



# Development Services Department

## MATRIX

**A better model for Development Review**





- **M**ulti-Disciplinary
- **A**ction
- **T**eam for
- **R**esponsive and
- **I**nnovative
- **E**xecution of the Development Review Process





# History and Evolution of MATRIX

- 2003: New Development Oversight Commission; new Development Services Department
- 2005: Re-engineer project review process and Pilot Program for Matrix
- Eliminate traditional “silos”, e.g., Building, Planning, Engineering
- Cultural shift:
  - work as a team from concept to completion
  - employee empowerment
  - “what’s right with the project”
- Developed Operating Principles
- Measures of Success





## What is MATRIX? ("Get the Customer to Success")

- Timely, seamless, and predictable development review process
- Specialized City team (e.g., Development Services, Transportation, Utilities, Inspections, Fire, Parks) partners with the customer from concept to project completion
- Teams are organized around ten development types





# MATRIX Development Types

- Minor Permits
- Residential 1 and 2
- Tenant Improvements
- Small Commercial
- Commercial
- Institutional
- Government
- High Rise
- Major Projects
- Subdivisions





## Core Concepts of MATRIX

- Re-align development review process
- Process fits the project
- Role of facilitator rather than enforcer
- Team lead serves as single point of contact
- Employee empowered to make decisions





## Benefits for the Customer

- Improved levels of code compliance
- Single point of contact
- Process fits the project
- Tools of transparency
- Trained staff with broad base of knowledge
- Provides consistency
- Improved quality and efficiency
- Increased partnership with applicant





## How Does MATRIX Work for the Customer?

- Partnership with customer
  - Pre-application meeting
  - Team lead:
    - Streamlines communication as single point of contact through entire process, resolves issues
    - Provides global perspective
    - Provides continuity with all departments
- Potential cost reduction
- Customer Service Warranty, Common Sense Policy





## Results so far?

- 2006 - By working with its customers, the Development Services Department was able to obtain industry and customer buy-in for the fee increases that were necessary to support MATRIX.
- City Council approved 32 additional support staff (a 50% increase).
- 2007 - Ranked # 4 in Business Journal's annual construction survey... up from 9 in 2006 and dead last in 2005.
- 2008 - Ranked # 1 in Customer Service by the Business Journal.





## Continuous Feedback

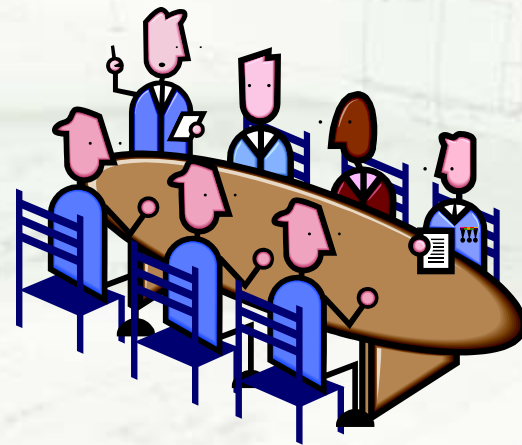
- Development Services obtains continuous feedback through:
  - Customer focus groups
  - Tools of transparency
  - Stakeholder outreach (to industry, community and business groups)
  - Result: an ongoing dialogue with the customer that enables the City to continuously improve.





# Matrix Support

- **MATRIX Team Leads**
- **Support & Training Committee**
- **Policy/Technical Committee**
- **Executive Committee**





## Next Steps

- **Technology and tools of transparency**
- **Regulator** → **Facilitator** → **Partner**
- **Developing Partners**





# Questions?

