

Zoning Division:

A STUDY TO PROVIDE TRANSITION ASSISTANCE IN THE REORGANIZATION OF SELECTED DIVISION PROGRAMS

(Project No. 2005-M-04)



Project Consultant - William Brown
Director, Financial Management Division - Walter K. Munchheimer
OFMB Director - Richard Roberts

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Executive Summary

Report Highlights . . .

Our Climate Assessment and Customer Survey reveals:

- ☑ *Division staff and customers of division services have disparate views concerning the divisions' delivery of public / customer service.*
 - ☑ *Division staff and customers of division services have disparate views concerning the divisions' systems and procedures to ensure timely and consistent application of the review code.*
 - ☑ *Division staff feel overwork and underpaid. Additionally, staff does not feel promotional opportunities are within reach.*
 - ☑ *The fully implemented, staff developed Action Plan addresses the perceived deficiencies , while reinforcing the positive aspects illuminated in the Climate Assessment, and Customer surveys*
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In response to a request from the Zoning Division Director, the Management and Program Analysis (MPA) Section developed a customized project to provide the Zoning Director with information designed to facilitate the successful transition of the division's ongoing reorganization. The reorganization affects the Public Hearing, and Development Review Officers sections of the Zoning Division. To maximize the breadth and depth of input into the division's reorganization, the MPA Consultant first developed a series of surveys and workshops to provide division management with detailed information related to, a) the current state of staff satisfaction, along with the customer satisfaction of the Development Review process, b) supervisor and staff recommendations for the reorganization, and c) supervisor and staff estimates of benefits associated with the reorganization. The information detailed from the initial surveys and workshop outputs was then integrated into an Implementation Action Plan to guide the division through the reorganization.

The study found that staff and management have definite ideas about what activities they would recommend to maximize the benefits of the reorganization. They also have definite ideas about the limitations seen as hurdles to the fully envisioned reorganization. The division's reorganization encompasses a combination of personnel reassignments and changes to operational workflow. Changes in workflow include combining the activities of two sections by cross training plan reviewers and by utilizing a common pool of support personnel. The division is prompted to reorganize in response to a high attrition rate, to provide employees with incentives to achieve and practice new skills, and in order to maintain a high degree of efficiency and customer service. The focus of the initial reorganization is not to dramatically redefine how business is conducted, but to redefine who performs the current process activities, utilizing cross training.

Zoning Division: Transition Assistance in the Reorganization of Selected Programs

A study to provide assistance in the reorganization of selected division programs and to canvass division employees and designated customers for suggestions and observations

The purpose of this report is to provide zoning division management with staff and customer input, and ultimately an action plan, to transition two sections of the division (Public Hearing, and the Final Development Review Officers sections) into one combined section (Community Development Review section). The Management and Program Analysis Section of OFMB (MPA) was asked to undertake this assignment as a means of facilitating organized input by key stakeholders into the reorganization decision and, thereby, to improve the likelihood of a successful transition to the new organizational structure.

The study focused on the two operational sections which are planned for reorganization into a single structure: Public Hearing section and Final Development Review Officers section (DRO). The reorganization proposal was developed by division management; MPA was not involved in the design of that plan. At the direction of the Zoning Director, this was not an efficiency study; it did not set out to evaluate the efficiency or effectiveness of existing programs or staff. Nor did it attempt to determine the capacity of the two current sections—as opposed to the reorganized one section—to carry out their assigned missions. Rather, it sought to provide a structured means by which relevant input could be gathered from the perspectives of staff, management, and customers into the current state of the Public Hearing and Final DRO sections.

The methodology used in the study was designed to create both the environment in which stakeholder suggestions and observations would be freely and constructively given, and the mechanism for collecting that input from these groups and then synthesizing it into a usable guide for division management to carry out the organizational transition. In order to successfully reach the study objectives, the MPA Consultant structured the various study elements in terms of management's stated objectives for the reorganization:

- Combine like functions to improve organizational effectiveness and efficiency;
- Assign staff to tasks based on workload and skills;
- Examine current workflow in order to continue to make improvements that improve workplace and result in an improved customer's view of the organization;
- Examine opportunities for staff to improve existing skills/knowledge and advancement;
- Utilize existing technical advancements in Zoning (ePZB, staff training and awareness, and customer training and awareness).

The customized methodology developed comprised four primary elements:

- First, to gauge the current organizational and operational perspectives of staff, a survey was developed and distributed to employees of the sections affected by the reorganization. The results of this survey are reviewed in the Climate Assessment section of this report, beginning at page 6. The results of the survey were used as input into the action planning workshop.
- Secondly, to gauge the current organizational and operational perspectives of the development review customers, a customer input survey was developed and distributed at a regularly scheduled development review meeting. The results of this survey are reviewed in the Customer Survey section of this report (page 19). Where applicable, the responses of the customer survey are contrasted with the responses of the staff survey.
- Thirdly, an Activities and Benefits workshop was conducted to define the activities and focus areas that are required to most fully and successfully implement the reorganization's objectives. One workshop was conducted with staff and one with management. In addition to recommended activities and focus areas, the benefits of a fully realized reorganization were defined. The output from the Activities and Benefits workshop is described in the Activities and Benefits Workshop section of this report, starting at page 32.
- Finally, an action planning workshop was conducted with a cross-section of participants from the affected areas of the reorganization. The participants were those who volunteered or were selected by the division director to serve as "champions" of the reorganization effort. The participants used the results of the staff survey and the work product from the Activities and Benefits workshop to develop high-level action recommendations that would achieve each of the reorganization objectives. Then, sequential activities were developed to guide the accomplishment of each action item.

The project consultant led division participants to create an action plan corresponding to the five stated objectives of the reorganization. Project participants described a fully implemented reorganization as a means of processing work in an efficient, customer-focused and flexible way, while at the

same time improving the work environment and advancement opportunities afforded staff.

INTRODUCTION

Florida Statutes, Chapter 163, outlines the authority for the County to adopt a Uniform Land Development Code (ULDC) to regulate development within the county's purview. ULDC Article 2 outlines the course of action to create the development review process. The Zoning Division has defined this process through the development and institutionalization of work sections and job responsibilities within the division.

Through the Zoning Division's reorganization efforts the division's Public Hearing section has been merged with the Final DRO section to create the Community Development section. As mentioned previously, the driving forces behind the reorganization, as stipulated by the division director, are to improve organizational quality by creating an organizational structure that will minimize the detrimental affects of staff attrition, and peaks in workload, while increasing staff's consistency and ability to efficiently and effectively meet review schedules. In addition, the desire is to create opportunities in the newly reorganized section where staff will have increased opportunities for growth and promotion.

The newly created Community Development Review Section merges the responsibilities of the Public Hearing section and the DRO section, namely reviewing applications for residential and non-residential developments for compliance with planning and zoning principles and in accordance with Land Development Regulations (ULDC). Applications are reviewed to ensure the following requirements are addressed: monitoring the development pattern and preserving the natural environment of our region/county, and ensuring development is served and supported by a full range of facilities and services, including but not limited to, affordable housing, roads, utilities, and transit.¹

Projects submitted are reviewed by a Development Review Officer (DRO) and applicable County agencies. The DRO prepares a list of certification issues after a regularly scheduled bi-weekly meeting. Certification issues generally include compliance with the ULDC requirements. All issues must be addressed before certification is issued for the project to be placed on a public hearing agenda.²

After DRO certification, the application must be considered at a public hearing. All public hearings are scheduled in accordance with the Zoning Division calendar. Applications that are subject to final DRO approval may then proceed for building permit approval to the County's Building Division or plat approval through the County Engineering Department.³

Performance measures are tracked and published to indicate the success of the division in fulfilling the purpose of the Community Development Review Section (CDRS). The output performance measures are a) zoning petitions

1 <http://www.pbcgov.com/pzb/zoning/communitydev/>

2 *ibid.*

3 *ibid.*

processed b) concurrency applications processed, and c) walk-in customers served, d) site plans approved, e) administrative site plan amendments approved.⁴

THE COMMUNITY DEVELOPMENT REVIEW SECTION

The Community Development Review Section merges the Senior Planner, Planners, Site Plan Tech, Zoning Tech, and Secretarial staff resources that previously existed independently into a flexible, cross-trained workforce to carry out the duties of the Public Hearing process, the DRO process, and the Architecture Review process related to Public Hearing or the DRO process.

The division's stated reorganization vision is to:

- Combine like functions to improve organizational effectiveness and efficiency
- Assign staff to tasks based on workload and skills
- Examine current workflow in order to make improvements to the workplace, and result in an improved customers' view of the organization
- Examine ways for staff to improve existing skills/knowledge and advancement opportunities
- Utilize existing technical advancements in Zoning (ePZB, staff training and awareness, and customer training and awareness)

The report sections that follow describe the input received from division staff, division supervisors, and DRO customers. The input from the division's staff and customers was used by staff to develop an Implementation Action Plan to fully realize the division's reorganization vision. The Appendices of this report includes the full text of Surveys, and the survey statistics, as well as the organization chart that has resulted from the reorganization.

Stakeholder Input

At the heart of the assignment was the desire expressed by division management to enlist the active involvement of affected staff and customers. With each group, the project consultant led facilitated workshops and administered custom-developed opinion surveys to elicit views that would be helpful for management to know. Of particular interest was whether there were common perspectives between the two groups.

The report presents the results of the stakeholder input in the following three sections: Climate Assessment Survey, Customer Survey, and Activities and Benefits Input. By comparing the results of the two survey sections with future results, division management can use the reported results as a baseline by which to gauge the positive impact of the reorganization. The results of all three sections were used by Zoning Division staff to create the Action Plan to implement the reorganization found in the final section of the report.

⁴ FY 2005 Annual Budget, Palm Beach County, Florida, December ??, 2004

CLIMATE ASSESSMENT SURVEY

The MPA consultant administered a Climate Assessment Survey and presented Zoning Division management with the results as a means to provide a current state benchmark of staff's satisfaction and perceptions related to the areas targeted for improvement by the reorganization, namely a) meeting review schedules, b) developing consistency throughout the review process, c) ensuring equity in staff workload, d) improving over-all staff satisfaction, and e) improving over-all public service.

The Climate Assessment Survey responses provide input into how the Zoning Division staff currently view their workplace. The survey is a reflection of staff's perception at a single point in time. Survey responses are expressed in levels of agreement or disagreement with a series of survey statements. Finally, the purpose for using a Climate Assessment survey is to help division management identify the strengths of their operation, to identify improvement opportunities, and to incorporate specific areas for improvement into the implementation action plan for reorganization.

The Climate Assessment Survey was conducted to solicit staff input into the current climate existing in the division. Both staff and supervisors affected by the reorganization were given the opportunity to participate in the survey by completing the confidential survey form (see *Appendix A* for a copy of the survey instrument). The Climate Assessment Survey was designed to identify the attitudes of division employees on a variety of operational factors and characteristics which, in combination, can provide an indicator of morale, and are often helpful in confirming the consultant's independent observations of the work place. The factors used in the survey were grouped into the following categories:

- 1) Workplace
- 2) Resources
- 3) Systems and Procedures
- 4) Direction
- 5) Communications
- 6) Training
- 7) Employee Development
- 8) Pay and Benefits
- 9) Public Service

Each of these categories contained several statements. Employees were asked to indicate their level of agreement or disagreement with the statements. In addition, space was provided for longer, narrative comments. Employees were instructed to seal their completed surveys in pre-addressed envelopes and return them directly to the MPA consultant for analysis. All completed surveys were computer-compiled and analyzed by a variety of cross-tabulations, and appropriate tests for statistical significance.

The analysis of survey responses contained in this chapter is intended to provide insights into the survey results for each of the categories surveyed. The consultant's interpretation of the responses is also offered. To facilitate review, this chapter is organized as follows:

- Profile of survey respondents
- Survey results overview
- Findings and observations

The responses to the survey are confidential; however, a computer-generated summary of the complete survey statistics is included as *Appendix B* to this report.

Profile of Survey Respondents

A total of 29 employees responded to the survey, representing an overall response rate of 97% of eligible employees. Basic survey respondent profile information was collected to define the characteristics of the group who chose to provide input. Where applicable, this profile data has been used to identify response patterns among the respondents based on, for example, gender, organization level, nature of work, or length of service in the division.

Some basic characteristics of responders to the Climate Assessment Survey are as follows:

- The respondents represent a group with a wide range of lengths of service in the division, with a fairly uniform spread across three lengths of service (30% with less than three years of service, 35% with between four and seven years of service, and 35% with greater than eight years of service);
- The responding group comprised 43% Planners, 25% clerical staff, and 14% Technicians (18% chose “other”);
- Thirty-seven percent of respondents are male, 63% percent are female;
- Twenty-nine percent of the respondents are supervisors.

The survey results sometimes reflect variations among these groups. In some survey categories, response patterns varied considerably from one sub-grouping to another, i.e., concerns raised by one group differed from issues raised by another group; longer-tenured employees felt different than shorter-tenured ones, and so on. On a few basic questions there was broad general agreement. The trends, concerns, and issues identified through the *Climate Assessment* are summarized in the following section.

Survey Results: An Overview

The survey contained fifty-seven statements in nine topical areas applicable to the workplace. In this section, a general overview is presented of the various questionnaire statements and the subject matter covered by each of the nine topical areas. The overview is intended to highlight only significant trends, concerns and issues which emerged from the survey, together with variations in

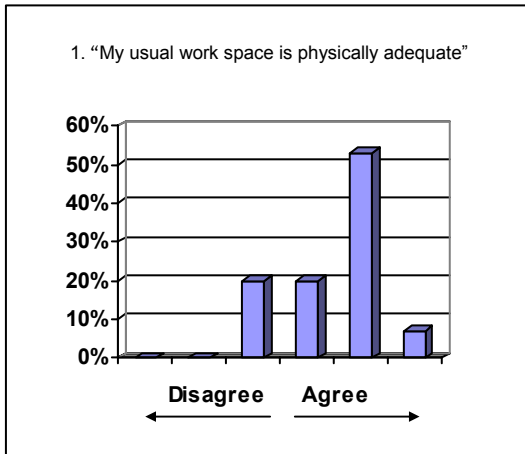
responses among sub-groups. *Appendix B* contains the responses to each survey statement.

To assess attitudes of employees concerning a wide range of workplace issues, respondents were asked to indicate their level of agreement or disagreement with each of the fifty-seven survey statements. Respondents were offered six response choices for each statement:

- | | |
|----------------------|-------------------|
| 1. Strongly Disagree | 4. Somewhat Agree |
| 2. Disagree | 5. Agree |
| 3. Somewhat Disagree | 6. Strongly Agree |

The overview follows the same order as the nine categories listed previously. General findings and observations regarding employee attitudes are presented as a separate section at the end of the chapter (page 18).

FIGURE 1 - WORKPLACE



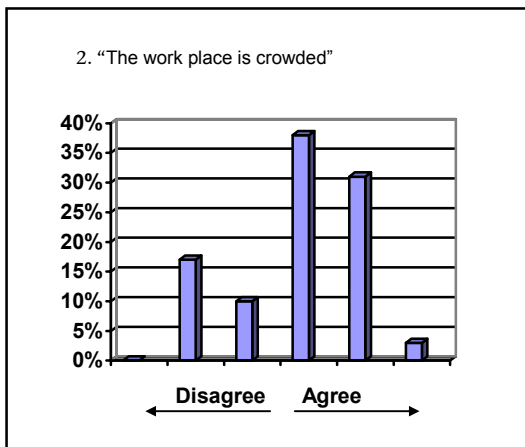
WORKPLACE — This topical element contained three statements regarding the workplace facilities of the Zoning Division.

The specific statements are:

1. *My usual work space is physically adequate*
2. *The work place is crowded*
3. *Adequate space is available for conducting business with the public*

By significant margins, respondents indicated that their individual work space is adequate for carrying out assigned duties (Figure 1); at the same time almost seventy-five percent of respondents feel the existing work place is crowded (Figure 2). The survey indicates that a majority feels the space allotted for conducting business with the public is inadequate (Figure 3).

FIGURE 2 - WORKPLACE



The distribution of responses shows wide ranging responses to these statements across all levels of staff, across the different staff positions and across different lengths of service.

FIGURE 3 - WORKPLACE

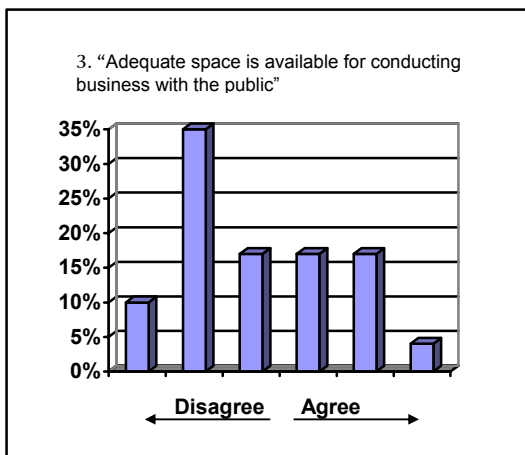
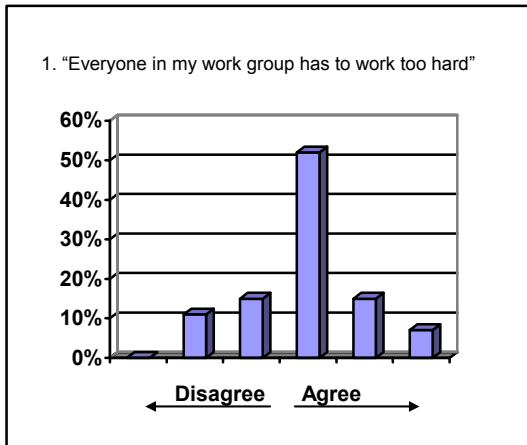


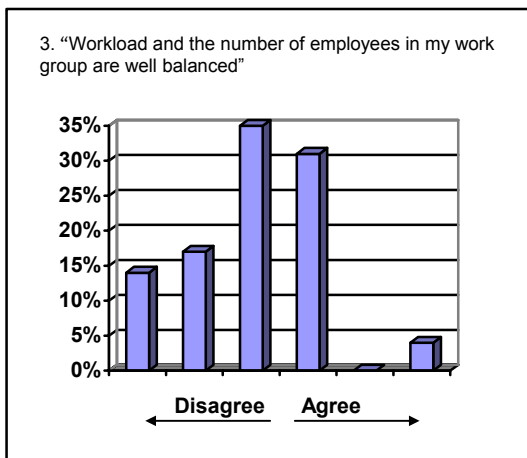
FIGURE 4 - RESOURCES



RESOURCES — This element contained six statements relating to workplace resources (staffing, equipment, and supplies) and resource deployment. The specific statements are:

1. *Everyone in my work group has to work too hard*
2. *Adequate equipment and supplies are available to do my work*
3. *Workload and the number of employees in my work group are well balanced*
4. *Adequate support services are available to my work group*
5. *I do more than my share compared to others*

FIGURE 5 - RESOURCES



6. *Ordinarily, enough time is available to complete my assignments and projects*

Figure 4 (top left) shows the distribution of responses to statement 1 above. Approximately seventy percent of the respondents expressed some level of agreement with the statement "Everyone in my work group has to work too hard."

On balance, employees do not believe that workloads in their work groups are well balanced with available staff (Figure 5). Employees with 6-10 years of service in the division particularly felt this way. While a majority of staff responded that they do more than their fair share (Figure 6), no consensus emerged relating this finding to a particular occupational group or length of service in the division.

FIGURE 6 - RESOURCES

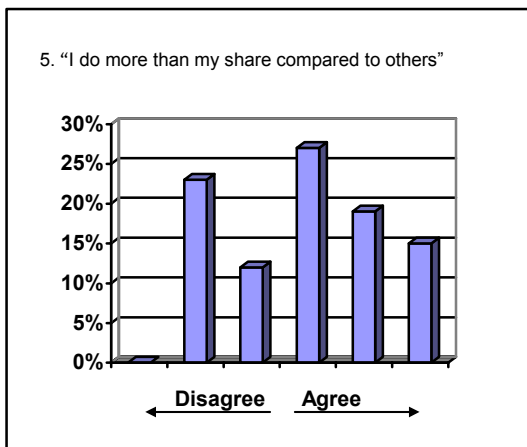
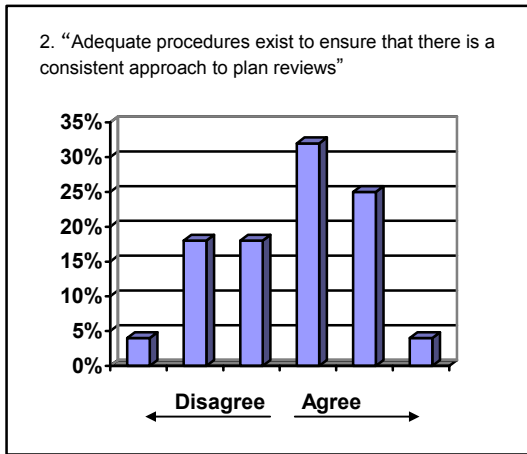


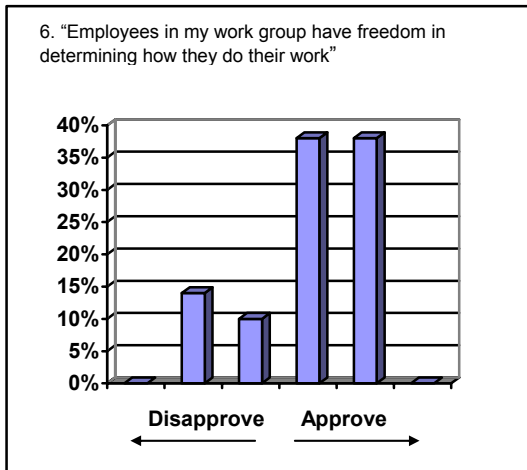
FIGURE 7 - SYSTEMS/PROCEDURES



SYSTEMS AND PROCEDURES — This survey element included eight statements ranging from how clearly duties, responsibilities and regulations are defined, to how fairly such rules and regulations are applied on the job. Specific statements are:

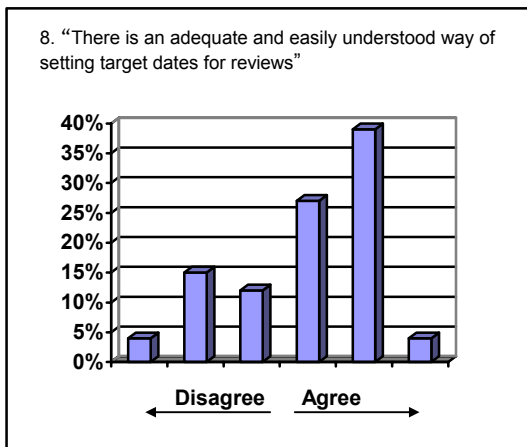
1. My duties are written out and well defined
2. Adequate procedures exist to ensure that there is a consistent approach to plan reviews
3. Adequate procedures exist to ensure that plan review comment letters follow a consistent format
4. People in my work unit don't know how things are supposed to be done
5. Nothing in my work group is done the same way twice
6. Employees in my work unit have freedom in determining how they do their work.
7. My workplace is one where co-workers operate as a team
8. There is an adequate and easily understood way of setting target dates for reviews

FIGURE 8 - SYSTEMS/PROCEDURES



Respondents were broadly divided on whether there are adequate procedures for consistent plan reviews (Figure 7). The remaining two figures clearly indicate that respondents have freedom in determining how they accomplish their work, and that they understand the way target dates for reviews are set.

FIGURE 9 - SYSTEMS/PROCEDURES



In Figure 8, where over 73% of staff indicated freedom in determining how they accomplish their work, this freedom may contribute to customer perceptions that inconsistencies exist from one reviewer to another, and from one project to the next (Figures 34 & 35, on page 24).

FIGURE 10 - DIRECTION

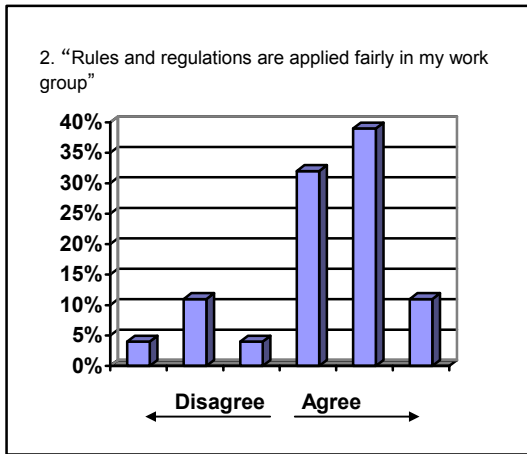


FIGURE 11 - DIRECTION

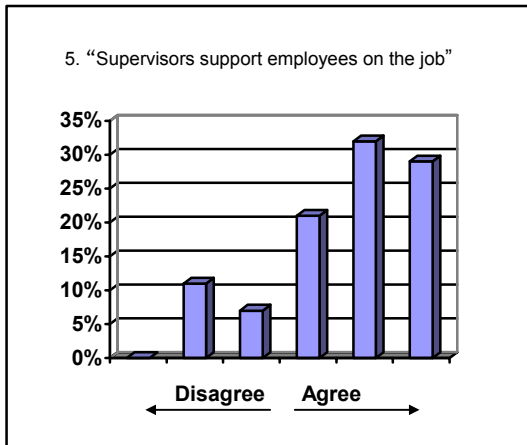
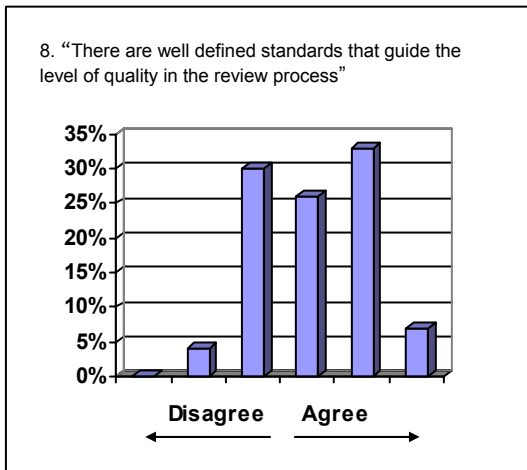


FIGURE 12 - DIRECTION



DIRECTION— This element contained six statements relating to supervision and management control in the Zoning Division. The specific statements are:

1. *People in my work unit are closely supervised*
2. *Rules and regulations are applied fairly in my work unit*
3. *Employees in my work unit who get out of line are disciplined*
4. *Supervisors help new employees learn their jobs*
5. *Supervisors support employees on the job*
6. *Some employees in my work unit don't have to work very hard*
7. *Conflicting direction is given by supervisors*
8. *There are well-defined standards that guide the level of quality in the review process*

Staff overwhelmingly responded that rules and regulations are applied fairly (Figure 10), and that supervisors support employees on the job (Figure 11). In Figure 12, one of every three staff does not believe there are well-defined standards that guide the level of quality in the review process.

A large majority of staff across all lengths of service in the division agreed that rules and regulations are applied fairly. Among the various job positions, Planners responded with the highest level of agreement to the statement that rules and regulations are applied fairly.

Respondents classified as "other" job positions (not Planners, Technicians, or Clerical), and respondents with less than one year of service were most likely to disagree with the statement, "There are well-defined standards that guide the level of quality in the review process" (Figure 12).

FIGURE 13 - COMMUNICATION



FIGURE 14 - COMMUNICATION

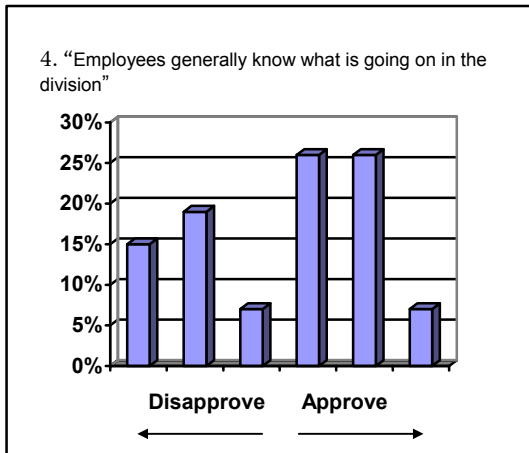
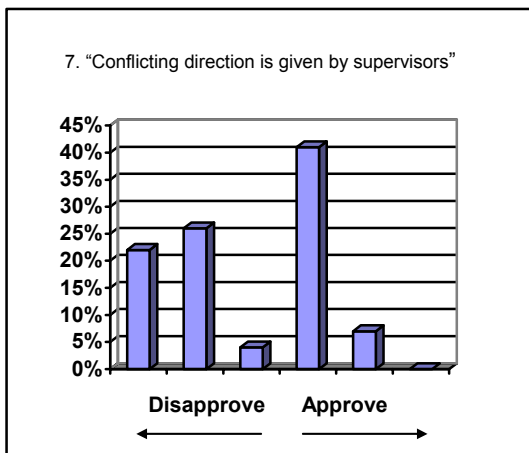


FIGURE 15 - COMMUNICATION



COMMUNICATION — This element sought to establish general perceptions of communication between supervisory personnel and subordinates. As such, the statements are designed to evaluate how effectively employees feel "plugged in" to the system at their workplaces. Seven survey statements were included:

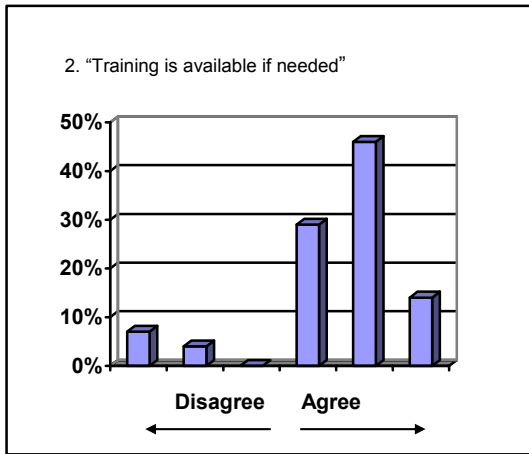
1. Everyone in my work unit knows what is expected of them
2. Employees in my work unit are told when they do a good job
3. I am asked for my suggestions
4. Employees generally know what is going on in the division
5. I receive regular performance feedback from my supervisor
6. Employees in my work unit know where they stand with the supervisor
7. Conflicting direction is given by supervisors

The respondents tended to be somewhat neutral in their views on whether employees are encouraged when they do a good job (Figure 13). Respondents with six to ten years of service felt the most under-encouraged. By occupational sub-groups, Clerical staff felt the most under-appreciated, with five of six respondents disagreeing with the statement, "Employees in my work group are told when they do a good job."

Respondents were fairly neutral as to whether they are well informed (Figure 14); in particular, seventy-three percent of respondents (8 of 11) with between 4 and ten years of service in the division, responded that they were generally not well informed about what was going on in the division.

The respondents were split on the topic of whether conflicting direction is given (Figure 15). The occupational sub-groups of Planners and Technicians both generally felt conflicting direction was given, at times, by supervisors.

FIGURE 16 - TRAINING



TRAINING — This section of the survey included six statements ranging from the availability and effectiveness of training, to the role individual employees play in determining their training needs. The specific statements are:

1. Formal training is provided for employees in my work unit
2. Training is available if needed
3. Employees in my work unit could use a lot more training
4. I have participated in outside training sponsored by the County
5. I am able to influence the type of training I receive
6. My division shows little interest in employee training

FIGURE 17 - TRAINING

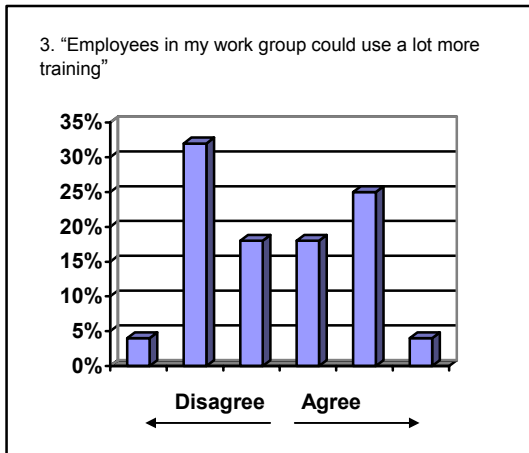
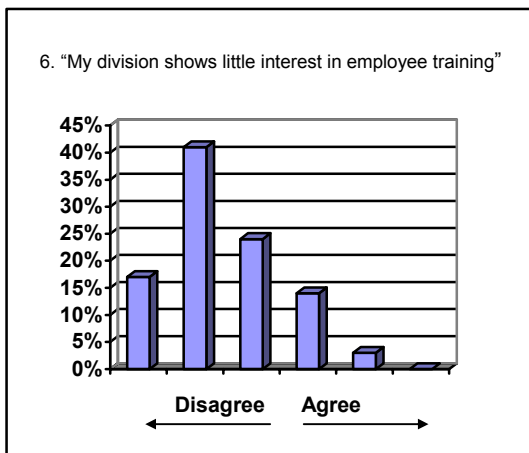


Figure 16 shows that a majority of respondents are aware of available training opportunities. Our analysis of the responses reveals that this awareness is prevalent in staff with over one year of service in the division. Overall, the survey responses were neutral related to whether work groups could use more training (Figure 17). However across occupational sub-groups, Clerical/Office job employees felt most strongly that additional training could be offered in their work group. In this survey statement (middle chart), 5 of six Clerical/Office respondents thought a lot more training was needed.

FIGURE 18 - TRAINING



Finally, approximately 78 percent of respondents indicated that the division shows an interest in employee training (Figure 18).

FIGURE 19 – EMPLOYEE DEVELOPMENT

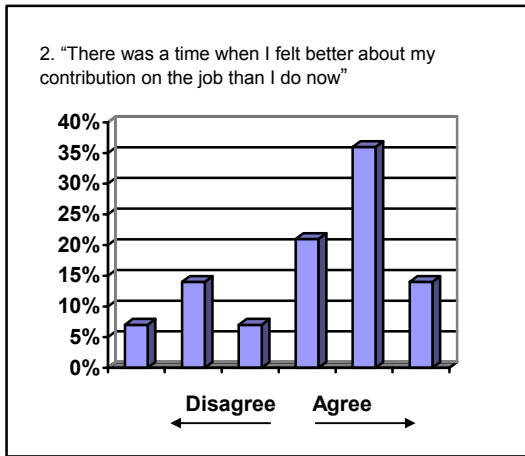


FIGURE 20 – EMPLOYEE DEVELOPMENT

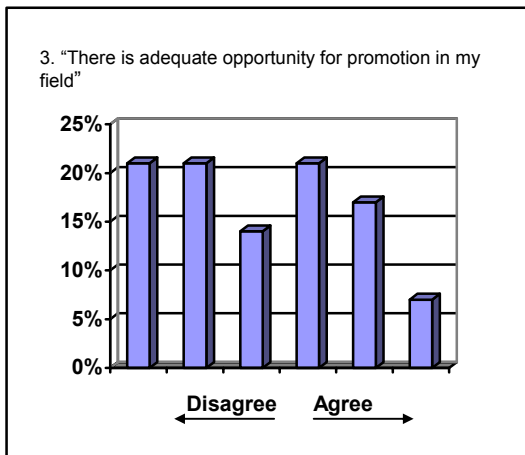
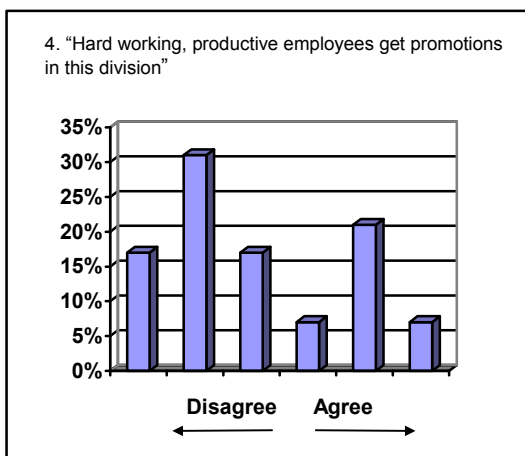


FIGURE 21 – EMPLOYEE DEVELOPMENT



EMPLOYEE DEVELOPMENT— This section of the survey focuses on the broad issues of career growth, enhanced responsibility and promotional opportunities at the workplace. Survey respondents were given the following six statements:

1. *My supervisor knows what I want out of my job*
2. *There was a time when I felt better about my contributions on the job than I do now*
3. *There is adequate opportunity for promotion in my field*
4. *Hard working, productive employees get promotions in this division*
5. *Nobody cares what I think*
6. *My supervisor tells me about promotional opportunities*

This group of statements was designed to determine how employees evaluate their own personal situations in relation to the workplace. While other survey statements tended to address organizational characteristics, these statements had a more personal dimension. Respondents were mostly unfavorable in the assessment of their own contributions to the organization (Figures 19).

Respondents were similarly pessimistic about the opportunity for promotion in their occupational fields (statement number 3 above – Figure 20); although it is possible that this is as much a reflection of limited "career ladders" available for advancement in *any* small organization, versus it being dissatisfaction with a condition specific to the Zoning Division. Finally, there is a majority impression that being productive and working hard are not enough to be considered for promotion (statement number 4 above – Figure 21). Eighty-three percent of respondents with over four years of service led the disagreements with the statements in Figures 20 and 21.

FIGURE 22 – PAY AND BENEFITS

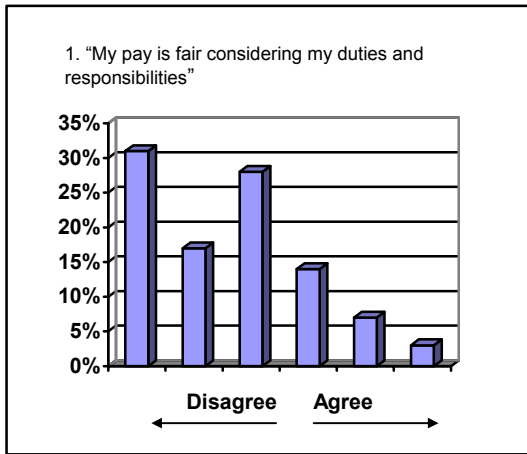


FIGURE 23 – PAY AND BENEFITS

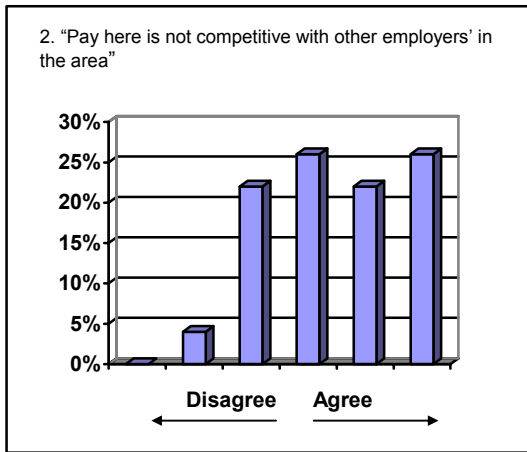
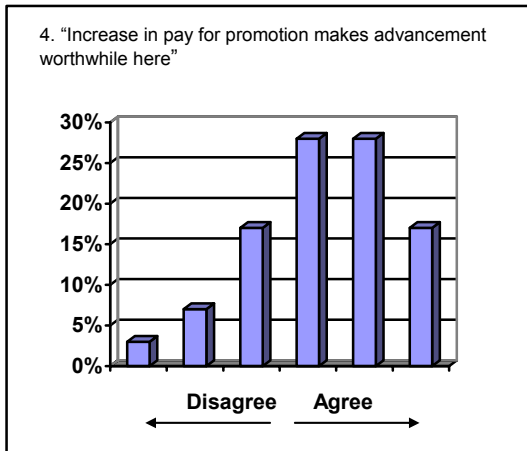


FIGURE 24 – PAY AND BENEFITS



PAY AND BENEFITS — This section contained five statements addressing issues ranging from overall satisfaction with the compensation plan to assessments of the competitiveness and internal equity of the pay and benefits plans. The specific statements are:

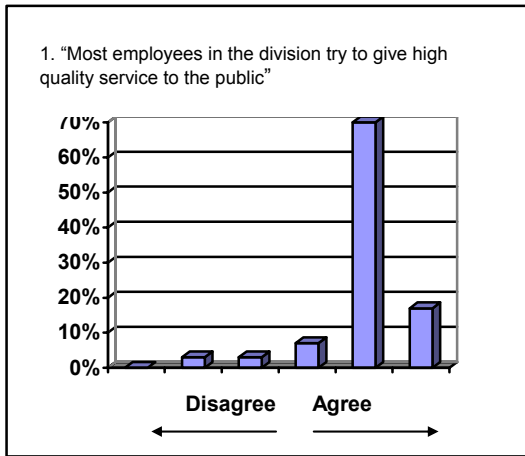
1. *My pay is fair considering my duties and responsibilities*
2. *Pay here is not competitive with other employers' in the area*
3. *I would be willing to increase my skills and to take on new job assignments for more pay*
4. *Increase in pay for promotion here makes advancement worthwhile*
5. *All things considered, the pay and benefits are satisfactory*

As a group, these statements are designed to let employees comment on both the internal and external equity of County compensation policies.

By sizable margins, employees responding to the *Organization Climate Assessment* indicated dissatisfaction with the current compensation program. As graphed in Figure 22, nearly seventy-five percent of respondents expressed some level of disagreement with the statement "My pay is fair considering my duties and responsibilities."

By about the same margin, employees expressed the view that their pay schedules are generally not competitive with those of other employers in the area (Figure 23). On a positive note, the respondents indicated that increases in pay, once a promotion is obtained, make advancement worthwhile (Figure 24). This indicates that the respondents are generally motivated by monetary increases.

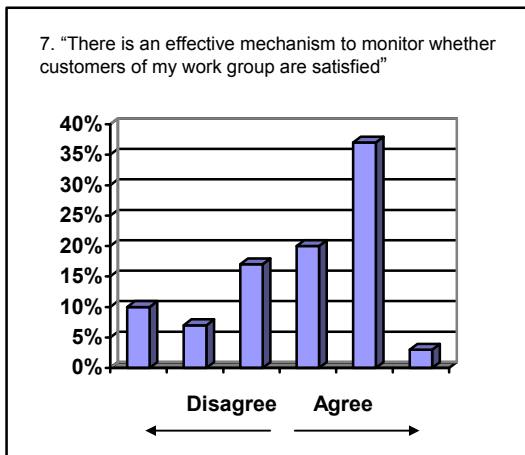
FIGURE 25 – PUBLIC SERVICE



PUBLIC SERVICE — The purpose of this element was to assess the sensitivity of respondents to the notion of public service considerations at the work place. Employees were asked to respond to the following nine statements:

1. *Most employees in the division try to provide high quality service to the public*
2. *Many employees are not concerned about the division's public image*
3. *Responding to citizen complaints is a high priority in my work unit*
4. *I could be more productive on the job if I felt it really mattered to anyone else*
5. *Employees in my work unit can affect the division's image by their treatment of citizens*
6. *It doesn't really matter what the public thinks about the quality of our services*
7. *There is an effective mechanism to monitor whether customers of my work group are satisfied*
8. *The public is able to easily monitor the progress of reviews-in-process*
9. *On balance, I feel good about the service my work group gives*

FIGURE 26 – PUBLIC SERVICE



The responses to the statements in Figure 25 and 27 indicate a strong emphasis is placed on providing quality services to the public. This is in conflict with the responses received from customers. In Figure 54, page 30, customers overwhelmingly (70% of respondents) suggest that the Zoning Division staff is not concerned with the division's public image.

FIGURE 27 – PUBLIC SERVICE

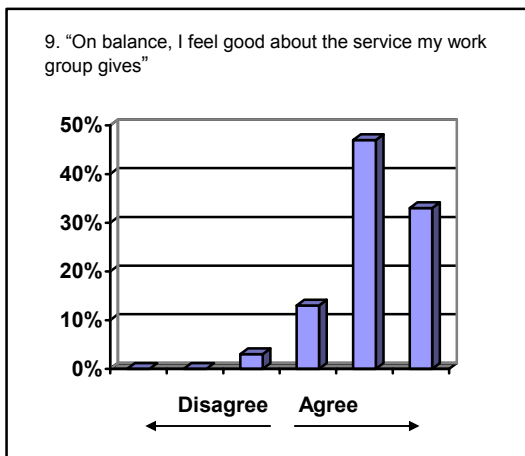


Figure 26 indicates that a majority of respondents agree that there is currently an effective mechanism to monitor customer satisfaction.

GENERAL TENDENCIES

As a whole, employees of the Zoning Division place a strong emphasis on public service and responsiveness — The primary function of the Zoning Division has a direct bearing on the public, and most employees come into contact with representatives of public projects, it is instructive to note that employees of all sub-groups expressed an attitude that serving the public (within the statutory confines of the ULDC) was both an important part of their work, and that it matters what the public thinks of their work.

An interesting observation is that despite this public service recognition by division staff, public or customer service does not seem to translate into a high degree of customer satisfaction, based on the responses given by customers in their survey (results presented in the Customer Survey section later in this report).

Employee compensation, always a sensitive employee relations matter, is a significant and negative issue with Zoning Division employees — Responses concerning pay and benefits were uniformly unfavorable. Employees evidently do not regard pay, either in terms of external market comparisons or on promotion within the organization, to be adequate in relation to duties and responsibilities.

On matters of employee development, which are typically a gauge of how respondents view their own personal futures in an organization, Zoning Division respondents were strongly pessimistic — No category of survey statements gives as strong an indication of personal—as opposed to organizational—limitations, as does the employee development category. The responses suggest a workforce discouraged about its prospects in the workplace.

Training is viewed with significant positive tendencies among respondents — Most respondents expressed degrees of satisfaction with the department's training record. As a whole, division staff feels that training is available and supported by management. The only training question that was not positive was the neutral response to whether staff could use additional training. The negative tendency found in the preceding category, Employee Development, could be due to the fact that generally staff does not see a connection between hard work and skills attainment, and promotion or increase in pay.

Respondents viewed the division systems and procedures, and supervisory direction with positive tendencies. The Division's ability to keep staff up-to-date through effective and timely communication was viewed with neutral to positive tendencies — Responses generally found supervisory direction to be helpful and supportive. Systems and procedures responses indicate that employees have a good deal of freedom in determining how they accomplish their work tasks. Responses to the Communication category of statements indicate mixed opinions toward keeping staff well informed. There are several key and independent elements of intra-division communication, including ULDC changes, ePZB updates, and organizational communications. The complex procedural and technical issues associated with

keeping staff up-to date may contribute to the mixed feelings concerning communication.

Respondents do not believe that the workplace offers adequate space for either employees or the public — While there were some differences among sub-groups, the predominate feeling among respondents was that the workplace is crowded and that employees and public alike have inadequate facilities to conduct their business.

Availability of resources is widely regarded as a problem in the organization — Survey statements concerning the amount of resources, mainly human and technical, to perform the amount of workload, consistently were challenged by this group of respondents. Employees of the Zoning Division indicated a belief that the organization cannot or will not provide them the resources they believe are needed to do the work required.

CUSTOMER SURVEY

The MPA consultant administered a customer input survey that provides a current state benchmark of the division's customers by surveying for satisfaction and perceptions related to the areas targeted for improvement by the reorganization, namely a) meeting review schedules, b) developing consistency and quality throughout the review process, and c) over-all customer satisfaction.

The customer survey responses provide insight into the how a specific portion of the Zoning Division's customers views the division. It reflects customer perceptions at a single point in time. Think of the information that the survey presents as information for use in future organizational improvement efforts. Survey responses are expressed in levels of agreement or disagreement with individual survey statements. Finally, the purpose for using a customer input survey is to help division management identify the strengths of their operation, to identify improvement opportunities, and to incorporate specific areas for improvement into the implementation action plan for re-organization.

The customer survey was conducted as a way to solicit customer input into the current climate existing in the division. The survey targeted those customers most impacted by the reorganization. To this end the survey was distributed to the Development Review Officers' customers (agents) in attendance at a regularly scheduled DRO meeting. Notice was also posted on the division's website informing customers to pick up a copy during the two week distribution period. Also, surveys were made available at the desk where DRO agents submit plans for review. In this way customers of the process under reorganization were given the opportunity to participate in the survey (see *Appendix C* for a copy of the survey instrument).

The survey was designed to be confidential in order to increase participation. Despite the confidential nature of the survey, most respondents filled in the optional lines listing names and businesses. In total, nineteen customers responded to the division's request for customer input. Selected results of the survey are presented in the following pages. The complete results are displayed

in the Appendix. The factors used in the survey were grouped into the following categories:

- 1) Division Offices/Reception Area
- 2) Zoning Resources and Support
- 3) Zoning Process Consistency
- 4) Zoning Process Supervision
- 5) Zoning Division Communications
- 6) Training Information for D.R.O.
- 7) Benchmarking Comparisons
- 8) Zoning Review Results
- 9) Public Service

Each of these categories contained several statements. Customers were asked to indicate their level of agreement or disagreement with the statements. In addition, space was provided for additional, narrative comments. After completing the survey, DRO agents were requested to seal their surveys in envelopes and return them directly to the MPA Consultant for analysis. All completed surveys were computer-compiled by the consultant for analysis by a variety of cross-tabulations, and appropriate tests for statistical significance were conducted.

The analysis of survey responses contained in this chapter is intended to provide insights into the results of the survey for each of the categories listed. The consultants' interpretation of the responses is also offered. To facilitate review, this chapter is organized as follows:

- Profile of survey respondents
- Survey results overview
- Findings and observations

The responses to the survey are confidential; however, a computer-generated summary of the complete survey statistics is included as *Appendix D* to this report.

Profile of Survey Respondents

A total of 19 customers responded to the survey. In order to permit the consultant to identify response patterns among customer groups, a variety of profile information about respondents — affiliation, profession, and number of years dealing with the Zoning Division — was collected. Basic statistical information about the response group includes:

- Ninety-five percent of respondents were agents of developers;
- Forty-two percent of respondents were land planners and thirty-seven percent listed their profession as landscape architect. The remaining twenty-nine respondents were divided among the occupations of developer (5%), engineer (11%), and others (5%).
- The number of years that respondents had experience in dealing with the division varied widely with thirty-six percent having dealt with the

process for over ten years, while thirty-two percent having only two to three years experience. Twenty-six percent of the customers responded as having between six and 10 years of working experience with the division.

The presentation of select survey results, summarized in the following section, makes mention of instances where there is a degree of fluctuation among these variables. In some survey categories, response patterns varied considerably from one sub-grouping to another, i.e., concerns raised by one group differed from issues raised by another group; customers dealing with the county for only a short period of time felt different than those that have dealt with the zoning process over many years, and so on. Where applicable, the trends, concerns, and issues identified through the *Customer Survey* are compared and contrasted with like categories of questions from the *Climate Assessment* administered to division staff.

Survey Results: An Overview

The survey contained fifty-four statements in nine topical areas applicable to the division's relationship with its customers. This section of the report begins with an overview of the questionnaire statements and the subject matter covered by each of the nine survey topics. The overview is intended to highlight only significant trends, concerns and issues which emerged from the survey, together with variations in responses among sub-groups. *Appendix D* contains the complete survey statistics of each survey statement.

To assess attitudes of customers concerning a wide range of issues being addressed with the reorganization, respondents were asked to indicate their level of agreement or disagreement with each of the fifty-four survey statements. Respondents were offered six response choices for each statement:

- | | |
|----------------------|-------------------|
| 1. Strongly Disagree | 4. Somewhat Agree |
| 2. Disagree | 5. Agree |
| 3. Somewhat Disagree | 6. Strongly Agree |

The overview follows the same order as the nine categories listed previously. General findings and observations regarding customer attitudes are presented as a separate section at the end of the chapter.

FIGURE 28 – DIVISION OFFICES/RECEPTION

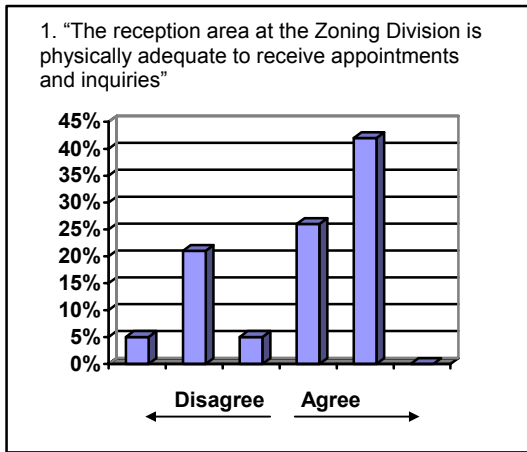


FIGURE 29 - DIVISION OFFICES/RECEPTION

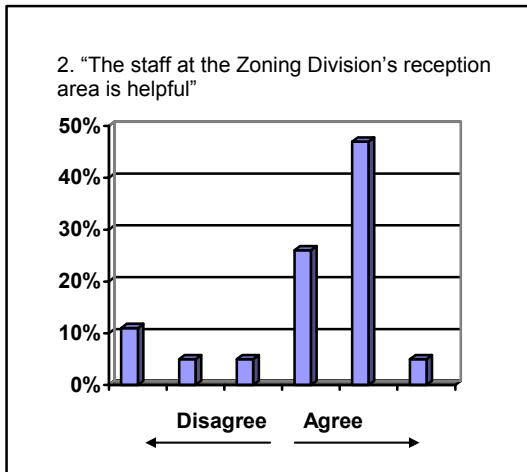
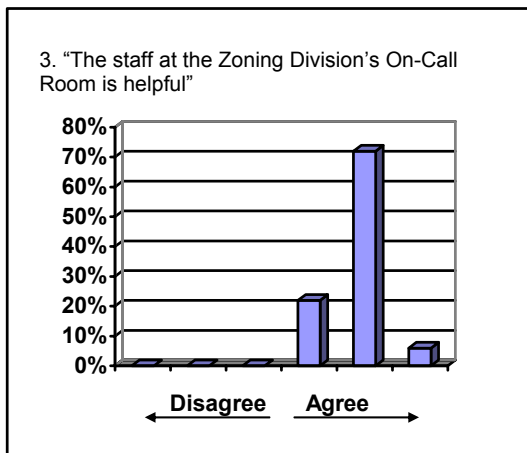


FIGURE 30 – DIVISION OFFICES/RECEPTION



DIVISION OFFICES/RECEPTION AREA

This topical element contained six statements regarding the workplace facilities of the Zoning Division. The specific statements are:

1. *The reception area at the Zoning Division is physically adequate to receive appointments and inquiries*
2. *The staff at the Zoning Division's reception area is helpful*
3. *The staff at the Zoning Division's On-Call Room is helpful*
4. *The Zoning Division work place seems adequate*
5. *Adequate meeting room space is available for conducting business with the Zoning staff*
6. *The meeting rooms at the Zoning Division offer a comfortable environment to conduct business*

By significant margins, customer respondents indicated that the current physical dimensions of, and the helpfulness of staff at, the division's reception area is acceptable. Survey participants unanimously agreed that the staff at the Zoning Division's On-Call room is helpful.

FIGURE 31 – ZONING RESOURCES & SUPPORT

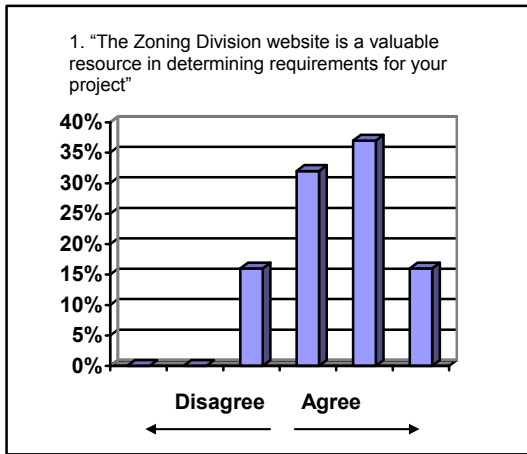


FIGURE 32 - ZONING RESOURCES & SUPPORT

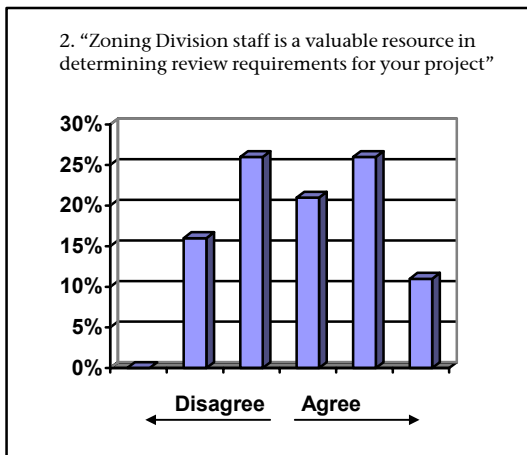
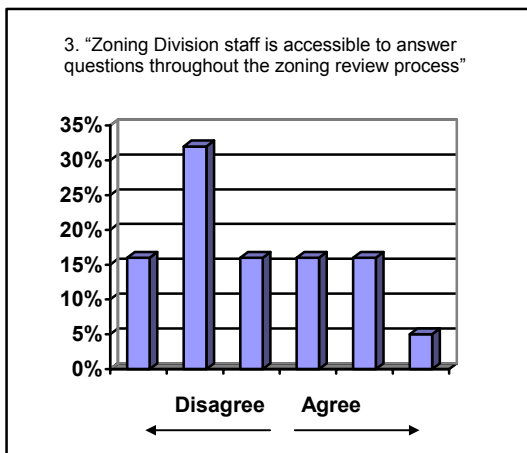


FIGURE 33 - ZONING RESOURCES & SUPPORT



ZONING RESOURCES & SUPPORT —

This element contained five statements relating to workplace resources and provision of support to customers. The specific statements are:

1. *The Zoning Division website is a valuable resource in determining requirements for your project*
2. *Zoning Division staff is a valuable resource in determining review requirements for your project*
3. *Zoning Division staff is accessible to answer questions throughout the zoning review process*
4. *The Zoning Division staff spends adequate time with me addressing issues of my review*
5. *The Zoning Division staff spends adequate time with me to explain the status of my review*

Figure 31 (top left) shows the distribution of responses to statement 1 above. Approximately eighty-five percent of respondents find the Zoning Division website to be a valuable resource. The next two figures indicate a less favorable impression as it relates to division staff being a valuable resource, and to staff’s accessibility. The accessibility issue displayed in Figure 33 could very well influence the respondents that disagree with the Figure 32 statement, “Zoning Division staff is a valuable resource in”

FIGURE 34 – ZONING PROCESS CONSISTENCY

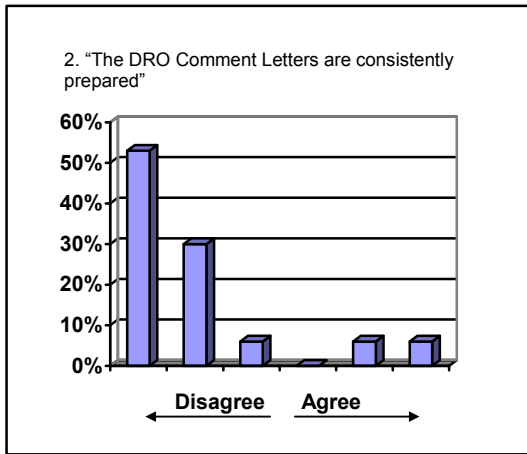


FIGURE 35 - ZONING PROCESS CONSISTENCY

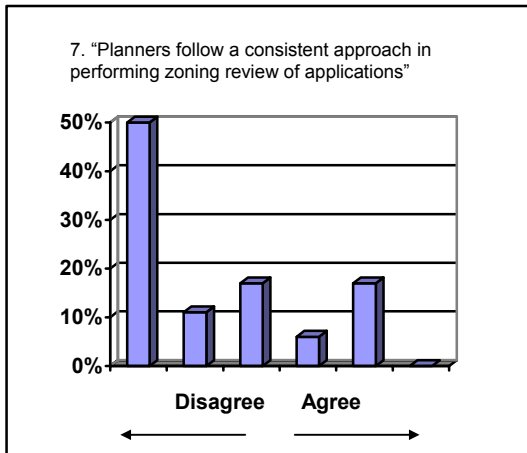
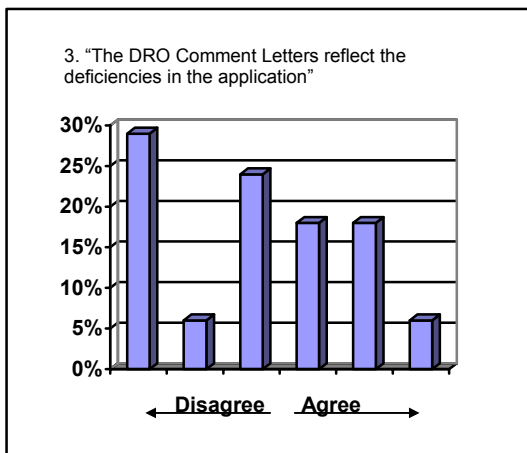


FIGURE 36 - ZONING PROCESS CONSISTENCY



ZONING PROCESS CONSISTENCY —

This survey element included seven statements ranging from the consistency of DRO letter preparation, to the content and usefulness of the DRO comments, to the helpfulness of division staff in accessing application requirements. Specific statements are:

1. *I find it easy to access the zoning requirements on the zoning web page prior to submitting plans for zoning review*
2. *The DRO Comment Letters are consistently prepared*
3. *The DRO Comment Letters reflect the deficiencies in the application*
4. *Zoning staff are helpful in defining the requirements for review approval*
5. *Zoning staff are helpful in resolving certification issues*
6. *I understand how the completeness of my initial submission affects the number of DRO comments*
7. *Planners follow a consistent approach in performing zoning review of applications*

Respondents were united as to whether DRO comments are consistently prepared, and whether Planners follow a consistent approach in performing reviews. Figures 34 and 35 indicate that the customer respondents overwhelmingly perceive a lack of consistency in these areas. Over 50% strongly disagree with the statements in the two figures, denoting a strong perception in these areas, perhaps the strongest of all the survey responses.

In addition to the responses concerning consistency, and perhaps linked to them, the majority of customer responses to statement 3 (Figure 36) indicated disagreement with the statement, "DRO Comment Letters reflect the deficiencies in the application."

FIGURE 37 – ZONING PROCESS SUPERVISION

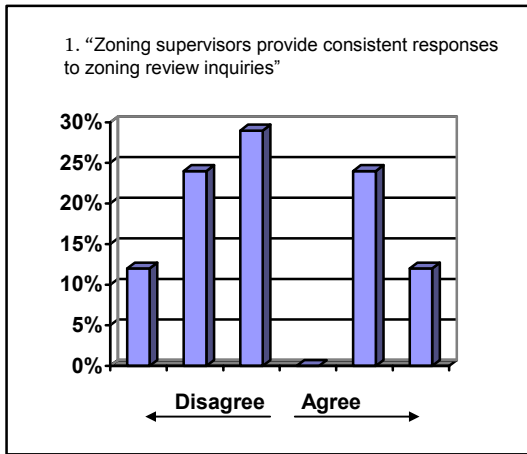


FIGURE 38 - ZONING PROCESS SUPERVISION

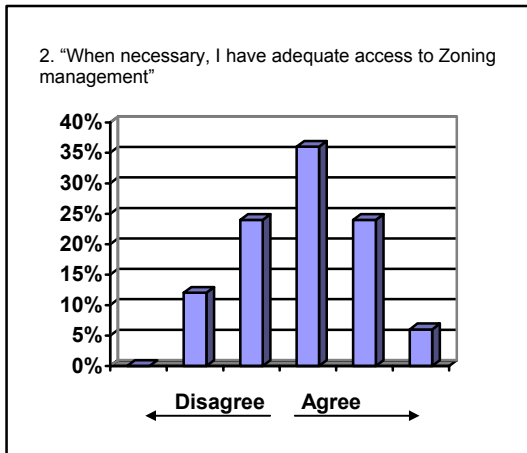
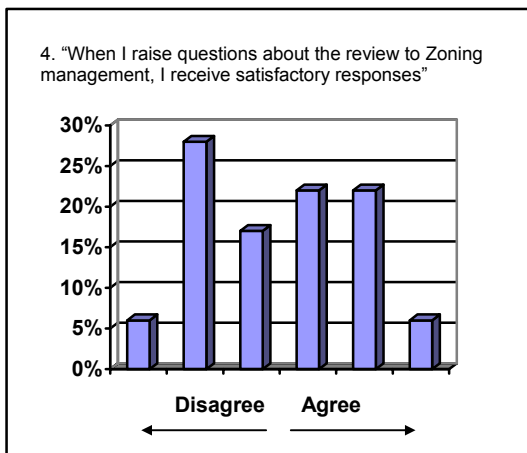


FIGURE 39 - ZONING PROCESS SUPERVISION



ZONING PROCESS SUPERVISION—

This element contained five statements relating to supervision and management control in the Zoning Division. The specific statements are:

1. *Zoning supervisors provide consistent Responses to zoning review inquiries*
2. *When necessary, I have adequate access to Zoning management*
3. *Projects are reviewed consistently given the known requirements, policies, and procedures of the Zoning Division*
4. *When I raise questions about the review to Zoning management, I receive satisfactory responses*
5. *The Zoning review process is consistent with established stated time-frames for reviews in the ULDC*

The response to the statement in Figure 37 indicates a continuing perception of inconsistency that has already been discussed at the staff level (see the previous section, Zoning Process Consistency). The response to consistency at the supervisor level is slightly more neutral than the perception of inconsistency at the staff level (compare Figure 37 with Figures 34 and 35).

Approximately sixty-five percent the customers indicated agreement with the Figure 38 statement, "When necessary, I have adequate access to Zoning management." Figure 39 indicates a neutral feeling of customers concerning receiving satisfactory responses to review questions raised to Zoning management.

FIGURE 40 – ZONING DIVISION COMMUNICATION

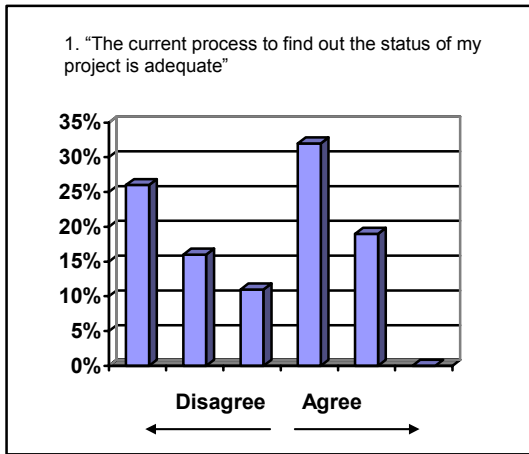


FIGURE 41 - ZONING DIVISION COMMUNICATION

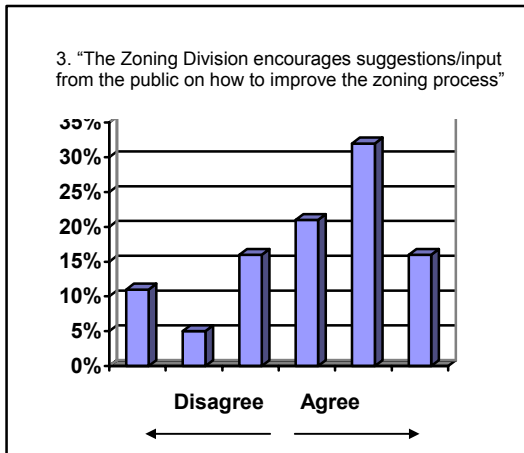
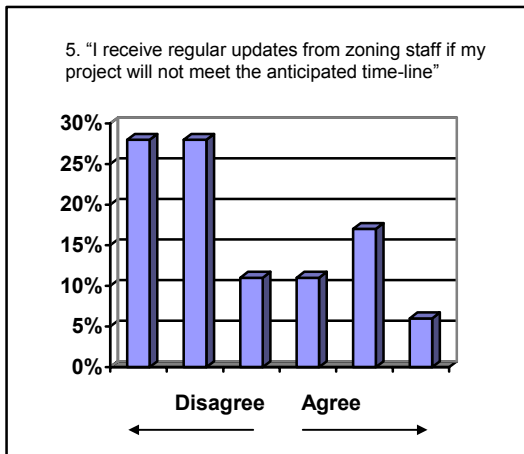


FIGURE 42 - ZONING DIVISION COMMUNICATION



ZONING DIVISION COMMUNICATION

This element sought to establish insights into the communication between Zoning staff and the customers of their review services. As such, the statements are designed to evaluate how effectively customers feel "plugged in" to the zoning review process. Six survey statements were included:

1. *The current process to find out the status of my project is adequate*
2. *I know what is expected when submitting plans for review*
3. *The Zoning Division encourages suggestions/input from the public on how to improve the zoning process*
4. *Zoning employees are informed on what is going on in the Division*
5. *I receive regular updates from zoning staff if my project will not meet the anticipated time-line*
6. *I am aware of a formal process to anonymously rate my satisfaction with the zoning process*

The respondents tended to be of a mixed mind on whether there is an adequate process to find out the status of their projects (Figure 40). Seven of every ten customers responded in agreement with statement number 3 that the Zoning Division encourages input on how to improve the zoning process (Figure 41). However, there was a pronounced negative sentiment expressed about statement number 5, "I receive regular updates from zoning staff if my project will not meet the anticipated time-line." Figure 42 depicts the results, where respondents disagreed (27%) or strongly disagreed (27%) with that statement.

FIGURE 43 – TRAINING/INFORMATION

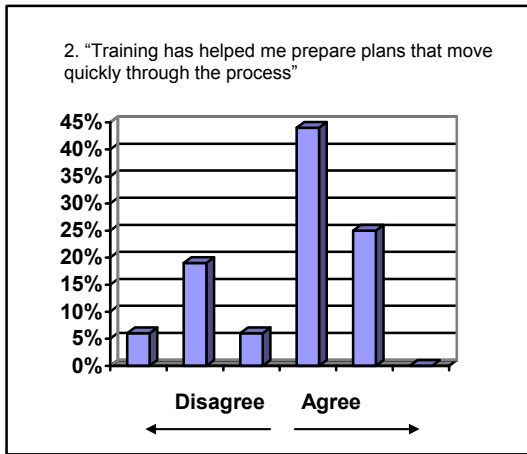


FIGURE 44 - TRAINING/INFORMATION

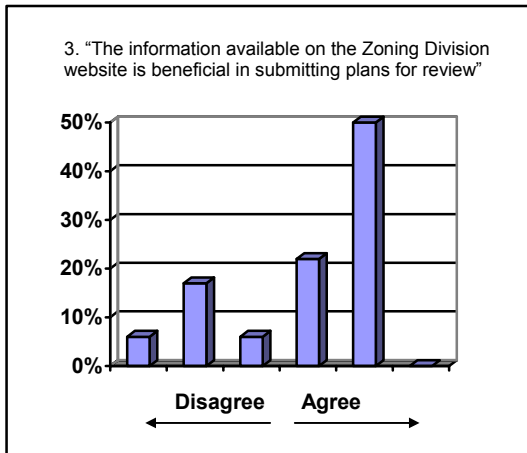
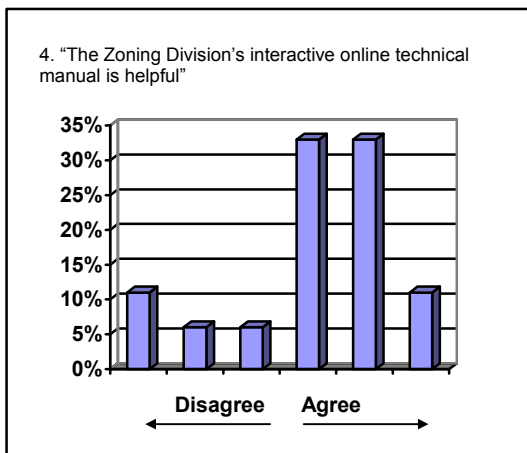


FIGURE 45 - TRAINING/INFORMATION



TRAINING / INFORMATION FOR

D.R.O. — This section of the survey included six statements ranging from the awareness and effectiveness of training, to the role the division website plays in satisfying the informational needs of the DRO community. The specific statements are:

1. I am aware that the Zoning Division conducts training for the DRO community
2. Training has helped me prepare plans that move quickly through the process
3. The information available on the Zoning Division website is beneficial in submitting plans for review
4. The Zoning Division's interactive online technical manual is helpful
5. The Zoning Division provides adequate notices on changes that effect the preparation of the application
6. I am able to influence the speed of the zoning review by submitting a fully completed set of plans

Training for division customers offered by the division appears to have had the desired effect. Almost eighty percent of customers agreed that, "Training has helped me prepare plans that move quickly through the process." Customers have found the training to be beneficial in moving plans more quickly through the zoning process (Figure 43).

The division's Internet website received favorable opinions from a majority of survey respondents. Figure 44 shows a large majority of respondents agreeing that the website is beneficial in submitting plans for review. Similarly, three-quarters of those responding agreed with statement number 4, "The Zoning Division's interactive online manual is helpful." These perceptions mirror those displayed in Figure 31 of the Zoning Resources and Support section (page 23).

FIGURE 46 – EMPLOYEE DEVELOPMENT

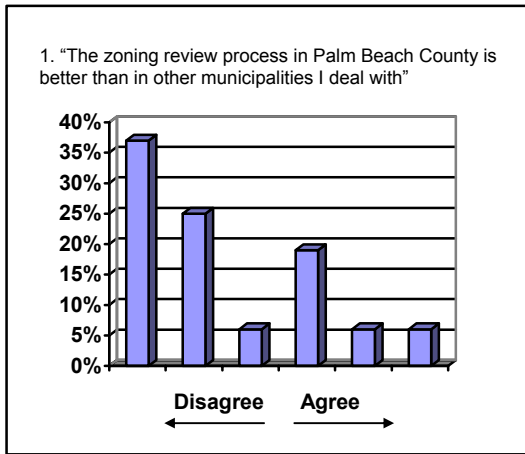


FIGURE 47 – EMPLOYEE DEVELOPMENT

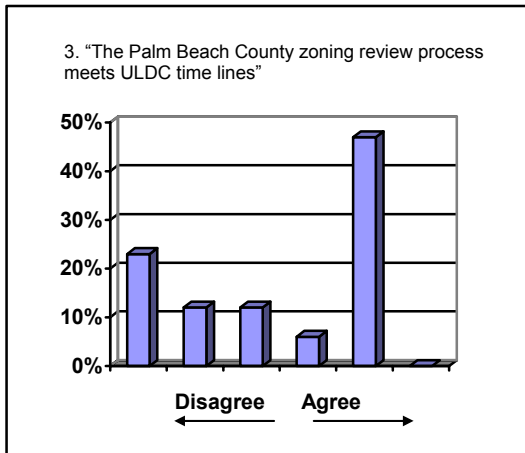
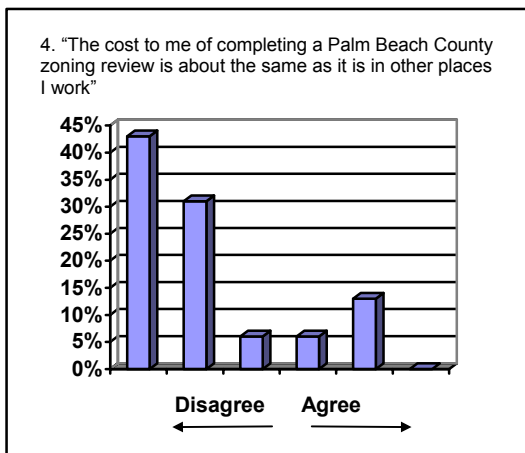


FIGURE 48 – EMPLOYEE DEVELOPMENT



BENCHMARKING COMPARISONS —

This section contained five statements benchmarking Palm Beach County’s zoning process with other municipalities in Palm Beach County. In addition, there are statements regarding process timeliness and cost to the customer. The specific statements are:

1. *The zoning review process in Palm Beach County is better than in other municipalities I deal with*
2. *Over-all, I am pleased with the ULDC zoning review process in Palm Beach County*
3. *The Palm Beach County zoning review process meets ULDC time lines*
4. *The cost to me of completing a Palm Beach County zoning review is about the same as it is in other places I work*
5. *All things considered, I prefer working with the Palm Beach County Zoning Division versus that of neighboring counties/Municipalities*

As a group, these statements are designed to let the division’s customers compare the County’s zoning process to the zoning processes of neighboring municipalities. Figure 46 presents the generalized comparative statement. Approximately sixty-six percent of respondents disagreed with the statement, “The zoning review process in Palm Beach County is better than in other municipalities I deal with.” Thirty-six percent of responding customers indicated “strong disagreement” with this statement, indicating a substantial negative perception.

There is a fairly neutral response to the statement pertaining to meeting ULDC time lines, Figure 47. The responses in Figure 48 indicate a high percentage of customers have a strong feeling that completing a Palm Beach County zoning review is more costly than completing reviews in other places they do business.

FIGURE 49 – ZONING REVIEW RESULTS

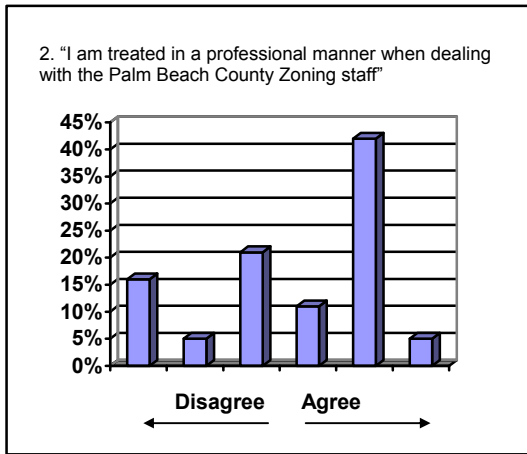


FIGURE 50 – ZONING REVIEW RESULTS

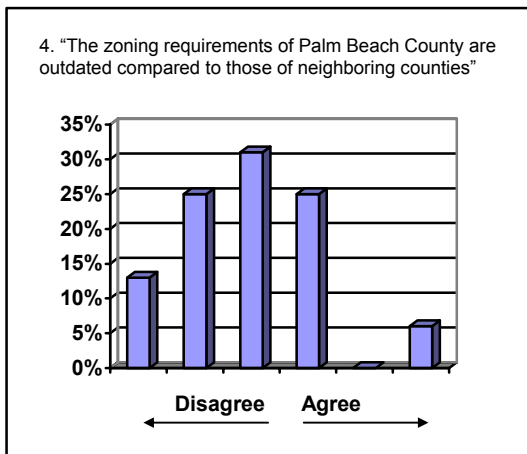
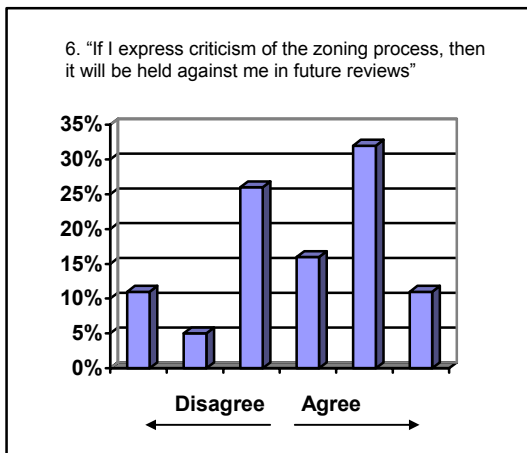


FIGURE 51 – ZONING REVIEW RESULTS



ZONING REVIEW RESULTS — This section contained six statements addressing a myriad of zoning process characteristics. The statements are designed to gauge how the customer feels about the results of interacting with the zoning process. The specific statements are:

1. *The zoning reviews by planners consistently enforce zoning regulations*
2. *I am treated in a professional manner when dealing with the Palm Beach County zoning staff*
3. *I have found the zoning review process to be helpful and beneficial to the final design of my project*
4. *The zoning requirements of Palm Beach County are outdated compared to those of neighboring counties*
5. *The Zoning Division is responsive in amending development regulations to industry standards (in a timely manner)*
6. *If I express criticism of the zoning process, then it will be held against me in future reviews*

Figure 49 displays a somewhat neutral response to the statement regarding customers being treated in a professional manner by the zoning staff. Seven out of 10 respondents disagreed with statement number four. Figure 50 indicates that customers perceive Palm Beach County's zoning requirements to be up to date (in line with the development industry). This echoes the sentiments found in the Figure 46 of the preceding Benchmarking section. A slight majority of respondents feel that criticism of the zoning process will be to the detriment of future zoning review, Figure 51.

FIGURE 52 – PUBLIC SERVICE

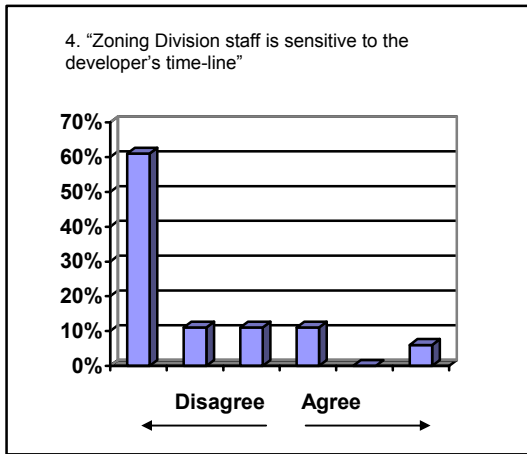


FIGURE 53 – PUBLIC SERVICE

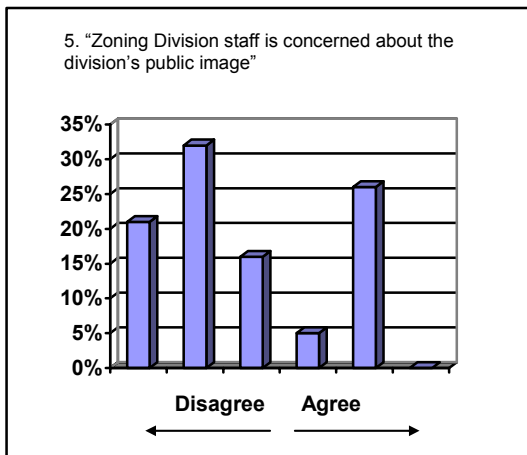
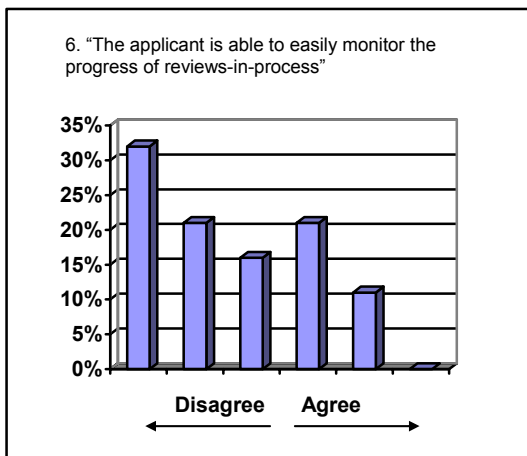


FIGURE 54 – PUBLIC SERVICE



PUBLIC SERVICE — The purpose of this element was to assess the respondents' perceptions of the public/customer service provided by the Zoning Division. Customers were asked to respond to the following six statements:

1. *Zoning Division employees provide high quality service to the public*
2. *I am aware of formal ways to provide feedback to the Zoning Division about my experience with the zoning process*
3. *Responding to complaints is a high priority for the Zoning Division Management*
4. *Zoning Division staff is sensitive to the developer's time-line*
5. *Zoning Division staff is concerned about the division's public image*
6. *The applicant is able to easily monitor the progress of reviews-in-process*

As a group, these statements are designed to let customers provide perceptions of the public/customer service provided by the Zoning Division. One key element of customer service (from the developer's perspective) is the sensitivity of the Zoning Division to the developer's project timeline (statement number four). The survey responders strongly disagreed with the statement in Figure 52, indicating a strong perception that the division is not sensitive to a developer's timeline.

More than seven of every 10 respondents disagreed with statement number 5, "Zoning division staff is concerned about the division's public image." This result, charted in Figure 53, contrasts with the Zoning Division staff's perception of the quality of service they provide (see Figures 25 and 27). Finally, the response to statement number six, depicted as Figure 54, indicates that there is not widespread awareness on the part of the Zoning Division customers of an easy way to monitor the status of reviews-in-process.

GENERAL TENDENCIES

Customers overwhelmingly consider Palm Beach County's zoning requirements to be up-to-date (the Zoning Division is responsive in amending development regulations in a timely manner), and regulations are for the most part consistently enforced. However, customers are less unanimous in their feeling that they are treated professionally (at times an adversarial relationship exists) and there is trepidation among customers that criticisms of the process could be held against future reviews submitted to the division.

On matters of customer training, and general information flow to customers, customers typically responded with positive tendencies to survey questions. They view the training provided by the division as an important tool in helping them prepare plans that will move quickly through the process. For the most part, customers responded favorably to information on the division's website and to the interactive on-line technical manual (although customers commented that the on-line search capabilities of these resources could be enhanced). The only neutral-to-negative tendencies for this category of statements resulted in relation to customers receiving adequate notice concerning changes that will affect the preparation of their zoning review application.

As a whole, customers of the Zoning Division view the division's public / customer service poorly. The negative tendencies associated with this category include customer's viewing division employees as not providing a high quality service, being unresponsive to customer complaints, and not being sensitive to developer's time-lines. In addition, applicants to the zoning process responded that the progress of their reviews is not easily monitored – it is not easy to determine if the review is proceeding as scheduled or not. The end result is that customers do not get the impression that zoning employees are concerned about the division's image. An interesting observation is that the customer perspective is in direct contrast to the perception of the zoning division staff, who responded that they supply high levels of public / customer service.

Respondents viewed the consistent application of the division's systems and procedures as a major problem. The Division's ability to keep staff up-to-date with changes in the ULDC and then the consistent application of the code was viewed with negative tendencies. Responses generally found customers accepting that the completeness of initial submissions bears heavily on the number of DRO comments that will require addressing. Likewise customers indicated an ease in being able to find the zoning requirements on the division's website. However, customers overwhelmingly perceive inconsistencies in the way zoning reviews are carried out. The feelings of inconsistencies span topics such as interpretation of code to the way DRO Comment Letters are prepared. Inconsistency issues range from reviewer to reviewer, and from project to project. Customers responded with neutral or mixed tendencies towards the topics of accessibility of staff, and of staff spending adequate time explaining review issues with customers.

ACTIVITIES AND BENEFITS INPUT

The MPA consultant conducted an Activities and Benefits workshop with the staff of the Zoning Division (including division supervisors). The workshop’s structure and progression of exercises led participants to develop and document key activities that are required for the reorganization to be successful. In addition to identifying key activities, staff described the key benefits associated with completing each activity.

The following is a summary of the work product created during the Activities and Benefits workshop. The purpose of the workshop was to develop activities and benefits to use in creating a detailed action plan that would fully implement the division’s reorganization. The action plan (page 39) lists specific tasks and activities, along with required resources and assigned personnel charged with ensuring the action plan is fully implemented on a timely basis. A fully implemented action plan achieves the reorganization’s primary objectives:

- Combine like functions to improve organizational effectiveness and efficiency
- Assign staff to tasks based on workload and skills
- Examine current workflow in order to make improvements to the workplace, and result in an improved customers’ view of the organization
- Examine ways for staff to improve existing skills/knowledge and advancement opportunities
- Utilize existing technical advancements in Zoning (ePZB, staff training and awareness, and customer training and awareness)

Objective A: Combine like functions to improve organizational effectiveness and efficiency

**Zoning Staff’s
Recommended
Activities**

- Clearly define and communicate what functions are to be combined and communicate the effectiveness and efficiency expectations of the combined function.
- Explain to each person his or her individual function (personalize the changes) within the newly combined functions.
- Document current specialty tasks (or facets of a job) prior to combining so that the nuances of staff who currently perform the functions are not lost.
- Fully communicate the reorganization timeline and how this objective fits within it.

**Benefits
Associated with
Staff’s
Recommended
Activities**

- It will simplify the process.
- Accuracy and thoroughness of the work product will be increased.
- Across the board staff proficiency and efficiency will be increased allowing the division to better handle peaks in workload.
- Staff productivity will be greatly increased.

**Zoning Staff's
Recommended
Activities**

Objective B: Assign staff to tasks based on workload and skills

- Guard against bias and favoritism based on skills and willingness to take on assignments. Perform workload leveling across all staff.
- Plan adequate time and money to allow for necessary staff training. Once staff is trained, assign work so that staff uses new training.
- Document how the attainment of a skill level will be measured. Develop a methodology that determines when staff is proficient in a skill type.

**Benefits
Associated with
Staff's
Recommended
Activities**

- Promotes autonomy of the work force.
- Increases accuracy of the division because only staff that is proficient in a particular area will work in the area.
- Increased efficiency of staff resources by increasing the emphasis of cross-training and work sharing.
- An efficient workforce has time available to increase skills.
- Flex time availability reduces absenteeism.

Objective C: Examine current workflow in order to continue to make improvements that improve the workplace and result in an improved customer's view of the organization

**Zoning Staff's
Recommended
Activities**

- Have effective in-house communication into any improvements recommended and of changes in policy or procedures related to improving the workflow.
- Limit the impact of disruptions from DRO and county agencies through the establishment of a dedicated response team, and or procedural and policy changes in how the division responds to these customers. Communicate and achieve buy-in from all involved parties.
- Limit the impact of excessive absenteeism through work leveling, and work incentives.
- Make the workflow and improvements simple, not complex.

**Benefits
Associated with
Staff's
Recommended
Activities**

- Projects will be expedited efficiently and orderly
- Customer satisfaction increases due to time and money savings

Objective D: Examine opportunities for staff to improve existing skills/knowledge and advancement

Zoning Staff's Recommended Activities

- Make training acceptable to staff. Standardize training.
- Allocate the appropriate amount of time for training and for the testing of comprehension and proficiency.
- Actively encourage staff throughout the training process, provide milestone incentives. Communicate the connection between skills attainment and career advancement.
- Fully communicate the reorganization timeline and how this objective fits into it.

Benefits Associated with Staff's Recommended Activities

- It simplifies the process.
- Promotes skills/knowledge attainment that will increase the accuracy, consistency and thoroughness of work products.
- Increases the proficiency and efficiency of staff willing to attain skills and proficiency for advancement.
- Staff productivity will increase as the workforce increases skill sets.

Objective E: Utilize existing technical advancements in Zoning (ePZB, staff training and awareness, and customer training and awareness)

Zoning Staff's Recommended Activities

- Technology must match the customers' skill level. Provide customers with targeted training if it will make the division's staff more efficient and productive.
- Train staff and customers (perhaps at the same time!) on the technology level applicable to the customer.
- Document the instances where ePZB should not be used.
- Evaluate how the Public Hearing process can be compatible with ePZB.
- Stabilize the workforce (decrease turnover rate) so that ePZB expertise does not "walk out the door."
- Use technology to measure the results of using technology.
- Document technology limitations and overcome them.
- As technology evolves outside the division, update the policies, procedures and technology inside the division.

Benefits Associated with Staff's Recommended Activities

- Technology use can provide a simplified, streamlined process.
- Technology can increase accuracy, consistency and thoroughness of division work products.
- Staff's proficiency and efficiency can be increased.

REORGANIZATION ACTION PLAN

The MPA consultant led seven Zoning Division staff (the Implementation Team) through an Action Planning Workshop to develop a detailed action plan for the successful transition of the reorganization. The participating staff holds the following positions within the organization: Senior Site Planner, Site Plan Technician, Zoning/Landscape Field Rep II, Site Planner II, Customer Relations Manager, and Secretary. The team was charged with integrating the results of the Climate Assessment Survey, the Customer Survey, and the Activities and Benefits workshop into a detailed action plan, thereby providing a link between staff and customer input, and the actionable implementation steps necessary to successfully implement the reorganization.

Action Planning Workshop

The Implementation Team developed action plans to accomplish each of the reorganization's five objectives. In the first half of the workshop, the participants reviewed the general tendency results from the Climate Assessment Survey. Next, the activities and benefits from two staff workshops were utilized to create high level actions, and the detailed activities that are required to take place to accomplish each action. In the second half of the workshop, the Implementation Team listed the benefits of achieving each activity, estimated the work hours to complete the activities and assigned responsibilities for each.

As part of the action planning process, the team prioritized each of the high level actions beneath each of the five reorganization objectives. The criteria used to prioritize the action items were as follows: over-all importance, ability to be accomplished quickly with existing resources, and where it fell within a sequence of actions. In this way, the fully developed action plan incorporates the staff perspective of "what it will take" to fully realize management's vision. One of the primary goals of the action planning workshop is to create an action plan that serves as a means of linking management directives, policies, and procedures, to the actionable items developed from staff and customer input.

Action Plan Observations

Upon initial viewing, the action plan to fully implement the Zoning Division reorganization can be an intimidating document. The extensive nature of the document reflects the complex and far reaching objectives of the reorganization. As one examines the five reorganization objectives the complex nature of each becomes increasingly clear:

- Objective A: Combine like functions to improve organizational effectiveness and efficiency

[This includes the tasks of identifying applicable functions to combine, understanding the existing nuances of each, then defining and determining effectiveness and efficiency as it relates to each task of each function]

- Objective B: Assign staff to tasks based on workload and skills
[This involves identifying existing skills of individual staff (separate from job titles or job descriptions), analyzing trends in volume and types of workload, then creating a new way of assigning work]
- Objective C: Examine current workflow in order to continue to make enhancements that improve the workplace and result in an improved customers' view of the organization
[This not only emphasizes examining the inner workings of the division, but also examining how the inner workings affect the division's external customers' view the organization]
- Objective D: Examine opportunities for staff to improve existing skills/knowledge and advancement
[This encompasses the very broad topics of employee skill, employee motivation and morale, work product quality, job satisfaction and career advancement]
- Objective E: Utilize existing technical advancements in Zoning (ePZB, staff training and awareness, and customer training and awareness)
[This includes examining the existing (and future) technology capabilities of the division, determining the applicability to each area of the division, then developing a planning strategy to implement technology enhancements]

Each of these objectives could in turn become a part of an ongoing management by objectives strategy. In addition to the detailed actions and activities developed for each of the objectives, the common themes of training, communication, and documentation that cut across all areas where procedural or policy change takes place; make it clear that an extensive and complex action plan is required to manage each element of the reorganization.

The action plan is best seen as five distinct, yet linked and compatible action plans – one for each of the five reorganization objectives. Table 1 on the following page displays an example action plan and serves as the reader's key to understanding the action plan format. Definitions of the major parts of the action plan are provided to enable a clear understanding of the context under which each was developed and in which each should be used going forward.

TABLE 1

Example Action Plan

Seq. – Sequence (or priority) based on ease of implementation, importance to achievement of objective, etc.

Actions – High Level Actions that describe actions required to achieve the stated objective.

Activity – The steps that will achieve the action.

Reorganization Objective B: Combine like functions to be more effective and efficient						
Seq	Action Description	Activity Description	Responsibility	Resources	Straight Time Hours to Complete	Benefits
2	Define effectiveness	1) Define terms such as effectiveness, efficiency and quality as they relate to individual job responsibilities throughout the process	Principal	Principal	80	- Increased accuracy and thoroughness - Increased proficiency and efficiency - Increase in staff productivity
		2) Define current job and service level expectations	Principal	Principal	40	A-G
		3) Define how effectiveness, efficiency and quality will be measured	Seniors	Seniors	60	- Increase in staff productivity - Increased proficiency and efficiency - Increased accuracy and thoroughness

Resources – The staff, technology, etc. that will be required to complete the activity. Customarily there are one or two resources provided to achieve each activity (they may in turn work with others, but it is the resource that delivers information to the Responsible person, who in turn documents the completion of the Activity and Action.

Responsibility – The person(s) with primary responsibilities for providing status updates to management and who organizes resources to complete the activity. Customarily there is one person responsible per Action; this is a Project Manager role.

Straight Time Hours – A staff estimate of the time that the resources and responsible person would need to complete the Activity if they worked on the activity 100% of their time. This time can be used to determine start and end dates considering the percentage of time available to devote to a particular activity.

Benefits – A staff estimate of the positive impact of completing the activity. Customarily there are one or two primary benefits. It is often helpful to define what would change as a direct result of completing the Activity. In addition, all benefits should be measurable.

Recommended Uses of the Action Plan

The Action Plan created by the Implementation Team documents the scope of effort required to successfully implement the reorganization - to fully, completely realize the objectives of the reorganization, as the team understands them. For each objective of the reorganization, a series of actions and activities has been developed. Staff participation and input has been heavily relied upon, at the direction of division management. Through the use of staff knowledge and input, the action plan has evolved into a guiding document that uses the collective organizational knowledge to shape the future of the Zoning Division. Elements of the Plan should be highly recognizable to both division employees and customers alike.

The Action Plan can be used in a variety of ways to facilitate division management's successful implementation of the reorganization. The actions and activities of the plan can be accomplished as part of team building exercises, or as a matter of individual project management. The Action Plan can be incorporated as part of regular staff responsibilities, or accomplished as a stand alone project. The Action Plan can become a part of the agenda of regularly scheduled staff and customer meetings. The Action Plan can be implemented in phases, by priorities, or by objectives, depending on the work hours available and allotted for implementation. The Action Plan can be adapted to electronic format or it can remain as hard copy. The Action Plan can be used as a communication tool either physically posted in the division, or updated and distributed periodically to show progress. Through it all, the Plan can show how staff input has shaped the current and future operations of the division.

Definitions for Action Planning

Actions – High Level Actions that describe actions required to achieve the stated objective.

Activity – The steps that will achieve the action.

Responsibility – The person(s) who are responsible for providing status updates to management and who organizes resources to complete the activity. Customarily there is one person responsible per Action; this is a Project Manager role.

Resources – The staff, technology, etc. that will be required to complete the activity. Customarily there are one or two resources provided to achieve each activity (they may in turn work with others, but it is the resource that delivers information to the Responsible person, who in turn documents the completion of the Activity and Action.

Straight Time Hours – This is an estimate of the time that the resources and responsible person would take to complete the Activity if they worked on the activity 100% of their time.

Benefits – This is an estimate of the positive impact of completing the Activity. Customarily there are one or two key, primary benefits. It is often helpful to define what would change as a direct result of completing the Activity. In addition, all benefits should be measurable.