



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

Issue new residential building permits within 3-5 business days

Perform initial commercial plan review disciplines within 15 business days

Improve Customer Satisfaction by 75% end of FY22/23

Monthly open and transparent performance metrics

Consistently respond to customers within 24 hours or next business day

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



Background/History/Purpose



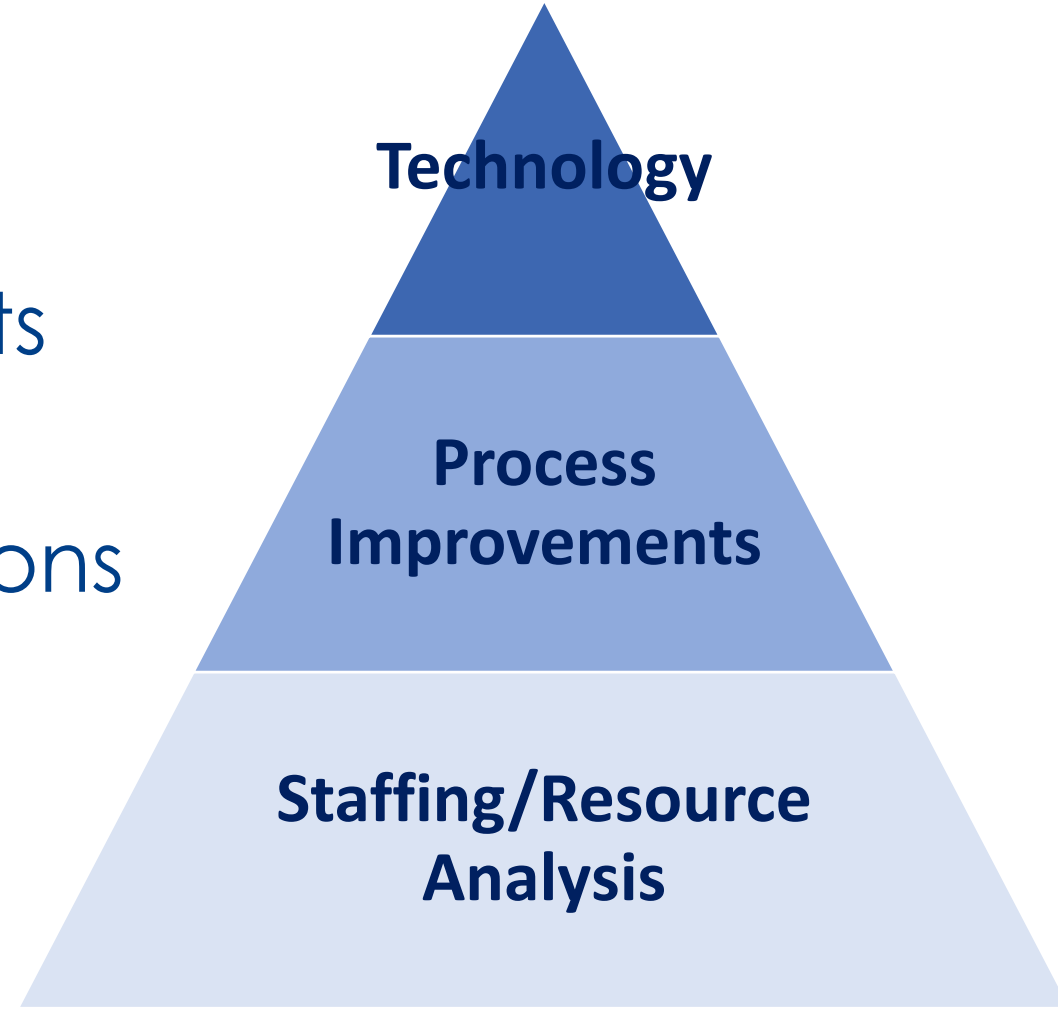
- Matrix Consulting Group Study initiated March 2021
- Final Draft released August 2022
- Conduct an independent assessment of the Departments processes
- Increase operational efficiencies and customer satisfaction



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



Appendix



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

