

## **JOB ANNOUNCEMENT – CITY OF CHICAGO, OFFICE OF THE MAYOR**

### **DIRECTOR OF PROCESS IMPROVEMENT**

**Title:** Director of Process Improvement

**Department:** Office of the Mayor

**Salary:** \$125,016

**Reporting to:** First Deputy of Business and Neighborhood Development (with direct relationship to Deputy Mayor of Business and Neighborhood Development and Chief Operating Officer)

**Ideal Start Date:** Early May 2024

**Apply here:** <https://www.surveymonkey.com/r/ProcessImprovementDirector>

**Priority Application Deadline:** Monday, March 18, 2024 at 11:59pm CT.

#### **OVERVIEW**

On Monday, December 11, 2023, Mayor Brandon Johnson signed Executive Order 2023-21 Streamlining City Development Processes. The Executive Order calls for fourteen relevant departments to work together to streamline city development processes, including building permits, design reviews, environmental reviews, financing, zoning, and more. It gives these departments 90 days to identify key barriers in their approval processes that lead to increased timelines, costs, and uncertainty. Departments must also identify solutions and an implementation plan.

Chicago is grappling with an affordable housing shortage and disinvested business corridors disproportionately located on the South and West sides, both resulting in significant inequities in health, wealth, and well-being. The City of Chicago must address these historic and present-day inequalities with a multi-faceted and long-term approach that reverses entrenched patterns of disinvestment, embraces equitable, community-driven development, reinforces access to affordable and high-quality housing, and allows Chicago to be an attractive business destination for small businesses, entrepreneurs, developers, and corporations.

The City currently has in place longstanding development-related administrative policies and processes, which significantly influence the types, kinds, and locations of developments built. These policies and processes were developed with the intent of advancing resident interests, public health, efficient urban layout, and high-quality design; however, the City recognizes that some of these policies and processes, although well-intentioned, can hinder the speed, cost, and location of development, and unnecessarily increase project costs and risks.

The Executive Order also established this new role: Director of Process Improvement.

#### **RESPONSIBILITIES**

The City of Chicago is seeking a strong candidate who has the experience and vision to direct the reimagining, streamlining, and expediting of development processes. The Director of Process Improvement will be responsible for leading and developing strategy, implementation, data collection & analysis, relationship-building & co-governance, and storytelling & communications. The Director of Process Improvement will not be overseeing a team immediately, but the goal is for them to eventually

lead and manage a team in the coming years. In the short term, the Director of Process Improvement will be supported by the First Deputy of Business and Neighborhood Development, the Director of Housing, and the Director of Business & Commercial Development. The Director will also receive support from leaders in the 14 relevant departments and senior staff in the Mayor's Office.

### **(1) Operations & Implementation (50%)**

- Manage a recurring department coordinating body to ensure development projects are moving efficiently through the pipeline
- Utilize functional and industry knowledge to identify the root causes of barriers within City processes that cause delays
- Lead cross-functional teams focused on process improvement and optimization
- Manage the development of short-term and long-term initiatives, including a project management schedule and budget
- Closely monitor process improvement needs for large-scale, unique development projects
- Coordinate resources assigned to projects and timely completion of deliverables throughout all phases
- Serve as department liaison to facilitate documentation of existing and proposed procedures
- Review existing codified procedures & internal policies for discrepancies, outdated practices, and opportunities for modernization within municipal code
- Identify creative and equitable revenue sources to resource staffing and fund technology improvements
- Provide problem-solving and project management services to City leadership, department heads and managers

### **(2) Data Collection & Analysis (25%)**

- In coordination with Departments, identify key metrics to determine impact of recommended changes; articulate measurable outputs, outcomes, and impact
- Manage the collection and analysis of data to inform strategies and tactics for increased equity
- Issue a monthly internal report to monitor plan goals and foster accountability
- Champion new systems, software, and processes that create a culture of increased data-tracking, measurement, and analysis
- Develop written reports and presentations to communicate project results to senior staff in the Mayor's Office, City departments, business leaders, and the general public

### **(3) Long-term Strategy (10%)**

- Co-develop and publish a 3-year strategic plan in partnership with the Business and Neighborhood Development team and the 14 relevant City departments (*already in progress*)
- Assess department budgets in coordination with OBM to align funding with the priorities in the three-year strategic plan
- Generate short- and long-term programmatic and policy solutions; work with stakeholders to develop new procedures and determine appropriate code updates and policy updates for eventual adoption by City Council or future Executive Orders by the Mayor
- Conduct an analysis of public, private, and philanthropic funding sources dedicated to this work and recommend adjustments

- Develop a broader framework for process improvement across other issue areas, that includes designing the evolution of the role and a team exclusively focused on continuous improvement
- Serve as an expert advisor in specific areas such as change management, performance management, and process improvement

**(4) Relationship Building & Co-Governance (10%)**

- Co-manage a task force of internal and external stakeholders; co-facilitate regular meetings
- Build relationships and work cross-functionally across City departments and sectors
- Act as a source of process expertise for direction, training, and guidance for City staff
- Prepare education materials and deliver presentations to increase awareness and effective use of continuous improvement methods and tools across the organization

**(5) Storytelling & Communications (5%)**

- Partner with the Mayor’s Press Office & Digital team to build out a communications strategy, that includes traditional media, digital, social, events, and more
- Communicate the City's mission and equity related goals to different audiences, including City employees, elected officials, community leaders, business leaders, and more

***NOTE:** The list of essential duties is not intended to be exhaustive; there may be other duties that are essential to particular positions within the class.*

**THIS POSITION IS SHAKMAN EXEMPT**

The salary for this position is \$125,016. Interested applicants should apply here:

<https://www.surveymonkey.com/r/ProcessImprovementDirector>. The application requires answer to two short-answer questions and a resume. No cover letter is requested. The priority deadline to apply is Monday, March 18, 2024 at 11:59pm CT.

**Minimum Qualifications**

Minimum five (5) years of specialized experience that includes developing programs, processes/plans for both current/future operations such as organizational structure, performance management, and business process improvement in the real estate or construction industries

OR

Five years of specialized experience and a bachelor’s degree in operations research, mathematics, probability, statistics, economics, real estate, business, or a subject matter requiring competence in statistics and mathematics.

- Experience coordinating multiple teams, departments, and/or agencies in the development, planning, and implementation of strategy, policy solutions, and programs or related field.
- Experience or working knowledge of local development review and entitlement processes, including but not limited to residential and/or commercial development process, including knowledge of key departments, key processes, key development challenges, and more
- Knowledge of real estate development processes, including zoning, permitting processes, affordable housing funding mechanisms, construction

- Experience working in or closely with municipal government and elected officials
- Applicable knowledge of departmental services, programs, and resources
- Demonstrated leadership and results in achieving a public policy objective requiring policy development and operational activation across multiple actors.
- Advanced knowledge of the Microsoft Suite (Word, Excel, PowerPoint, Power Platforms)
- Excellent data analytics skills and comfort with low-code development platforms such as Tableau, Salesforce, etc.
- Excellent managerial and interpersonal skills
- Proven track record of effectively interacting with senior management
- Ability to work strategically and collaboratively across multiple stakeholders

**Additional skill sets**

- LEADERSHIP - Demonstrate willingness to lead, take charge, and offer opinions and direction
- PROJECT MANAGEMENT – understand how to take an idea from concept to actionable steps and in a reasonably achievable timeframe for completion and execution
- RESEARCH – ability to locate examples and points of reference on a wide range of topics for use to develop innovative ideas
- COMMUNICATION- Clearly communicate information and ideas in writing and verbally
- INNOVATION - Think creatively about alternatives to come up with new ideas for and answers to work-related problems
- COMPLEX PROBLEM SOLVING - Identify complex problems and review related information to develop and evaluate options and implement solutions
- ADAPTABLE – comfort working in ambiguity and adapting to change

All employees of the City of Chicago must demonstrate commitment to and compliance with applicable state and federal laws, and City ordinances and rules; the City’s Ethics standards; and other City policies and procedures. The City of Chicago will consider equivalent foreign degrees, accreditations, and credentials in evaluating qualifications.

**Residency Requirement:** All employees of the City of Chicago must be actual residents of the City of Chicago as outlined in 2-152-050 of the City of Chicago Municipal Code. Proof of residency will be required.