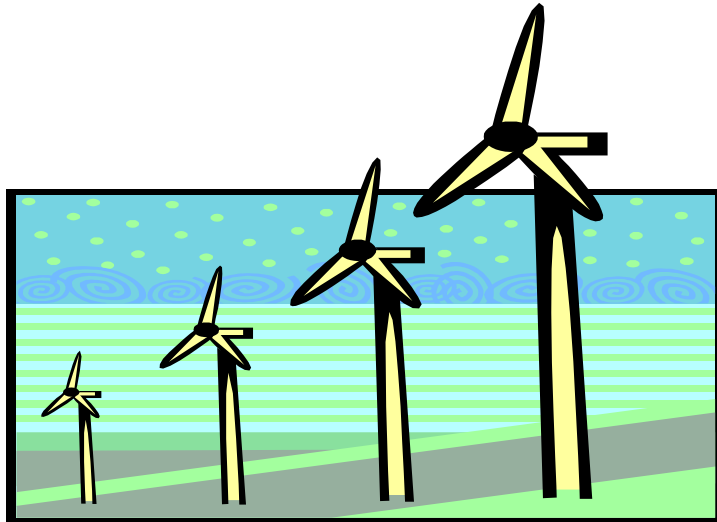


# Planning, Zoning & Building Department

Building, Code Enforcement & Contractor's Certification Divisions

## HOP PHASE 1 PERFORMANCE MEASUREMENT ASSESSMENT AND EVALUATION



*(Project No. 2003-P-02.2)*

Project Consultants – James Godfrey & Denis Krajec  
Director, Financial Management Division – Walter K. Munchheimer  
OFMB Director – Richard Roberts

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# Planning, Zoning & Building Department

## Building Division, Code Enforcement Division and Contractor's Certification Division: Phase 1 Assessment and Evaluation

*An overview survey of the current state of performance measuring and the degree of linkage present among mission statement, organizational objectives, and specific performance indicators in the department*

This publication contains the results of a structured process for evaluating the current state of program performance measurement in a county department. The process was designed and developed by the Management & Program Analysis Section of OFMB/Financial Management Division to facilitate an agency-wide review of the county's performance measurement system. Harnessing Organizational Performance—or HOP—is a collaborative initiative with Palm Beach County's departments. The HOP methodology involves an initial evaluation of the current performance measuring system in a department, and assesses the system according to a common set of HOP criteria. In the process, the work incorporates national benchmark and subject-matter best practices into findings and recommendations concerning the department's existing performance measures. This initial phase of the project is intended as a diagnostic phase; subsequent phases will help guide the department into a re-structuring of its performance measurement program in contextually relevant ways. The long-term objective of the HOP initiative is to verify that the Palm Beach County performance measurement program is:

- A positive tool in gauging organizational achievements;
- An important management tool to aid decision-making;
- A way to connect staff-level activities to higher-level organizational missions and statement of objectives.

The methodology employed in the HOP initiative is designed to allow for a collaborative process of evaluation and assessment of the client department’s current performance measurement system. To this end, MPA has created and utilizes a Client Manual (workbook) to take a team comprised of the client representatives and the Budget Division representative through a series of facilitated meetings.

Following this series of four 2½-hour meetings, a consensus point of view emerges concerning the current state of the client’s performance measurement system. In addition, the series of four HOP meetings provides the MPA consultant with useful operational insights and client-specific performance measurement information. The MPA consultant utilizes these insights and information to complete relevant best practices research.

Each of the four HOP meetings covers a “level” of evaluation. Each level of evaluation utilizes a different criterion by which to gauge the current performance measurement system. The primary criteria utilized for this evaluation are 1) linkages between the clients’ mission statements, objectives and performance measures, 2) a balanced use of the HOP defined “types” of performance measures, and 3) a balanced use of the HOP defined business “perspectives” of performance measures. The HOP defined “types” and business “perspectives” are described in greater detail below.

The HOP performance measurement program concentrates on three types of performance measures.

Measurement “Types”	Output performance measures - represent the department’s workload, amount of service or production, not the consequences of performing the workload.
	Efficiency performance measures - represent the ratio of <u>service unit output</u> to <u>resource input</u> ; usually cost per unit of service, or unit of service per resource (FTE’s or dollars expended).
	Outcome performance measures - represent the consequences or effects of specific actions or initiatives.

The HOP performance measurement program then employs four business “perspectives” by which organizational performance is to be guided.

Business Perspectives	Customer satisfaction perspective -performance measures that are created to “indicate” the customer’s perspective of “how they rate the county in the delivery of services” or those measures that indicate the customer use of a service.
	Internal process (operational) efficiency perspective -performance measures that are created to “indicate” the degree of efficiency involved in the delivery of services.

	Financial accountability perspective –performance measures that are created to “indicate” the financial accountability of the organization or stewardship of the public trust.
	Employee learning & growth perspective –performance measures that are created to “indicate” employee development – development which will enable the organization to succeed in its mission and/or that increases employee productivity, employee retention, career enrichment, and job satisfaction.

This publication reports on the consensus assessment developed by the HOP Team and the best practices research conducted by the MPA consultants to document findings, observations and recommendations pertaining to the client’s performance measurement system.

The Management & Program Analysis Section is leading this effort, together with our partners from the Budget Division, to establish common performance concepts and an understanding of performance measurement purposes throughout all county departments and divisions. When the three-phase HOP program is fully implemented in mid-2006, specific outputs of the Harnessing Organization Performance initiative will be:

- Standardizing performance measurement terminology;
- Establishing a collaborative, interactive approach towards performance measurement;
- Recommending improvements to the current performance system to decrease time and effort required by the system, while improving its management usefulness.

### “EVALUATING EXISTING MEASURES”

This is the first phase of the HOP program. This report contains the results of the phase 1 evaluation and assessment of the PZ&B Department mission statement and current year objectives for the three participating divisions: Building, Code Enforcement and Contractor’s Certification (the divisions). Current performance measures that cannot be linked to, or do not support, the mission statement or statement of objectives will not be required as part of the county’s official performance measurement program, although they can be maintained for departmental purposes, if desired. This phase also establishes the common terminology that will be used throughout the HOP project, as it relates to performance measures, linkages and relevant business perspectives. During this phase, the department will probably experience a reduction in the number of “required” performance measures, thereby reducing the time and effort spent in gathering and reporting on departmental performance.

### “MANAGING FOR HIGH PERFORMANCE”

The second phase will include communicating to every level of the department the linkage and relevancy among mission statement, objectives, performance

measures, and stakeholder desires. Where the first phase is primarily a diagnostic step to establish the current state of the department's performance measuring program, during the second phase a number of linked and highly relevant performance measures will be developed for the department's future use.

## **"PUTTING IT INTO PRACTICE"**

Finally, in this stage of the project, all of the required performance management infrastructure is established to permit the meaningful tracking and reporting of the department's performance. Formal guidelines will be developed and adopted regarding, (1) validation of acceptable measures, (2) reporting mechanisms and schedules, (3) accuracy verification techniques, (4) approval of goals, targets, and benchmarks, (5) incentive programs to reward the attainment of high performance, (6) internal financial control uses, and (7) ways and means of carrying out periodic reviews of performance indicators and targets to keep them current and relevant.

## **OVERVIEW OF PHASE 1 FINDINGS**

The findings and recommendations summarized below provide an overview of the performance measurement program assessment conducted for the PZ&B Department's participating divisions (Building, Code Enforcement and Contractor's Certification).

The performance measurement program consists of the department's mission statement, departmental objectives and the department's performance measures, along with the processes for tracking and reporting on the department's success in achieving those measures. The findings and recommendations are based on the evaluations of the HOP team, made up of the directors of the participating divisions and their staff supervisors, the assigned Budget Analyst from OFMB, and MPA consultants from OFMB/Financial Management Division.

The summary of findings and recommendations is followed by detailed findings and recommendations for the three divisions that participated in the project. Each division's detailed assessment is based upon the structured, four levels of evaluation conducted by the HOP team. Each level of evaluation was accomplished by use of evaluation tools designed expressly for that purpose by the MPA Section. In addition to the conclusions reached by using the 4-level evaluative tools, the MPA consultants performed "best practices" research involving similar operations nationwide, and cited examples from this research which the divisions can use as a starting point for its own further efforts. That research also forms an important foundation and knowledge base for the work yet to come in phase 2 of the HOP project.

### **General Findings**

- The current department mission statement meets the HOP criteria for identifying the purpose of the organization, the services rendered and the

recipients of those services. However, the mission statement is too long and too detailed as it attempts to convey five mini-mission statements, one for each of the department's divisions;

- The department mission statement offers good guidance for the divisions, if somewhat redundant to what is found in each division's "Definition of Programs and Services";
- The department mission statement, along with each division's "Definition of Programs and Services" fulfills the HOP criteria for providing mission-level guidance, thus enabling each division to create cohesive and linked division objectives and performance measures.
- There is fair linkage between "mission topics" and objectives statements. The Contractor's Certification division is the strongest in this respect, followed by the Building and the Code Enforcement divisions;
- There is good linkage between "mission topics" and performance measures. Contractor's Certification is the strongest in this respect, with Building and Code Enforcement also fairing well.
- There is good linkage between objectives statements and performance measures. In fact, some redundancy in this area may exist.
- There is a poor balance of performance measurement "types". There are only four "efficiency type" indicators out of 20 total performance measures. These four are in the Building Division.
- The participating divisions have attempted to develop performance measures from a customer satisfaction perspective and from an operational efficiency business perspective, but there exists an over-all poor linkage between the current performance measures and any of the HOP business perspectives. Only four of the twenty total performance measures can be categorized into the four HOP business perspectives. These four performance measures are all in the Building Division.

### General Recommendations

- Review the structure and content of the PZ&B department mission statement per the HOP defined criteria. Update the department mission statement as appropriate. In addition, revise the "Definition of Programs and Services" of each division to include a 2-3 sentence opening paragraph that conforms to the HOP definitions and guidelines regarding a mission statement (tailored to each division).
- Review the performance measure types (output, outcome, efficiency) with an eye toward developing a better mix of measures.
- Review each division's mission topics and statement of objectives; update either or both to create "linkage" or coherence, per the HOP defined criteria.
- Determine which current performance measures best meet the HOP defined criteria for business perspectives, consider how the others can be restated (if at all) to achieve a better balance across the four HOP business perspective categories for all three divisions.

In the course of the first phase evaluation, the divisions identified a series of important, current operational initiatives. These initiatives are ideal starting places from which each division can develop meaningful objectives and performance measures. Displayed in brackets are the potential business perspectives that could be used in creating performance measures for the stated initiatives. Each performance measure should be created from primarily one business perspective.

Building:

- Closely monitor revenue and expenditures for potential fee revisions as required. [financial accountability]
- Increase the number of products and materials that have been pre-approved for use in construction, thereby reducing the time required to review and approve specifications and tests during the permit application process. [customer satisfaction]
- Increase competency level of staff by the establishment of training procedures for all employees, including the development of a permit training manual. [employee growth & learning]
- Maintain service levels concurrent with the introduction of e-PZB with a focus on functional design, cost effectiveness and coordination with other agencies. [customer satisfaction / operational efficiency]
- Explore new methodologies to apprise and train customers regarding procedures. For example, establish a customer permitting checklist with penalties for incorrect application submission. [customer satisfaction]
- Locate qualified individuals to maintain staffing levels due to internal promotions. [operational efficiency – hiring practices]
- Update policy and procedure manuals regarding permitting. Train staff accordingly. [employee growth & learning]
- Implement the use of mobile wireless data processors for field inspectors. [efficiency / employee growth]
- Enhance utilization of computers in reporting functions to improve accuracy.

Code Enforcement:

- Monitor and evaluate the effectiveness of three additional code enforcement officers added to division staff for the purpose of addressing the needs of the Community Countywide Revitalization Team (CCRT). [operational efficiency / customer satisfaction]
- To fully understand and implement the features of e-PZB in order to realize the full benefit of its contribution to the operations of Code Enforcement. [operational efficiency / employee growth & learning]
- Identify the data requirements for day-to-day capture by the e-PZB system to facilitate development of system-based capabilities for monitoring operational performance and reporting the achievement of organizational objectives. [financial accountability / operational efficiency]

- Determine and provide specifications to ISS for developing the e-PZB system reporting requirements necessary to support performance measurement and the ongoing effort to improve operational efficiency. [operational efficiency]
- Explore methods for enhancing the measurement of contributions by individual employees and staff as a whole. [operational efficiency]

Contractor's Certification:

- Restructure outreach programs in an effort to decrease unlicensed activity. (including involvement with condominium groups) [operational efficiency]
- Using television and newspapers to communicate unlicensed activity to the public.
- Conduct unlicensed activity “stings”.
- Support legislative change to encourage specialty licenses and make them easier to obtain (e.g., painters need safety, insurance and EPA knowledge but have no requirement for structural background). [customer satisfaction]
- Develop a contractor's course to replace the currently used training manual to facilitate the process for contractors to pass county requirements test (especially helpful for specialty licenses). [customer satisfaction / operational efficiency]
- Investigate and resolve complaints and issue licenses [customer satisfaction].
- Expand management techniques to foster a cohesive “work spirit”. [employee growth & learning]

We recommend that the department utilize these initiatives to develop meaningful objectives and performance measures.

The detailed recommendations that follow are supported by references to the HOP Client Manual and to the best practices research. The recommendations are presented for each of the four levels of evaluation performed by the HOP Team. The Best Practices research is drawn from public sector entities that are recognized as leaders in their operational fields and in the measurement of performance. A listing of best practices Internet sites and contact information is included (Appendix A) to give the divisions a ready resource for assistance in developing modifications to its performance measurement program.

## LEVEL 1 EVALUATION – BUILDING DIVISION

### A. Mission Statement

The Level 1 evaluation begins by examining the content and structure of the published material that guides the division. The department’s mission statement offers this type of guidance, as does the division’s definition of programs and services; both are published in the county’s annual budget document. From these two sources, the HOP methodology identifies “mission level topics”. These are macro-level, topical areas that communicate the direction or vision for the division. Division objectives and performance measures flow from the mission level topics to ensure the division’s operations strive to meet the mission.

For the purpose of the HOP evaluation, “mission level topics” are listed as the first component of the division’s over-all performance program, followed by the division’s objectives and performance measures. This allows a consistent approach to creating and defining departmental mission statements and divisional programs and services descriptions throughout all county departments.

### *Performance Component*

Mission Level Topics (From Department Mission Statement & Division Programs and Services)	<p>To help the people of Palm Beach County maintain a quality community through:</p> <ul style="list-style-type: none"> <li>➤ Development review which applies performance and aesthetic standards for new development and redevelopment;</li> <li>➤ Inspections which insure safe, well built environment;</li> <li>➤ Enhancement and promotion of intergovernmental relationships between the public and private sectors.</li> </ul> <p>To provide a high level of service to the citizens of Palm Beach County through effective and efficient administration and enforcement of construction codes and standards to ensure the public’s safety, health, and general welfare. Primary services include:</p> <ul style="list-style-type: none"> <li>➤ Timely and thorough review of permit applications, drawings, and specifications for the issuance of building permits, including structural, plumbing, electrical, and heating/cooling;</li> <li>➤ On-site construction inspections performed at the necessary stages in the construction process;</li> <li>➤ Interaction with the construction industry; and,</li> <li>➤ Provide administrative and technical staff support for the Building Code Advisory Board of Palm Beach County and the Construction Board of Adjustment and Appeals.</li> </ul>
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*Recommendations*

- Modify the division’s current description of programs and services to include a 2-3 sentence opening paragraph that conforms to HOP definitions and guidelines regarding a mission statement. To achieve consistency throughout the county, this “statement of divisional mission” should: 1) include the name of the mission owner (Building Division), 2) describe over-all mission outcomes desired, and 3) specifically identify direct customers and/or important stakeholders.
- Consider possible strategic uses of the statement of division mission such as, 1) actively using the verbiage as the “moral compass” for decision making, and 2) placing this macro-level statement of mission on the backside of business cards and on division letterhead or public “forms” to promote the mission to employees, customer-citizens and stakeholders.

1

Finding and Observation	Recommendation
The current “Definition of Programs and Services” does not include the name of the division; though it does state the division’s purpose in terms of identifying a) the services it provides, b) the customers it serves (“citizens of Palm Beach County” is referenced, although builders, land owners, etc. are direct customers and are not mentioned) and c) the level or degree of service provided (“in an efficient manner”).	Add the division’s name to the opening paragraph of the “Definition of Programs and Services”. Compare the current mission-level statement found in the division’s programs and services definition with the examples of mission-level guidance found at the best practices sites listed below, revise as appropriate.

*Resources*

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, mission statement definitions and examples (pages 12-13).

Best Practices Research: Examples of *descriptive adjectives* in mission statements researched at best practices sites:

**Austin, Texas**

- “The purpose of the Building Development Regulations program is to review, issue permits and inspect in a **timely manner** for the community in order to ensure code compliant buildings, systems, and sites.”

**Sunnyvale, California**

- “The Community Development Department plans and manages the physical development and rebuilding of the City in a manner which **constantly strives to improve** its physical appearance, safety and functionality, its economy as a creator of jobs and tax base, and its overall quality of life.”

Best Practices Research: Examples of *content & structure* descriptions in mission statements researched at best practices sites:

**Franklin County, Ohio**

- “... The mission of the Development Department is **to provide** zoning enforcement, land use planning, residential building inspection, floodplain administration and information services **to protect and enhance** the quality of life for the **inhabitants of Franklin County and Central Ohio.**”

**Maricopa County, Arizona**

- “The mission of the Planning and Development Department is to **provide** planning and development services to **constituents of unincorporated Maricopa County** so they can responsibly develop and enjoy real property.”

**Fairfax County, Virginia**

- “(The mission of the Land Development Services) is **to ensure** that land development and public and private facility construction **conform to** the Fairfax County Code and Policies adopted by the Board of Supervisors, to provide for the conservation of natural resources, and **to ensure** that buildings **are constructed by the Virginia Uniform Statewide Building Code.**”

**Orange County, Florida**

- “The purpose of the Permits Program is **to provide** supportive and preventive services according **to the community and industry standards** for **department members, county residents and the business community** so they can **enjoy a quality of life** protected by a professional force that prevents hazardous situations.”

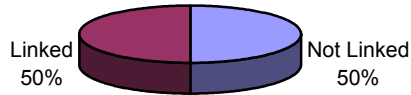
**B. Statement of Objectives**

The Level 1 evaluation next examines the linkages between the mission level topics and division’s objectives. This ensures that there is continuity of purpose between these two important components of the performance program. An assessment of the content and structure of the statement of objectives is also performed.

*Performance Component*

Objectives	<ol style="list-style-type: none"> <li>1. Maintain permit processing times at the FY 2003 level</li> <li>2. Monitor financial performance under the adopted revised permitting fee schedule to determine any changes, to balance fee revenue with operating expenses, and maintain minimum reserve needs</li> <li>3. Conduct an operations analysis relating to the development of a new electronic data management system</li> <li>4. Purchase and implement wireless data processors for field inspectors to improve efficiency and customer service</li> </ol>
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### Building Division Objectives Linkages to Mission Level Topics



*Performance Component*

Mission Level Topics (From Department Mission Statement & Division Programs and Services)	<p>To help the people of Palm Beach County maintain a quality community through:</p> <ul style="list-style-type: none"> <li>➤ Development review which applies performance and aesthetic standards for new development and redevelopment;</li> <li>➤ Inspections which insure safe, well built environment;</li> <li>➤ Enhancement and promotion of intergovernmental relationships between the public and private sectors.</li> </ul> <p>To provide a high level of service to the citizens of Palm Beach County through effective and efficient administration and enforcement of construction codes and standards to ensure the public’s safety, health, and general welfare. Primary services include:</p> <ul style="list-style-type: none"> <li>➤ Timely and thorough review of permit applications, drawings, and specifications for the issuance of building permits, including structural, plumbing, electrical, and heating/cooling;</li> <li>➤ On-site construction inspections performed at the necessary stages in the construction process;</li> <li>➤ Interaction with the construction industry; and,</li> <li>➤ Provide administrative and technical staff support for the Building Code Advisory Board of Palm Beach County and the Construction Board of Adjustment and Appeals.</li> </ul>
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*Recommendations*

- Improve the direct linkages between the division’s stated objectives and the mission level topics that guide the division.
- Based on the new initiatives planned for the division in FY2004, four or 5 divisional objective statements seem appropriate. Create objective statements using the HOP definitions for content and structure to guide development of objectives.

An example of an objective statement that conforms to HOP definitions concerning content and structure would be “adjust the Building Division fee schedule (this is the “what” part) as necessary on a periodic basis to insure that the fee revenues collected cover the division’s annual budget for operating expenditures (this is the “why” part) by monitoring (this is the “how” part) permitting activity and the associated fee revenue”.

When reviewing the Findings and recommendations below, please reference the HOP Client Manual: Section IV. HOP Definitions and Concepts, the objectives definitions and examples (pages 12-13). Also reference the definitions of linking objectives to the mission statement (page 13).

**2**

Finding and Observation	Recommendation
Division representatives on the HOP Team determined that two of the four Building Division’s objective statements (#1,4) are linked to mission level topics. However objective #1 is not fully developed per HOP definitions; it simply strives to maintain processing times at FY2003 levels (for the content evaluation of this objective, see Finding #4).	Reword objectives statements to provide linkage with existing mission level topics or, alternatively, recognize the significance of the non-linked objectives statements by altering the content of mission level topics to provide linkage to the objective statement(s).  Fully define all statement of objectives. Refer to the HOP manual and the best practices examples listed below.

**3**

Finding and Observation	Recommendation
The remaining two objective statements (#2,3) have no direct linkage. Objective #2, “monitor financial performance under the adopted revised permitting fee schedule ...” is very important to the division in ensuring that the division’s operations are entirely fee supported.	Considering the importance of the objective #2 to division management, the linkage and significance of this objective should be clearly indicated in the division’s “Definition of Programs and Services” statement of mission.

*Resources*

Best Practices Research: Examples of PZ&B objective statements researched at best practices sites:

**Austin, Texas**

- “To monitor construction activity on behalf of the community to ensure that development is built in accordance with approved plans and City of Austin rules and regulations.”

- “...to provide code review to the construction community so they can have code compliant commercial building plans in a timely manner.”
- “To provide housing and zoning investigations and enforcement for neighborhoods so that they can have a higher degree of compliance with City Code.”

4

Finding and Observation	Recommendation
<p>One of 2 objectives (#1) displaying linkage to the mission-level topics is simply a target statement, “Maintain permit processing times at the FY 2003 level.” No information is provided as to the significance of maintaining the achievement of a prior year, the actual processing times achieved during FY 2003, or what is considered a good permit processing time (in other words, the benchmark).</p>	<p>Review all objectives (including the one that is a target statement) and develop or modify objectives statements per the HOP guidelines regarding, a) defining an important initiative b) preferred content &amp; structure and c) linkage to the mission statement and/or “Definitions of Program and Services.”</p> <p>Review the target setting and document the reasoning that drives the target being set at a particular number. Consider industry standards, standards set by comparable organizations/operations, and internal goals that reflect past actual performance while incorporating an increment of improvement.</p>

*Resources*

Best Practices Research: Examples of PZ&B objective statements researched at best practices sites:

**Fairfax, VA**

- “Undertake a workforce/succession planning effort to identify positions and skills needed to meet new service demands.”
- “To provide inspection services on the day requested 96% of the time, while ensuring that 0% of buildings experience catastrophic failure as a result of faulty design.”
- “To issue not less than 60% of building permits on the day of application, while ensuring that 0% of buildings experience catastrophic failure as a result of faulty design.”

**Columbus, Ohio**

- “(By improving the information captured on the application) issue 100 percent of residential permits within 7 or 12 days of application (to better serve ...).”
- “(To improve customer satisfaction) issue 100 percent of small-scale commercial permits within 20 days of application.”
- “(Reorganize our workforce to be able to) complete 90 percent of inspections on the day of request.”
- “(Reprioritize work assignments to encourage use of our web-site by) answering 100 percent of e-mail inquiries within 1 business day.”

5

Finding and Observation	Recommendation
<p>The division documented several important initiatives or focus areas for the FY04 fiscal year. These included: a) Increase the number of products and materials that have been pre-approved for use in construction thereby reducing time required to review and approve specifications; b) increase the competency level of staff by establishing training procedures for all employees; and, c) explore new methodologies to apprise and train customers regarding procedures.</p>	<p>Based on the current divisional priorities and focus areas, determine whether there should be 1, 2 or possibly 3 objective statements per the HOP guidelines to communicate these important initiatives underway in the division.</p>

*Resources*

Best Practices Research: Examples of PZ&B objective statements researched at best practices sites:

**Franklin County, Ohio**

- “Provide cross training of two employees in each of the following aspects of the agency’s functions (to enable …)”
- “(Through an interactive web page and by holding targeted seminars) provide education and information to constituents on the effects of development within those areas identified as environmentally sensitive.”

**Maricopa County, Arizona**

- “Develop, implement and maintain a comprehensive training program for the department, market competitive job descriptions, compensation, performance evaluations and career ladder plans by the end of FY 2003/2004.”

**LEVEL 2 EVALUATION – BUILDING DIVISION**

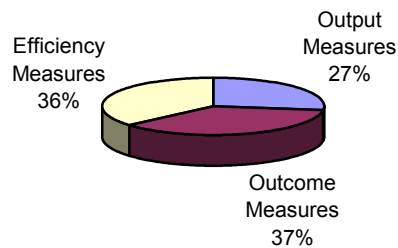
**A. Performance Measures**

The Level 2 evaluation examines the linkages between the mission level topics and performance measures. This ensures that there is continuity of purpose between these two important components of the performance program. An assessment of the “types” of measures being used in the department is also performed.

*Performance Component*

Performance Measures	Permit processing times (days): 1. Additions, interior alterations 2. Residences and townhouses 3. Multi-family/non-residential Inspections per day per inspector: 4. Structural 5. Electrical 6. Mechanical 7. Plumbing 8. Condemnations/unsafe 9. % -non productive inspections 10. Construction Plans reviewed 11. Permits issued
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**Building Division Performance Measure "Types" Chart**



Note: Refer to Finding # 9 for elaboration on the percentage associated with outcome measures displayed in the pie chart.

*Performance Component*

Mission Level Topics (From Department Mission Statement & Division Programs and Services)	<p>To help the people of Palm Beach County maintain a quality community through:</p> <ul style="list-style-type: none"> <li>➤ Development review which applies performance and aesthetic standards for new development and redevelopment;</li> <li>➤ Inspections which insure safe, well built environment;</li> <li>➤ Enhancement and promotion of intergovernmental relationships between the public and private sectors.</li> </ul> <p>To provide a high level of service to the citizens of Palm Beach County through effective and efficient administration and enforcement of construction codes and standards to ensure the public’s safety, health, and general welfare. Primary services include:</p> <ul style="list-style-type: none"> <li>➤ Timely and thorough review of permit applications, drawings, and specifications for the issuance of building permits, including structural, plumbing, electrical, and heating/cooling;</li> <li>➤ On-site construction inspections performed at the necessary stages in the construction process;</li> <li>➤ Interaction with the construction industry; and,</li> <li>➤ Provide administrative and technical staff support for the Building Code Advisory Board of Palm Beach County and the Construction Board of Adjustment and Appeals.</li> </ul>
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*Evaluation Criteria*

PM “Types”	<ol style="list-style-type: none"> <li>1. Output</li> <li>2. Efficiency</li> <li>3. Outcome</li> </ol>
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*Recommendations*

- Reduce the number of performance measures from the current 11 to 6-8. Ideally they are to indicate the progress or success of current objectives
- Evaluate existing performance measures and determine the importance of the information they convey in measuring the attainment of the mission level topics.

The HOP Client Manual defines three types of performance measures: Output; Efficiency; and Outcome. While the Output “type” is accepted and recognized by HOP, it is less desirable than either the Efficiency or Outcome type. The **Output** type merely represents the workload or production but provides no information regarding the cost effectiveness or consequences of that production. **Output** type does not inform management how that workload or production furthers the mission of the organization. Alternatively, **Efficiency** performance measures relate production to input in terms of either money or staff time. An example of an Efficiency type measure is “Cost per curb-mile to sweep city streets” (ratio of service delivery to \$ or FTE). Similarly, the **Outcome** type performance measure addresses the consequences, effects or results of program efforts, such as, “Percent of students in after-school study programs that improve at least one letter grade (program results / measurable consequences comparing two different time periods).

**6**

Finding and Observation	Recommendation
During the HOP level 2 evaluation, the HOP Team determined that the performance measure “% of non-productive inspections” (#9) is not directly linked to mission level topics. The Building Division representatives agreed that the number of non-productive inspections is not a good measure of performance and is of limited value.	The performance measure, “% of non-productive inspections,” should be removed if this measure cannot be rewritten to directly indicate the division’s performance.

**7**

Finding and Observation	Recommendation
<p>The HOP Team participants were able to link ten of the eleven performance measures (# 9 was not linked) to elements of the mission-level topics.</p> <p>Three of the ten relate to permitting operations and are titled “Permit processing time (days)”, differentiated only by the type or category of permit (e.g., Additions/Interior Alterations).</p> <p>Another four of the ten performance measures relate to the inspection of construction-in-process and are titled, “Inspections per day per inspector.” Again, the only difference is with the type or category of inspection performed (e.g. Structural, Plumbing, etc.)</p> <p>Two of the 10 performance measures “plans reviewed” (#10) &amp; “permits issued” (#11) are simple workload measures, and as such, do not reflect performance or achievement of stated objectives.</p>	<p>Consider the potential for reducing the number of performance measures relating to both permitting and inspections by rolling up what is measured to a higher-level indicator.</p> <p>For example, in viewing the FY2002 performance actuals (as reported in the FY04 Budget Book), the “inspections per day per inspector” for all “disciplines” average in the 14-16 range. Instead of reporting on 4 different measures, one could report the average of all inspections or if there is one particular “discipline” of inspections that is the focus of improvement (such as implementing wireless capabilities), report only on that area.</p> <p>Although the performance measures #10 &amp; #11 are of use as internal workload measures, they could be converted to efficiency measures to indicate operational performance.</p>

8

Finding and Observation	Recommendation
The HOP Team identified four performance measures as the output type (#'s 8,9,10,11) . The three output measures #8,10,11 convey the “number of condemnations”, “plans reviewed” and “permits issued”. It is not clear whether this output is actually good or bad since the numbers don’t indicate how many <u>were not</u> : a) condemned, but should have been, b) reviewed or c) issued. This illustrates the limitations of reporting work volumes, an output performance measure often lacks the context to truly measure performance.	Review the performance measures #8,9,10,11 and reduce the use of output measures in favor of the more meaningful efficiency or outcome measures whenever possible (reference HOP manual page 16). Ensure linkages of performance measures to elements of the mission level topics and objectives.

9

Finding and Observation	Recommendation
The HOP Team identified the performance measures #1,2,3 to be outcome types by virtue of their linkage to a division objective (and therefore measuring the consequence of actions or initiatives taken by the division). However, as previously mentioned in the Level 1 Evaluation results, the objective “maintain processing times at FY03 levels” is not a fully developed HOP-defined objective. Without linkage to this weak objective, these performance measures would be simply output type measures.	Review the performance measures #1,2,3 and reduce the use of output measures in favor of the more meaningful efficiency or outcome measures whenever possible (reference HOP manual page 16). An alternative way to display performance measurement concerning “processing times” would be “percent of multi-family/residential permits processed within 60 days”. If multi-family/residences permitting was a particular focus one might have a second category “percent of multi-family/residential permits processed within 30 days”.

*Resources*

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (page 14-17). Also reference the definitions of linking performance measures to objectives and mission statements (page 14).

Best Practices Research: Examples of PZ&B performance measures researched at best practices sites:

**Columbus, Ohio**

- “Percent of residential permits issued (within X days of application).”
- “Percent of inspections completed on the day of request.”

**Franklin County, Ohio**

- “% of completed inspections resulting in compliance (within X days).”
- “Cost per inspection completed resulting in compliance.”

**Maricopa County, Arizona**

- “% of inspection stops completed within 1 day of request.”
- “% of building inspection hotline requests responded to within 4 days.”
- “% minor permit reviews completed within 7 days.”

- “Manufactured/mobile home reviews completed within 14 days of final.”
- “% of residential occupancy permits issued within 14 days of final.”
- “% of all service staff reports prepared by the required date.”

**Fairfax, Virginia**

- “Permits issued per technician per day (or per week).”
- “Inspections completed per inspector per day (or per week).”
- “Percent of inspections completed on requested day.”
- “Percent of code violation complaints assigned within 24 hours.”

**Austin, Texas**

- “Cost per permit (or per violation) issued.”
- “Percent of trade permits or activations issued within 24 hours of request.”
- “Cost per inspection.”
- “Percent of inspections performed within 24 hours.”
- “Percent of initial commercial building reviews completed within Land Development code mandated time of 21 days.”
- “Average number of calendar days to resolve housing and dangerous building code violations from case initiation to voluntary compliance.” (This is an example of a cycle time performance measure. This example can be applied to complaints or inspections).
- “Percent of housing code complaints responded to within 2 working days.”

**Orange County, Florida**

- “% of completed applications processed within 5 days.”
- “% of incomplete applications notified within 3 days.”
- “% inspections completed by end of the following business day.”

**State of Arizona**

- “Average days from receipt of complete application to approval.”
- “Percent of Licensing customers indicating they received excellent service.”
- “Average number of days from receipt of complaint to action taken.”

**State of Texas**

- “Average cost per examination administered (permitting, inspections).”
- “Number of training/education sessions conducted.”
- “Average cost per training/education session.”
- “Average cost per inspection by agency staff.”
- “Average cost per administrative hearing.”

- “Average time for consumer complaint resolution.”

### LEVEL 3 EVALUATION – BUILDING DIVISION

#### A. Performance Measures

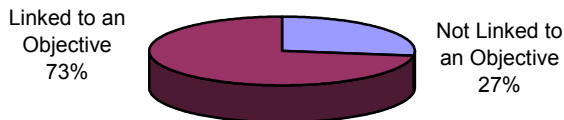
The Level 3 evaluation examines the linkages between statement of objectives and performance measures. This ensures that there is documented progress or success in achieving objectives.

*Performance Component*

Performance Measures	Permit processing times (days): 1. Additions, interior alterations 2. Residences and townhouses 3. Multi-family/non-residential Inspections per day per inspector: 4. Structural 5. Electrical 6. Mechanical 7. Plumbing 8. Condemnations/unsafe 9. % -non productive inspections 10. Construction Plans reviewed 11. Permits issued
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#### Building Division Performance Measure

##### Linkage to Objectives



*Performance Component*

Objectives	<ol style="list-style-type: none"> <li>1. Maintain permit processing times at the FY 2003 level</li> <li>2. Monitor financial performance under the adopted revised permitting fee schedule to determine any changes, to balance fee revenue with operating expenses, and maintain minimum reserve needs</li> <li>3. Conduct an operations analysis relating to the development of a new electronic data management system</li> <li>4. Purchase and implement wireless data processors for field inspectors to improve efficiency and customer service</li> </ol>
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*Recommendations*

- Develop performance measures that exhibit greater linkage to objectives.
- Objectives should have at least one related/linked performance measure to indicate success or status of the objective.

**10**

Finding and Observation	Recommendation
<p>Eight of the eleven performance measures for the Building Division are linked to current objectives. Three of the eight linked performance measures titled "Permit processing times" (#1,2,3) are basically restatements of the objective [the linked objective is only a target statement (i.e., "Maintain permit processing times at FY2003 levels") and not fully defined per the HOP definition (HOP manual pages 11&amp;12)].</p> <p>Three performance measures (#8,10,11) are <u>not</u> linked to an objective and are all output type performance measures.</p>	<p>Use HOP criteria to revise and/or create fully defined objectives. Create performance measures that will indicate success and/or quantify attainment of objectives.</p> <p>The performance measures #8,10,11 are <u>not</u> linked to an objective, no benchmark of good performance is provided for comparison, and as previously stated, output measures lack value as a measurement of organizational performance. For these reasons, consider these measures as candidates to be revised or removed from the formal HOP reporting documents (the Budget Book and Semi-annual reports).</p>

**11**

Finding and Observation	Recommendation
<p>Two of the Building Division's four objectives (#2,3) have no associated performance measures that directly indicate success or fulfillment of the objectives.</p>	<p>Update the division's stated objectives or performance measures to assure that each objective has a performance measure to indicate the level of achievement of the objective.</p> <p>Performance measures should be directly linked to a) objectives or b) the guiding statement of mission.</p>

*Resources*

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (pages 14-17). Also reference the definitions of linking performance measures to objectives and mission statements (page 14).

Best practices examples of objective statements are provided in the Level 1 Evaluation results of this report. Examples of performance measures are provided in the Level 2 Evaluation results of this report.

### LEVEL 4 EVALUATION – BUILDING DIVISION

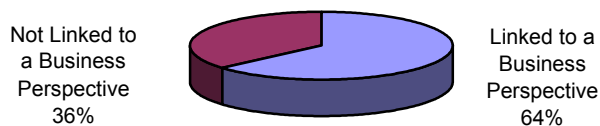
#### Performance Measures

The Level 4 evaluation examines performance measures as they relate to defined business perspectives. This ensures that there is a balanced approach in defining and utilizing performance measures to maintain high performance in several important focus areas.

*Performance Component*

Performance Measures	<p>Permit processing times (days):</p> <ol style="list-style-type: none"> <li>1. Additions, interior alterations</li> <li>2. Residences and townhouses</li> <li>3. Multi-family/non-residential</li> </ol> <p>Inspections per day per inspector:</p> <ol style="list-style-type: none"> <li>4. Structural</li> <li>5. Electrical</li> <li>6. Mechanical</li> <li>7. Plumbing</li> <li>8. Condemnations/unsafe</li> <li>9. % -non productive inspections</li> <li>10. Construction Plans reviewed</li> <li>11. Permits issued</li> </ol>
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#### Building Division Performance Measures Linkage to Business Perspective



*Evaluation Criteria*

<b>Business Perspectives</b>	<ol style="list-style-type: none"> <li>1. Customer satisfaction perspective</li> <li>2. Internal process/operational efficiency perspective</li> <li>3. Financial accountability perspective</li> <li>4. Employee growth and learning perspective</li> </ol>
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*Recommendation*

- Review any changes to the departmental mission statement, the divisional “Definition of Programs and Services” and divisional objectives. The division should strive to have at least one performance measure developed from each of the four business perspectives.

**12**

Findings and Observations	Recommendations
<p>The division representatives on the HOP Team placed 7 of the eleven Building Division performance measures into a HOP defined business perspective.</p> <p>Three of the seven (#1, 2, 3) were classified in the customer satisfaction perspective, although these indicators, “average processing time”, really do not fully satisfy the HOP definition of whether the customer is satisfied or not. In this example, average processing time tells more about the internal operation than whether the customer is satisfied with the performance.</p> <p>The remaining 4 of seven (#4, 5, 6, 7) were classified as having a process efficiency orientation.</p>	<p>Review any changes to the department’s mission statement and objectives. Ideally, the department should strive to have at least one performance measure developed from each of the four business perspectives.</p> <p>In regard to the “average processing times” indicators, an example of a performance measure created from a customer perspective would be “percent of customers indicating that permit processing times are acceptable”. In this example, the customer is asked and then delivers input to the division.</p>
<p>Four of the eleven divisional performance measures (#8, 9, 10, 11) are not a HOP business perspective (customer satisfaction, process/operational efficiency, financial accountability and employee growth and learning). These same four performance measures are output measures previously addressed in the HOP Level 2 and Level 3 evaluations.</p>	<p>Review performance measures and determine if the measure is intended to represent a HOP defined business perspective. Determine if the measure provides adequate, accurate representation of the business perspective. Performance measures that cannot be categorized as belonging to a business perspective should be eliminated and replaced.</p>

**13**

The following examples of performance measures are created from the four business perspectives. Corresponding objective statements are also displayed. The examples were developed with input from the Charlotte, NC best practices site.

Customer Satisfaction Perspective

- *Objective:* Be rated ‘extremely good’ or ‘good’ in overall service delivery by at least 80% of citizens surveyed in the biennial citywide phone survey.
- *Performance Measure:* Service rating by citizens as reported in the biennial citywide phone survey.

Internal Process Perspective

- *Objective:* Use technology to enhance information gathering and analysis by implementing an Information Technology Strategic Plan to facilitate improvements in service delivery, quality, timeliness, employee productivity and overall organizational effectiveness.
- *Performance Measure:* Percent of responses to problems within the same day.  
Daily service calls per repairman.

Financial Accountability Perspective

- *Objective:* Increase tax revenue by attracting new business developments retaining existing businesses and encouraging residential/commercial developments (maintain 50% metropolitan area new construction in Mecklenburg county).
- *Performance Measure:* Percent of metropolitan area new construction in Mecklenburg County.

Employee Growth and Learning Perspective

- *Objective:* Increase the capabilities of the inspection staff to respond to increasingly diverse and varied caseloads.
- *Performance Measure:* Percentage of inspector workforce that is cross trained & certified in 2 or more inspection disciplines.

## LEVEL 1 EVALUATION – CODE ENFORCEMENT DIVISION

### A. Mission Statement

The Level 1 evaluation begins by examining the content and structure of the published material that guides the division. The department’s mission statement offers this type of guidance, as does the division’s definition of programs and services; both are published in the county’s annual budget document. From these two sources, the HOP methodology identifies “mission level topics”; these are macro-level, topical areas that communicate the direction or vision for the division. Division objectives and performance measures flow from the mission level topics to ensure the division’s operations strive to meet the mission.

For the purpose of the HOP evaluation, “mission level topics” are listed as the first component of the division’s over-all performance program, followed by the division’s objectives and performance measures. This allows a consistent approach to creating and defining departmental mission statements and divisional programs and services descriptions throughout all county departments.

*Performance Component*

Mission Level Topics (From Department Mission Statement & Division Programs and Services)	<p>To help the people of Palm Beach County maintain a quality community through:</p> <ul style="list-style-type: none"> <li>➤ The equitable enforcement of county codes which promote safety and livability;</li> <li>➤ Enhancement and promotion of intergovernmental relationships between the public and private sectors.</li> </ul> <p>To enforce all building and zoning-related codes and ordinances applicable in the unincorporated areas of Palm Beach County. Primary services include:</p> <ul style="list-style-type: none"> <li>➤ Respond to complaints by citizens, the Board of county commissioners, departments and divisions;</li> <li>➤ Conduct inspections for Occupational License approval to assure compliance with applicable codes and ordinances; and</li> <li>➤ Conduct Code Enforcement Hearings to promote compliance with applicable codes and ordinances,</li> <li>➤ Conduct inspections of commercial development approvals to ensure compliance with BCC conditions of approval.</li> </ul>
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*Recommendations*

- Modify the division’s current description of programs and services to include a 2-3 sentence opening paragraph that conforms to HOP definitions and guidelines regarding a mission statement (tailored to the division). To achieve consistency throughout the county, this “statement of divisional mission” should: 1) include the name of the mission owner (Code Enforcement Division), 2) describe over-all mission outcomes desired, 3) specifically identify direct customers and/or important stakeholders.
- Consider possible strategic uses of the statement of division mission such as, 1) actively using the verbiage as the “moral compass” for decision making, and 2) placing this macro-level statement of mission on the backside of business cards and on division letterhead or public “forms” to promote the mission to employees, customer-citizens and stakeholders.

1

Finding and Observation	Recommendation
<p>The current division description of programs and services does not include the name of the division, a clearly defined customer or adjectives to fully describe the “level” of service that the division strives to produce. For example there is no “in a timely fashion”, “in an efficient manner” or “strives to use state of the art” to describe the level or degree of service provision.</p>	<p>Review the use of adjectives to create an interesting, fully descriptive picture of the degree or level of service the division strives to produce. This type of language in the description of programs and services can be used to reinforce a direct link to efficiency and outcome performance measures.</p>

*Resources*

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, mission statement definitions and examples (pages 12-13).

Best Practices Research: Examples of **descriptive adjectives** in mission statements researched at best practices sites:

**Austin, Texas**

- “The purpose of the Building Development Regulations program is to review, issue permits and inspect in a **timely manner** for the community in order to issue code compliant buildings, systems, and sites.”

**Sunnyvale, California**

- “The Community Development Department plans and manages the physical development and rebuilding of the City in a manner which **constantly strives to improve** its physical appearance, safety and functionality, its economy as a creator of jobs and tax base, and its overall quality of life.”

Best Practices Research: Examples of *content & structure* descriptions in mission statements researched at best practices sites:

**Franklin County, Ohio**

- “... The mission of the Development Department is **to provide** zoning enforcement, land use planning, residential building inspection, floodplain administration and information services **to protect and enhance** the quality of life for the **inhabitants of Franklin County and Central Ohio.**”

**Maricopa County, Arizona**

- “The mission of the Planning and Development Department is to **provide** planning and development services to **constituents of unincorporated Maricopa County** so they can responsibly develop and enjoy real property.”

**Fairfax County, Virginia**

- “(The mission of the Land Development Services) is **to ensure** that land development and public and private facility construction **conform to** the Fairfax County Code and Policies adopted by the Board of Supervisors, to provide for the conservation of natural resources, and **to ensure** that buildings **are constructed by the Virginia Uniform Statewide Building Code.**”

**Orange County, Florida**

- “The purpose of the Permits Program is **to provide** supportive and preventive services according **to the community and industry standards** for **department members, county residents and the business community** so they can **enjoy a quality of life** protected by a professional force that prevents hazardous situations.”

**B. Statement of Objectives**

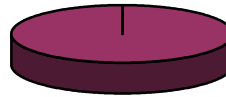
The Level 1 evaluation next examines the linkages between the mission level topics and division’s objectives. This ensures that there is continuity of purpose between these two important components of the performance program. An assessment of the content and structure of the objectives statements is also performed.

*Performance Component*

Objectives	<ol style="list-style-type: none"> <li>1. Continue research and review of appropriate performance measures to better capture the workload and performance of the division</li> </ol>
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**Code Enforcement Division  
Objectives  
Linkage to Mission Level Topics**

Not Linked  
100%



*Performance Component*

Mission Level Topics (From Department Mission Statement & Division Programs and Services)	<p>To help the people of Palm Beach County maintain a quality community through:</p> <ul style="list-style-type: none"> <li>➤ The equitable enforcement of county codes which promote safety and livability;</li> <li>➤ Enhancement and promotion of intergovernmental relationships between the public and private sectors.</li> </ul> <p>To enforce all building and zoning-related codes and ordinances applicable in the unincorporated areas of Palm Beach County. Primary services include:</p> <ul style="list-style-type: none"> <li>➤ Respond to complaints by citizens, the Board of county commissioners, departments and divisions;</li> <li>➤ Conduct inspections for Occupational License approval to assure compliance with applicable codes and ordinances; and</li> <li>➤ Conduct Code Enforcement Hearings to promote compliance with applicable codes and ordinances,</li> <li>➤ Conduct inspections of commercial development approvals to ensure compliance with BCC conditions of approval.</li> </ul>
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*Recommendations*

- Improve the direct linkages between the division’s stated objectives and the mission level topics that guide the division.
- Based on the new initiatives planned for the division in FY2004, two or three divisional objective statements seem appropriate. Create objectives statements using the HOP definitions for content and structure to guide development of objectives.

An example of an objective statement that conforms to HOP definitions concerning **content and structure** would be, “the Permitting Division will evaluate the current application process and develop a strategic initiative (this is the “**what**” part) to decrease processing cost per application (this is the “**why**” part) by implementing efficiency solutions (this is the “**how**” part),” or “ ...by evaluating the staffing hours and responsibility to workflow requirements (this is another example of the “**how**” part)”.

When reviewing the findings and recommendations below, please reference the HOP Client Manual: Section IV. HOP Definitions and Concepts, the objectives definitions and examples (pages 12-13). Also reference the definitions of linking objectives to the mission statement (page 13).

**2**

Finding and Observation	Recommendation
<p>There are no current objectives linked (directly related) to the mission level topics that guide the division.</p> <p>The stated objective to “research and review” is open-ended and does not identify a specific deliverable or a timeframe for implementation. It does not indicate the “how” and the terminology “continue research” leaves the content of this objective too vague per the HOP definition of an effective objective statement.</p>	<p>Reword the objective statement to provide linkage with the existing mission level topics. The objective statement should satisfy the content and structure guidelines described in the HOP manual.</p>

*Resources*

Best Practices Research: Examples of objective statements researched at best practices sites:

**Austin, Texas**

- “To monitor construction activity on behalf of the community to ensure that development is built in accordance with approved plans and City of Austin rules and regulations.”
- “...to provide code review to the construction community so they can have code compliant commercial building plans in a timely manner.”
- “To provide housing and zoning investigations and enforcement for neighborhoods so that they can have a higher degree of compliance with City Code.”

**Fairfax County, Virginia**

- “To provide inspection services on the day requested 96% of the time, while ensuring that 0% of buildings experience catastrophic failure as a result of faulty design.”
- “To issue not less than 60% of building permits on the day of the application, while ensuring that 0% of buildings experience catastrophic failure as a result of faulty design.”

3

Finding and Observation	Recommendation
<p>The division documented several important initiatives or focus areas for the FY04 fiscal year. These included a) evaluating the effectiveness of three additional officers hired to address the needs of the CCRT, b) working with ISS to complete the design and implementation of ePZB, and c) exploring the division’s capability to measure individual and team contributions to fulfilling the division’s mission.</p>	<p>Based on the current divisional priorities and focus areas determine whether there should be 1 or 2 objective statements per the HOP guidelines to communicate these important initiatives underway in the division.</p>

*Resources*

Best Practices Research: Examples of objective statements researched at best practices sites:

**Columbus, Ohio**

- “(By improving the information captured on the application) issue 100 percent of residential permits within 7 or 12 days of application (to better serve …).”
- “(To improve customer satisfaction) issue 100 percent of small-scale commercial permits within 20 days of application.”
- “(Reorganize our workforce to be able to) complete 90 percent of inspections on the day of request.”
- “(Reprioritize work assignments to encourage use of our web-site by) answering 100 percent of e-mail inquiries within 1 business day.”

**Franklin County, Ohio**

- “Provide cross training of two employees in each of the following aspects of the agency’s functions (to enable …)”
- “(Through an interactive web page and by holding targeted seminars) provide education and information to constituents on the effects of development within those areas identified as environmentally sensitive.”

## LEVEL 2 EVALUATION – CODE ENFORCEMENT DIVISION

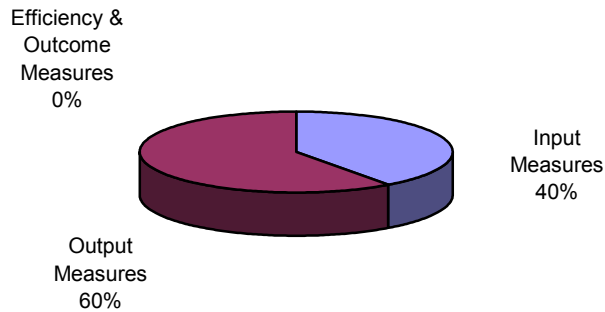
### A. Performance Measures

The Level 2 evaluation examines the linkage between the mission level topics and performance measures. This ensures that there is continuity of purpose between these two important components of the performance program. An assessment of the “types” of measures being used in the department is also performed

*Performance Component*

<b>Performance Measures</b>	<ol style="list-style-type: none"> <li>1. Customer initiated complaints</li> <li>2. Commission District complaints</li> <li>3. Violations Notices issued</li> <li>4. Notices to Correct issued</li> <li>5. Cases referred to the CEB (Code Enforcement Board)</li> </ol>
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**Code Enforcement Division  
Performance Measure  
"Types" Chart**



*Performance Component*

Mission Level Topics (From Department Mission Statement & Division Programs and Services)	<p>To help the people of Palm Beach County maintain a quality community through:</p> <ul style="list-style-type: none"> <li>➤ The equitable enforcement of county codes which promote safety and livability;</li> <li>➤ Enhancement and promotion of intergovernmental relationships between the public and private sectors.</li> </ul> <p>To enforce all building and zoning-related codes and ordinances applicable in the unincorporated areas of Palm Beach County. Primary services include:</p> <ul style="list-style-type: none"> <li>➤ Respond to complaints by citizens, the Board of county commissioners, departments and divisions;</li> <li>➤ Conduct inspections for Occupational License approval to assure compliance with applicable codes and ordinances; and</li> <li>➤ Conduct Code Enforcement Hearings to promote compliance with applicable codes and ordinances,</li> <li>➤ Conduct inspections of commercial development approvals to ensure compliance with BCC conditions of approval.</li> </ul>
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*Evaluation Criteria*

PM "Types"	<ol style="list-style-type: none"> <li>1. Output</li> <li>2. Efficiency</li> <li>3. Outcome</li> </ol>
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*Recommendations*

- Reduce the number of performance measures from the current five to 3 or 4 that will reflect the division’s performance in key respects. Provide at least one performance measure for each statement of objective. Performance measures can also be directly linked to the division’s mission level topics.
- Evaluate existing performance measures and determine the importance of the information they convey in measuring the attainment of the mission level topics. They are to indicate the progress or success of the current objectives.

Examples of performance measures that conform to HOP definitions concerning content and structure would be “number of licenses issued” (represents workload or production = **output measure**), “caseload per field investigator” (unit of service per FTE = **efficiency measure**), “percent of licensing customers indicating they received excellent service” (consequences of actions = **outcome measure**).

**4**

Finding and Observation	Recommendation
The division representatives determined that two of the five performance measures, “Customer initiated complaints” and “Commission District complaints,” are input type performance measures, because the number of complaints initiated is not directly controlled by staff. As input measures they reflect production external to the organization and do not indicate an amount of service delivered.	The measures “Customer initiated complaints” and “Commission District complaints “ are input measures and as such, are not true measures of the division’s performance. These measures should be removed from the formal HOP reporting requirement. If the area of “complaints” is vital to communicate, these measures could be transformed into output, efficiency or outcome performance measure “types”.

**5**

Finding and Observation	Recommendation
There are no performance measures that measure the performance of the division’s mission topics “respond to complaints” or “conduct inspections”.	Replace the two “input” measures (#1 & #2) and/or one or two of the current “enforcement” measures (#3,4,5) with an indicator reflecting the division’s performance in the “complaints” and “inspections” areas.

**6**

Finding and Observation	Recommendation
Three of the Code Enforcement Division’s five performance measures (#’s 3,4,5) are linked to elements of the mission topical area “enforce building and zoning” with respect to county codes and ordinances. All three are output type performance measures that relate to escalating levels of code enforcement actions [i.e., “Notices-to-correct issued,” “Violation Notices issued,” and “Cases referred to the CEB (Code Enforcement Board)].  With output measures, it is difficult to ascertain whether the volume of output is actually good or bad since the numbers don’t indicate how many complaints were not addressed and there is no indication of organizational improvement or evidence of efficient use of resources.	Consider consolidating the three indicators related to “enforcement” into 1 or 2 performance measures that provide meaningful input into decision making or that most accurately reflect the performance of the division or the achievement of a particular division objective.  Develop an efficiency or outcome performance measure for the high focus area of “complaints”. It may be more meaningful to convey the fact that a type of code enforcement action was taken within a desired time from receipt of a complaint; or to report on the number of complaints addressed per code enforcement officer within a certain optimal timeframe.

**7**

Finding and Observation	Recommendation
The current performance measures, “Cases referred to the CEB (Code Enforcement Board),” was identified as inaccurate by the HOP Team participants. The CEB has been replaced by the use of Special Masters.	Determine the value of this performance measure pertaining to division performance. If this indicator remains, it should be updated to reflect the use of Special Masters as opposed to the present reference to the CEB.

*Resources*

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (pages 14-17). Also reference the definitions of linking performance measures to objectives and mission statements (page 14).

Best Practices Research: Examples of PZ&B performance measures researched at best practices sites:

**Austin, Texas**

- “Cost per permit (or per violation) issued.”
- “Percent of trade permits or activations issued within 24 hours of request.”
- “Cost per inspection.”
- “Percent of inspections performed within 24 hours.”
- “Percent of initial commercial building reviews completed within Land Development code mandated time of 21 days.”
- “Average number of calendar days to resolve housing and dangerous building code violations from case initiation to voluntary compliance.” (This is an example of a cycle time performance measure. This example can be applied to complaints or inspections).
- “Percent of housing code complaints responded to within 2 working days.”

**Fairfax, Virginia**

- “Permits issued per technician per day (or per week).”
- “Inspections completed per inspector per day (or per week).”
- “Percent of inspections completed on requested day.”
- “Percent of code violation complaints assigned within 24 hours.”

**Columbus, Ohio**

- “Percent of residential permits issued (within X days of application).”
- “Percent of inspections completed on the day of request.”

**Franklin County, Ohio**

- “% of completed inspections resulting in compliance (within X days).”
- “Cost per inspection completed resulting in compliance.”

**Maricopa County, Arizona**

- “% of inspection stops completed within 1 day of request.”
- “% of building inspection hotline request responded to within 4 days.”
- “% minor permit reviews completed within 7 days.”
- “Manufactured/mobile home reviews completed within 14 days of final.”

- “% of residential occupancy permits issued within 14 days of final.”
- “% of all service staff reports prepared by the required date.”

**Orange County, Florida**

- “% inspections completed by end of the following business day.”
- “% of complaints processed within 2 days.”
- “% of cases resolved in 3 days or presented to Code Board within 2 Board Meetings.”

**State of Arizona**

- “Average days from receipt of complete application to approval.”
- “Percent of Licensing customers indicating they received excellent service.”
- “Average number of days from receipt of complaint to action taken.”

**State of Texas**

- “Recidivism rate for those receiving disciplinary action.”
- “Average cost per examination administered (permitting, inspections).”
- “Number of training/education sessions conducted.”
- “Average cost per training/education session.”
- “Average cost per inspection by agency staff.”
- “Average cost per administrative hearing.”
- “Average time for consumer complaint resolution.” Meetings.”

**LEVEL 3 EVALUATION – CODE ENFORCEMENT DIVISION**

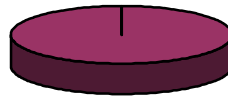
**A. Performance Measures**

The Level 3 evaluation examines the linkages between objectives and performance measures. This ensures that there is documented progress or success in achieving objectives.

*Performance Component*

<b>Performance Measures</b>	<ol style="list-style-type: none"> <li>1. Customer initiated complaints</li> <li>2. Commission District complaints</li> <li>3. Violations Notices issued</li> <li>4. Notices to Correct issued</li> <li>5. Cases referred to the CEB</li> </ol>
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**Code Enforcement Division  
Performance Measure  
Linkage to Objectives**



Not Linked to Objective  
100%

*Performance Component*

<b>Objectives</b>	<ol style="list-style-type: none"> <li>Continue research of appropriate performance measures to better capture the workload and performance of the Division.</li> </ol>
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*Recommendation*

- Develop performance measures that exhibit greater linkage to objectives.
- Objectives should have at least one related/linked performance measure to indicate success or status of the objective.

**8**

Finding and Observation	Recommendation
None of the five performance measures for the Code Enforcement Division is linked to current objectives.	Use HOP criteria (HOP manual page 12) to revise and/or create 1 to 3 fully defined objectives. Performance measures should directly link to a) objectives and/or b) the mission level topics. Strive to create performance measures across the three main "types" of performance measures: output, efficiency and outcome.

*Resources*

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (pages 14-17). Also reference the definitions of linking performance measures to objectives and mission statements (page 14).

Best practices examples of objective statements are provided in the Level 1 Evaluation results of this report. Examples of performance measures are provided in the Level 2 Evaluation results of this report.

## LEVEL 4 EVALUATION – CODE ENFORCEMENT DIVISION

### Performance Measures

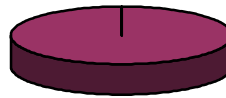
The Level 4 evaluation examines performance measures as they relate to defined business perspectives. This ensures that there is a balanced approach in defining and utilizing performance measures to maintain high performance in several important focus areas.

#### *Performance Component*

<b>Performance Measures</b>	<ol style="list-style-type: none"> <li>1. Customer initiated complaints</li> <li>2. Commission District complaints</li> <li>3. Violations Notices issued</li> <li>4. Notices to Correct issued</li> <li>5. Cases referred to the CEB</li> </ol>
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### Code Enforcement Division Performance Measures Linkage to Business Perspectives

Not Linked to  
a Business  
Perspective  
100%



#### *Evaluation Criteria*

<b>Business Perspectives</b>	<ol style="list-style-type: none"> <li>1. Customer satisfaction perspective</li> <li>2. Internal process/operational efficiency perspective</li> <li>3. Financial accountability perspective</li> <li>4. Employee growth and learning perspective</li> </ol>
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#### *Recommendation*

- Review any changes to the departmental mission statement, the divisional “Definition of Programs and Services” and divisional objectives. Ideally the division should strive to have at least one performance measure developed from each of the four business perspectives.

	Finding and Observation	Recommendation
9	None of the five Code Enforcement Division's performance measures could be placed into a HOP defined business perspective (i.e., customer satisfaction, process/operational efficiency, financial accountability and employee growth & learning).	Review any changes to the departmental mission statement, the divisional "Definition of Program and Services" and objectives. Ideally, the department/division should strive to have at least one performance measure developed from each of the four business perspectives (HOP manual pages 17-19).
10	<p>The division's two "input" measures "customer initiated complaints" and "Commission district complaints" may have been developed in an attempt to reflect a customer perspective, but they do not fulfill this intent due to the fact that they are "input measures" and as such, do not truly measure the total customers satisfaction.</p> <p>For example, if there are 7 customer districts, and total complaints received this year are 20 and complaints received last year was also 20, one might surmise that there was no improvement. However, upon closer examination, if the complaints received last year were from 7 different customers about 20 different problems and the complaints this year were received from 1 customer about the same problem (and the other 6 customers were very satisfied) this measure would not reflect a total customer satisfaction (it would reflect the dissatisfaction of the one customer, not the satisfaction of the 6 customers).</p>	<p>Review each performance measure and determine if the measure is intended to represent a HOP defined business perspective. Determine if the measure provides adequate, accurate representation of the business perspective or whether it needs to be revised. Performance measures that cannot be categorized as belonging to a business perspective should be replaced.</p> <p>The key is to develop performance measures from a business perspective that give the most meaningful information to that point of view. For example, "customer initiated complaints" could be revised to reflect the efficiency of resolving these complaints, "% of customer initiated complaints resolved within X days". This would correspond to an operational efficiency business perspective.</p> <p>Likewise, "customer satisfaction rating concerning the resolution of complaints" would be a performance measure developed from the customer satisfaction business perspective.</p>
11	Although the performance measures "violation notices issued", "notices to correct", "cases referred to ..." may have been developed to reflect something about internal operations or how the division interacts with its "customers", they indicate very little about internal, operational performance or the public they're dealing with. This is due to the fact that these performance measures really just indicate a volume of work product.	

The following examples of performance measures are created from the four business perspectives. Corresponding objectives statements are also displayed. The examples were developed with input from the Charlotte, NC best practices site.

Customer Satisfaction Perspective

- *Objective:* Be rated 'extremely good' or 'good' in overall service delivery by at least 80% of citizens surveyed in the biennial citywide phone survey.
- *Performance Measure:* Service rating by citizens as reported in the biennial citywide phone survey.

Internal Process Perspective

- *Objective:* Use technology to enhance information gathering and analysis by implementing an Information Technology Strategic Plan to facilitate improvements in service delivery, quality, timeliness, employee productivity and overall organizational effectiveness.
- *Performance Measure:* Percent of responses to problems within the same day, or daily service calls per repairman.

Financial Accountability Perspective

- *Objective:* Increase tax revenue by attracting new business developments retaining existing businesses and encouraging residential/commercial developments (maintain 50% metropolitan area new construction in Mecklenburg county).
- *Performance Measure:* Percent of metropolitan area new construction in Mecklenburg County.

Employee Growth and Learning Perspective

- *Objective:* Increase the capabilities of the inspection staff to respond to increasingly diverse and varied caseloads.
- *Performance Measure:* Percentage of inspector workforce that is cross trained & certified in 2 or more inspection disciplines.

## LEVEL 1 EVALUATION – CONTRACTOR’S CERTIFICATION DIVISION

### A. Mission Statement

The Level 1 evaluation begins by examining the content and structure of the published material that guides the division. The department’s mission statement offers this type of guidance, as does the division’s description of programs and services; both are published in the county’s annual budget document. From these two sources, the HOP methodology identifies “mission level topics”; these are macro-level, topical areas that communicate the direction or vision for the division. Division objectives and performance measures flow from the mission level topics to ensure the division’s operations strive to meet the mission.

For the purpose of the HOP evaluation, “mission level topics” are listed as the first component of the division’s over-all performance program, followed by the division’s objectives and performance measures. This allows a consistent approach to creating and defining departmental mission statements and divisional programs and services descriptions throughout all county departments.

### *Performance Component*

Mission Level Topics (From Department Mission Statement & Division Program and Services)	<p>To help the people of Palm Beach County maintain a quality community through:</p> <ul style="list-style-type: none"> <li>➤ The certification of contractors to protect the community by assuring a knowledgeable, qualified workforce; and</li> <li>➤ Enhancement and promotion of intergovernmental relationships between the public and private sectors.</li> </ul> <p>To implement and enforce the Special Act 67-1876, laws of Florida and Florida Statute, Chapter 489, which regulate the construction industry within Palm Beach County. Primary services include:</p> <ul style="list-style-type: none"> <li>➤ Licensing of contractors through an examination and evaluation process;</li> <li>➤ Field investigating alleged violations of construction licensing regulations;</li> <li>➤ Staff assisting the Construction Industry Licensing Board (CILB); and</li> <li>➤ Recovering fraudulently obtained funds for citizens through investigation, administration, and prosecution processes.</li> </ul>
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*Recommendations*

- Modify the division’s current description of programs and services to include a 2-3 sentence opening paragraph that conforms to HOP definitions and guidelines regarding a mission statement (tailored to the division). To achieve consistency throughout the county, this “statement of divisional mission” should: 1) include the name of the mission owner (Contractor’s Certification division), 2) describe over-all mission outcomes desired, 3) specifically identify direct customers and/or important stakeholders.
- Consider possible strategic uses of the statement of division mission such as, 1) actively using the verbiage as the “moral compass” for decision making, and 2) placing this macro-level statement of mission on the backside of business cards and on division letterhead or public “forms” to promote the mission to employees, customer-citizens and stakeholders.

1

Finding and Observation	Recommendation
The current division description of programs and services does not include the name of the department, or a clearly defined customer or adjectives to fully describe the “level” of service that the division strives to produce. For example, there is no “in a timely fashion”, “in an efficient manner” or “strives to use state of the art” to describe the level or degree of service provision.	Review the use of adjectives to create an interesting, fully descriptive picture of the degree or level of service the division strives to produce. This type of language in the description of programs and services can be used to reinforce a direct link to efficiency and outcome performance measures.

*Resources*

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, mission statement definitions and examples (pages 12-13).

Best Practices Research: Examples of *descriptive adjectives* in mission statements researched at best practices sites:

**Austin, Texas**

- “The purpose of the Building Development Regulations program is to review, issue permits and inspect in a **timely manner** for the community in order to ensure code compliant buildings, systems and sites.”

**Sunnyvale, California**

- “The Community Development Department plans and manages the physical development and rebuilding of the CITY in a manner which **constantly strives to improve** its physical appearance, safety and functionality, its economy as a creator of jobs and tax base, and its overall quality of life.”

Best Practices Research: Examples of *content & structure* descriptions in mission statements researched at best practices sites:

**Franklin County, Ohio**

- “... The mission of the Development Department is **to provide** zoning enforcement, land use planning, residential building inspection, floodplain administration and information services **to protect and enhance** the quality of life for the **inhabitants of Franklin County** and **Central Ohio.**”

**Maricopa County, Arizona**

- “The mission of the Planning and Development Department is to **provide** planning and development services to **constituents of unincorporated Maricopa County** so they can responsibly develop and enjoy real property.”

**Fairfax County, Virginia**

- “(The mission of the Land Development Services) is **to ensure** that land development and public and private facility construction **conform to** the Fairfax County Code and Policies adopted by the Board of Supervisors, to provide for the conservation of natural resources, and **to ensure** that buildings **are constructed by the Virginia Uniform Statewide Building Code.**”

**Orange County, Florida**

- “ The purpose of the Permits Program is **to provide** supportive and preventive services according **to the community** and **industry standards** for **department members, county residents and the business community** so they can **enjoy a quality of life** protected by a professional force that prevents hazardous situations.”

**B. Statement of Objectives**

The Level 1 evaluation next examines the linkages between the mission level topics and division’s objectives. This ensures that there is continuity of purpose between these two important components of the performance program. An assessment of the content and structure of the objectives statements is also performed.

*Performance Component*

Objectives	<ol style="list-style-type: none"> <li>1. Reduce the number of contractor advertisements without displaying required license number by 50% through proactive communication with advertisers.</li> <li>2. Through civil citation process, encourage qualified unlicensed practitioners to apply for licensure.</li> <li>3. Close 75% of cases within 30 days.</li> <li>4. Maintain at least 95% CILB (Contractor Industry Licensing Board) approval rate of applications for exam and change of status</li> </ol>
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**Contractor's Certification Division  
Objectives**

Linkage to Mission / Program and Services

Linked  
100%



*Performance Component*

Mission Level Topics (From Department Mission Statement & Division Program and Services)	<p>To help the people of Palm Beach County. maintain a quality community through:</p> <ul style="list-style-type: none"> <li>➤ The certification of contractors to protect the community by assuring a knowledgeable, qualified workforce; and</li> <li>➤ Enhancement and promotion of intergovernmental relationships between the public and private sectors.</li> </ul> <p>To implement and enforce the Special Act 67-1876, laws of Florida and Florida Statute, Chapter 489, which regulate the construction industry within Palm Beach County. Primary services include:</p> <ul style="list-style-type: none"> <li>➤ Licensing of contractors through an examination and evaluation process;</li> <li>➤ Field investigating alleged violations of construction licensing regulations;</li> <li>➤ Staff assisting the Construction Industry Licensing Board (CILB); and</li> <li>➤ Recovering fraudulently obtained funds for citizens through investigation, administration, and prosecution processes.</li> </ul>
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*Recommendations*

- Review the number of current objectives; modify the content and structure of the existing objectives in light of the HOP definitions and linkage concepts. Depending on the division’s strategic new or ongoing initiatives, decide whether to eliminate or replace 1 or 2 of the current objectives statements.

An example of an objective statement that conforms to HOP definitions concerning **content and structure** would be, “the Permitting Division will evaluate the current application process and develop a strategic initiative (this is the “**what**” part) to decrease processing cost per application (this is the “**why**” part) by implementing efficiency solutions (this is the “**how**” part),” or “ ...by

evaluating the staffing hours and responsibility to workflow requirements (this is another example of the “**how**” part”).

When reviewing the findings and recommendations below, please reference the HOP Client Manual: Section IV. HOP Definitions and Concepts, the objectives definitions and examples (pages 12-13). Also reference the definitions of linking objectives to the mission statement (page 13).

2

Finding and Observation	Recommendation
<p>All four of the division objectives statements are linked to the mission level topics. However, the HOP Team determined that present linkages could be improved by following HOP guidelines concerning the content and structure of objective statements.</p>	<p>Update objectives statements to conform to HOP definitions and to enhance linkages. Identify statutes, ordinances or the general reasoning behind the objective, the goals to be achieved and the significance of those goals.</p> <p>For example, objective statement # 3 could be reworded to include the type of case and event that begins the 30-day period (“what”) as well as the significance of the 30 days (“why”) and the method of accomplishing the goal (“how”). This would provide pertinent information to the reader and communicate how the attainment of this objective would further the mission criteria.</p>

3

Finding and Observation	Recommendation
<p>Two of the four objectives (#3 &amp; 4) are merely target statements, “Close 75% of cases within 30 days” and “Maintain at least 95% CILB approval rate of applications for exam and change of status”. No information is provided as to the type of case or the significance of attaining a 75% rate. Likewise, it is not apparent why a 95% rate is important to the division.</p> <p>Information regarding how the targeted percentages are determined and why they represent significant achievements is not provided. For example, there are no references to internal standards, or standards set forth by ordinance, if they exist.</p>	<p>Review all objectives (including the two target statements) and develop objectives statements per the HOP guidelines regarding, a) defining noteworthy initiatives, b) preferred content &amp; structure and c) linkage to the mission level topics.</p> <p>Review target setting and document the reasoning that drives a target being set at a particular number. Consider industry standards, standards set by comparable organizations/operations, and internal goals that reflect past actual performance while incorporating an increment of improvement.</p>

4

Finding and Observation	Recommendation
<p>The division documented several important initiatives or focus areas for FY 2004. These included a) restructuring outreach programs regarding unlicensed activity, b) support legislative change to encourage specialty licenses and make them easier to obtain and c) develop a contractor’s course to replace the currently used training manual to facilitate the process for contractors to, pass county requirements test.</p>	<p>Based on the current divisional priorities and focus areas, determine whether there should be 1 or 2 objectives statements per the HOP guidelines to communicate these important initiatives underway in the division.</p>

*Resources*

Best Practices Research: Examples of objective statements researched at best practices sites:

**Franklin County, Ohio**

- “Provide cross training of two employees in each of the following aspects of the agency’s functions (to enable …)”
- “(Through an interactive web page and by holding targeted seminars) provide education and information to constituents on the effects of development within those areas identified as environmentally sensitive.”

**Fairfax, Virginia**

- “To provide inspection services on the day requested 96% of the time, while ensuring that 0% of buildings experience catastrophic failure as a result of faulty design.”
- “To issue not less than 60% of building permits on the day of application, while ensuring that 0% of buildings experience catastrophic failure as a result of faulty design.”

**Austin, Texas**

- “To monitor construction activity on behalf of the community to ensure that development is built in accordance with approved plans and City of Austin rules and regulations.”
- “...to provide code review to the construction community so they can have code compliant commercial building plans in a timely manner.”
- “To provide housing and zoning investigations and enforcement for neighborhoods so that they can have a higher degree of compliance with City Code.”

**Columbus, Ohio**

- “(By improving the information captured on the application) issue 100 percent of residential permits within 7 or 12 days of application (to better serve …).”
- “(To improve customer satisfaction) issue 100 percent of small-scale commercial permits within 20 days of application.”
- “(Reorganize our workforce to be able to) complete 90 percent of inspections on the day of request.”
- “(Reprioritize work assignments to encourage use of our web-site by) answering 100 percent of e-mail inquiries within 1 business day.”

## LEVEL 2 EVALUATION – CONTRACTOR’S CERTIFICATION DIVISION

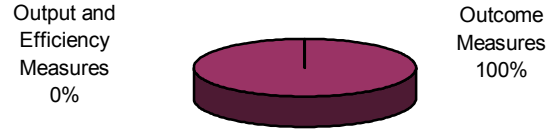
### A. Performance Measures

The Level 2 evaluation examines the linkage between the mission level topics and performance measures. This ensures that there is continuity of purpose between these two important components of the performance program. An assessment of the “types” of measures being used in the department is also performed.

*Performance Component*

<b>Performance Measures</b>	<ol style="list-style-type: none"> <li>1. % reduction of unlicensed advertisement</li> <li>2. Unlicensed practitioners contractor application</li> <li>3. % cases closed within 30 days</li> <li>4. CILB application approval rate</li> </ol>
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**Contractor's Certification Division  
Performance Measure  
"Types" Chart**



*Performance Component*

Mission Level Topics (From Department Mission Statement & Division Program and Services)	<p>To help the people of Palm Beach County. maintain a quality community through:</p> <ul style="list-style-type: none"> <li>➤ The certification of contractors to protect the community by assuring a knowledgeable, qualified workforce; and</li> <li>➤ Enhancement and promotion of intergovernmental relationships between the public and private sectors.</li> </ul> <p>To implement and enforce the Special Act 67-1876, laws of Florida and Florida Statute, Chapter 489, which regulate the construction industry within Palm Beach County. Primary services include:</p> <ul style="list-style-type: none"> <li>➤ Licensing of contractors through an examination and evaluation process;</li> <li>➤ Field investigating alleged violations of construction licensing regulations;</li> <li>➤ Staff assisting the Construction Industry Licensing Board(CILB); and</li> <li>➤ Recovering fraudulently obtained funds for citizens through investigation, administration, and prosecution processes.</li> </ul>
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*Evaluation Criteria*

PM "Types"	<ol style="list-style-type: none"> <li>1. Output</li> <li>2. Efficiency</li> <li>3. Outcome</li> </ol>
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*Recommendation*

- Evaluate existing performance measures and determine the importance of the information they convey in measuring attainment of the current mission level topics. They are to indicate the progress or success of current objectives.

Examples of performance measures that conform to HOP definitions concerning content and structure would be “number of licenses issued” (represents workload or production = **output** measure), “caseload per field investigator” (unit of service per FTE = **efficiency** measure), “percent of licensing customers indicating they received excellent service” (consequences of actions = **outcome** measure).

5

Finding and Observation	Recommendation
<p>All four performance measures of the division are linked to at least one of the division's mission level topics. There are 3 performance measures (#1,2,3) that are linked to the objective "investigate violations". Also, the performance measures #2 and #4 are both linked to the mission topics "licensing contractors" and "assisting the Licensing Board".</p>	<p>Review the Evaluation &amp; Assessment Table 2 from the HOP Client Manual. Where 2 or more performance measures are linked to the same mission topic, evaluate the measures for redundancy and meaningfulness.</p> <p>Indicators critical to measuring the performance of organization or those that provide the most valuable performance input to management should be kept; all others should not be part of the formalized HOP reporting (Budget Book and semi-annual reports).</p>

6

Finding and Observation	Recommendation
<p>There are no efficiency type performance measures. The HOP team participants classified the four performance measures as outcome measures because they indicate the consequences of the division's stated objectives.</p> <p>However, the objectives "close 75% of cases..." (#3) and "maintain at least 95% CILB approval rate ..." (#4) are really target statements and not fully developed HOP-defined objectives statements. Without the linkages to these weak objectives, these performance measures (#3,4) would be simply output type measures.</p>	<p>Modify current performance measures to include efficiency type or develop new efficiency measures. Insure that new or modified performance measures link to objectives and/or mission topics.</p> <p>Restate 2 or 3 of the performance measures per HOP definitions to allow the performance measures to "stand alone" as outcome or efficiency types of measures.</p>

*Resources*

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (pages 14-17). Also reference the definitions of linking performance measures to objectives and mission statements (page 14).

Best Practices Research: Examples of PZ&B performance measures researched at best practices sites:

**Columbus, Ohio**

- "Percent of residential permits issued (within X days of application)."
- "Percent of inspections completed on the day of request."

**Franklin County, Ohio**

- "% of completed inspections resulting in compliance (within X days)."
- "Cost per inspection completed resulting in compliance."

**Maricopa County, Arizona**

- "% of inspection stops completed within 1 day of request."
- "% of building inspection hotline request responded to within 4 days."
- "% minor permit reviews completed within 7 days."

- “Manufactured/mobile home reviews completed within 14 days of final.”
- “% of residential occupancy permits issued within 14 days of final.”
- “% of all service staff reports prepared by the required date.”

**Austin, Texas**

- “Cost per permit (or per contractor exam) issued.”
- “Percent of trade permits or activations issued within 24 hours of request.”
- “Cost per inspection.”
- “Percent of inspections performed within 24 hours.”
- “Percent of initial commercial building reviews completed within Land Development code mandated time of 21 days.”
- “Average number of calendar days to resolve housing and dangerous building code violations from case initiation to voluntary compliance.” (This is an example of a cycle time performance measure. This example can be applied to complaints or inspections).
- “Percent of housing code complaints responded to within 2 working days.”

**Fairfax, Virginia**

- “Permits issued per technician per day (or per week).”
- “Inspections completed per inspector per day (or per week).”
- “Percent of inspections completed on requested day.”
- “Percent of code violation complaints assigned within 24 hours.”

**Orange County, Florida**

- “% of completed applications processed within 5 days.”
- “% of incomplete applications notified within 3 days.”
- “% inspections completed by end of the following business day.”
- “% of complaints processed within 2 days.”
- “% of cases resolved in 3 days or presented to Code Board within 2 Board Meetings.”

**State of Arizona**

- “Average days from receipt of complete application to approval.”
- “Percent of Licensing customers indicating they received excellent service.”
- “Average number of days from receipt of complaint to action taken.”

**State of Texas**

- “Recidivism rate for those receiving disciplinary action.”
- “Average cost per examination administered (permitting, inspections).”
- “Number of training/education sessions conducted.”

- “Average cost per training/education session.”
- “Average cost per inspection by agency staff.”
- “Average cost per administrative hearing.”
- “Average time for consumer complaint resolution.”

**LEVEL 3 EVALUATION – CONTRACTOR’S CERTIFICATION DIVISION**

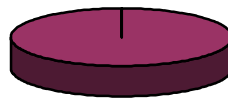
**A. Performance Measures**

The Level 3 evaluation examines the linkages between statement of objectives and performance measures. This ensures that there is documented progress or success in achieving objectives

*Performance Component*

<b>Measures</b>	<ol style="list-style-type: none"> <li>1. % reduction of unlicensed advertisement</li> <li>2. Unlicensed practitioners contractor application</li> <li>3. % cases closed within 30 days</li> <li>4. CILB application approval rate</li> </ol>
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**Contractor's Certification Division  
Performance Measure  
Linkage to Objectives**



Linked to an Objective  
100%

*Performance Component*

<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. Reduce the number of contractor advertisements without displaying required license number by 50% through proactive communication with advertisers.</li> <li>2. Through civil citation process, encourage qualified unlicensed practitioners to apply for licensure.</li> <li>3. Close 75% of cases within 30 days.</li> <li>4. Maintain at least 95% CILB approval rate of applications for exam and change of status.</li> </ol>
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*Recommendations*

- Develop performance measures that exhibit linkage to divisional objectives.
- Objectives should have at least one related/linked performance measure to indicate success or status of the objective.

7

Finding and Observation	Recommendation
<p>Three of the four current performance measures (# 1,3,4) are directly linked to objectives. The wording of the fourth, "Unlicensed practitioner contractor applications" is unclear as to "what" the indicator is measuring.</p> <p>The performance measure "% reduction ..." (#1) is vague as to whether the % reduction is in comparison to the same reporting period from last year, or to the reporting period immediately preceding this reporting period. Likewise, the #3 performance measure "% of cases ..." doesn't reflect exactly what is being measured, all cases or one specific type of case?</p>	<p>Review the clarity of each performance measure. Reword as necessary to provide an understanding of what the indicator is measuring.</p>

*Resources*

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (pages 14-17). Also reference the definitions of linking performance measures to objectives and mission statements (page 14).

Examples of objective statements are provided in the Level 1 Evaluation results of this report. Examples of performance measures are provided in the Level 2 Evaluation results of this report.

**LEVEL 4 EVALUATION – CONTRACTOR’S CERTIFICATION DIVISION**

**Performance Measures**

The Level 4 evaluation examines performance measures as they relate to defined business perspectives. This ensures that there is a balanced approach in defining and utilizing performance measures to maintain high performance in several important focus areas.

*Performance Component*

<b>Performance Measures</b>	<ol style="list-style-type: none"> <li>1. % reduction of unlicensed advertisement</li> <li>2. Unlicensed practitioners Contractor Appl.</li> <li>3. % cases closed within 30 days</li> <li>4. CILB Application approval rate</li> </ol>
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**Contractor's Certification Division  
Performance Measure  
Linkage to Business Perspectives**

Not Linked  
to a  
Business  
Perspective  
100%



*Evaluation Criteria*

<b>Business Perspectives</b>	<ol style="list-style-type: none"> <li>1. Customer satisfaction perspective</li> <li>2. Internal process/operational efficiency perspective</li> <li>3. Financial accountability perspective</li> <li>4. Employee growth and learning perspective</li> </ol>
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*Recommendation*

- Review any changes to the departmental mission statement, the division’s “Definition of Programs and Services” and divisional objectives. Ideally the division should strive to have at least one performance measure developed from each of the four business perspectives.

**8**

Finding and Observation	Recommendation
<p>Four of the division’s five performance measures focus on measuring objectives. The four objectives target internal operational activities/responsibilities. However, none of the five performance measures could be directly placed into a HOP defined business perspective (i.e., customer satisfaction, process/operational efficiency, financial accountability and employee growth &amp; learning).</p>	<p>Review each performance measure and determine if the measure is intended to represent a HOP defined business perspective. Re-define each performance measure as necessary to provide an adequate and accurate representation of a business perspective. Performance measures that cannot be categorized as belonging to a business perspective should be replaced.</p>

The following examples of performance measures are created from the four business perspectives. Corresponding objectives statements are also displayed. The examples were developed with input from the Charlotte, NC best practices site.

- Customer Satisfaction Perspective
- *Objective:* Be rated ‘extremely good’ or ‘good’ in overall service delivery by at least 80% of citizens surveyed in the biennial citywide phone survey.
- *Performance Measure:* Service rating by citizens as reported in the biennial citywide phone survey.

Internal Process Perspective

- *Objective:* Use technology to enhance information gathering and analysis by implementing an Information Technology Strategic Plan to facilitate improvements in service delivery, quality, timeliness, employee productivity and overall organizational effectiveness.
- *Performance Measure:* Percent of responses to problems within the same day.  
Daily service calls per repairman.

Financial Accountability Perspective

- *Objective:* Increase tax revenue by attracting new business developments retaining existing businesses and encouraging residential/commercial developments (maintain 50% metropolitan area new construction in Mecklenburg county).
- *Performance Measure:* Percent of metropolitan area new construction in Mecklenburg County.

Employee Growth and Learning Perspective

- *Objective:* Increase the capabilities of the inspection staff to respond to increasingly diverse and varied caseloads.
- *Performance Measure:* Percentage of inspector workforce that is cross trained & certified in 2 or more inspection disciplines.

## PROJECT SUMMARY

The findings & observations, as well as the recommendations are developed from the series of four evaluation meetings held with the PZ&B Department's participating divisions (Building, Code Enforcement and Contractor's Certification). The report follows the Harnessing Organizational Performance (HOP) principles of:

- Concise, clear descriptions of mission statements, objectives and performance measures
- A clear linkage or coherence between the mission level topics, objectives and performance indicators
- A balanced representation of all "types" of performance measures (output, efficiency and outcome)
- A balanced focus to performance measurement across the HOP "business perspectives" (customer satisfaction, internal process efficiency, financial accountability and employee growth & learning)

The anticipated organizational benefits of successfully implementing the HOP recommendations are:

- Decreasing the number of performance measures to a meaningful, vital few
- Decreasing the time and energy spent collecting and reporting performance measures
- Focusing the organization on activities and initiatives that achieve the overall departmental mission
- Development of a uniform approach to measuring performance; creating linkages from performance measures to mission statements or objective statements; utilizing different "types" of performance measures to provide balance across the four defined "business perspectives".

## Appendix A

### Best Practices Reference Sites

- (1) **Columbus, Ohio** – Department of Development, Building Services Division  
Contact: Deborah Hoffman, Administrator 614-645-7776

- (2) **Franklin County, Ohio** – Development Department  
Contact: Nancy Thompson, Administrator 614-462-3094

Web Address: Reference the **2003 Annual Budget** at:

[http://www.co.nc.franklin.oh.us/budget03/2003\\_Budget\\_Book.Final\\_01\\_22\\_2003.pdf](http://www.co.nc.franklin.oh.us/budget03/2003_Budget_Book.Final_01_22_2003.pdf)

- (3) **Maricopa County, Arizona** –  
Contact: Don Colvin, Budget Coordinator 602-506-2385

Web Address: Reference **Strategic Planning Results/Planning and Development** at:

<http://www.maricopa.gov/cio/mfr/viewOnlyAll.aspDID=91>

- (4) **Fairfax, Virginia** –  
Contact: Barbara Emerson, Senior Budget Analyst 703-324-3009

Web Address: Reference **Public Safety/Land Development** at:

<http://www.co.fairfax.va.us/goc/omb/pdf/Volume1/00132.pdf>

- (5) **Austin, Texas** –  
Contact: Janet Gallagher, Division Manager 512-974-2089

Web Address: Reference **Watershed Protection & Development Review-2003-04/Building Development Regulation and Neighborhood Planning and Zoning Department**

<http://www.cityofaustin.org/budget/03-04/downloads/630pb0304.pdf>

- (6) **Orange County, Florida** –  
Contact: Ray Mobley, Senior Management and Budget Analyst 407-836-7367

Web Address: Reference **Growth Management / Performance Measurement System** at

<http://www.orangecountyfl.net/jobs/budget/2004/default.htm>

(7) **State of Arizona -**

Contact: Bob Howes, Budget Office 602-542-1525 x7220

Web Address: Reference **Contractors, Registrar of** at:

<http://www.azleg.state.az.us./jlbc/04recbk/recbktoc.pdf>

(8) **State of Texas -**

Contact: Kevin Ketchum, Public Affairs 512-463-7574

Web Address: Reference **Department of Licensing and Regulation** at:

<http://www.license.state.tx.us/Agency%20Reports/AGENCY%20Strategic%20PLAN%20.pdf>

(9) **City of Charlotte, North Carolina -**

Contact: Kari Lanning, Assistant to the Director 704-432-1093

Web Address: Reference **Corporate Performance Report** at

<http://www.charmeck.nc.us/Home.htm>