

# Memorandum



CITY OF DALLAS

DATE March 18, 2016

TO Honorable Members of the Budget Finance and Audit Committee:  
Jennifer S. Gates (Chair), Phillip T. Kingston (Vice-Chair), Erik Wilson,  
Rickey D. Callahan, Scott Griggs, Lee M. Kleinman

SUBJECT Sustainable Development and Construction: Enterprise Fund Overview

On March 21, 2016 the Budget, Finance and Audit Committee will be briefed on an overview of the Sustainable Development and Construction enterprise fund. The briefing is attached for your review.

A handwritten signature in blue ink that reads "Ryan S. Evans for".

Ryan S. Evans  
First Assistant City Manager

## Attachment

c: Honorable Mayor and Members of the City Council  
A.C. Gonzalez, City Manager  
Warren M.S. Ernst, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
Eric D. Campbell, Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
Mark McDaniel, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Sana Syed, Managing Director, Public Information Office  
Elsa Cantu, Assistant to the City Manager – Mayor & Council

# Sustainable Development and Construction Enterprise Fund Overview

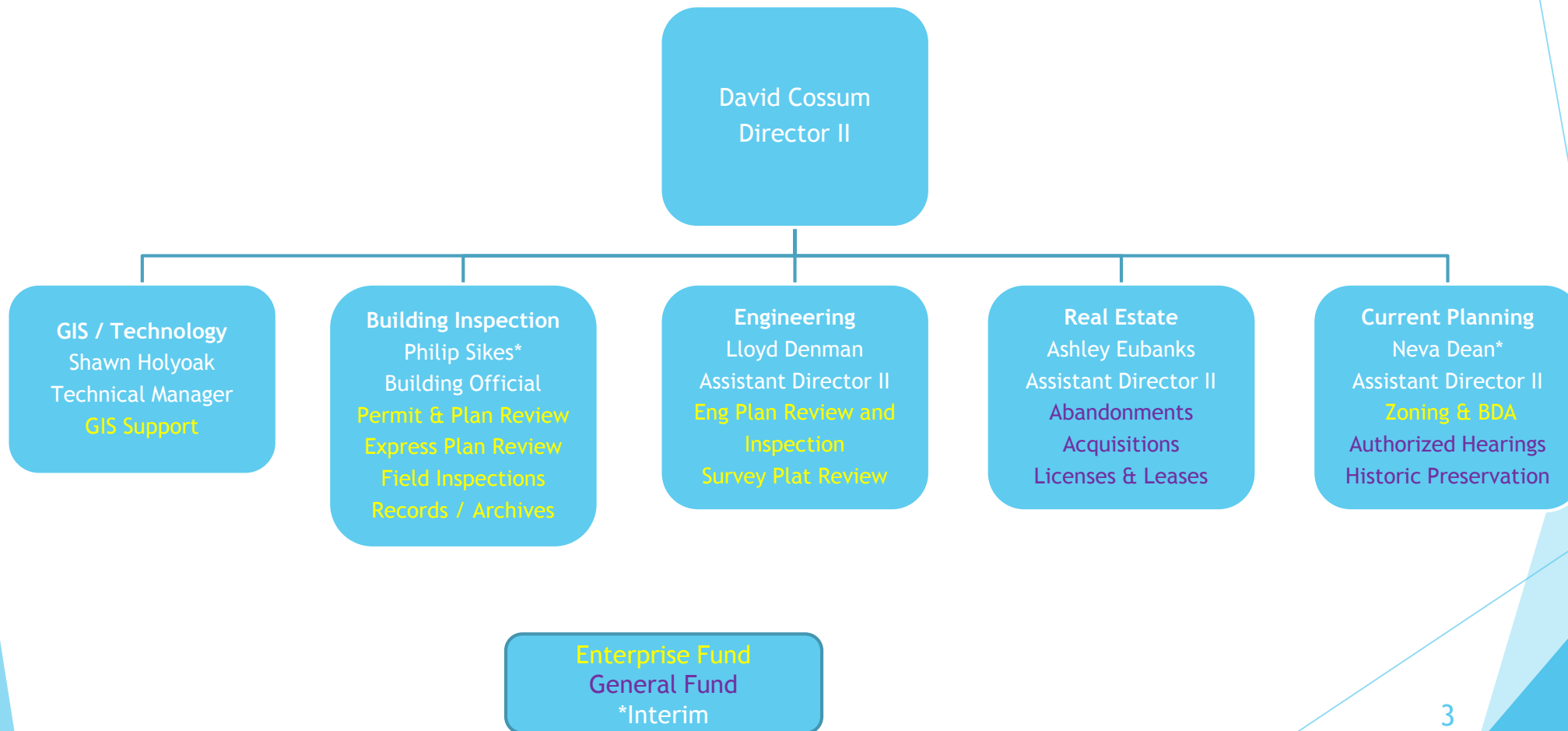
Budget, Finance and Audit Committee  
March 21, 2016



# Purpose

- ▶ To provide an overview of the Sustainable Development and Construction Department's Enterprise Fund

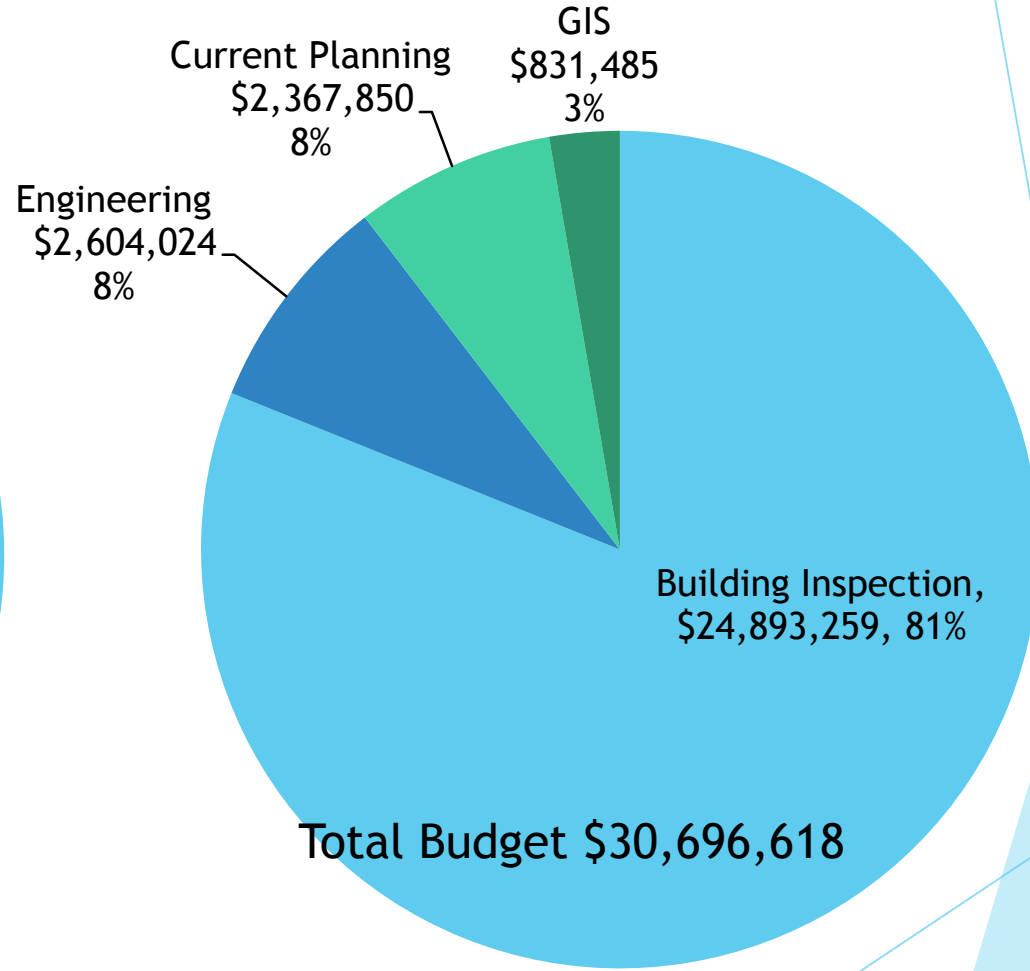
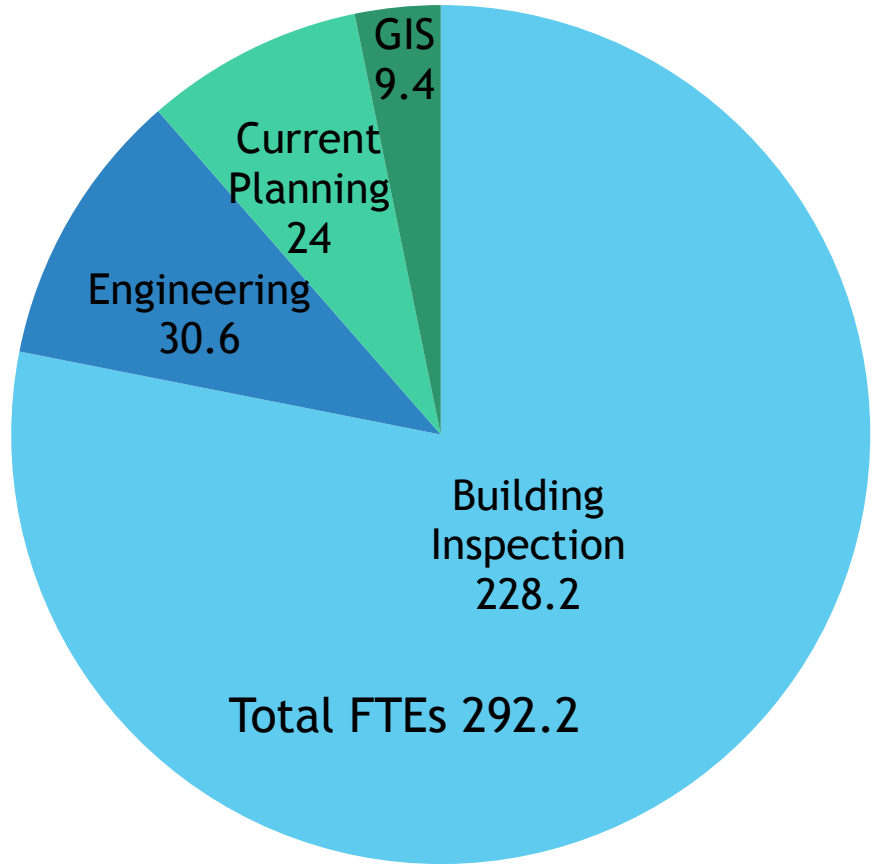
# Sustainable Development and Construction Organizational Chart



# What is the Sustainable Development and Construction Enterprise Fund?

- ▶ The Sustainable Development and Construction (DEV) Enterprise fund is used to pay for functions in the following divisions:
  - ▶ Building Inspection
  - ▶ Current Planning (Zoning, Board of Adjustment and Subdivision)
  - ▶ Engineering
  - ▶ GIS and Technology
- ▶ It is a fund that is entirely supported by the fees that are collected for the services it provides.
- ▶ The Enterprise Fund for FY 15-16 consists of 292.2 FTEs with an annual budget of \$30,696,618.

# Sustainable Development and Construction Enterprise Fund



# Overview - Building Inspection

- ▶ Building Inspection keeps the public safe by ensuring compliance with construction standards and providing guidance to applicants.
- ▶ Services provided include:
  - ▶ Issuing building permits and Certificates of Occupancy
  - ▶ Reviewing and approving site and construction plans for compliance with zoning and building codes
  - ▶ Expedited plan review services (Q-team)
  - ▶ Researching information about development activity, past uses on property, allowed uses, etc.
  - ▶ Performing construction inspections
  - ▶ Archiving and maintaining construction records
  - ▶ Responding to records and archive requests



# Overview - Building Inspection

- ▶ Processed a total of 43,251 permits in FY 14/15
- ▶ Of 43,251 permits
  - ▶ 80% issued within 3 days
  - ▶ 93% issued within 28 days
- ▶ Total valuation of permits processed in 2015 was 4.3 billion dollars
- ▶ 217,672 field inspections conducted (870 per day)
  - ▶ 97.6% of field inspections completed on schedule
- ▶ 46,791 customer visits to Oak Cliff Municipal Center
- ▶ 69,856 calls to OCMC Call Center



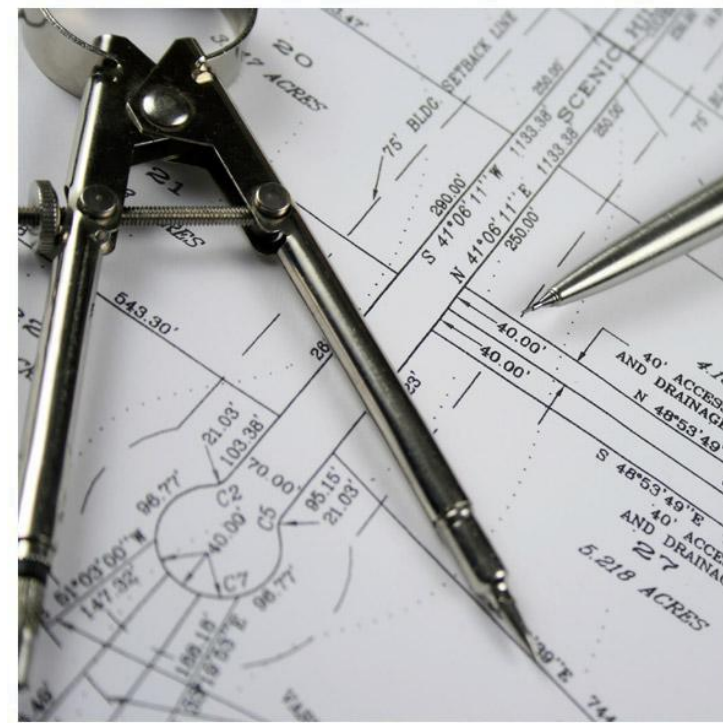


# Overview - Engineering

- ▶ The Engineering division promotes quality development and limits future expenditures on maintenance of public facilities by reviewing all plats and engineering plans associated with private development to ensure that privately funded, public infrastructure improvements are designed and built to City standards.
  - ▶ Water line improvements and extensions
  - ▶ Waste water line improvements and extensions
  - ▶ Storm water improvements and extensions
  - ▶ Street and sidewalk improvements
- ▶ The Engineering division reviews building permits for paving, grading and floodplain concerns.
- ▶ The Engineering division reviews zoning, subdivision and Board of Adjustment cases for traffic safety concerns, reviews survey field notes associated with plats, and consults with developers.

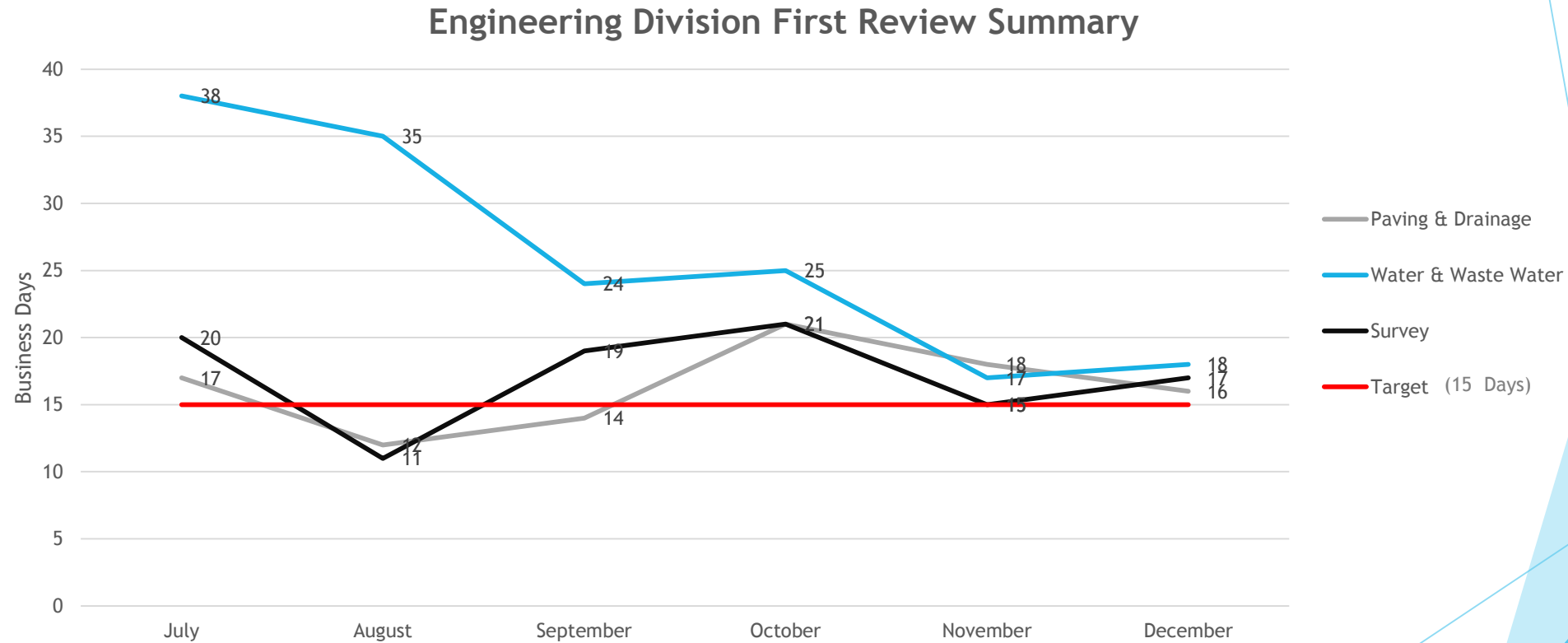
# Overview - Engineering

- ▶ Processed a total of 455 private development projects involving 1404 reviews in FY 14/15
  - ▶ Water and waste water first reviews were completed in an average time of 39 days
  - ▶ Paving and drainage first reviews were completed in an average time of 14 days
- ▶ 1,656 field inspections conducted
  - ▶ 100 percent of first field inspections within 1 day
- ▶ Survey section reviewed 255 sets of field notes



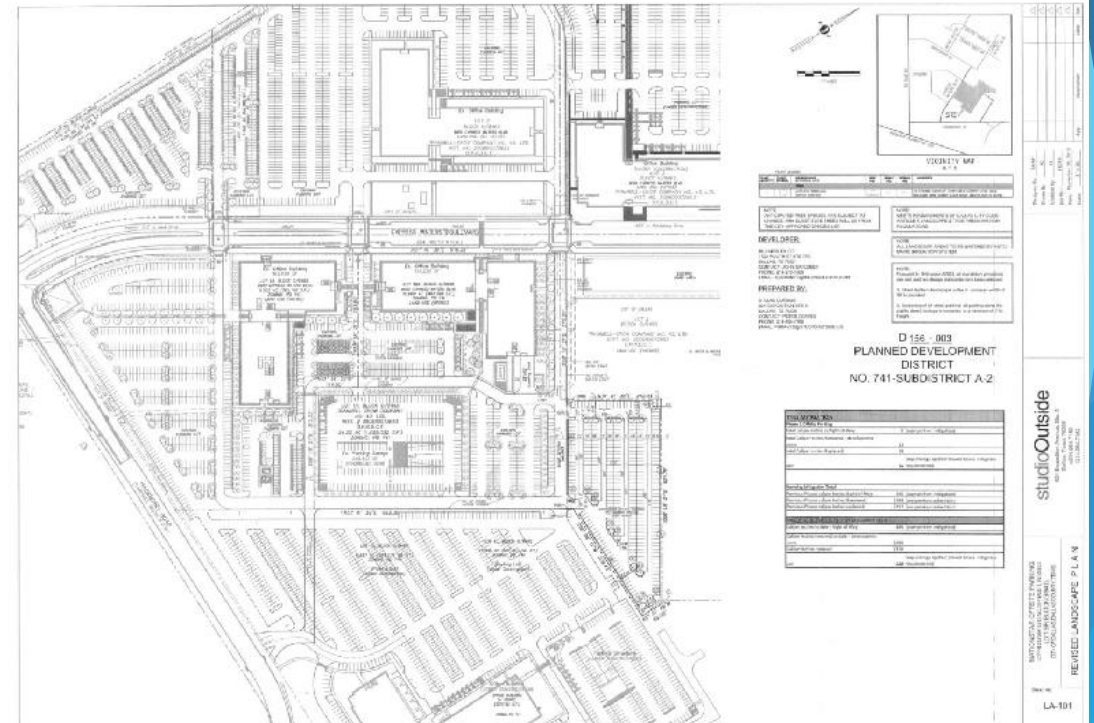
# Overview - Engineering

## ► Review times for July 2015 to December 2015



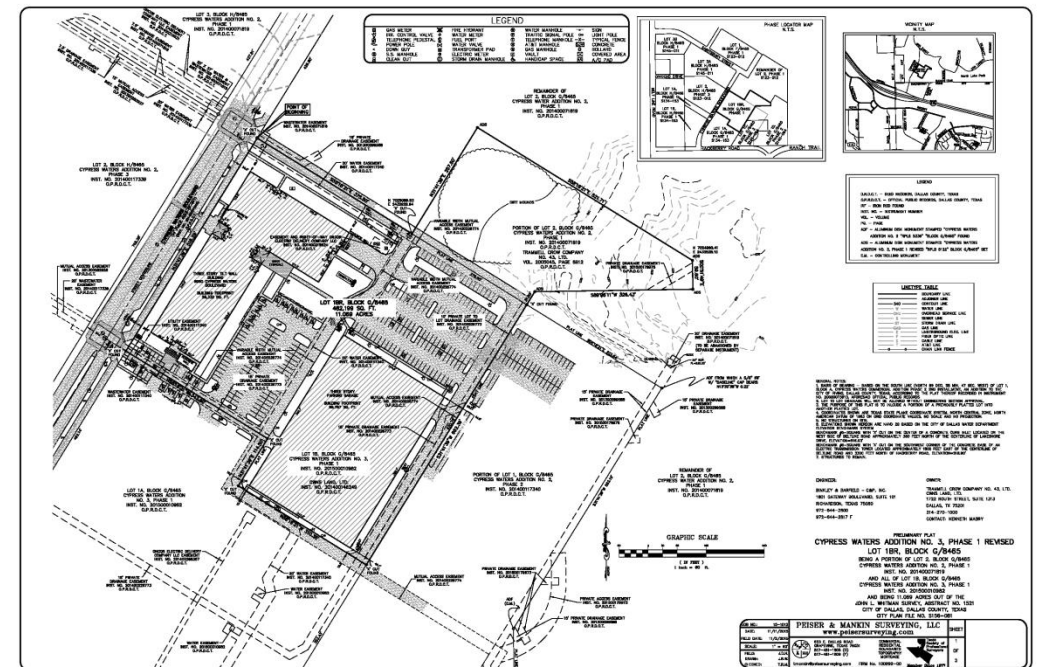
# Overview - Current Planning

- ▶ The Current Planning division facilitates development and protects and enhances the quality of life within the city by:
  - ▶ Reviewing and processing zoning requests, SUPs, variances, special exceptions, street name changes, plats, development code amendments and other miscellaneous land use applications.
  - ▶ Providing staff support for the City Plan Commission (CPC), Board of Adjustment (BDA), Zoning Ordinance Advisory Committee (ZOC), and other affiliated subcommittees and task forces.



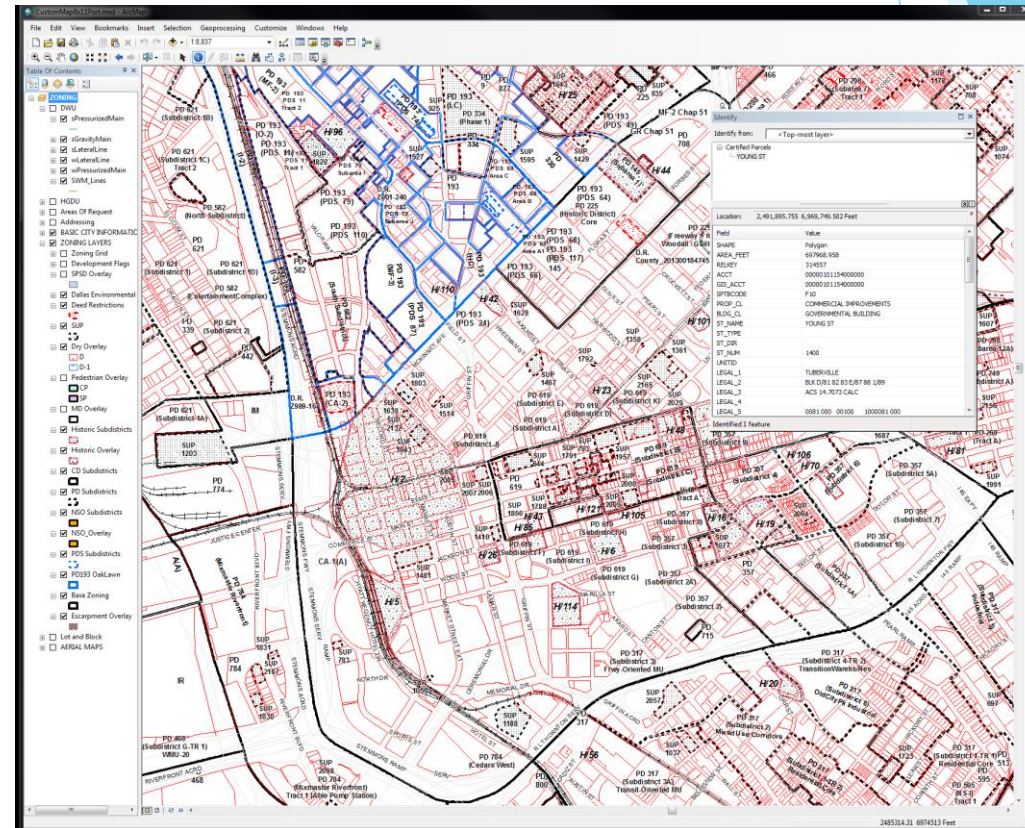
# Overview - Current Planning

- ▶ 265 Zoning case applications in FY 14/15
- ▶ 39 Development and landscape plans
- ▶ 66 Minor plan amendments
- ▶ 213 Preliminary plat applications
- ▶ 133 Final plat applications

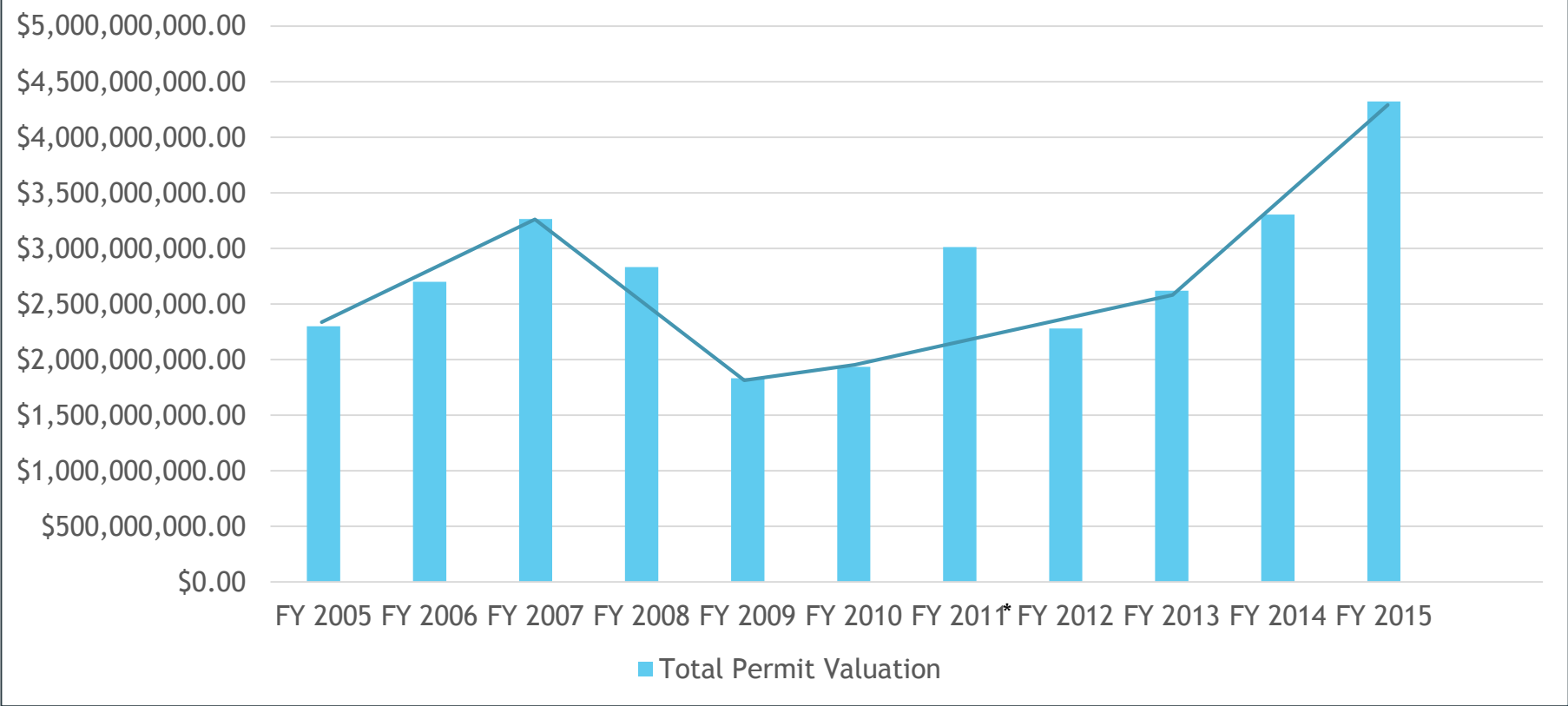


# Overview - GIS / Technology

- ▶ The GIS / Technology division facilitates growth and development in Dallas by providing the necessary resources for technology to:
  - ▶ Maintain the official zoning maps
  - ▶ Provide all legally required notification.
  - ▶ Provide GIS, graphic and technology support to the department and its customers.
  - ▶ Make development information accessible to the development community and general public through the use of appropriate technology



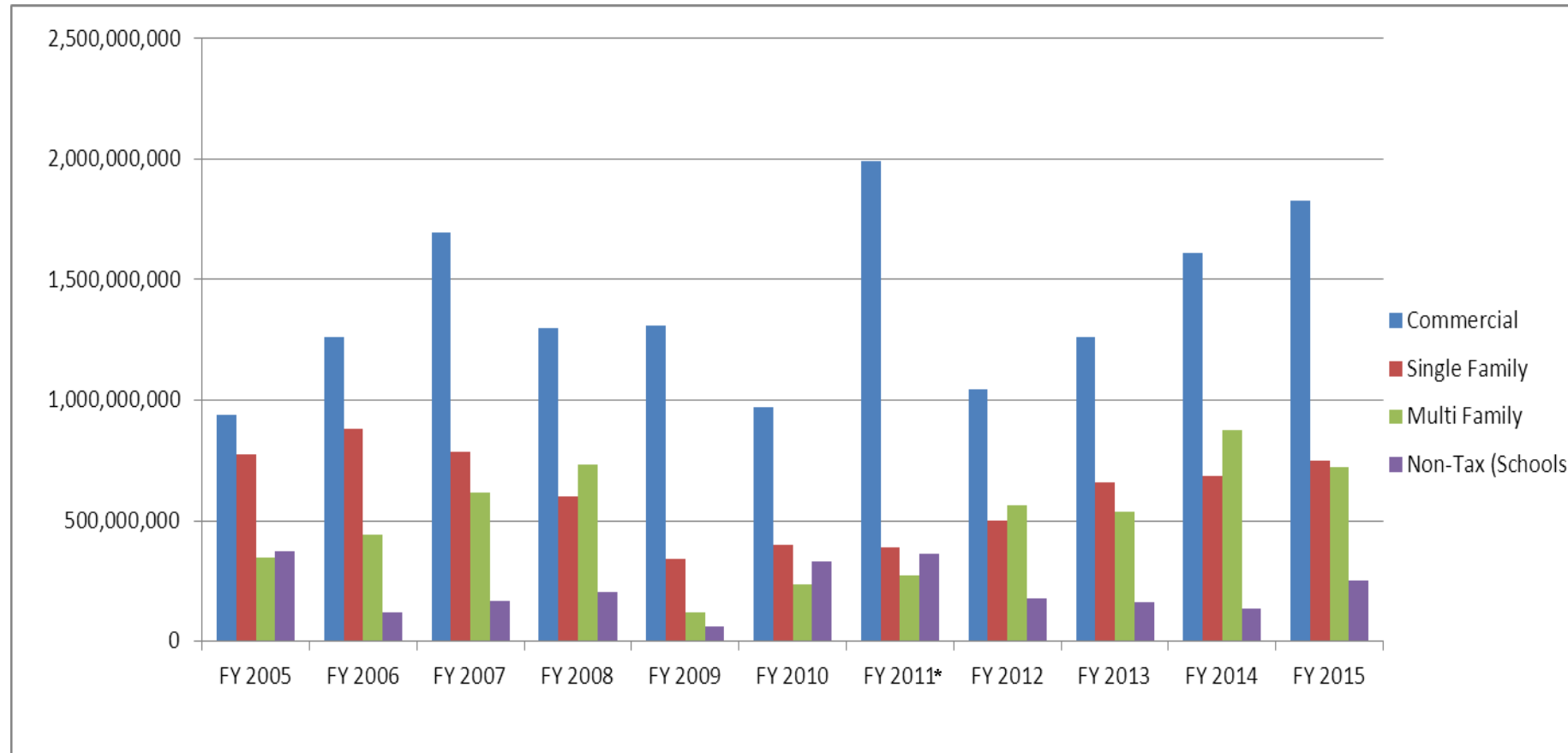
# Enterprise Fund Permit Valuation Totals



\* 2011 spike attributable to Parkland, UT Southwestern and Love Field Projects

# Construction Permit Valuation

## By Category of Project



\* 2011 spike attributable to Parkland, UT Southwestern and Love Field Projects



# Challenges

## ▶ Changes in Economy

- ▶ As an Enterprise Fund, development related services must react quickly to economic downturns. As an example, between 2008 and 2009 there was a 35 percent drop in permit valuations. Building Inspection staff had to be cut from 235 FTEs to 140 FTEs, a reduction of 40 percent, as a result of downturn in total permit valuations.

## ▶ Staffing

- ▶ Priorities of job seekers
- ▶ Competition with other municipalities and private sector
- ▶ Process

## ▶ Introducing new technology

## ▶ Documenting processes and training

# Response to Challenges

## ▶ Changes in Economy

- ▶ Assigned revenue for multi year projects across the period of the project

## ▶ Staffing

- ▶ Assigned staff to assist managers with paperwork and hiring process
- ▶ Working cooperatively with DWU and Public Works on engineering resources
- ▶ Seeking a professional services contract for engineering and survey services to enhance ability to adjust to peak demand periods and staffing shortages

# Response to Challenges

## ▶ Technology

- ▶ Developing strategy to anticipate and manage issues with legacy systems and integrate with new technologies
- ▶ Working with City Auditor to identify and address potential issues with appropriate permissions and access to technology processes
- ▶ Developed strategies and budget to implement needed technology improvements

## ▶ Documenting processes

- ▶ Working with City Auditor to identify issues with current documentation and processes
- ▶ Established a team to update policies and procedures
- ▶ Implementing additional training and certification opportunities

# Accomplishments

# Recent Accomplishments

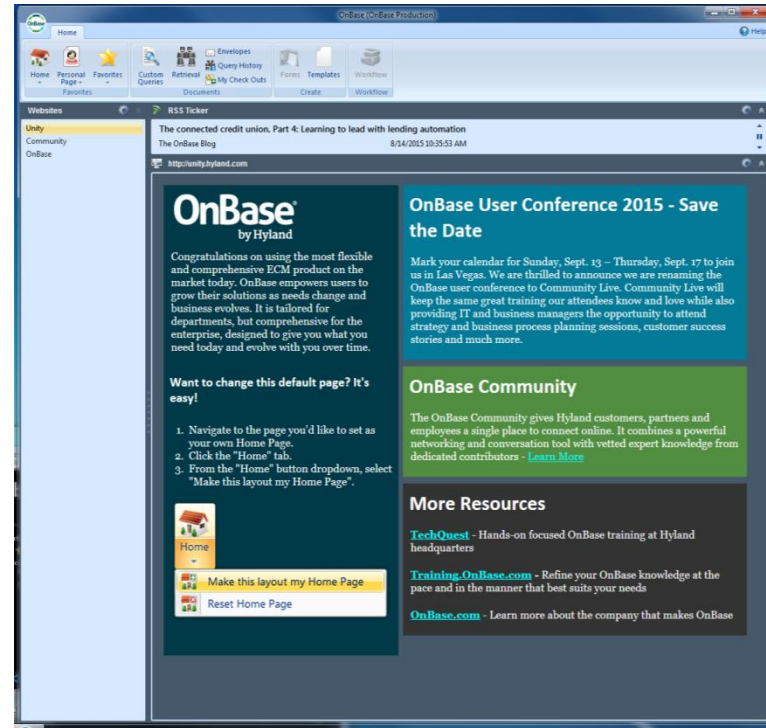
- ▶ The Electronic Plan Review System (EPRS) launched in the Q-team allows applicants to submit their plans electronically and allows the City to review and issue a permit based on electronic plans.
- ▶ The EPRS eliminates the need for paper plans and allows for faster, simultaneous plan reviews which results in the applicants being able to receive permits via the internet instead of waiting in the Permit Center.



Electronic Plan Review System demonstration for City of Frisco officials.

# Recent Accomplishments

- ▶ In June 2015, the electronic document management system OnBase© was launched.
- ▶ OnBase is a robust document management system that will allow all Sustainable Development and Construction employees to access all scanned documents.
- ▶ An RFP is currently out to hire a company to digitize all of the department's paper files.



# Recent Accomplishments

- ▶ Building Inspection opened a new Southwest District Office June 2015 to enhance customer service.



# Customer Service Enhancements



# Customer Service Enhancements

- ▶ Special Coordinator team
  - ▶ Coordinator III (Commercial Development/Platting)
    - ▶ This position will serve as the primary project coordinator for targeted commercial development projects navigating the development review process.
    - ▶ This individual will address specific questions concerning a project(s) and/or facilitate meetings with appropriate experts in an effort to resolve issues and expedite the development review process.
  - ▶ Coordinator III (Single Family Home)
    - ▶ This position will serve as the primary project coordinator for single family residential development citywide.
    - ▶ The incumbent will monitor single family residential development in targeted areas of the city from “cradle to grave” and will serve as a single point of reference that remains constant for homebuilders throughout the development process.
  - ▶ Coordinator III (Grow South/Small Business)
    - ▶ This position will serve as the primary project coordinator for all small business and Grow South development projects.
    - ▶ The will serve as a single point of reference that remains constant for customers throughout the development process. Additionally this position will map out a process for customers to follow to resolve issues.

# Customer Service Enhancements

- ▶ Budgeted 23 new positions in FY 15/16 including positions for a Process Improvement Team and Home Owner / DIY Team.
- ▶ The Home Owners Team / DIY team is dedicated to providing permitting and plan review services to homeowners and small business “do it your selfers” (DIYs).
  - ▶ Consult with homeowners and DIYs
  - ▶ Review plans for compliance with construction codes
  - ▶ Coordinate with other departments/plan reviewers as needed
  - ▶ Develop and update handouts/examples/etc. to assist homeowners and DIYs in their projects
  - ▶ The “HOT” team consist of two Sr. Plans Examiners and one Sr. Office Assistant

# Customer Service Enhancements

- ▶ In September 2014, a work group was formed consisting of private stakeholders and City staff, to recommend enhancements to the City's development review process.
- ▶ In May of 2015, staff initiated a multi year program to implement recommendations from the Development Review Enhancement Strategies Workgroup Report.
- ▶ The City Manager's Office formed the Process Improvement Team with the responsibility of implementing the work group's recommendations.

# Customer Service Enhancements

- ▶ The Process Improvement Team is assisting the entire department with:
  - ▶ Filling key vacancies
  - ▶ Leveraging technology to improve efficiency of operations
  - ▶ Standardizing and streamlining workflows
  - ▶ Eliminating silos and enhancing collaboration across departments
  - ▶ Creating meaningful measures and metrics to enhance operations
  - ▶ Improving dialog with customers
  - ▶ Increasing internal and external training opportunities
  - ▶ Reviewing and improving land development process for single family subdivisions

# Customer Service Enhancements

- ▶ Implemented a short-term professional services contract for field note review, to reduce survey and plat review times
- ▶ Implemented survey, engineering and third party inspection review training classes to assist customers with plan submissions and scheduling inspections
- ▶ Hired multiple critical positions throughout Sustainable Development and Construction
  - ▶ Building Inspections - seven senior plans examiners and four inspectors
  - ▶ Engineering Section - four senior engineers
  - ▶ Real Estate Division - three real estate specialists

# New Initiatives

# New Initiatives

## Training and Documenting Processes

- ▶ A dedicated team has been created to:
  - ▶ Update and create new documentation on processes and procedures
  - ▶ Develop training materials and programs for on-boarding and promoting employees
  - ▶ Develop and implement system for managing and publishing code interpretations

# New Initiatives

## Enhancements to existing services

- ▶ An engineer will be dedicated to the Q-Team and will review all engineering plans submitted for express plan review.
- ▶ Use of electronic plan review will be enhanced. Currently it is available for Q-Team express reviews. Expanding this technology will enable staff to move away from a linear review where physical plans are passed from one reviewer to the next. This will allow simultaneous reviews of digital plans by all applicable trades.



# New Initiatives

## Expanded Facility for Development Related Services

- ▶ An expanded facility is required to enhance customer service and accommodate needed resources
  - ▶ Developing a plan for an expanded facility to house Building Inspection and Engineering for Private Development and other related services
  - ▶ Budgeting 20 million from Sustainable Development and Construction Enterprise Fund
  - ▶ Relieve pressure on Oak Cliff Municipal Center
  - ▶ Address inadequate parking at current facility
  - ▶ Enhance customer convenience and service

Questions?

# Contacts

- ▶ Director
  - ▶ David Cossum; (214)671-9293
- ▶ Building Inspection, Interim Building Official
  - ▶ Phil Sikes; (214)948-4325
- ▶ Engineering Private Development, Assistant Director
  - ▶ Lloyd Denman; (214)948-4354
- ▶ Current Planning, Interim Assistant Director
  - ▶ Neva Dean; (214)670-5803
- ▶ Real Estate; Assistant Director
  - ▶ Ashley Eubanks; (214)948-4112
- ▶ Process Improvement Team, Manager
  - ▶ Tommy Ludwig (214)948-4058