



City of Dallas

Department of Development Services

**Economic Development Committee
October 4, 2021**

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As of October 1, 2020:

- Department name change: *from Department of Sustainable Development and Construction to Department of Development Services.*
- Moved Zoning from Department of Development Services to Department of Planning and Urban Design.





Department of Development Services Transformation and realignment strategy:

- Phase I: Leadership Transition
- **Phase II: Assessment and Recommendations**
- Phase III: Realignment, Implementation and Refinement





Phase II:

- Assessment and Recommendations:
 - Policy
 - Technology
 - Process and Infrastructure
 - Department Organization



Overview



- Proposed Chapter 52 Amendments
- Permitting Software
- Metrics
- Building Inspection Call Center Improvements
- Leadership Recruitment
- Training and Talent Support Program
- Self Certification Program
- Phase III Overview
- Q & A





Chapter 52 Proposed Amendments



Chapter 52 Proposed Amendments



- Department of Development Services review revealed changes to Chapter 52 needed to improve efficiency and effectiveness.
- Proposed Chapter 52 Changes include:
 - Incomplete Application Expiration
 - Permit Application Review Time
 - Eliminate Void Permit Refunds
 - Private Provider Review



Chapter 52: Incomplete Application Expiration



Background Information:

- Section 245.002(e) of the Texas Local Government Code says a municipality may provide that a permit application in the pre-screen stage expires on or after the 45th day the application is filed if:
 - The applicant fails to provide documents or other information necessary to comply with the agency's technical requirements relating to the form and content of the application, and
 - Within 10 business days of application filing, the municipality provides written notice specifying any additional required information as well as the date the application will expire if the information is not provided.



Chapter 52: Incomplete Application Expiration



Current Provision:

- Chapter 52 does not provide for the Building Official to have the authority to expire after 45 days, applications in the pre-screen stage that are incomplete.



Chapter 52: Incomplete Application Expiration



Proposed Change:

- Amend Chapter 52 to add and mirror Section 245.002(e) of the Texas Local Government Code language, to give the building official the authority to expire incomplete applications that are in pre-screen after 45 days.*

**If an applicant does not respond after 45 days to a City staff request for deficient or missing items, the Building Official has the right to expire their application. Thus the applicant must file a new application.*



Chapter 52: Permit Application Review Time



Current Provision:

- Building inspection currently pre-screens permit applications in the order in which they are received.



Chapter 52: Permit Application Review Time



Proposed Change:

- Amend Chapter 52 to provide staff with 10 business days to review an application in the pre-screen stage.
- Amend Chapter 52 to allow an application in the pre-screen stage to maintain its place in line, unless the applicant does not provide the additional deficient or missing items requested within 10 business days of the Building Official's notice letter of deficiency.
- If the requested deficient or missing items are not provided within 45 days or any time thereafter, the Building Official has the authority to cancel the application.



Chapter 52: Void Permits



Current Provision:

- According to Chapter 52, an application for a building permit that is under review (past the pre-screen stage) and is still missing City staff requested deficient or missing items, is considered void if the requested deficient or missing items have not been submitted to staff by the 180th day of requesting.
- An applicant can at any time, request a refund of up to 80% of the permit fee.
- There is no time limit for requesting the refund.
- There is no process in place for closing out void permits.



Chapter 52: Void Permits



Proposed Change:

- Amend Chapter 52 to eliminate refunds **only** for void permits that are under review with no activity for 180 days from the applicant for requested deficient or missing items.
- The City of Dallas will trigger a process for multiple notifications to the applicant over the course of 180 days. The applicant will be advised they have not responded to a request for deficient or missing items. If the applicant has not responded by the 180th day, the void permit will be cleared, and the applicant is not eligible for a refund.



Chapter 52: Private Provider Review



Current Provision:

- When a property owner or builder applies for a permit, all plan reviews and inspections must be performed by City of Dallas building inspection staff.



Chapter 52: Private Provider Review



Proposed Change:

- Amend Chapter 52 to authorize the Building Official to allow Private Providers (3rd party vendors not paid by the City of Dallas) to perform plan review and / or inspection functions on behalf of a permit applicant.
- Staff will return to council by end of Q2 2022 with recommendations for programmatic ordinance language, best practices, and an implementation process.





Permitting Software



Permitting Software



- Department of Development Services staff working with Department of Information Technology Services to reconfigure the current electronic application portal, Electronic Plan Review System (ProjectDox).
- Projected 6-month turnaround.
- Major improvements and updates include making the submission and notification process easier and more efficient and more user-friendly.



Permitting Software



- Department of Development services staff is developing path to replace City of Dallas legacy building inspection and plan review permitting system, POSSEE.
- Goal is to align building inspection and plan review permitting system with electronic submission portal.
- Staff working to identify best configuration for plan review permitting system replacement.
- 2-year Implementation timeline after configuration is determined and contract finalized.





Metrics





- Permitting performance, metrics, and target data reporting is required for effective Economic Development Policy implementation.
- Data is tied to effectiveness of both the permitting building inspection and plan review technology and permitting system and electronic submission portal.
- Updated metrics and reporting methods will provide Council with departmental performance information, customers with clear expectations, and the public with data to track permitting and inspection activity.



Current Budget Book and Dallas 365 Performance Metrics & Targets:

| Performance Metric | Description | FY 2021-22 Proposed |
|---|--|---------------------|
| Average Time from Permit Application Submission to First Pre-Screen (YTD) | Average days for permit application pre-screen | 10 days |
| Average Time from Permit Application Acceptance to Completion of First Review - Residential (YTD) | Average days to complete first review for residential permit applications deemed complete and ready for review | 15 days |
| Average Time from Permit Application Acceptance to Completion of First Review - Commercial (YTD) | Average days to complete first review for commercial permit applications deemed complete and ready for review | 21 days |
| Percentage of Building Inspections Completed Next Day (YTD) | Percentage of inspections performed by next day as requested | 98.0% |





Next Steps:

- By Spring 2022, Development Services will launch a new quarterly performance report.
- SDC will track metrics in priority areas for leadership and customers:
 - Permit review & issuance timing
 - Permit application & issuance volume
 - Inspection responsiveness
 - Customer service efficiency
 - Cross-departmental coordination





Building Inspection Call Center Improvements



BI Call Center Improvements



- A Continuous Improvement Project – 4-month duration
- Combination of Toyota Production System and City Six Sigma Leaders
 - Staff from Toyota.
 - City Staff from BI, DWU, ITS, Budget Office, 311 Customer Service, and DFR.
- At the start of the project
 - Handle (Answer) Rate – 66%.
 - Long Wait Time (15 Minutes or more) – 69%.
 - Long Wait Time for Zoning questions – average of 5 days.



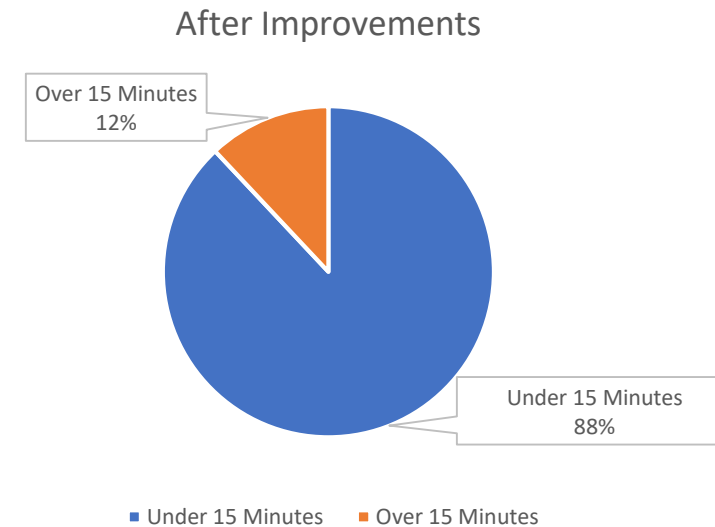
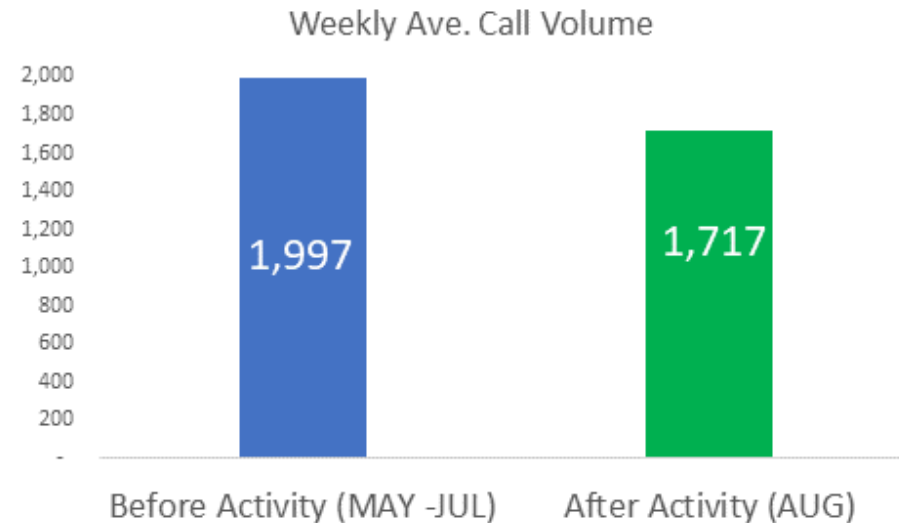
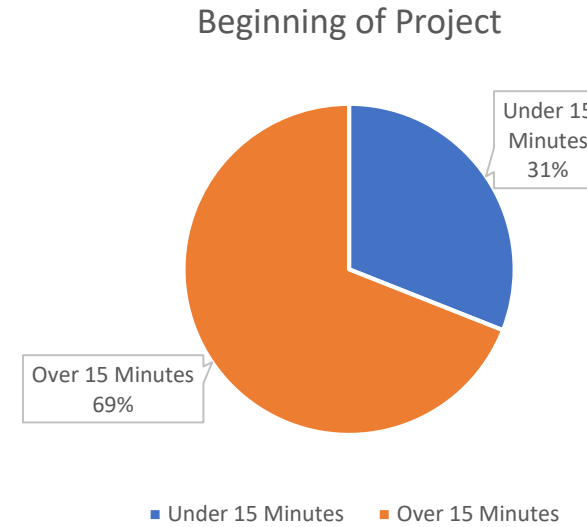
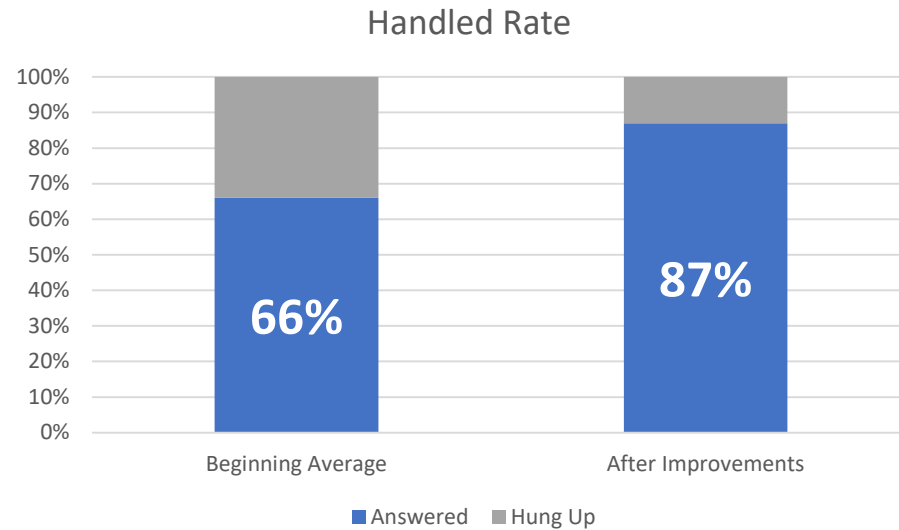
BI Call Center Improvements



- **Investment in staff:** Hardware, System Access, Training
- **Project Dox Technical Issues:** Verification Code
- **Zoning Consultations:** From Emails to Appointments
- **Website Improvements:** 17 Changes - Cumulative Results
- **Optimal Staffing:** More Spanish Speakers, Phone Coverage



BI Call Center Improvements





Leadership Recruitment



Leadership Recruitment



- Positions with current interim leadership:
 - Department of Development Services:
 - Director
 - Building Official
 - Department of Planning and Urban Design, Director



Leadership Recruitment



Proposed Timeline To Begin Q1 2022*

| | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 |
|---|---------|---------|---------|---------|---------|---------|
| 1. Research & Engagement | | | | | | |
| 2. Job Description & Applicant Assessment | | | | | | |
| 3. Candidate Sourcing | | | | | | |
| 4. Application Portal Open | | | | | | |
| 5. Interviews & Evaluation | | | | | | |
| 6. Selection | | | | | | |

*Recruitment for positions will be simultaneous and open to external and internal candidates, including interim leadership





Training and Talent Support Program



Training and Talent Support Program



- The Training and Talent Support Program will contain a series of events and opportunities meant to support the *Department of Development Services* and *Department of Planning and Urban Design* professional growth and team cohesion.
- Program:
 - 2-day annual professional conference organized by staff.
 - Four 1-day training events led by professional trainers with targeted topics.
 - Professional certification opportunities that allocate funding for national or state professional conference participation that is relevant to the respective staff member's position.
 - Supervisor and team-led training opportunities.



Training and Talent Support Program



- Coordinated by a dedicated team of 2 full-time staff and 3 volunteer staff.
- Mandatory participation for each staff in any capacity: 2-day annual conference + 8 staggered training days each year.
- Dedicated website.
- Metrics and measurable outcomes to show professional growth and employee wellbeing.



Training and Talent Support Program



Year 1 Timeline:

- Prelaunch and preparatory phase: October 2020 - December 2020
- Launch: January 2022
- Annual Conference: Spring 2022

Year 1 Proposed Budget:

- \$700,000 - \$900,000 (*Enterprise Fund*)





Self-Certification Program



Self-Certification Program



- City Staff is currently researching best practices, processes, and compliance requirements for a self certification program for the building community.
- Staff will present its recommendations to council in Q2 2022.





Phase III Overview



Phase III Overview



Phase III:

- Realignment, Implementation and Refinement

Phase III Projected Timeline:

- End of Q2 2022 *(in concert with Economic Development Policy implementation start date)*





Q&A





City of Dallas

Sustainable Development and Construction Update

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