

# **PLAN REVIEW AND PROCESS IMPROVEMENT INITIATIVES**

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**HOUSTON  
PUBLIC WORKS**

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# PURPOSE

together we create a strong foundation  
for Houston to thrive

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## 5 TO THRIVE VALUES

respect | ownership | communication | integrity | teamwork

# INTRODUCTION

**The Houston Permitting Center is home to over 700 City of Houston employees across six departments.**

**We are both a service line in Houston Public Works and a Multi-Department City of Houston Building.**



# TRANSPARENCY & DATA CAVEATS



The current permitting system collects and reports data but there are several key challenges that can affect data analysis.

Specific limitations of the DataMart reports used in this presentation are noted throughout the presentation.

HPC will continue to make improvements to data reporting and analysis.



# **PLAN REVIEW KEY PERFORMANCE INDICATORS**

# PERFORMANCE SNAPSHOT

Commercial and Residential Combined			
Departments	Plans Reviewed	FTE's	Average per FTE
HPW-BCE (Code)	2077	72	29
HPW-OCE Traffic	808	5 + 1 SA	135
HPW-OCE Storm	493	6	82
HPW-FMO (BCE floodplain)	186	8	23
HPW-IDS (Water)	1207	7	172
Planning & Development	1089	12	91
HFD	40	10	4
HHD	68	3	23

# CYCLE TIME

## Commercial\* – All Departments

# Review Days**	May	June	July
Lowest Days	0 days	0 days	0 days
Highest Days±	48 days	22 days	81 days
Median Days (most common)	10 days	8 days	7 days
Average Days	10 days	8 days	8 days

## Residential\* – All Departments

# Review Days**	May	June	July
Lowest Days	0 days	0 days	0 days
Highest Days±	19 days	20 days	18 days
Median Days (most common)	8 days	8 days	7 days
Average Days	8 days	7 days	8 days

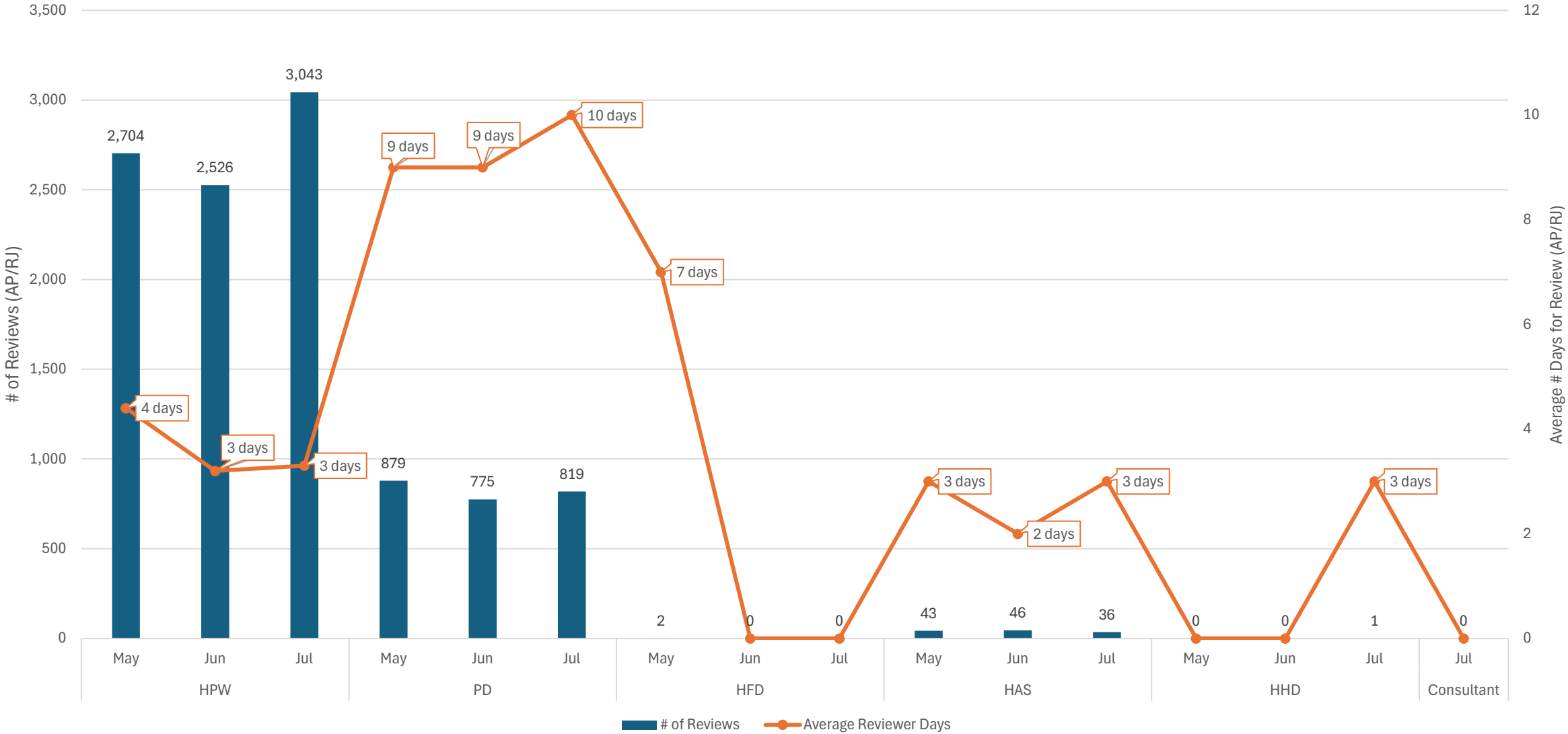
\*Excludes One-Stop

\*\*Table represents # of days it took for a project to receive a review (either approval or rejection). The average & median # of days in preliminary review for May, June and July was 1 day.

± Project numbers for longest review cycles are included in the Appendix

- Source: Monthly Cycle Time Report (DataMart)
- Cycle Time Report Limitations: Report does not differentiate One-Stop Residential from One-Stop Commercial

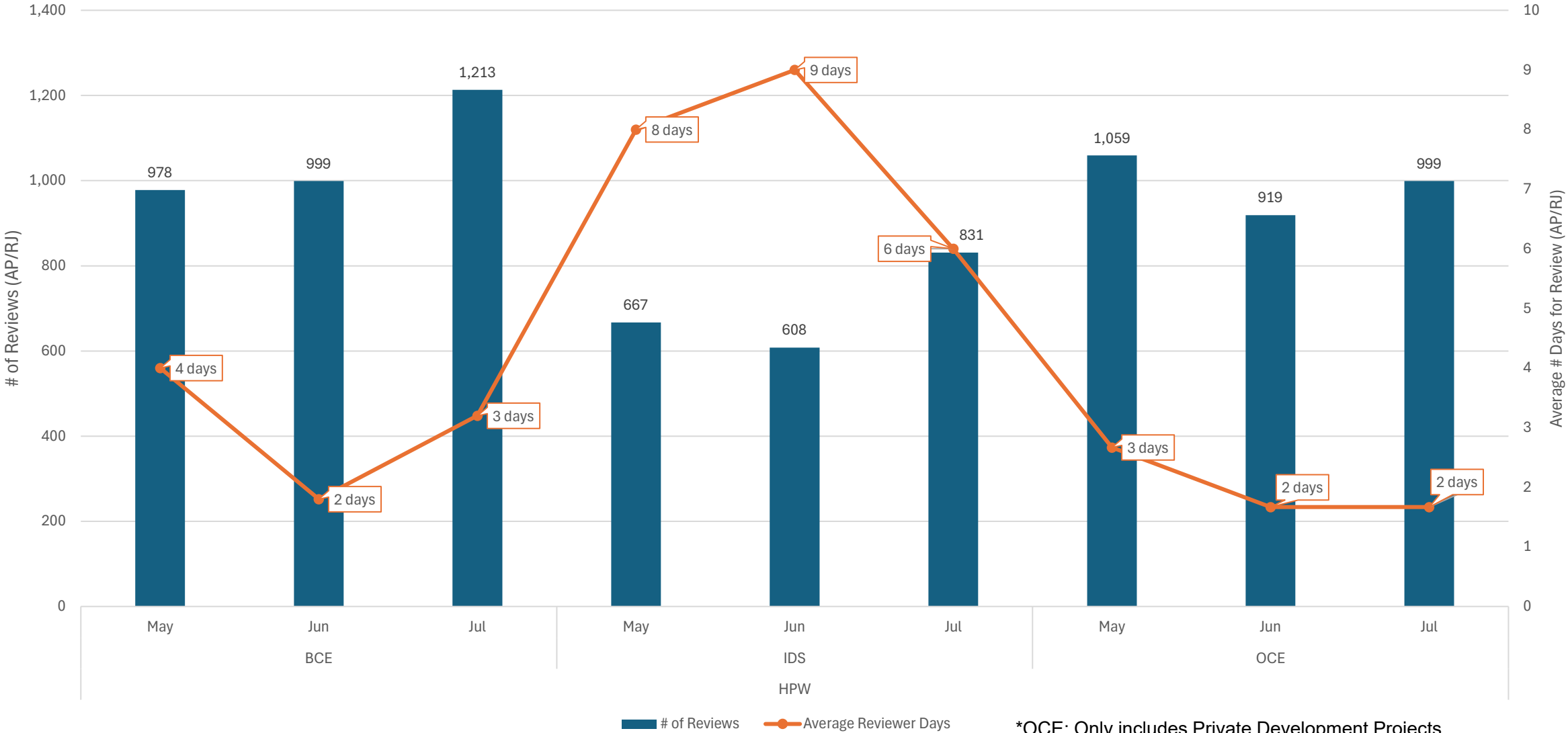
# CYCLE TIME: BY DEPARTMENT



\*Average days spent in Preliminary Review: 1 day (May, June & July)

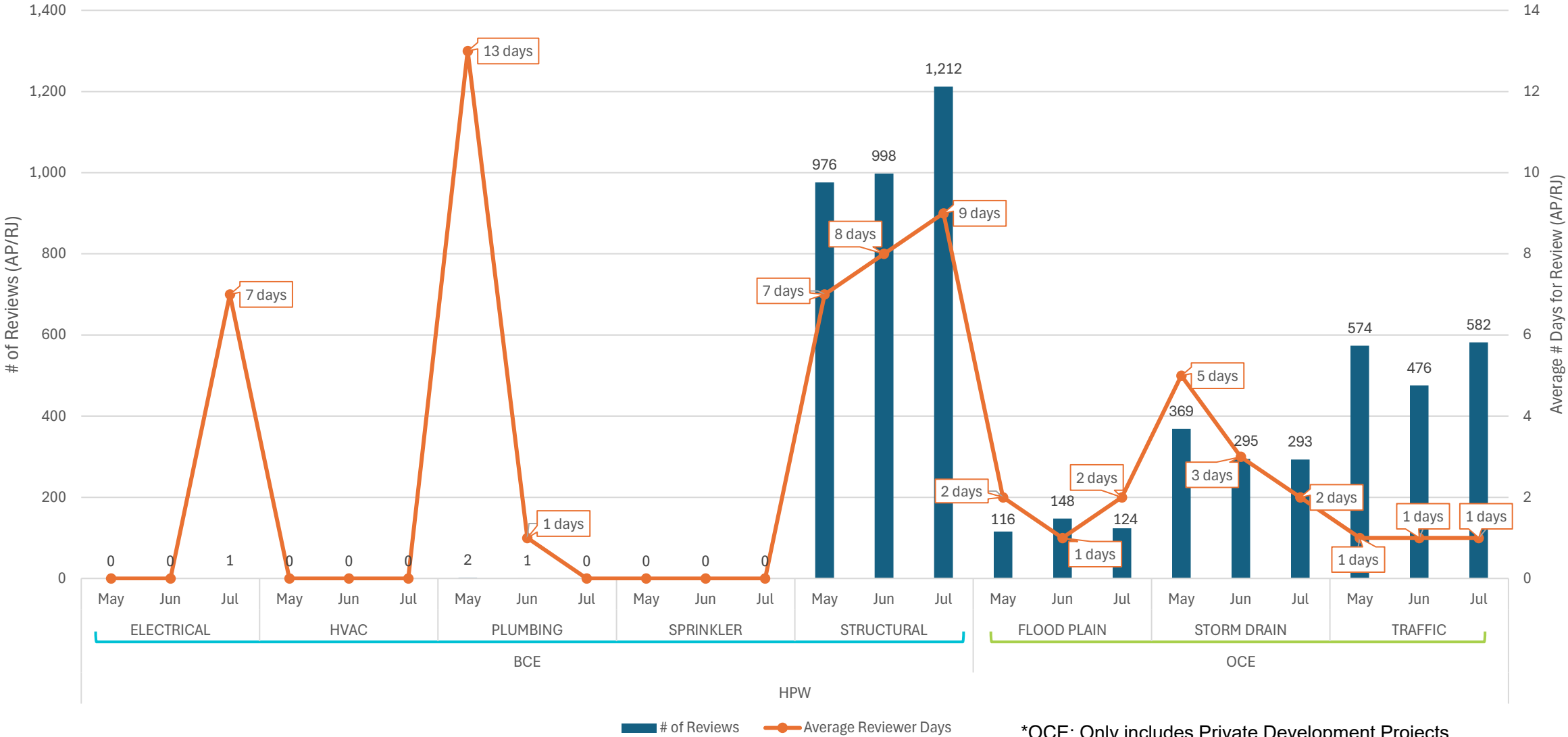


# CYCLE TIME: BY BRANCH



\*OCE: Only includes Private Development Projects.  
 \*\*Average days spent in Preliminary Review: 1 day (May, June & July)

# CYCLE TIME: BY HPC DISCIPLINE



\*OCE: Only includes Private Development Projects.  
 \*\*Average days spent in Preliminary Review: 1 day (May, June & July)

# **PROCESS IMPROVEMENT OVERVIEW**



# CURRENT STATE

## Past 90-days

**Snapshot:** New KPI metrics in place, implemented plan review initiatives - including New Submitted Family Residential Team, prioritizing resubmissions and revisions for faster service, relaunching Customer Advocacy interventions and One-Stop preparing for in-person service return.

## Focus Areas

### Business Needs



- Reorganization
- New ordinances
- Alvarez and Marsal Consultant

### Technology



- New phone system
- Website updates
- i-Permits redesign
- Live chat

### Talent and Training



- Training classes
- Workshop development
- Staffing
- Team surveys

### Key Performance Indicators



- Understand Data
- Identifying trends
- Benchmarking
- Transparency



# FUTURE STATE

## Continued Process Improvement

**Snapshot:** Focus on the customer experience, benchmark against other municipalities, assess implementation of A&M consultant strategies, expand IT partnership on technology initiatives, finalize reorganization strategy, and continued support and investment in our team.

### Focus Areas

#### Consultant Assessment



- New ordinances
- Process Improvement
- Benchmarking
- Speed & Simplification

#### Technology



- UCCE phones
- Website keywords
- Knowledge Center for live chat
- Automation & future AI

#### Talent



- E-Sat action
- Training
- Development
- Certifications

#### Functional Teams



- Holistic approach
- Resource allocation
- Promotional opportunities



## FUNCTIONAL TEAMS

- **Remove existing HPW silos**
  - BCE, OCE, Signs
- **Reorganize by function to simplify and create better efficiency**
  - Plan review
  - Inspections
  - Investigations
  - Permits
- **Department partnership to remove additional silos**
  - IDS, Planning, HFD, HHD





# Questions

# HOUSTON

## PERMITTING CENTER

# Thank you!



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