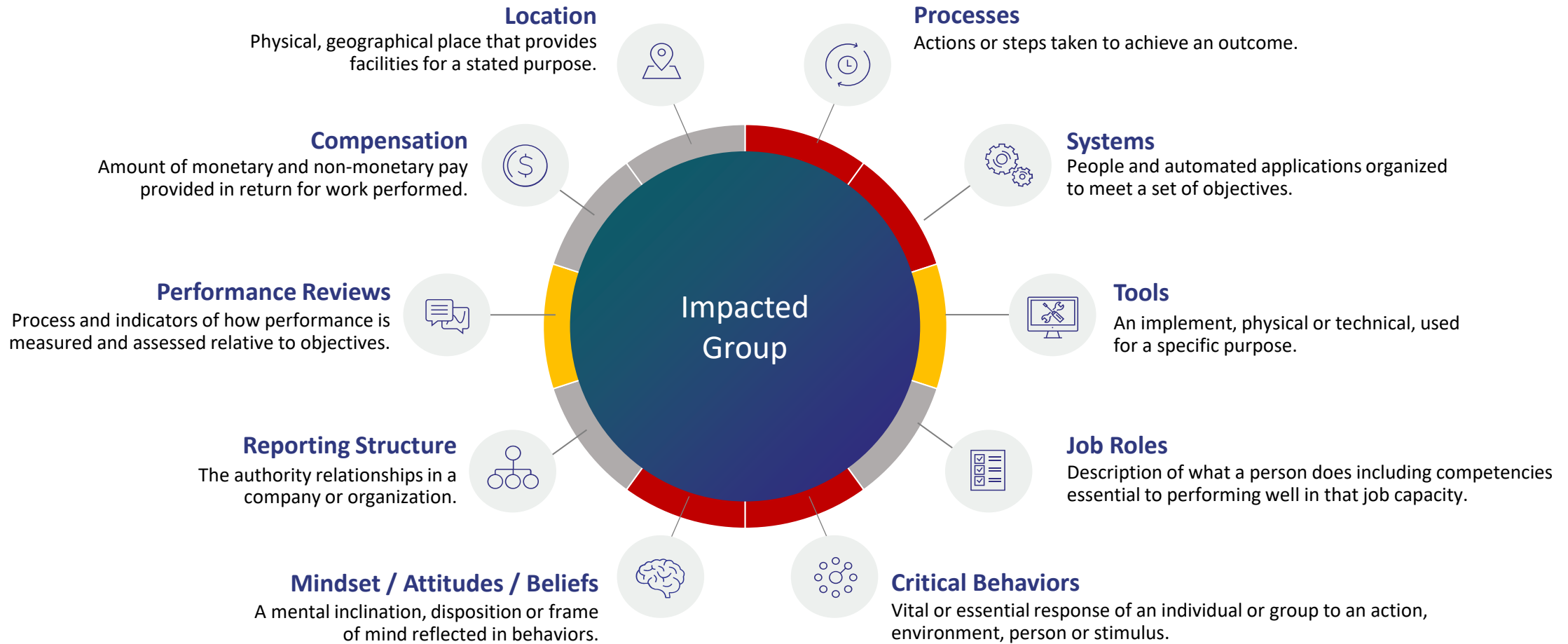
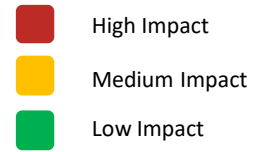
- Non-standard processes have resulted in a lack of accountability and communication, leading to a poor customer experience.
- Current ways of working lack transparency and direction for our customers.
- Current customer dissatisfaction and risk to image with City of Fort Collins

Risk Assessment - Conducted on September 16, 2024

Critical Aspect	Score	Insights
Change Characteristics	43	<ul style="list-style-type: none"> Increased risk/complexity of change with impacted groups being both internal and external. Risk to reputation with poor execution Increased potential for internal resistance due to varying impacts to groups and the level of disruption (Manual to automated) Need to identify key resources across impacted groups who can influence, support, and prioritize the effort (ex: Change Agent Networks)
Organizational Attributes	54	<ul style="list-style-type: none"> Resistance may not be due to the current impacts, but to the previous history of failed changes Expect to encounter barrier point at Desire -What's In It For Me ("WIIFM") People Managers may resist due to change saturation. It will be important to support this group and to actively engage them in process workflows and processes Good training will be key to adequately support teams to build Knowledge and Ability. Make sure to allow time to build Ability internally to increase quality of customer experience Executives may consider deprioritizing (where possible) other less strategic work to prioritize this effort so that change fatigue is reduced

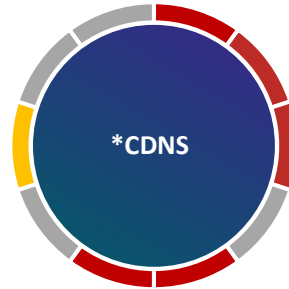
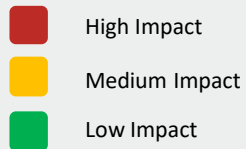
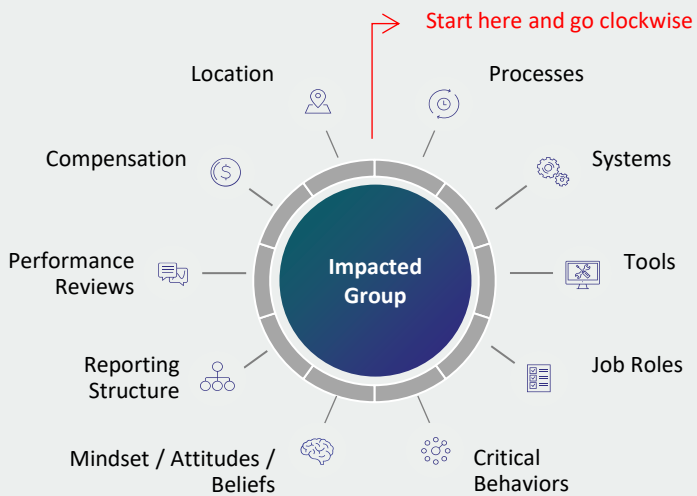


10 Aspects of Change



Impacted Groups – LPCE Implementation

10 Aspects of Change Impact



Unique Group Consideration: A lot of change fatigue with this group. Multiple groups use different systems (technology and manual processes for plan/license review)



Unique Group Consideration: Varying degree of understanding the information/resources, with mixed customer populations. Consider how they need to be supported (Not all customers are technology saavy)
(Ex: Residents, contractors & developers)



Unique Group Consideration: Local and State regulatory impact – strict enforcement and adherence needed



Unique Group Consideration: There are only about 20 agencies who need to be aware of change, and who will be using the system the most
(Ex: Poudre Fire Authority, Larimer County, External Water Districts, etc)



Unique Group Consideration: Direct feedback from council about the public may cause a greater urgency to execute quickly, impeding a streamless transition

*CDNS – Recommend breaking these groups out individually in Phase 1

**Outside Agencies: May break these out – target the 20 who are highly impacted the most

Change Management Readiness

Change Success	Status	Insights
Sponsorship	Risk	<ul style="list-style-type: none"> • Primary Sponsor is not currently identified • There is confusion around who the sponsors are, and what their roles are • Sponsors and sponsor coalition unclear with roles and responsibilities
CM Approach	On Track	<ul style="list-style-type: none"> • A structured Change Management approach should be used (Prosci methodology)
Communications	Potential Risk	<ul style="list-style-type: none"> • Front-line employees and those not directly involved with the project may be uninformed due to a lack of cascaded communications • Broader communications for awareness are lacking
Employee Engagement	Potential Risk	<ul style="list-style-type: none"> • Outside of the core project team including SMEs, there is little employee engagement • Currently there aren't identified standing meetings/channels to distribute project information to leaders and teams • Change champion networks is currently not identified to support the change
CM Resources	Risk	<ul style="list-style-type: none"> • The project currently does not have dedicated, experienced CM resources. While CM experience among managers and project leaders varies, experienced internal/external change practitioners can fill those gaps with targeted plans and support
CM / PM Integration	On Track	<ul style="list-style-type: none"> • Change Management is being integrated early into the project lifecycle. Project Managers are willing and eager to work with CM resources
People Leaders / Middle Managers	Potential Risk	<ul style="list-style-type: none"> • Strong need to coach people leaders on their roles and responsibilities • Lack of awareness with how to manage resistance to support their teams • People leaders will need support with cascading – some do this currently, but it varies

A woman with dark hair is looking thoughtfully to the right. In the background, a man is visible, looking towards the camera. The scene is dimly lit with a blue tint.

Discovery Recommendations

Initial Next Steps

LPCE Discovery Recommendations



Sponsorship and Vision

- Identify employee facing sponsorship role to support the LPCE project
- Gain leadership alignment to vision, direction, timeline (City Mgmt/SteerCo)
- Communicate vision and direction with a clear roadmap to the future state



Resource Allocation

- Identify experienced resources who can fully support the project (change practitioners/communications/training resources)



Customer Support

- Identify external facing roles to help communicate and support external customers



Customer Impact

- Determine strategic approach to onboard customers for enhanced customer experience



Cross Functional Collaboration

- Reduce siloes and coach teams to think bigger picture as “one team” (ex: workflows/processes)



Leadership Change Capability

- Recommend Sponsor and Core team Prosci training to build organizational change capability to support LPCE project.

Immediate Communication Recommendations

Key activities to begin **Awareness** phase

- **Share 1-pager with leaders for LPCE** – Use as talking point for LPCE. Update accordingly
- **Broadly communicate for Awareness** – “What’s Changing”, “Where we Are”, “Why”, “Why Now”, ‘Approximate Timeline”, “Benefits”, “Consequences of not changing” (Email/All hands/Town Halls or other standing meetings)
 - ▶ Capture FAQs
- **Build initial Share Point site to house email communications/resources/FAQs/project team members/departmental SME network**
 - ▶ Create Executive Sponsor Message to place on Share Point to create Awareness
- **Create LPCE project email inbox** to capture employee questions for inputs to FAQs
- **Identify brand LPCE project logo** for project communications

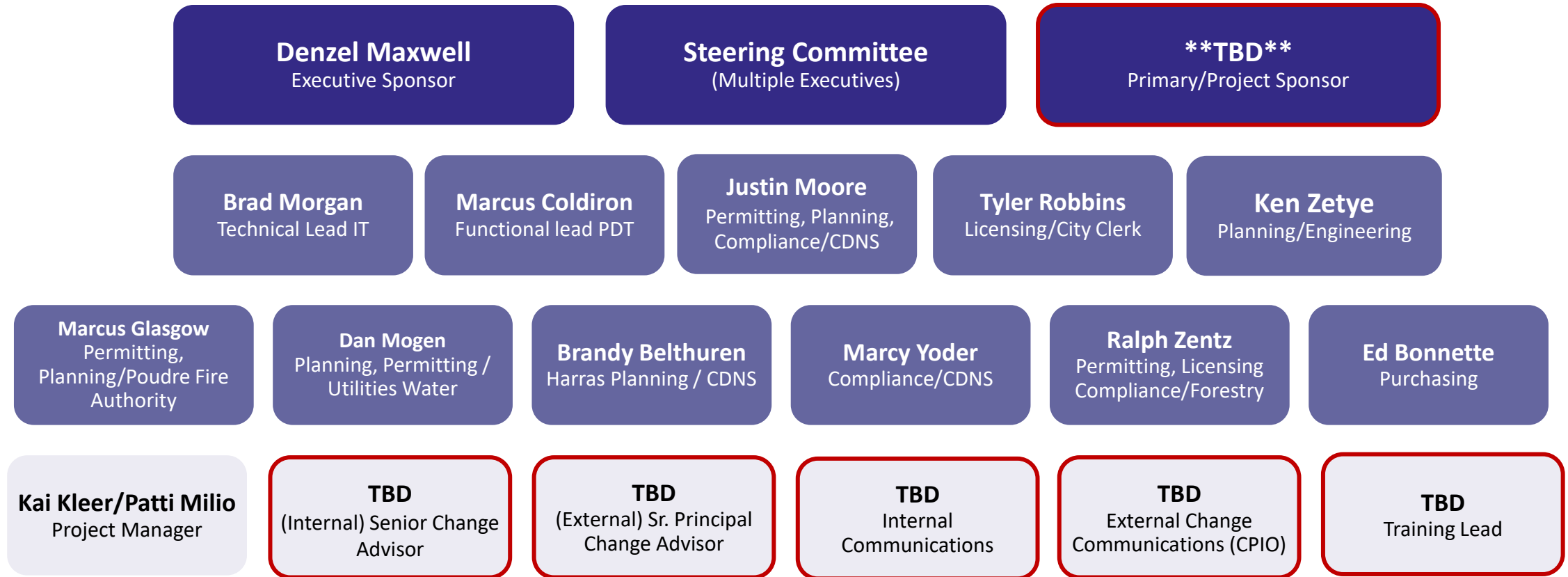
Recommended Start Date for
Phase 1 Change Management
Nov 4, 2024

A woman with dark hair and a nose ring is sitting at a table in a meeting, gesturing with her hand while talking to two men. One man is on the left, looking at her, and another is on the right, looking at a laptop. The scene is overlaid with a blue and purple gradient.

Sponsorship

Critical Roles and Responsibilities for Change Success

Sponsor Coalition Map



Executive/ Primary Sponsor - Employee Facing Role

Core Team - Sponsor Coalition

** Non-coalition Critical Project Roles

Sponsorship Roles

Executive Sponsor/SteerCo

- Authorize the change
- Provide credibility to change
- Perform Employee-facing activities (All hands/Town halls, Meetings)
- Build sponsor coalition
- Communicate effectively (Go-Lives/Post go-live/Reinforcement)

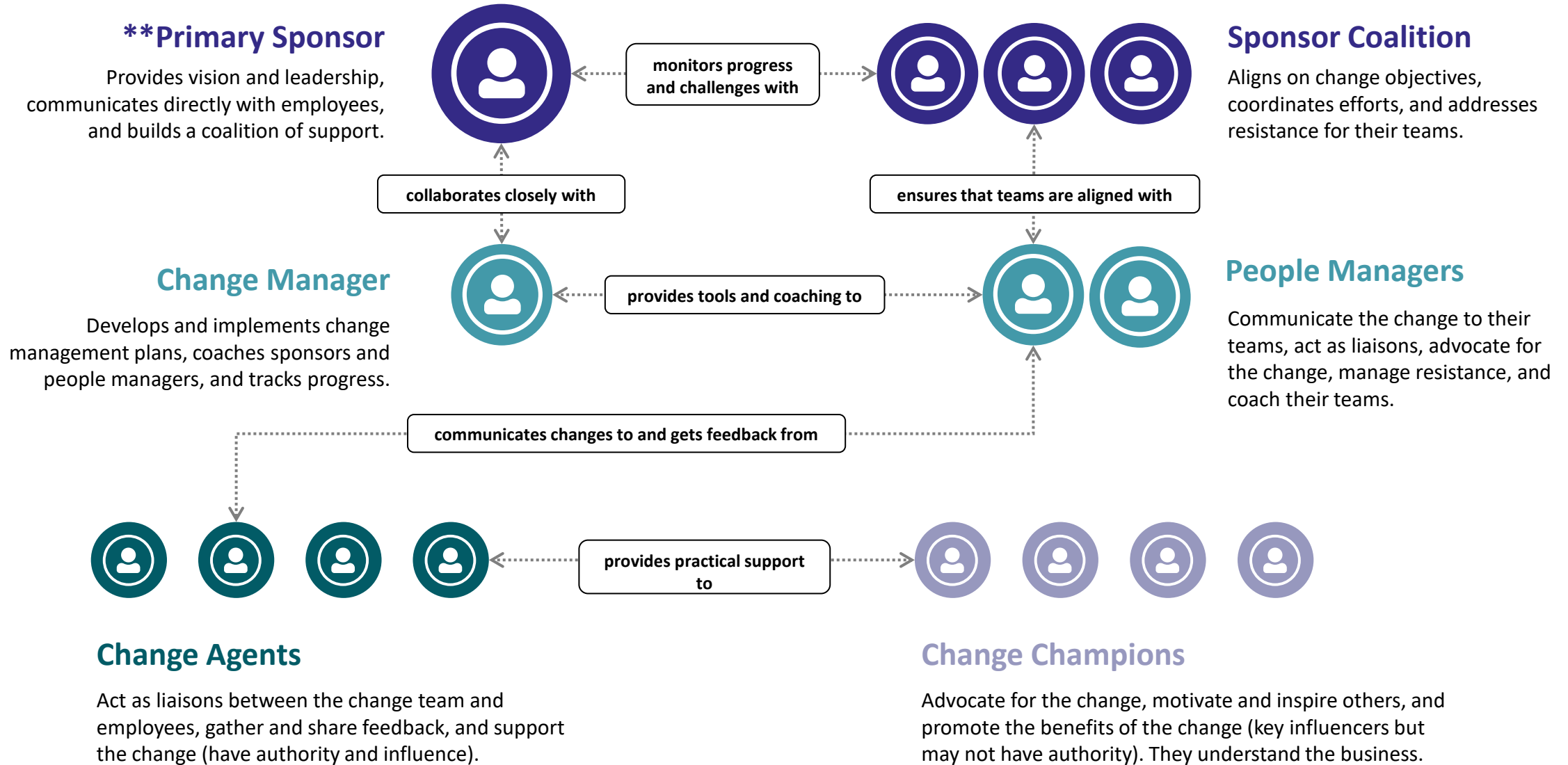
Primary/Project Sponsor

- Active and visible partner/influencer to PM/OCM and the organization
- Participate in managing the day-to-day project activities (CM meetings, CM deliverable reviews)
- Communicate the “why”, “why now” and “consequences” of not changing, as well as ongoing key messaging throughout

Sponsor Coalition

- Support the change
- Build alignment with their leaders and teams
- Engage and mobilize their leaders and teams
- Facilitate communications through cascading information
- Role model and set expectations of their leaders and teams

Change Ecosystem



Thank You

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A group of diverse people are sitting around a long wooden table in a meeting room. They are engaged in a discussion, with some looking at laptops and others at each other. The room has large windows in the background, and the overall atmosphere is professional and collaborative. The image is overlaid with a blue tint.

Appendix

Common Pitfalls

Common pitfalls to consider

- Incomplete business processes or cross functional workflows
- Compressed timeline for internal training/insufficient training to support role
- Lack of training resources/SMEs to help support/build training specific to Fort Collins
- Insufficient data cleanup and integration
- Lack of resources to support project – CM, communications, customer support
- Improper system profiles – Managed access and permissions to system. Possible regulatory and compliance issues due to lack of security within system
- Lack of beta testing for customer onboarding – High impacted groups/improper external communications
- Lack of CM and PM integration of plans – Siloed approach and lack of “people-side” support

Avoidable Costs and Mitigable Risks



Costs



Risks

<p>To the project if we do not manage the people side of change well</p>	<ul style="list-style-type: none"> • Project delays • Missed milestones • Budget overruns • Rework required • Loss of work by project team 	<ul style="list-style-type: none"> • Resistance – active and passive • Project put on hold • Resources not made available • Obstacles appear unexpectedly • Project fails to deliver results • Project is fully abandoned
<p>To the organization if we do not manage the people side of change well</p>	<ul style="list-style-type: none"> • Productivity plunges (deep and sustained) • Loss of valued employees • Reduced quality of work 	<ul style="list-style-type: none"> • Impact on customers • Impact on suppliers • Morale declines • Legacy of failed change • Stress, confusion, fatigue • Change saturation
<p>To the organization if this change does not deliver the results we expect</p>	<ul style="list-style-type: none"> • Lost investment in the project • Lost opportunity to have invested in other projects 	<ul style="list-style-type: none"> • Expenses not reduced • Efficiencies not gained • Revenue not increased • Market share not captured • Waste not reduced • Regulations not met

ADKAR Example Activities

Awareness Tactics

1. Repetitive face-to-face communication of the business reasons for the change and the risks of not changing
2. Use a variety of communication channels, such as team meetings, emails, bulletin board postings, posters, etc.
3. Provide employees with ready access to business information, such as external drivers of change
4. Share customer feedback and develop effective responses
5. Surface and address rumors

Desire Tactics

1. Help employees identify the personal benefits of the change (WIIFM)
2. Acknowledge the losses and opportunities associated with the change
3. Address negative history with change – discuss why previous mistakes occurred and how current and future changes can be implemented differently to ensure success
4. Engage employees in the change process at the earliest possible stages of the change
5. Align incentive and performance management systems to support the change

Knowledge Tactics

1. Ensure employees have access to and time to attend training
2. Use job aids to assist employees in the learning process
3. Provide open and ready access to information to support learning
4. Identify employees that others can go to for assistance
5. Provide one-on-one coaching
6. Share problems and lessons learned as a team

Ability Tactics

1. Help employees apply what they have learned to real work situations
2. Ensure that employees have the time and opportunities to develop new skills
3. Provide solutions when the "real work" does not match what they learned in training
4. Be a role model for how to act in the new environment
5. Identify when "more time" is not the answer and external intervention is required

Reinforcement Tactics

1. Celebrate successes
2. Recognize employees for successfully implementing change
3. Gather feedback from employees
4. Identify root causes for low adoption and implement corrective action
5. Build accountability mechanisms into day-to-day business operations

Sponsor Role in Change: Fulfill the ABCs to Drive Success

It's not just signing checks and charters



Actively and visibly
participate
throughout the project



Build a coalition
of sponsorship with
peers and managers



Communicate
directly with
employees

Change Ecosystem Interactions

Interactions and Collaboration

Sponsors and Change Manager:

- Collaborate closely: Develop a sponsor roadmap to guide sponsor activities and ensure they remain engaged.
- Regular updates: Change practitioners provide sponsors with progress reports and feedback.

Sponsors and Sponsor Coalition:

- Unified Communication Plan: Leverage a unified communication plan to ensure consistent messaging
- Role Modeling: Actively demonstrate their commitment to the change through their actions and behaviors.

Sponsor Coalition and People Managers:

- Align People Managers: align on priorities, messaging and address any emerging resistance.
- Resource Allocation: allocate resources or adjust strategies to better support the People Managers and their teams.

Change Manager and People Managers:

- Equip with tools and training: Provide people managers with the necessary resources to support their teams.
- Regular coaching: Conduct coaching sessions to address challenges and resistance.

People Managers and Change Agents:

- Communicate changes: Work together to ensure clear and consistent communication.
- Gather feedback: People managers rely on change agents to understand the team's sentiment and address concerns.

Change Agents and Change Champions:

- Foster a positive attitude: Both roles work to create a supportive environment for the change.
- Share feedback and success stories: Change agents provide practical support while change champions focus on motivation and advocacy.

4 P's – Defining the Change

100% of the benefits we are expecting depends on all employees doing their jobs differently.

Project	Purpose	Particulars	People
<p>Digital Transformation of Licensing, permitting, Inspection and Development Review</p> <p>Consequences of not Changing/Risks:</p> <ul style="list-style-type: none"> • Operations may fall behind increasing demands from businesses and residents, while being unable to integrate new trends and technologies properly due to incompatibility with legacy processes and platforms. • A highly complex environment with current permitting and licensing spanning multiple departments • Highly customized system processes requires significant coordination, • Lack of standardized process, and a high desire for specialized solutions like the ones currently in place could hamper the adoption of more universal tools. 	<p>Digital Transformation of Licensing, Permitting, and Inspection Processes - Funding this offer will initiate the transformation of current permitting, licensing, and development review processes and software to a new solution that better matches business needs and meets staff and customer requirements</p> <p>Project Outcomes:</p> <ul style="list-style-type: none"> • Re-engineered processes: elimination, simplification, digitization and automation • Reimagining work to reduce manual and high touch processes into low touch self - service capabilities • Introducing smart workflows to automate processes, shifting from analog paper to digital online solutions • Shifting input to the consumer, guiding them through the process with digital workflows • Implementing intelligent routing and inspections scheduling, and notifications to consumers • Increasing our scale while reducing the time to process and approve submissions with confidence • Implementing automated, no- code workflows, approvals and online payment collection <p>Organizational Benefits:</p> <ul style="list-style-type: none"> • Increased satisfaction with customer experience through simplicity of standardized processes with permitting and licensing • A more holistic, customer-centered software ecosystem to increase efficiency, and accessibility to information • Increased regulatory compliance through improved accessibility <p>Individual Benefits:</p> <ul style="list-style-type: none"> • Decreased turnaround times through increased transparency and automation of future processes in one holistic solution • Time reduction through Increased time efficiency through automation of workflows, to focus on day-to-day operations. • Support staff with up-to-date streamlined processes that allows for digital enablement • Better cross functional collaboration 	<p>Process changes: New, standardized, and optimized processes and procedures across the following groups:</p> <p>System changes:</p> <ul style="list-style-type: none"> • Digital Enablement using a more robust, customer – centric solution. • Vendor Selection to be completed XX <p>Tools changes: Reduce reliance upon MS Excel and other manual and paper-based tools and forms for data tracking, analysis, and reporting.</p>	<p>Approximately 200-300 employees will be impacted by this change across the following groups:</p> <p>List groups: Internal Community Development & Neighborhood Services (CDNS) – (250) City Clerk Office (10) City Council City Managers (15)</p> <p>List groups: External External Customers (175000) Outside Agencies (200)</p>