

City of West Palm Beach, Florida

Introduction to the Management Study of the Construction Services Department

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Background to the Study

Purposes of the Study:

The Matrix Consulting Group will be conducting a comprehensive management study of the Construction Services Department covering all existing operations and current staffing levels. The analysis will be fact-based and shall include all aspects of operations and services provided. Supportive data will accompany all findings with alternatives provided to improve or maintain current levels with a description of the staffing impacts of each change. The analysis will focus on areas such as:

- Optimizing the time between permit application, plan review and permit issuance.
- Review staff performance based upon uniformity of code interpretation consistent with the intent of the statewide uniform building code.
- Analyzing the current business practices, efficiencies, work processes, and organizational structure.
- Identifying best practices in all areas of the department. Comparing similar cities or counties plan review and permitting times to that present in the City of West Palm Beach.
- The structure and organization of the Department including position allocations and responsibilities, decision making authority and delegation, communication, resource allocation and sufficiency, etc.
- Workload and resource allocations, utilization, and sufficiency.

Structure of the Study:

The study will be conducted, as follows:

- Extensive interviews within the Department as well as with individuals external to the department to fully understand the services provided – everyone will have the opportunity for input into this study.
- Detailed data collection to document workloads and service levels in each operating area. Detailed analysis of the deployment and use of personnel and equipment.
- Comparison of West Palm Beach's staffing, management and operating practices, workloads and service levels to benchmarks of efficiency and effectiveness as well as to other cities.
- Reviews with department staff and a project committee throughout the study.

Schedule for the Study

Week Beginning (week #)	Project Task
April 21 (1)	<ul style="list-style-type: none"> • Conduct project kick-off meeting with City and Department representatives and begin interviews with staff. • Collect basic budget and organizational information.
April 28 (2)	<ul style="list-style-type: none"> • Conduct interviews with staff and external representatives. • Begin profile development and data collection.
May 5 (3)	<ul style="list-style-type: none"> • Continue to collect information about the Department to understand its organization, staffing, operations and scheduling. • Additional interviews, as necessary, with city and external representatives. • Finalize Focus Group meeting schedule. • Complete profile development.
May 12 (4)	<ul style="list-style-type: none"> • Continue to collect information about the Department to understand its organization, staffing, operations and scheduling. • Conduct any remaining interviews.
May 19 (5)	<ul style="list-style-type: none"> • Complete profile development and review with City. • Begin stakeholder input phase (employee survey and focus groups) by developing draft surveys and questions. • Continue Best Management Practices comparison and prepare listing of initial issues.
May 26 (6)	<ul style="list-style-type: none"> • Complete Best Management Practices comparison and provide draft to City with initial listing of issues identified. • Develop the draft comparative survey instrument and agree upon comparison jurisdictions. • Conduct focus group meetings with development community representatives.
June 2 (7)	<ul style="list-style-type: none"> • Continue with analysis of employee survey and focus group data. • Develop the draft best management practice performance targets and review with project steering committee.
June 9 (8)	<ul style="list-style-type: none"> • Finalize employee survey and focus group summaries and review with City. • Conduct survey of comparable jurisdictions. • Begin best management practices analysis.
June 16 (9)	<ul style="list-style-type: none"> • Continue with survey of comparable jurisdictions and best management practices analysis.
June 23 (10)	<ul style="list-style-type: none"> • Continue with survey of comparable jurisdictions and best management practices analysis. • Begin analysis of development processes.
June 30 (11)	<ul style="list-style-type: none"> • Complete comparative survey and summarize results. • Begin analysis of staffing and organization. • Continue analysis of development processes.
July 7 (12)	<ul style="list-style-type: none"> • Continue analysis of development processes. • Continue analysis of staffing and organization.
July 14 (13)	<ul style="list-style-type: none"> • Finalize analysis of development processes and review with City. • Continue analysis of staffing and organization.
July 21 (14)	<ul style="list-style-type: none"> • Finalize analysis of staffing and organization. • Begin development of draft report.
July 28 (15)	<ul style="list-style-type: none"> • Continue development of draft report.
August 4 (16)	<ul style="list-style-type: none"> • Complete development of draft report and present to City. • Schedule report review.

The Firm and Key Project Team Members

Matrix Consulting Group

- Our senior staff have provided management consulting services to local government since the 1970's.
- Construction Services and Development Review consulting is a core practice of our firm – the firm and project team have worked with over 100 agencies in reviewing and analyzing planning, construction and development issues.
- We have six offices – Palo Alto, California (our headquarters); Coral Springs, Florida; St. Louis, Missouri; Silver Spring, Maryland; Andover, Massachusetts; and Plano, Texas.
- Recent projects involving the review of construction services and development review functions include: Lee's Summit, Missouri; Lawrence, Kansas; Arlington County, Virginia; Gwinnett County, Georgia; Hilton Head Island, South Carolina; Glendale, California; Napa, California; and Santa Monica, California.

Project Team Members:

- **Gary Goelitz**
 - Matrix CG Vice President with 32 years of government and consulting experience
 - Project Manager
 - Based in Palo Alto, CA
- **Alan Pennington**
 - Matrix CG Vice President with 15 years of government analytical experience
 - Lead analyst / Project Contact
 - Based in St. Louis, Missouri
- **Mark Lauzier**
 - Matrix CG Senior Manager; over 20 years of governmental experience
 - Project analyst
 - Based in Coral Springs, FL
- **Susannah Leigh**
 - Matrix CG Manager; over 6 years as a management consultant
 - Project analyst
 - Based in Silver Spring, MD
- **Justin Hampton**
 - Matrix CG Consultant; over 4 years of government analytical experience
 - Project analyst
 - Based in Plano, TX