

The Pearland Experience

Mike Hodge

Between 2003 and 2007, the population of the city doubled to nearly 85,000.

- The hardest hit department were in areas of development.
- For the 3 year period ending in 2007, the City had issued almost 8500 new home permits.
- Issued 2610 permits for new homes in 2006.
- Building Inspection staff had grown from 10 to 22 employees.

Core Beliefs

We are:

- **Responsive**
- **Results-Oriented**
- Trust-Builders
- Accountable

Process

- Development process had previously been streamlined, but needed to take it to the next level.
- Decided to seek help from outside party to develop process improvement strategies.
- The City engaged TechSolve to conduct a 5 day workshop to review its development process.

Process

- The City created a “Process Improvement Team” that consisted of:
 - Building Inspections
 - Planning
 - Fire
 - Parks and Recreation
 - Engineering
 - Public Works
 - Economic Development

Process

- Got all the departments and employees that were involved in development process into one room to discuss the process in detail.
- Group created a “Value Stream Map” to assess the existing process.
- Eliminated non-value added activities.
- Created new process flow chart.

Outcomes

- The team worked to identify and implement 35 specific strategies or opportunities.
- The Team utilized the RACI process to assign specific staff member with responsibilities for future actions.
- Reduced total development process from 136 days to 77 days (-40%).
- Reduced total staff touch time from 83 man-hours to 73 man-hours (-12%).

Benefits

- A better employee understanding of the process makes it easier for front-line employees to find creative solutions.
- Improved employee moral and created desire to seek “win-win” opportunities when working with customers.
- Efforts were recognized with 2009 Chairman’s Award from Pearland Chamber.

Let's look at Kennedale's
experience

