

# Planning and Inspections





# The Power of Our Strategic Plan: El Paso Transformational Results

Five-Year Transformation

Alignment with Strategic Plan

Investment in our People

Process Improvements

Results

*Photo courtesy of Duda Paine Architects*



# Strategic Plan Alignment

- Goal 1. Cultivate an Environment Conducive to Strong, Sustainable Economic Development
  - 1.6 Provide business-friendly permitting and inspection processes
- Goal 3. Promote the Visual Image of the El Paso
  - 3.2 Set one standard for infrastructure across the city



### Goal 3

## Visual Image of El Paso

Planning impacts visual image through:

- Zoning/special permit/infill development
- Subdivisions
- Long Range/Comprehensive Plan
- Historic Preservation
- Quality development

Since FY2015:

- ~2,400 planning applications processed annually
- 17,676 residential lots platted
- 138 acres of parkland dedicated

- \$3.026 billion in commercial investment since FY2015
- \$2.542 billion in residential investment since FY2015



*Goal 1*

Environment Conducive to Strong,  
Sustainable Economic Development <sup>5</sup>



# Strategic Plan Alignment

## Of the 20 in 20 Goals:

- #2 – Activate targeted development/redevelopment
  - Medical Center of the Americas
  - Rapid Transit System corridors





# Strategic Plan Alignment

## Of the 20 in 20 Goals:

- #9 – Investment in Downtown historic structures
  - Assisted by state and federal tax credits – **up to 45% of the rehabilitation costs!**
  - Select projects include:
    - Plaza Hotel
    - Bassett Tower (Aloft Hotel)
    - Martin Building
    - San Jacinto Plaza
    - Hotel Paso Del Norte
    - Gardner Hotel
    - Stanton Hotel

## Investment in Staff

- Succession Planning
  - Challenge to Change
  - Enhanced in-house staff training
    - 1-on-1 with Senior Leadership
    - P&I Academy
    - Continuing education
    - Cross training
- Upgraded select positions
- Improved staff morale



People

# Customer Service Cycle of Learning



*Cycle of Learning*

# How We Learn – We Listen!

Internal	External
Staff Feedback	Monthly Meetings with Industry
Cross Functional Teams	Council feedback
Ombudsman (centralized point-of-contact)	Pre-application/pre-construction meetings
Surveys	Surveys



*Process Improvement*

# One Stop Shop

- Over 52,000 customers served annually
- FY2018: 7:46 wait time
- Implemented new technology
- Online check-in
- Call Center



## Results

- **FY2020 (through December): 6:44 wait**
  - **62 second improvement (13.3% improvement)**
- **Over 92% customer satisfaction**





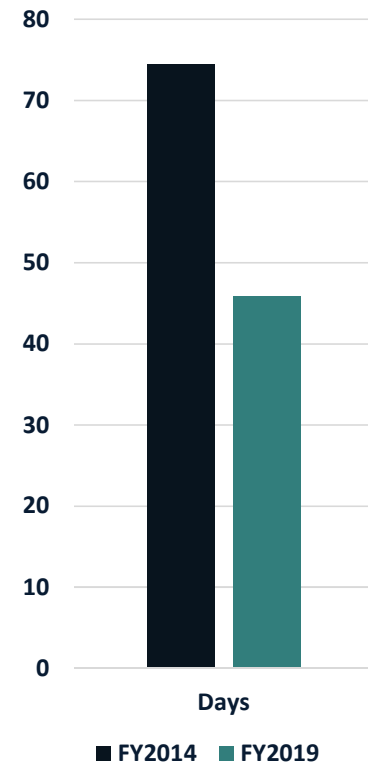
## Process Improvement

# New Commercial Building Permits

- FY2014: 74.49 days for ready to issue
- Lean Six Sigma project
  - Realigned department to multidisciplinary positions
  - Implemented new technology
  - Process automation
  - Online document review
  - Online submittal
  - Streamlined timelines

## Results

- **FY2019 45.86 days**
  - **28.6 day decrease (38.4% improvement)**





# Property Removal from Flood Zones

- Staff conducted study and application in-house
  - Completed application within two months (this type of application previously took more than one year!)
  - Over **\$100,000 in savings** by conducting study/application in-house

## Results

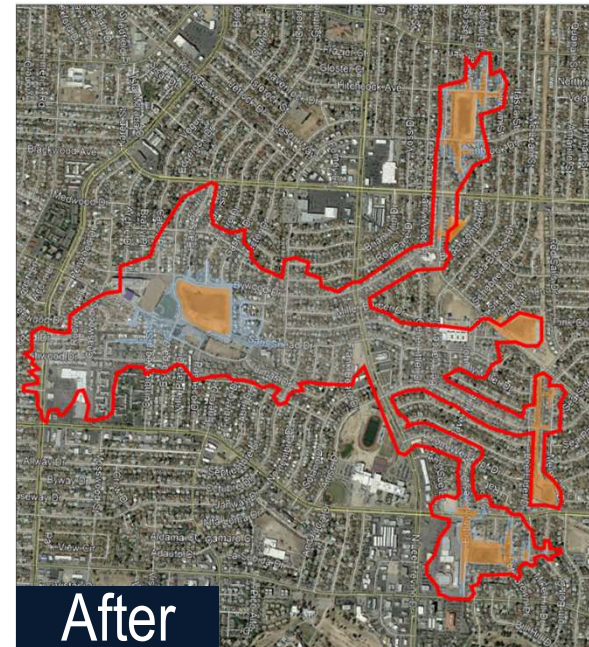
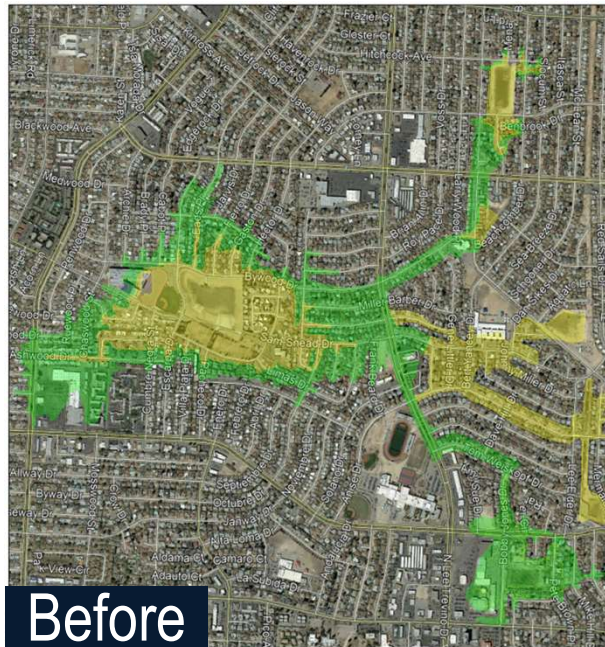
- **Removed 1,100 properties from flood zone in District 3**
- **Removed 4,876 properties from flood zone in District 4**

*Process Improvement*



# Property Removal from Flood Zones - Results

- Removed almost **6,000 properties** from the flood zone resulting in annual savings of **\$11 million** for property owners



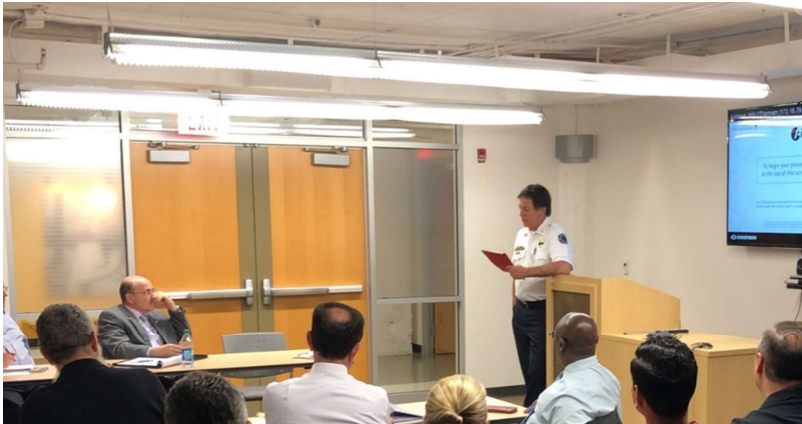
## Process Improvement



# Flood Zone Removal – Voice of the Customer

- Patricia Garcia – “My family currently pays **\$5,000 dollars a year** in flood insurance and is set to double within the next two years. Thanks to your team my husband and I now have piece of mind that our children will not be displaced from our home for months at a time due to flooding, and we can continue to afford our home and keep a roof over our children's heads.”
- Tropicana Building – **annual savings of over \$120,000**
- YWCA –

Because of the City’s hard work and diligence, our organization will save approximately \$14,000 a year for 19 years, totaling \$266,000. These are funds that will now go to serve our YWCA community at our four fitness centers, educate El Paso students in our Early Learning Academies and After School Programs, provide a safe place for women and children who have survived domestic violence, and so much more.



## Process Improvement Systems

- **Improved department communication/coordination**
- **Improved interdepartmental communication/ coordination through cross-functional teams**
  - **Economic Development**
  - **Capital Improvement**
  - **Community Development**
  - **Parks and Recreation**
  - **Attorney's Office**
- **Collaboration with outside agencies**
- **Improved fee collection resulting in over \$7 million of non-budgeted revenue since FY2016**

## Monthly Developer's Focus Group

- Forum for communication between staff, outside agencies, and development community
- Opportunity for improvement
- Address timeliness and process hurdles related to development
- Process improvements thus far for:
  - TxDOT
  - El Paso Electric
  - Streets and Maintenance
  - Land Development
  - El Paso Water (in progress)



## Monthly Developer's Focus Group – Voice of the Customer

*“I can't thank you enough for these monthly developer's meetings which have been **very fruitful for the development community** due to your personal commitment and perseverance ...**resolving issues that are identified as having been unresolved frustrations persisting for many years.**”*



*-Rich Williams*

# Development Engagement

- Monthly meetings with Industry
  - Developer's Focus Group
  - Homebuilder Association
  - School Districts
- Ombudsman
- Enhanced and expanded online resources
- Cross Functional Teams
- Required pre-applications and pre-submittals

## Process Enhancements

- Revamped review and permitting timeline
- Improved fee collection process
- Combo Review/Inspections
- Reduction in wait time at One Stop Shop
- Reduced commercial building permit time from LSS process
- Staff Consultations

## Staff Development

- Increased effort in succession planning
- Elevated staff trainings
- Improved staff morale
- 1-on-1 with department management
- Cross training

## Voice of the Customer

*“...a very professional experience...modernized...very easy...I am very impressed with the whole process!”*

*-Mauricio Murguia*

*“...Like I keep telling you, we don't get anywhere near this level of service in other markets.”*

*-Gary Olmstead*

*“...I can assure you that thus far El Paso has far surpassed our typical experience in dealing with planning & building departments.”*

*-Mary Burns*



Our People Make The Difference!

