

City of Coral Gables Building Division Operational and Staffing Assessment

City Commission Presentation

February 10, 2026

Presented by JRD & Associates, Inc.



Permitting by the Numbers

7,943

Average number of permits issued over the last three fiscal years

FY25

Value of Construction	≈ \$100,000
Number of Permits	6,807



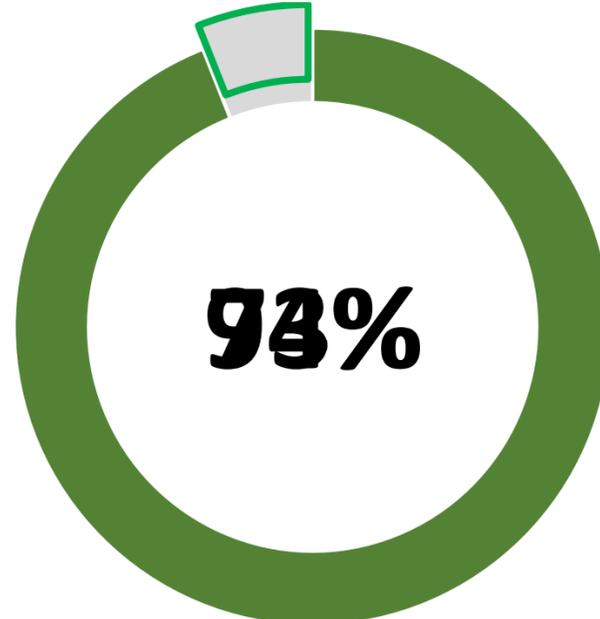
64%

Residential

36%

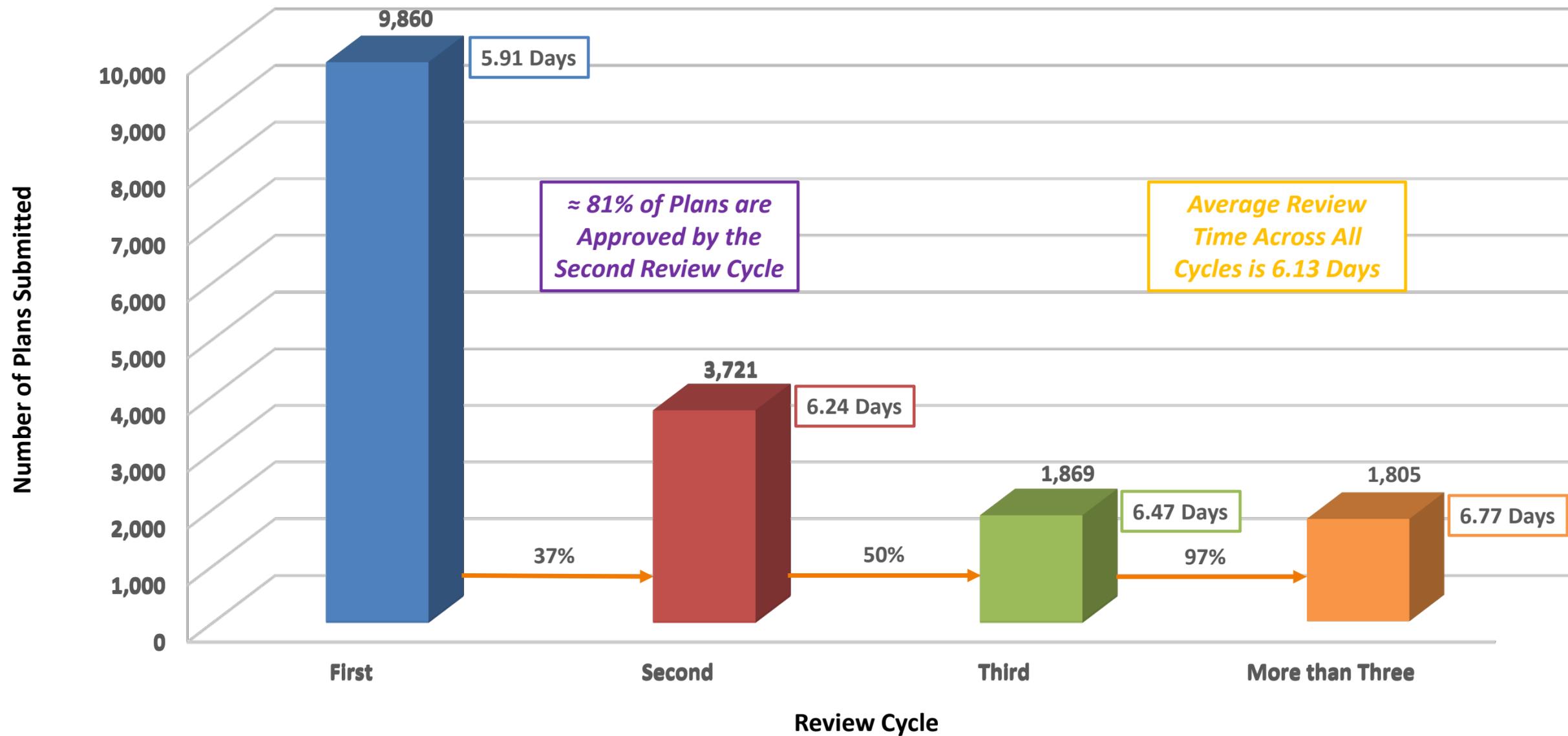
Commercial

Remaining 6% of permits issued accounted for 85% of the total value of construction



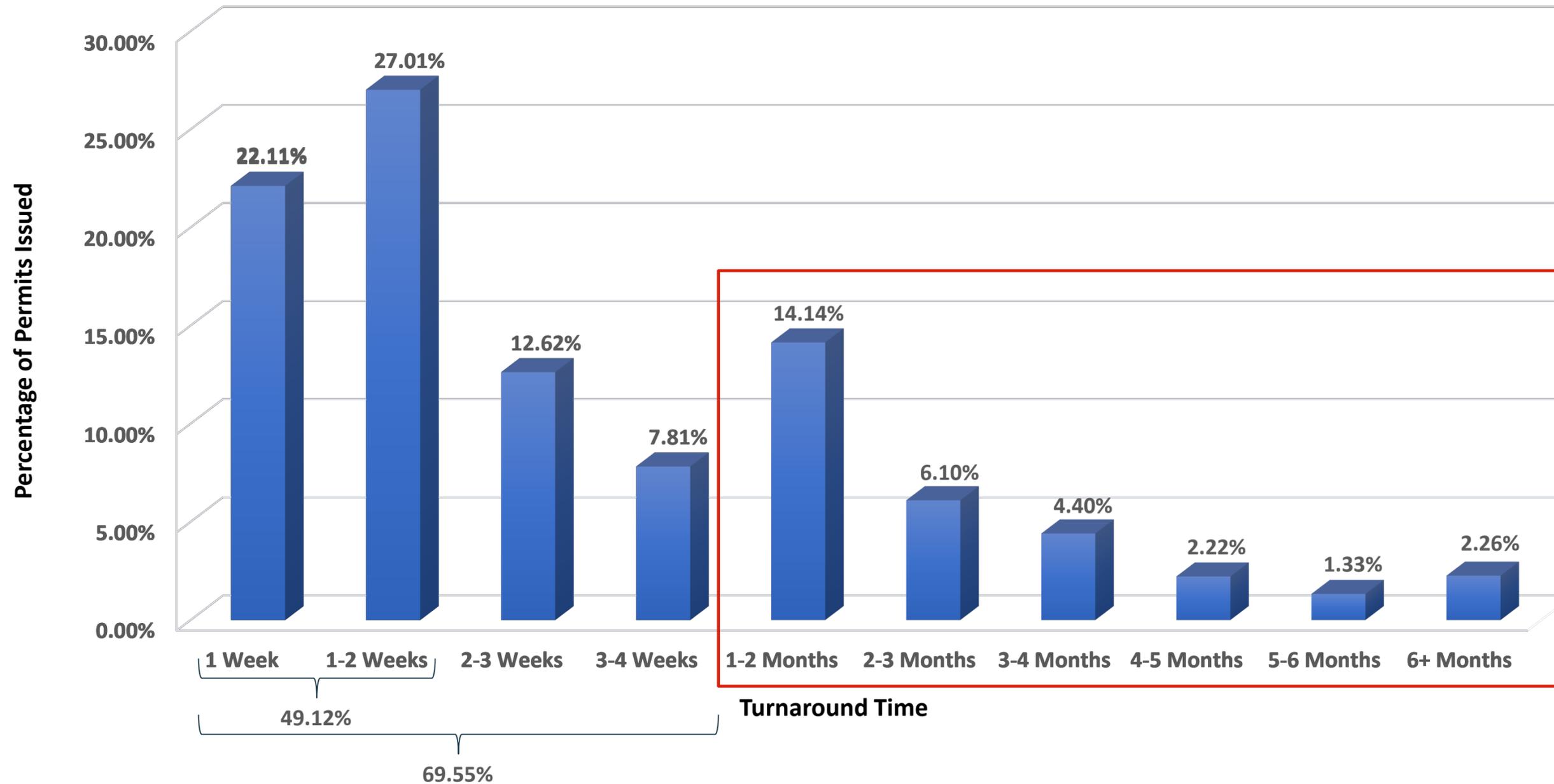
Building Plans Review Performance

A Year in Review



Building Permit Turnaround Times

A Year in Review



Voice of the Customer: Key Themes

Customers value City staff, but find the permitting process and supporting systems slower than expected, unclear, and unpredictable.

Timelines & Predictability

- Initial plans review was commonly perceived as taking longer than expected.
- Customers expressed uncertainty around timelines for plans review and real-time inspection notification.

Staff & Tools

- Staff was rated highly for professionalism and helpfulness.
- Website navigation, phone access, and system usability were cited as opportunities for improvement.

Customer Value-Emphasis

- Expressed lack of clear upfront requirements and step-by-step application process guidance.
- Consistent information across staff and departments was a recurring customer priority.

Assessment Findings

Constraints limiting consistency, predictability, and efficiency

People and Leadership

- **Shortage of staff in key areas**
 - Could affect timely turnaround of applications and efficiency of process
- **Loss of technical expertise**
 - Attrition to other municipalities and the private sector has reduced institutional knowledge and resiliency
- **Span of control challenges**
 - Lack of a Department Director and Assistant Directors has presented challenges with oversight, decision-making, and accountability

Leadership Gaps and
Span of Control Constraints

Workforce Capacity
and Retention Pressures

Systems, Process, and Governance

- **Disrupted EnerGov implementation**
 - Leadership turnover and COVID disruption short-circuited early system configuration, governance, and training
- **Incomplete standardization in a digital environment**
 - SOP gaps, compounded by the shift to electronic permitting, have driven workarounds to maintain service levels
- **Limited system administration capacity**
 - Insufficient bandwidth for EnerGov administration and issue resolution has created “black box” effects, delays, and staff frustration

Disrupted Systems
Implementation

Lack of SOPs Driving
Workarounds

Customer Navigation and Support Demand

- **Customer support demand places sustained pressure across staff roles**
 - Staff reported spending significant time guiding customers (particularly owners) through permit types, requirements, application status, and next steps due to limited customer-facing clarity and self-service tools
- **Support workload competes with core operational responsibilities**
 - Customer assistance diverts time from application review, routing, inspections, and system improvement, reinforcing reliance on individual staff intervention rather than standardized processes

Customer Demand and
Support Burden

Recommendation Framework

Five focus areas addressing root causes across people, systems, and service delivery

Core Findings	Focus Areas	Representative Recommendations
<p>Leadership Gaps and Span of Control Constraints</p>	<p>Leadership and Structure</p>	<p>Establish Assistant Director roles</p> <p>Create and fill key positions</p>
<p>Workforce Capacity and Retention Pressures</p>	<p>Workforce Capacity and Enablement</p>	<p>Add permitting-related personnel</p> <p>Establish EnerGov task force</p>
<p>Disrupted Systems Implementation</p>	<p>Process and Policy Standardization</p>	<p>Conduct business process reengineering</p> <p>Create building permitting SOPs</p>
<p>Lack of SOPs Driving Workarounds</p>	<p>Systems and Data</p>	<p>Build performance dashboards</p> <p>Develop comprehensive permit tracking reports</p>
<p>Customer Demand and Support Burden</p>	<p>Customer Access and Communication</p>	<p>Develop customer-perspective process maps</p> <p>Develop real-time Inspector tracking tool</p>

Next Steps



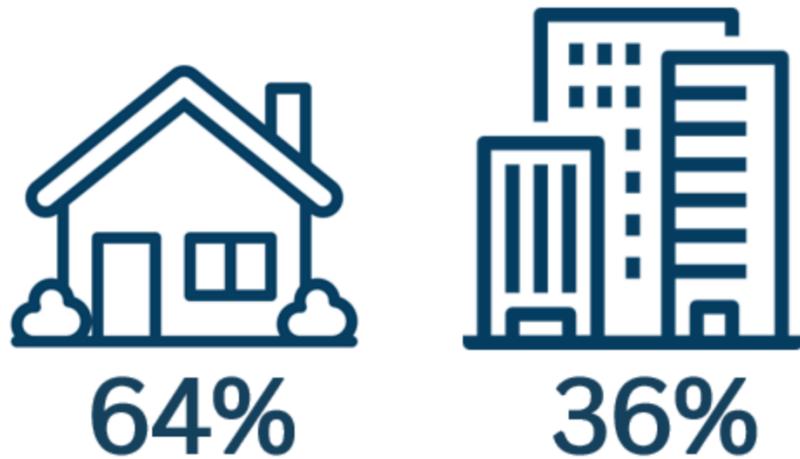
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Value of Construction	≤ \$10,000
Number of Permits	6,102

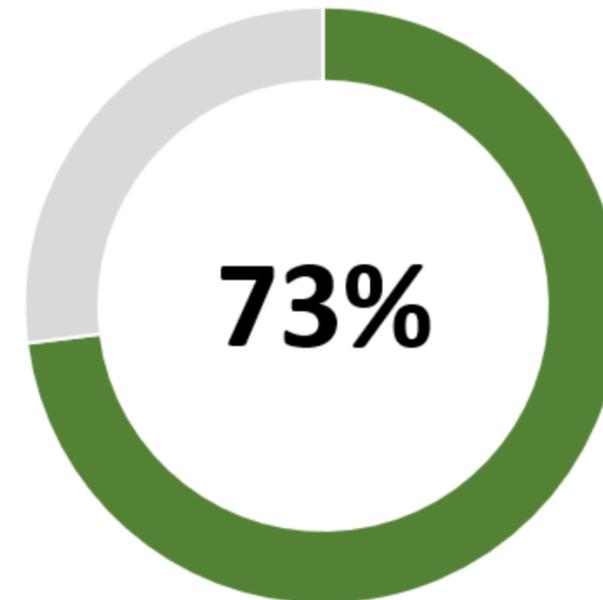


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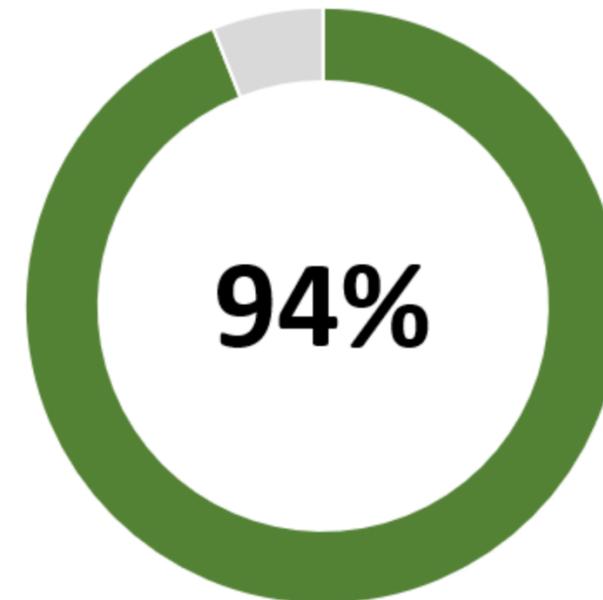
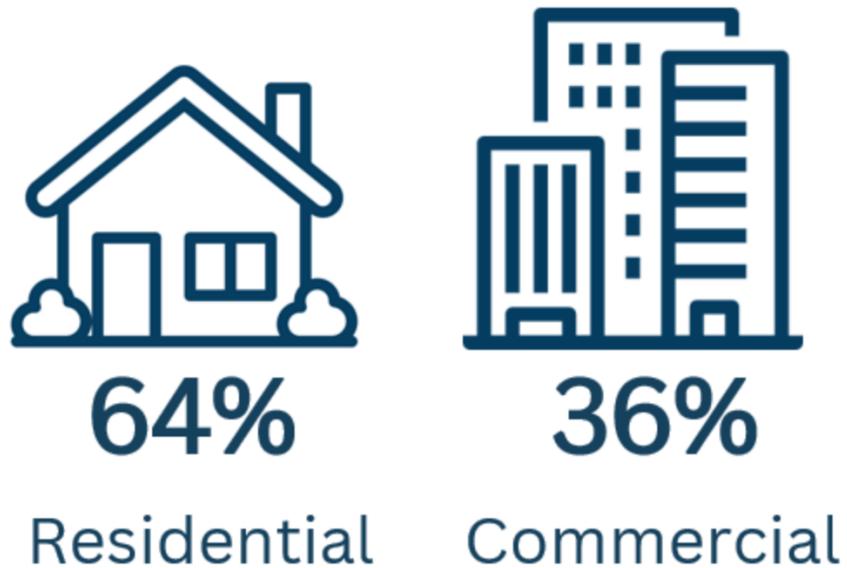
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Value of Construction	≤ \$100,000
Number of Permits	7,903



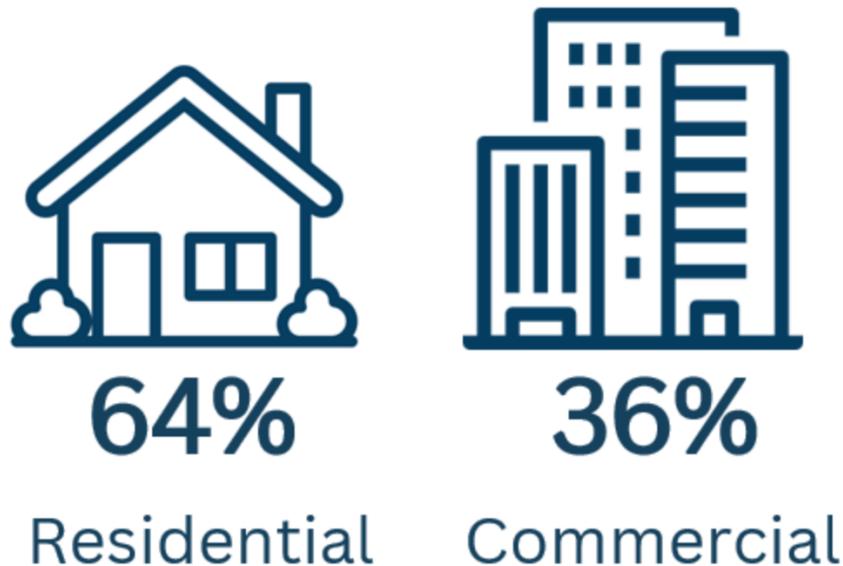
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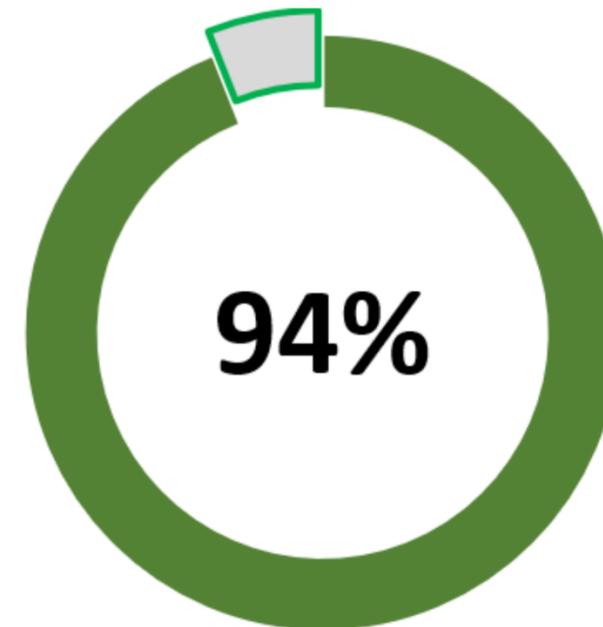
Average number of permits issued over the last three fiscal years



Value of Construction	> \$100,000
Number of Permits	487

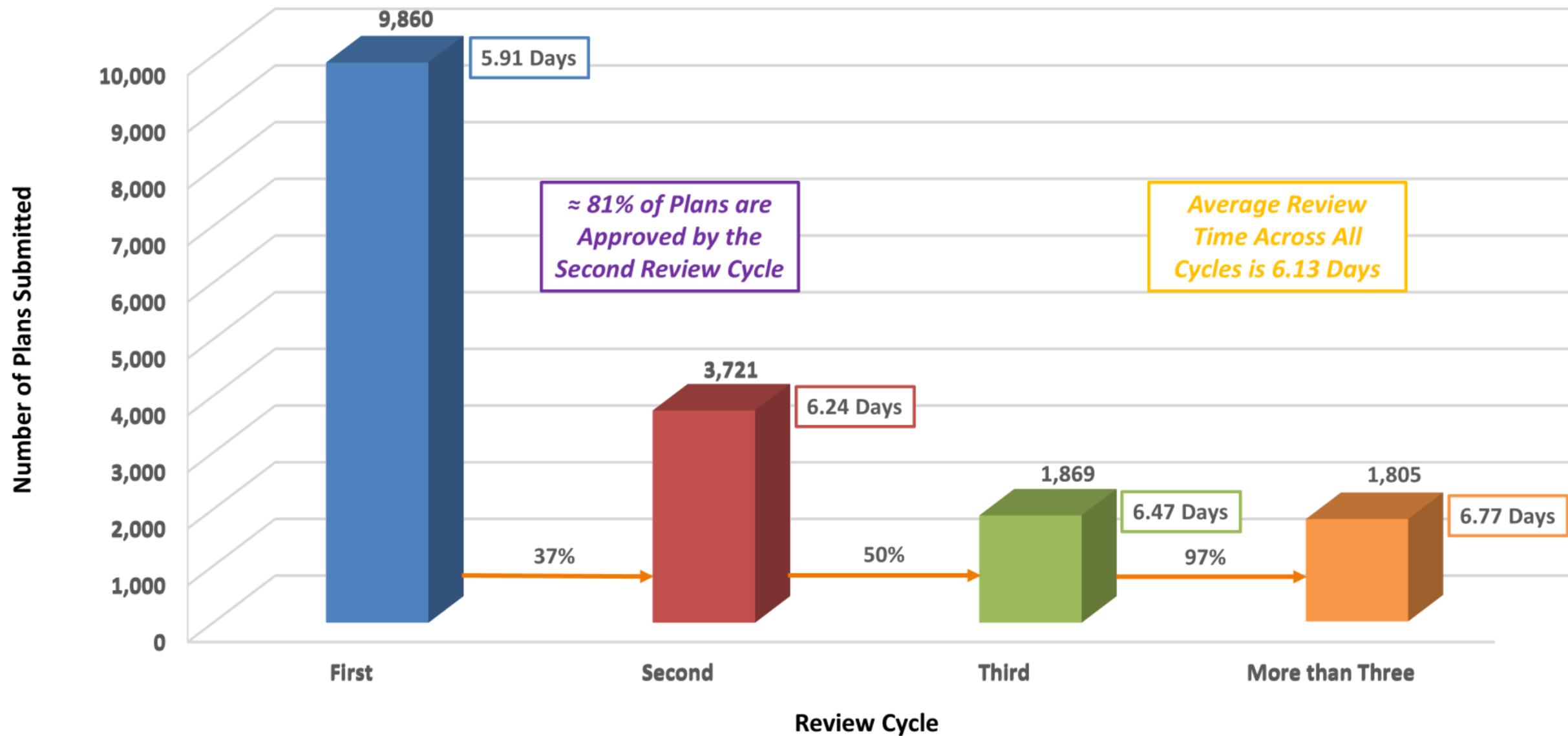


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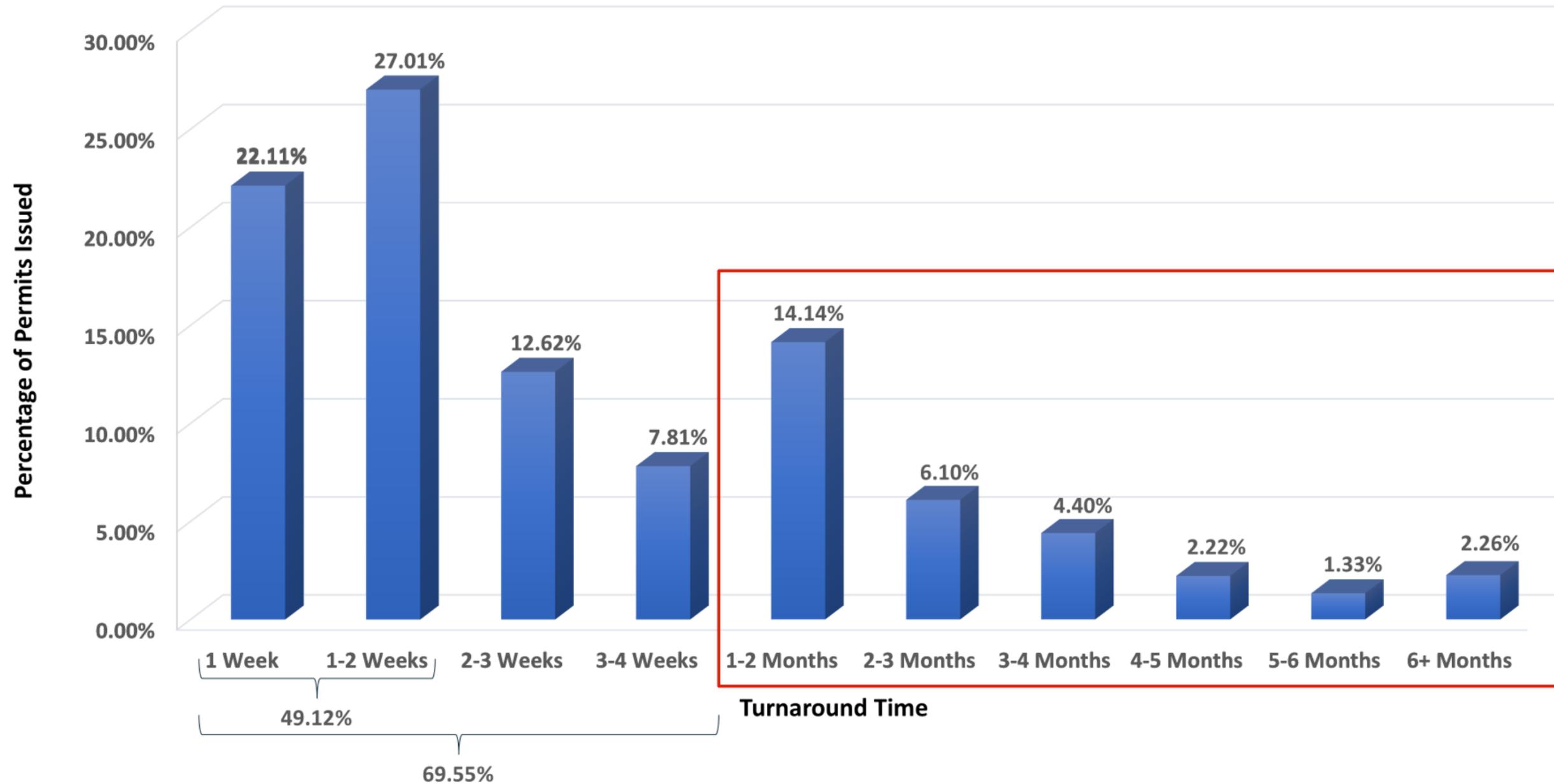
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