



City of Dallas

Progress on Development Services and Permitting - Matrix Study

**Dallas City Council
November 2, 2022**

Andrew Espinoza, Director/Chief Building Official
Development Services
City of Dallas

Presentation Overview



- Background / History
- Purpose
- Recommendations
- Strengths / Challenges
- Next Steps
- Appendix



Background/Purpose



- Reduce permitting turnaround times
- Improve consistency and permit issuance predictability
- Enhance customer service satisfaction
- Improve recruitment and retention efforts
- Train, develop, and compensate staff



Background/Purpose



Objectives 2023 - To Improve consistency and permit issuance predictability

Reduce residential new construction permitting times by 50% by March 2023

Reduce commercial construction permits times by 25% by March 2023

Improve Customer Satisfaction by 75% end of FY22/23

Monthly open and transparent performance metrics

Issue new residential building permits within 3-5 business days

Perform initial commercial plan review disciplines within 15 business days

Consistently respond to customers within 24 hours or next business day

Specialized services to reduce permitting times to "Same Day" Issuance



Background/History/Purpose



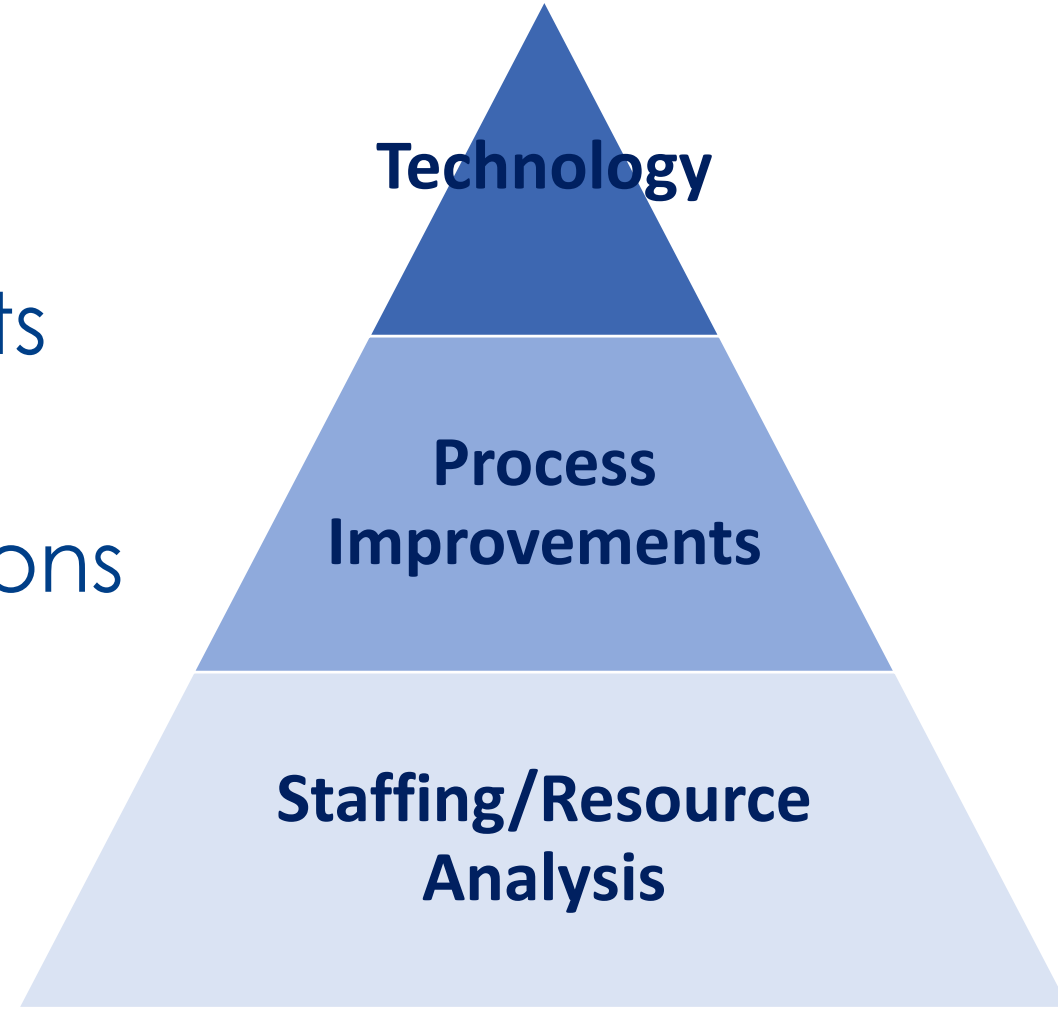
- Matrix Consulting Group Study initiated March 2021
- Final Draft released August 2022
- Conduct an independent assessment of the Departments processes
- Increase operational efficiencies and customer satisfaction



Background/History/Purpose



- Identify staffing needs and resources
- Opportunities for improvements
- Understand key challenges
- Best practices/recommendations
- Strengths of the Organization



Recommendations: Technology



Matrix Group Study	DSD Action Since
Procure new Land Management/Permitting System	Contract discussions finalized / October 2022
Implement an ongoing robust training module specific to customer and staff needs	Onboarding curriculums and Lunch and Learn Series implemented / August 2022
Revamp Department website and provide customer overview of development processes	This process has commenced and will be an ongoing effort
Develop a monthly online dashboard to provide metrics and performance indicators	Data Analytics and Intelligence Dashboard should be complete and shared / January 2023
Create a dashboard to outline the implementation status of Matrix Study recommendations	Monthly updates are being provided on website / November 2022
Transition to 100% online applications	Department is finalizing procurement of new permitting software / October 2022



Recommendations: Operations



Matrix Group Study	DSD Action Since
Reorganize teams to create residential and commercial teams	Realignment and organization charts have been posted / June 2022
Support existing Express Plan Review Team (Qteam)	Hire and implement 2 nd Qteam to support customer requests / December 2022
Standardize permit application intake	Hire and implement intake staff for each divisional group / December 2022
Implement and report monthly Department Performance Metrics	Developed DSD Monthly Performance Report Card / July 2022
Create a “Permit Pilot” position to provide single point of liaison	Implemented a single group of residential/commercial consultant advocates and Meet & Greet agent / August 2022
Contract Third Party Plan Review Services	Currently utilizing three (3) vendors to augment plan review submittals / August 2022



Recommendations: Staffing & Resources



Matrix Group Study	DSD Action Since
Create additional positions to critical time sensitive permitting groups	Added 54 positions with FY Budget 2022/2023
Conduct compensation study and adjust salaries accordingly	Initial compensation study research conducted / September 2022 Ongoing Certification Pay Program
Increase New Single Family Residential Plan Review Team	Additional positions hired and filled / September 2022
Expedite hiring recruiting process	Implemented a Department recruitment team and Fast Track Hiring Events September 2022
Reimagine Internal Controls and Training Division	Developing comprehensive training Departmental Program / March 2023
Create an internal IT and Software Administrator Positions	ITS has dedicated 5 FTE's to DSD January 2023



Next Steps



- Continue recruitment efforts
- Finalize Statement of work (SOW) for software procurement
- Continue to improve and communicate process times
- Communicate performance metrics
- Community engagement and customer communications
- Continue to utilize 3rd party plan review vendors
- Training programs
- Compensation Study Analysis





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Appendix



A: Current State Profile

Structure

Roles, responsibilities, service delivery

Staff allocation

Work levels

B: Process Diagrams

Residential/Commercial

Zoning

Qteam

Subdivision/Plat

C: Best Practice Assessment

Management/Administration

Customer Interaction

Processes

Technology





D: Customer Survey

1,000 Responses

Customer Satisfaction/Timeliness

Communication

Training

Technology

E: DSD Strategic Action Items

Customer Service

Technology

Staff/Recruitment

Specialized Services

Performance Goals

