



PERMITTING PROCESS EFFICIENCY STUDY

FINAL REPORT SUMMARY

JONESBORO, AR

MATRIX
CONSULTING GROUP

AGENDA

1. About Matrix Consulting Group
2. Overview of Study
3. Deliverables & Methodology
4. Key Findings
5. High-Priority Recommendations
6. Discussion



ABOUT MATRIX CONSULTING GROUP

20+

YEARS

46

STATES

200 +

DEVELOPMENT STUDIES

85%

IMPLEMENTATION

- Matrix has completed 200+ dedicated studies evaluating development review, permitting, and inspection operations nationwide.
- Employees have extensive local government experience.
- Success is actionable recommendations and implementation strategies.



OVERVIEW OF STUDY

- **The City of Jonesboro retained Matrix Consulting Group to assess the City's permitting and inspection activities with the intent to:**
 - Enhance efficiency and provide more predictability,
 - Improve the customer experience,
 - Identify opportunities for technology integration and workflow improvement,
 - Assess staffing capacity relative to workload, and
 - Analyze the local building and fire codes to determine gaps in regulation.



DELIVERABLES & METHODOLOGY

Current State Profile & Best Practices Assessment

- Overview of current permitting operations and workload
- Compared current state to prevailing industry best practices.

Building Code Analysis

- Conducted an analysis of existing City building and fire codes.
- Identified gaps in state requirements and best practices.

Comparable Jurisdictions

- Benchmarked current operations to five comparable jurisdictions.
- Compared review timelines.

Operations, Organization & Staff Review

- Evaluated previous deliverables and created initial issues and findings.
- Reviewed internal staff survey on workload.

Customer Input

- Collected online survey responses.
- Conducted in-person focus groups.

Report & Implementation

- Combined analysis, findings, and recommendations into a single report.
- Created a prioritized implementation plan.



KEY FINDINGS: STRENGTHS



Utilization of Permitting Software

The City has implemented and adopted permitting software (iWorq and ProjectDox) as a core component of its permitting process.



Weekly Leadership Coordination

Department leaders meet weekly to review permitting reports and address stalled or delayed projects, reflecting strong accountability practices.



Same Day Inspections

The City allows inspections to be scheduled the same day if received prior to 8 a.m.



KEY FINDINGS: OPPORTUNITIES FOR IMPROVEMENT



No Defined Performance Objectives

The City lacks clearly defined performance targets and management dashboards, limiting data-driven oversight of permitting timelines.



Fragmented Application Intake

Intake responsibilities are split across four positions in three departments, with no unified coordination function, creating inconsistencies and incomplete submittals.



Outdated Fee Schedule & Dual Systems

The permitting fee schedule has not been updated since 2017, and two separate systems (ProjectDox and iWorQ) introduce manual steps and data inconsistencies.





HIGH-PRIORITY RECOMMENDATIONS

HIGH-PRIORITY RECOMMENDATIONS: PERMIT REVIEW PROCESS

- Establish a centralized Permit Center as the single intake point for all applications/permits.
- Replace the double completeness check with one clear, accountable review before routing.
- Consolidate review comments across departments and document all communication in the permitting system.
- Set minimum inspection request timeframes and a structured scheduling approach.
- Designate the Chief Building Official as Certificate of Occupancy (CO) signatory and define Temporary CO eligibility criteria.



HIGH-PRIORITY RECOMMENDATIONS: TECHNOLOGY

- Integrate ProjectDox and iWorQ — or move to a single unified platform.
- Enable paperless submittals for all application and permit types.
- Activate online inspection scheduling.
- Develop a standardized staff training program on permitting systems.
- Consolidate application categories to simplify the process for applicants and staff.



HIGH-PRIORITY RECOMMENDATIONS: CUSTOMER SERVICE & OUTREACH

- Create a central development services webpage as a single stop for all permitting information.
- Assign department leads to maintain permitting content on the City website.
- Develop and publish clear, comprehensive checklists for each application and permit type.



HIGH-PRIORITY RECOMMENDATIONS: MANAGEMENT & ADMINISTRATION

- Update job descriptions and evaluate compensation alignment for all permitting positions.
- Standardize supervision, establish backup coverage, and launch a formal onboarding and training program.
- Define an application coordination function, decision-making authority, and a RACI for the permitting process.
- Establish formal performance metrics and service level expectations.
- Designate a cross-departmental management lead and adopt a permitting mission statement and service goals.



HIGH-PRIORITY RECOMMENDATIONS: STAFFING & WORKLOAD

- Implement an organizational restructure of the permitting functions within the City.
- Develop a structured transition plan with updated job descriptions, compensation alignment, and a staff engagement plan.
- Hire one dedicated commercial plans reviewer.
- Reduce the Chief Building Official's plan review time to ~25% to prioritize management responsibilities.



IMPLEMENTATION FOR 2026

2026 HIGH-PRIORITY IMPLEMENTATION ACTIONS

City of Jonesboro · 35 high-priority recommendations

11

Permit Review Process

Centralize intake,
streamline review comments,
standardize inspections

4

Technology

Paperless submittals,
online inspection scheduling,
system training

3

Customer Service & Outreach

Website leads,
application checklists
for all permit types

13

Management & Administration

Roles, accountability,
onboarding, performance
metrics & mission

4

Staffing & Workload

ORG. RESTRUCTURE

New plans reviewer,
CBO reallocation,
transition plan



IMPLEMENTATION FOR 2027



2027 HIGH-PRIORITY IMPLEMENTATION ACTIONS

City of Jonesboro · 3 high-priority recommendations

<p>1</p> <p>Customer Service & Outreach</p> <hr/> <p>Create central development services webpage</p>	<p>1</p> <p>Management & Administration</p> <hr/> <p>Adopt defined service goals for the permitting function</p>	<p>1</p> <p>Technology</p> <hr/> <p>Integrate ProjectDox & iWorQ or implement unified platform</p>
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City of Jonesboro, AR



BUDGET IMPACT

2026 BUDGET-IMPACTED RECOMMENDATIONS — HIGH PRIORITY

City of Jonesboro · Permitting Process Efficiency Study · 9 recommendations

Q3 2026 — July through September

4 recommendations

Permit Review

- Establish a centralized Permit Center

Mgmt & Admin

- Designate a cross-departmental management lead

Staffing

- Hire one dedicated commercial plans reviewer

Staffing

- Develop a structured transition plan for the restructure

Q4 2026 — October through December

5 recommendations

Technology

- Create a standardized staff training program on systems

Mgmt & Admin

- Evaluate compensation and classification alignment

Mgmt & Admin

- Implement a formal onboarding program for permitting staff

Mgmt & Admin

- Standardize training on workflows, procedures, and systems

Staffing

- Implement organizational restructure

■ Permit Review ■ Technology ■ Mgmt & Admin ■ Staffing

City of Jonesboro, AR



A large, multi-tiered sign for Jonesboro, Arkansas. The top tier is a dark blue rectangle with a colorful starburst logo on the left and the word "JONESBORO" in large, white, 3D block letters. Below "JONESBORO" is the word "ARKANSAS" in smaller, orange, 3D block letters. The sign is mounted on a white, trapezoidal base. On the base, the text "Home of ARKANSAS STATE UNIVERSITY" is written in black, with "ARKANSAS STATE UNIVERSITY" in a larger font. To the right of this text is a large, stylized "STATE" logo in red and white. The sign is set against a clear blue sky with some power lines visible on the left.

JONESBORO
ARKANSAS

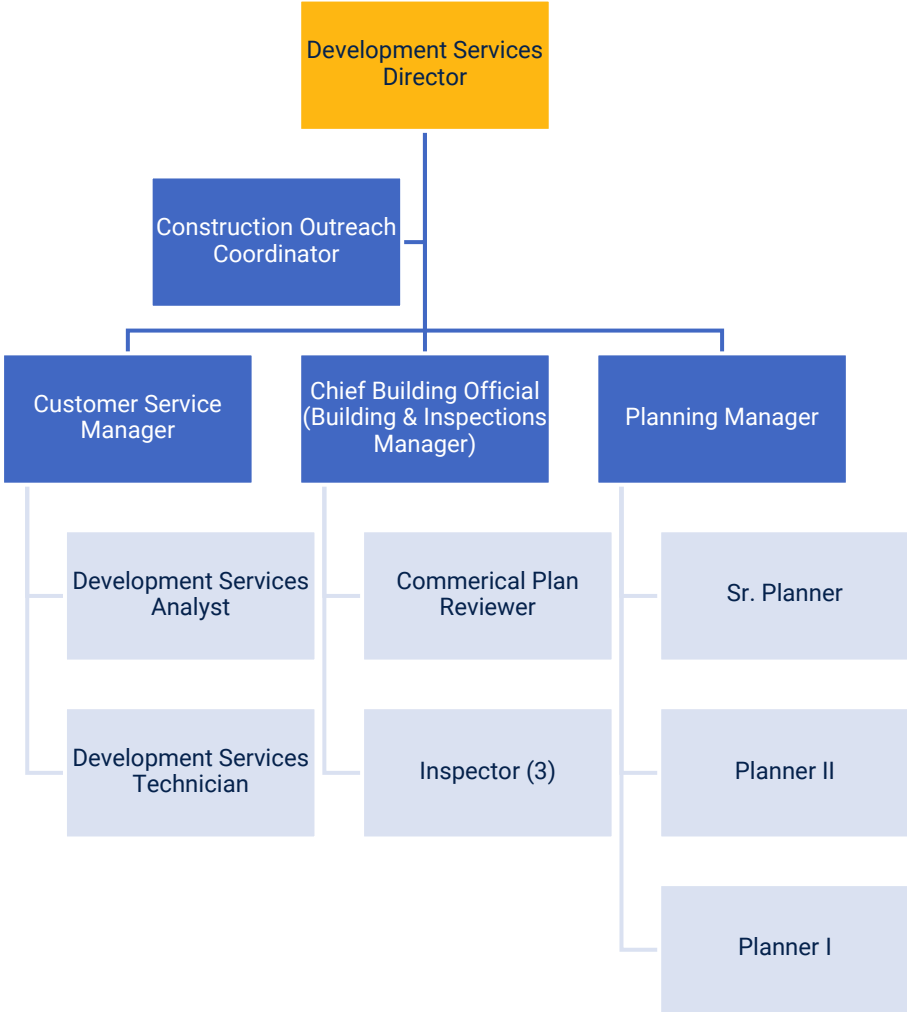
Home of
ARKANSAS STATE
UNIVERSITY

STATE



QUESTIONS & DISCUSSION

REORG – ALTERNATIVE A



REORG – ALTERNATIVE B

