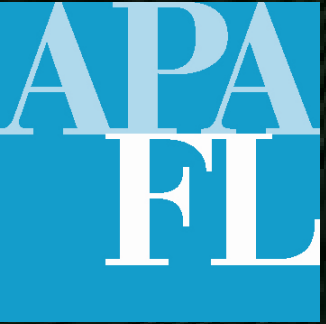
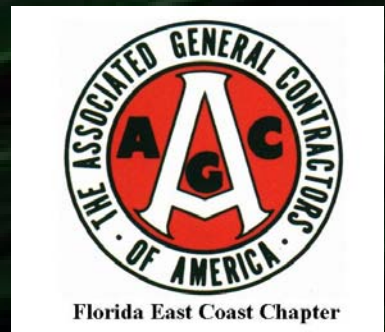


# Palm Beach County Regulatory Climate Workshop



# Break-Out Session Discussion Questions

## Question 1

Based on what you learned from the research survey data and your personal experience, what are the (a) challenges and (b) opportunities to improve the way the public and private sectors do business in Palm Beach County relative to: (i) Customer Service; (ii) Communication; (iii) Procedure Process / Predictability; and (iv) Documents and Interpretation?

## Question 2

What are the: (a) realistic, measurable, and specific actions you recommend to promote positive change; and (b) who are the key stake holders that must have accountability for leading those changes?

*Break-Out Session*

## **Interview Sub-Committee**

- **3 Public Sector Volunteers**
- **3 Private Sector Volunteers**

## **Drafted 50 question interview**

- **Customer Service**
- **Communication**
- **Procedure/Predictability**
- **Documents/Interpretation**

*Interview Summary*

## **Method of Interviews**

- Same questions for everyone
- Anonymous
- Administered by same sector and discipline

## **Who Responded**

- 37 Private Sector
- 37 Public Sector
- Mix of Disciplines and Gov't Agencies

## **4 Categories:**

**Customer Service**

**Communication**

**Process & Predictability**

**Documents & Interpretation**

*Interview Summary*

# *Customer Service*

## **Important to both Sectors:**

- **Clear and consistent expectations**
- **Creating Value & Quality Development**
- **Pro-Active in conflict resolution**

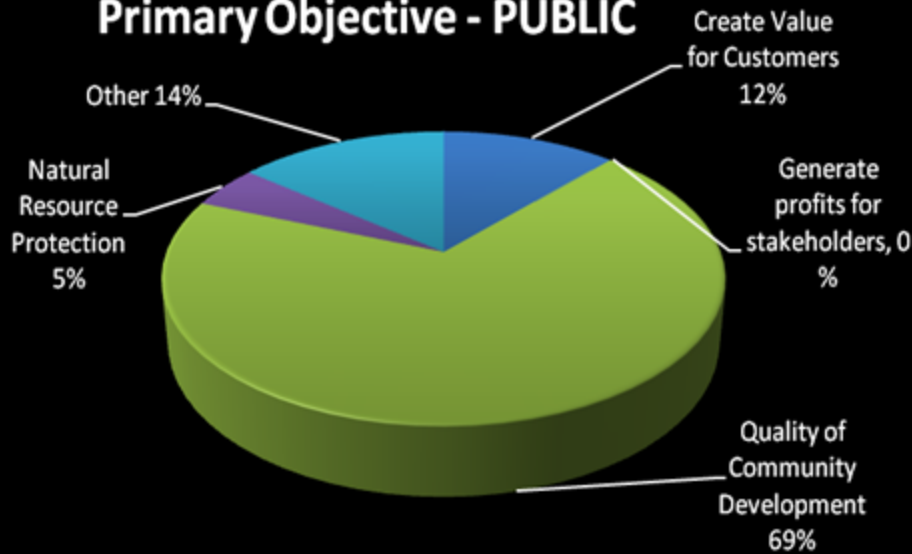
**Public-**Taking ownership of process

**Private-**Both sectors to be accessible

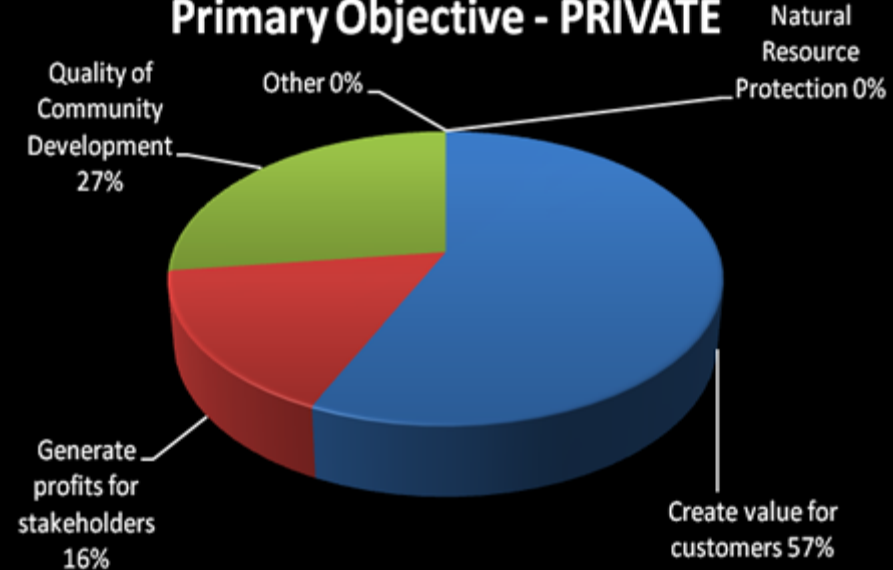
*Customer Service*

# Primary Objectives

## Primary Objective - PUBLIC



## Primary Objective - PRIVATE



**Public-Quality of Development  
69%**

**Private-Create Value for Clients/  
Generating Profits-73%**

*Customer Service*

# Types of Projects- Perceived Importance

- **Both Sectors-Small Business, High-Tech Business**

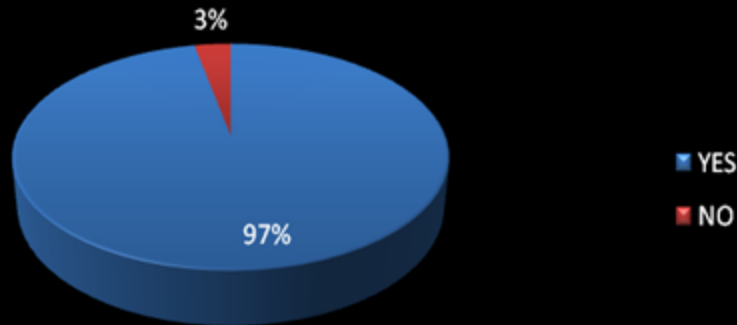
**Public-Affordable Housing, Disaster Preparedness**

**Private-Large Scale Development**

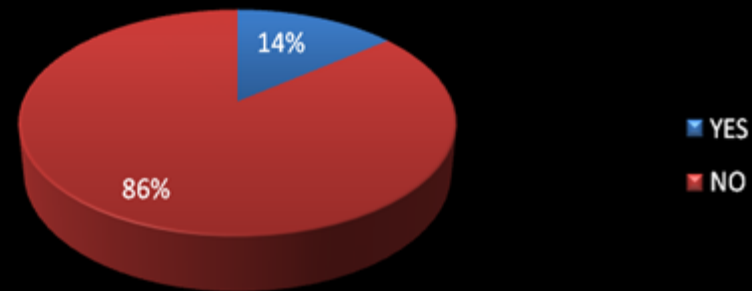
*Customer Service*

# Relationships

IS THERE A RESPECTFUL  
RELATIONSHIP?  
PUBLIC RESPONSES



IS THERE A RESPECTFUL  
RELATIONSHIP?  
PRIVATE RESPONSES



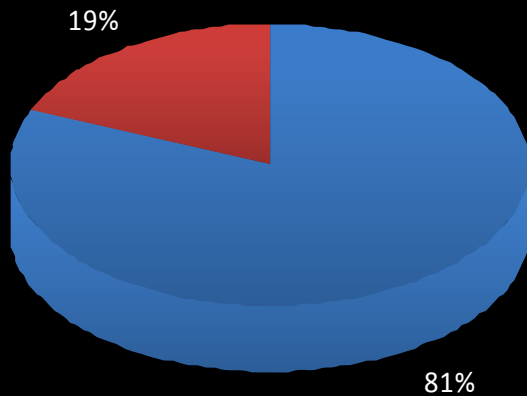
Public-Depends on Person/  
Position  
Questions openness  
of Private

Private-Us Vs. Them  
Starts with lower level  
staff

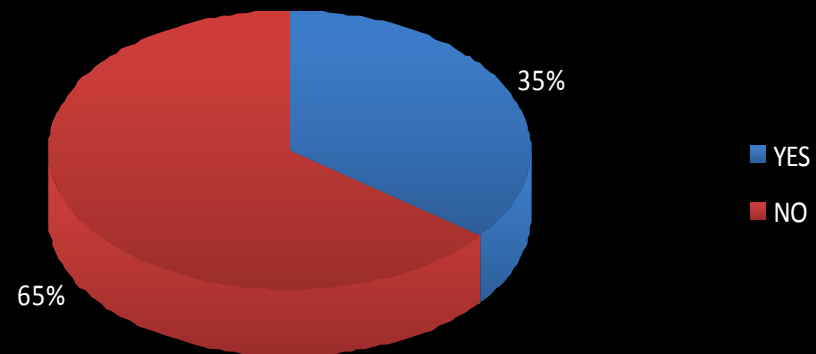
*Customer Service*

# Criticisms Accepted Without Recourse

CRITICISMS ACCEPTED?  
PUBLIC



CRITICISMS ACCEPTED?  
PRIVATE



Public-Depends on Person/  
Position  
Politics, not regs set  
the tone

Private-Fear of retribution

*Customer Service*

# Best Practices

## Public-

- **Electronic Plan Review**
- **Web based Permitting**
- **Expedited Review for Specific Projects**
- **Pre-Apps**

## Private-

- **Immediate, constant follow-up**
- **Prep. of complete apps**

*Customer Service*

# *Communication*

## **Important to both Sectors:**

- **Communication & Collaboration between different Departments**
- **Communication & Collaboration between applicant and review depts.**
- **Accessibility of information between applicant and review depts.**

**Public-**Lack of openness of Private

**Private-**Overly scrutinized Public

*Communication*

## **Public Barriers to Communication:**

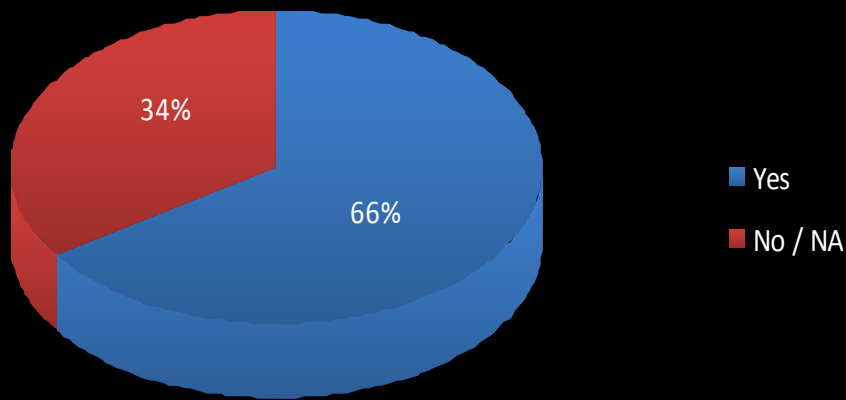
- **Lack of understanding, inconsistency**
- **Attitudes, politics, creates opposing sides**
- **Volume of workload leads to inaccessibility of staff**

## **Private Barriers to Communication:**

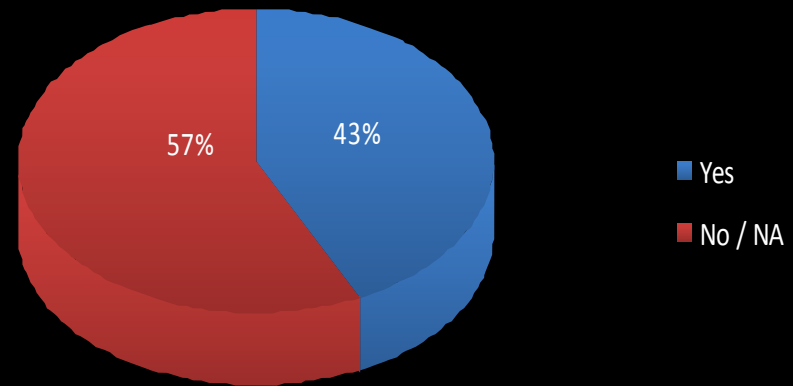
- **Lack of response and urgency**
- **Little in-house coordination between depts.**
- **Constant changes in regulations, over too many jurisdictions**
- **Us VS. Them mentality**

# Communication of Incentives

Communication of Incentives  
Public Responses



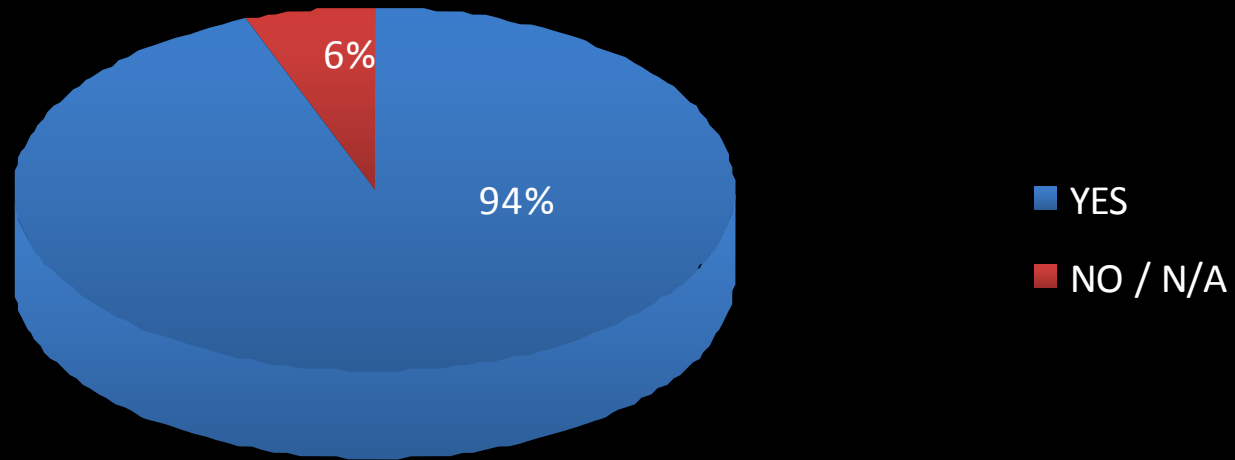
Communication of Incentives  
Private Responses



*Communication*

# Pre-Applications

Is the Opportunity to Meet Pre-Application  
Being Utilized?  
All Responses



- Make Pre-App Mandatory,
- Offer more “How-To” info, presentations

*Communication*

# Best Practices

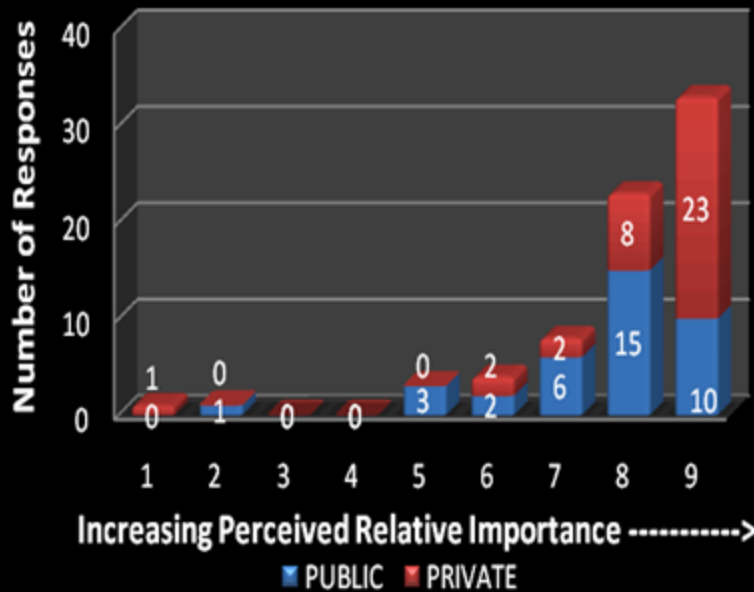
- **Training sessions, Continuing Ed.**
- **Professional lunches, meetings**
- **Face-to-Face project meetings**

*Communication*

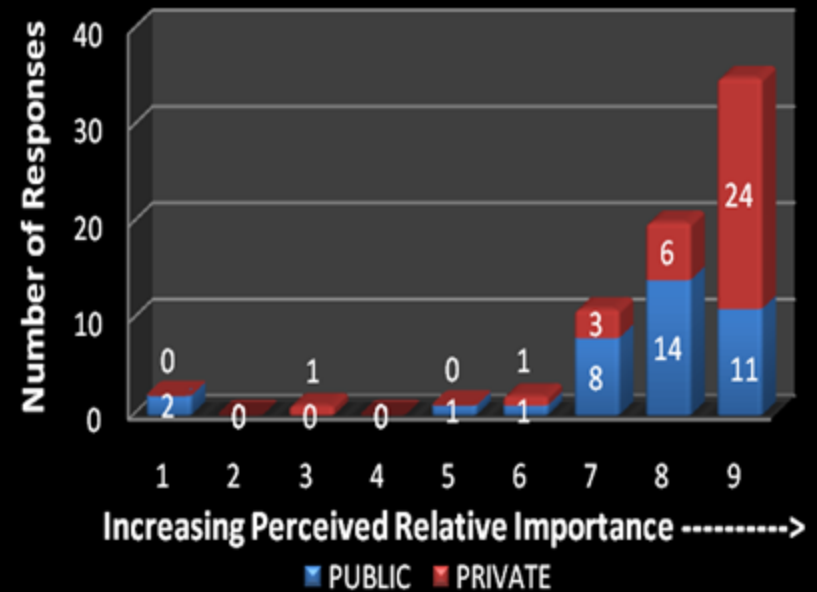
# *Process/Predictability*

# Predictability/Timing

Perceived Importance of Predictability in the Process



Perceived Importance of Time Necessary to Obtain Required Approvals

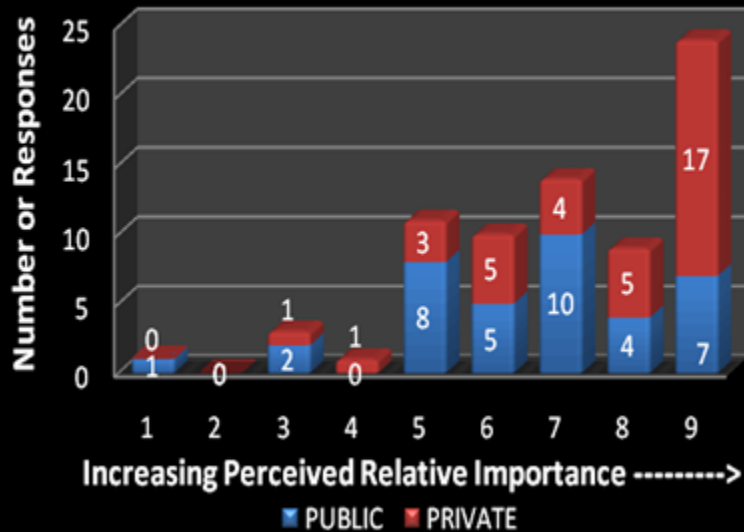


**Both sectors found extremely important**

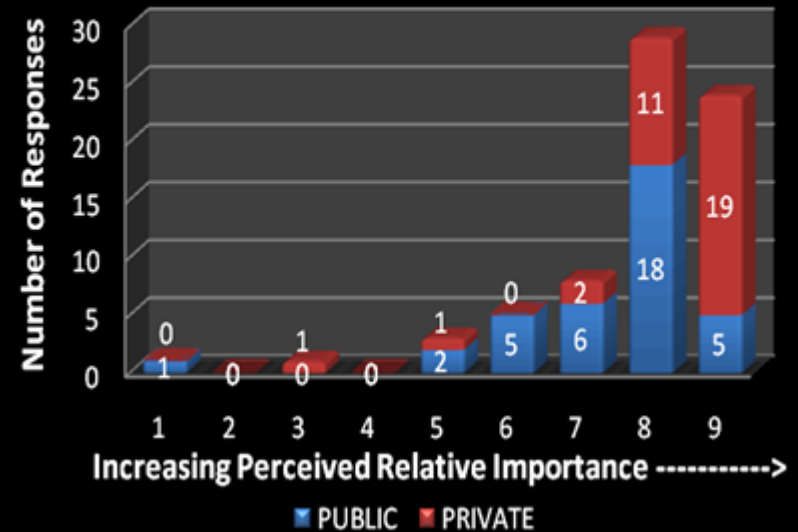
*Predictability*

# Cost/Ability to Proceed Through Process

Perceived Importance of Cost to Obtain Permitting and Approval



Perceived Importance of Ability to Proceed Through the Review Process

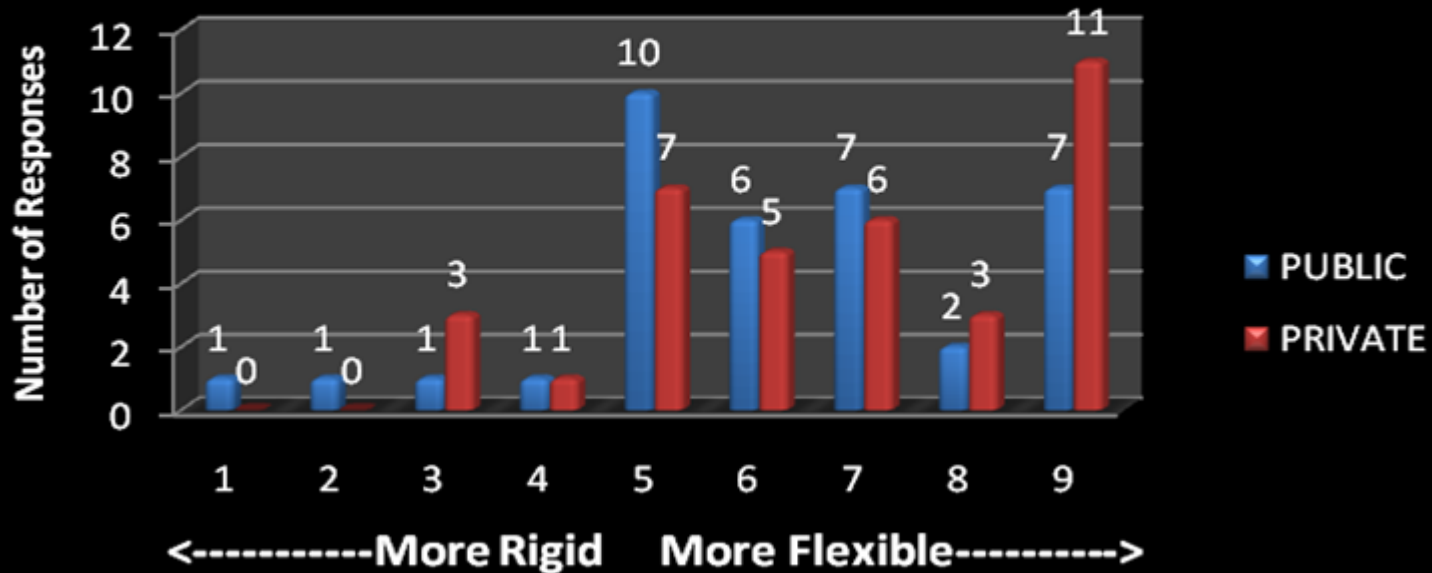


**Private**-High Importance on Cost Ability to proceed through process

*Process/Predictability*

# Flexibility

Perceived Need for Flexibility or Rigidity  
"Alternate View"

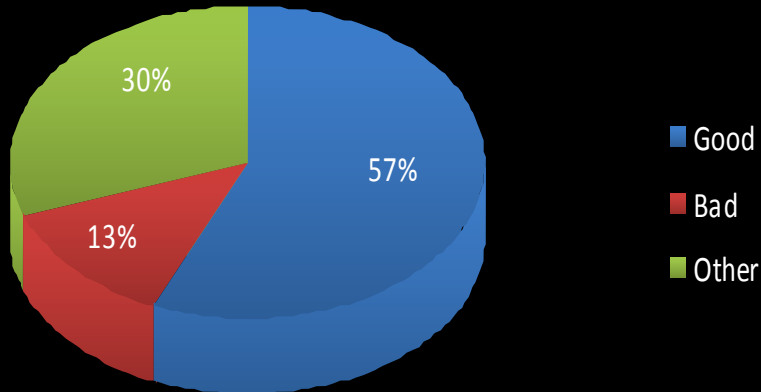


**Public**-Prefers moderate flexibility  
**Private**-Prefers more flexibility

*Process/Predictability*

# Current Relationship

Perceived Rating of the Current Relationship  
Between the Private and Public Sectors  
Public Responses



**Public-**  
**Lack of info, understanding**  
**Ignorance of regulations**  
**Politics**  
**Lack of flexibility**  
**Need for training**  
**Controversial relationships**

*Process/Predictability*

# Current Relationship

## Private-

Us vs. Them mentality

Inflexibility of staff

Focus on small details

Too much scrutiny

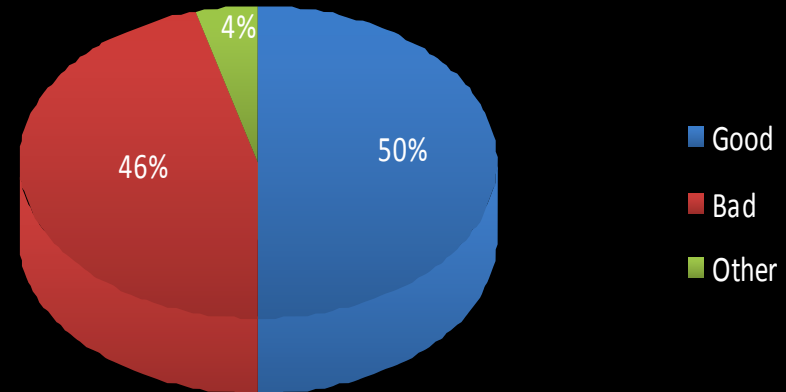
Cynical attitudes

Staff won't make decisions

*Process/Predictability*

Perceived Rating of the Current Relationship  
Between the Private and Public Sectors

Private Responses



# Best Practices

## Public-

- Expedited Plan Review
- Concurrent Review
- Electronic submittals
- See handout.....

## Private-

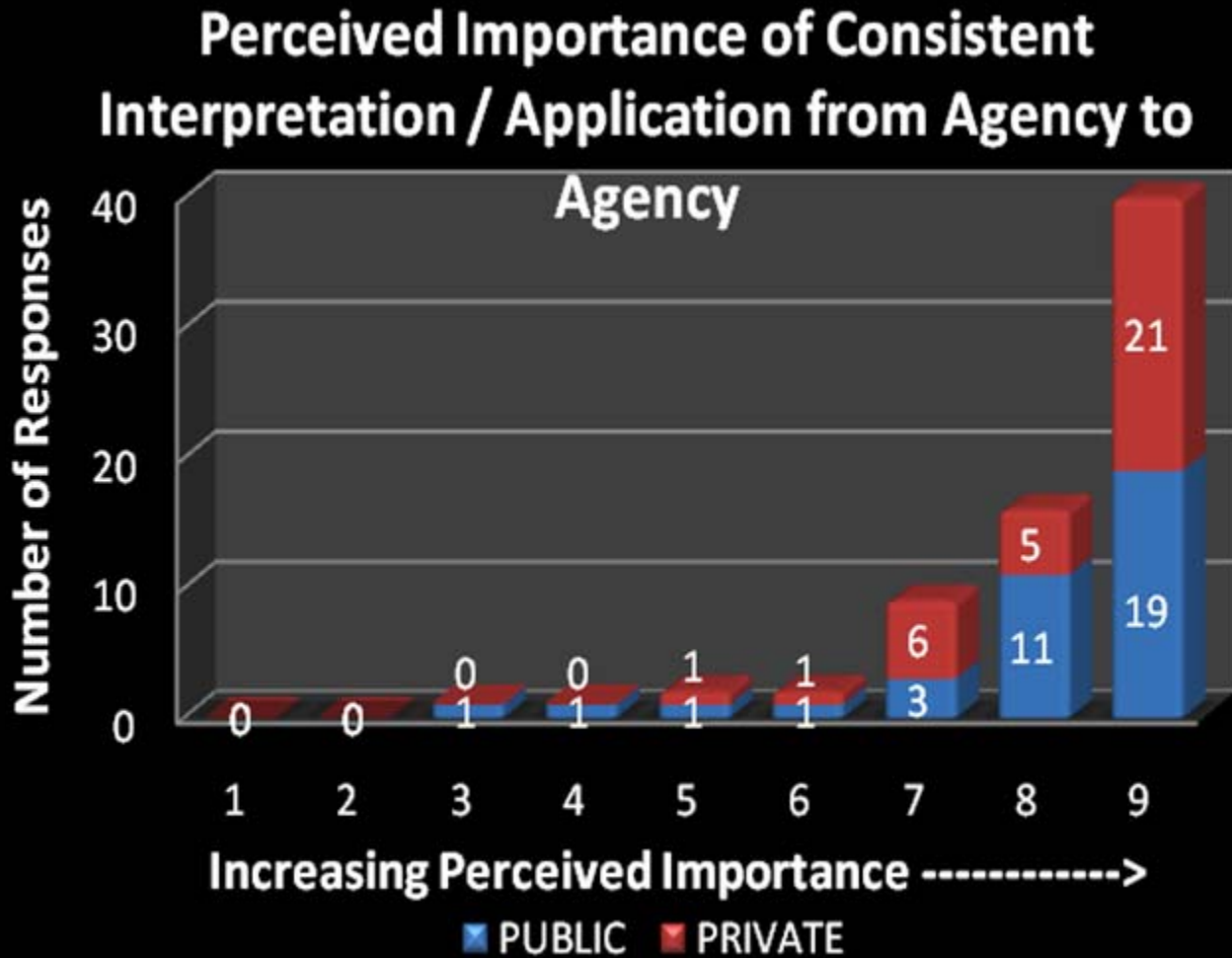
- Internal Quality Control of Submissions
- Strategic timing of submittals
- Follow-Up with tenured staff who can make decisions

*Process/Predictability*



*Documents/  
Interpretation*

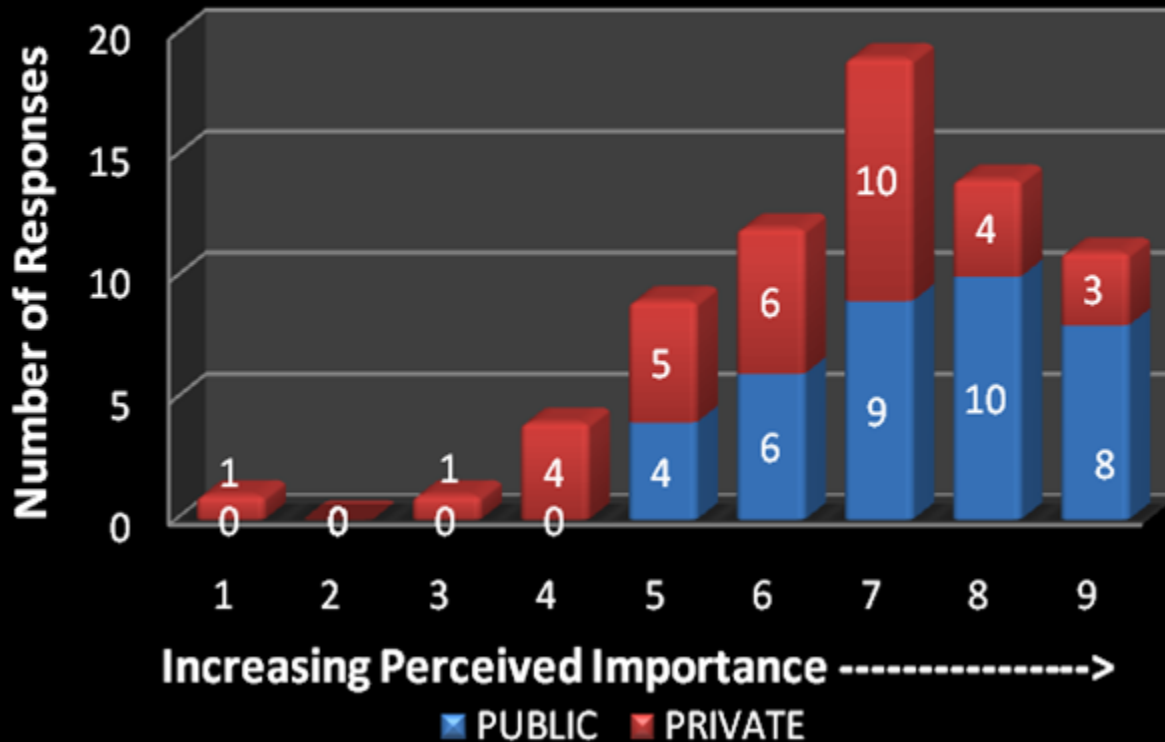
# Consistent Interpretation



*Documents/Interpretation*

# Strict Compliance

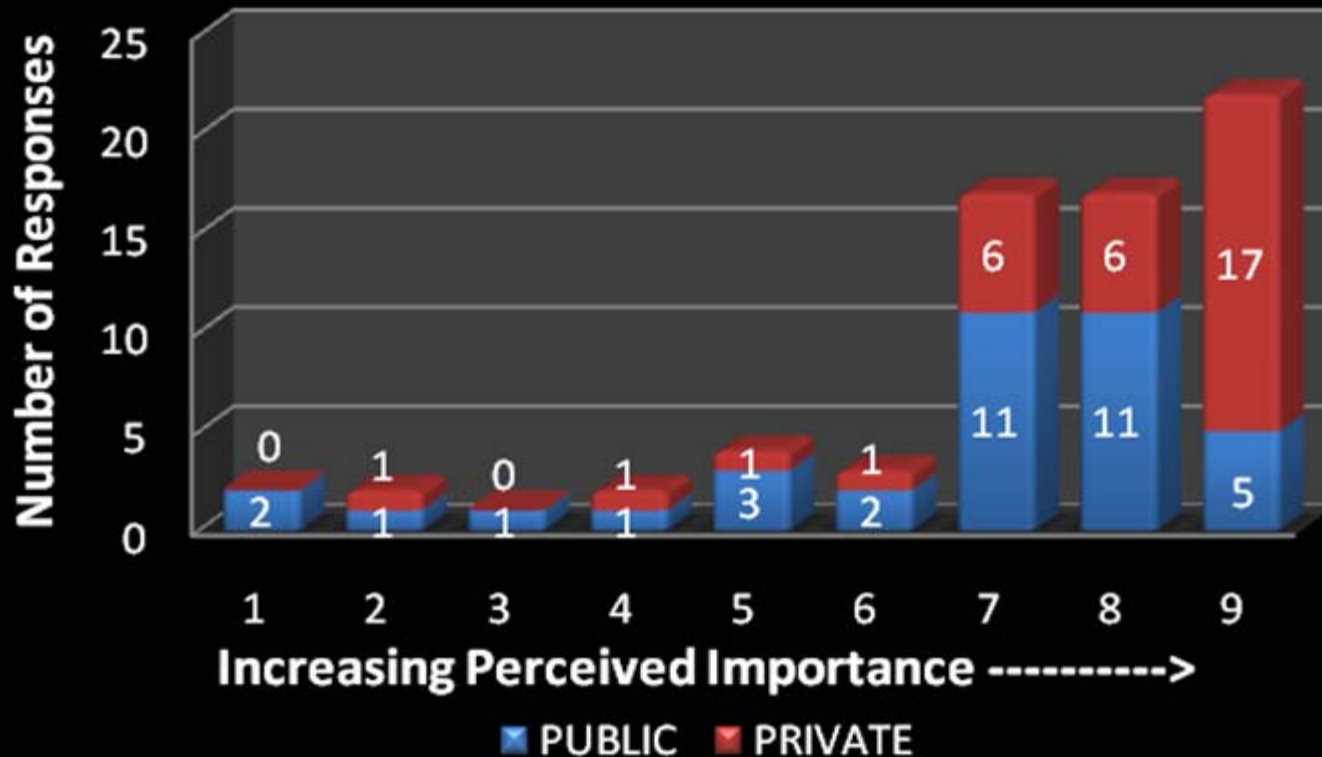
Perceived Importance of Strict Compliance with Applicable Regulations



*Documents/Interpretation*

# Flexibility

## Perceived Importance of Flexibility in Regulations and Application

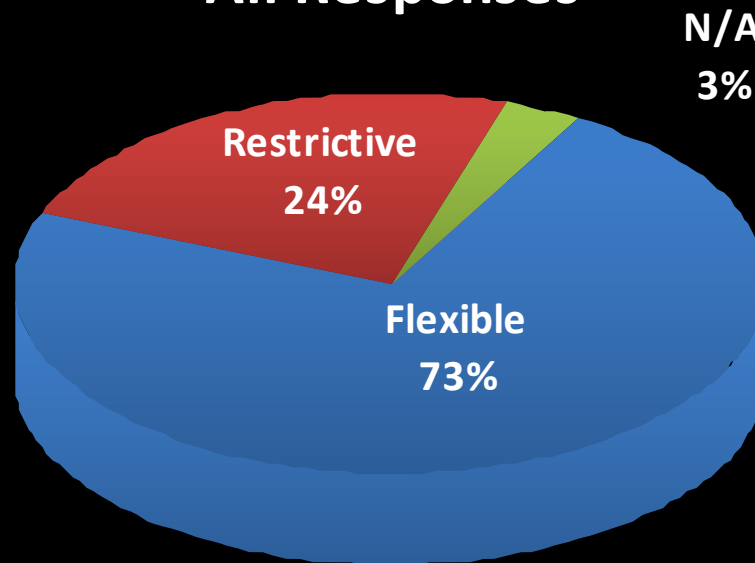


*Documents/Interpretation*

# Rigid/Flexible Documents

Perceived Importance of Flexible Versus Restrictive Code Interpretation

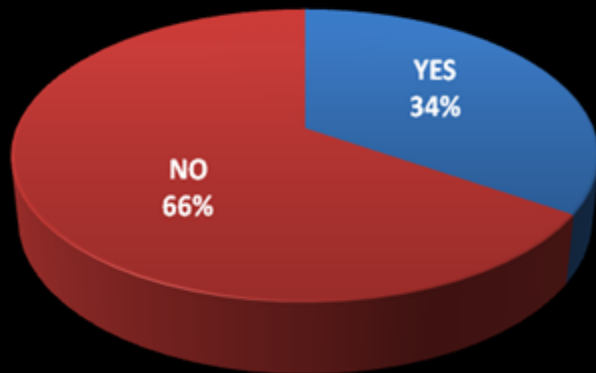
All Responses



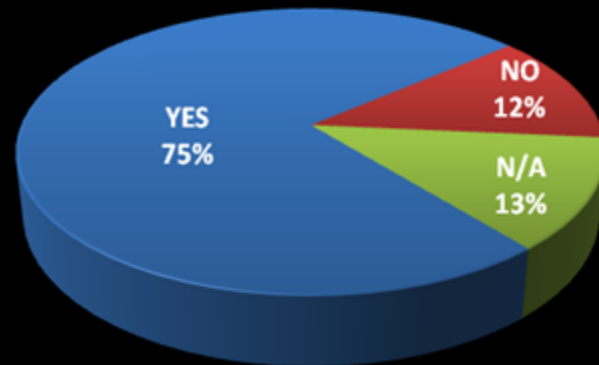
*Documents/Interpretation*

# Framework Hindrance To Development

Perception that Regulatory Framework is a Hindrance to Development  
Public Responses



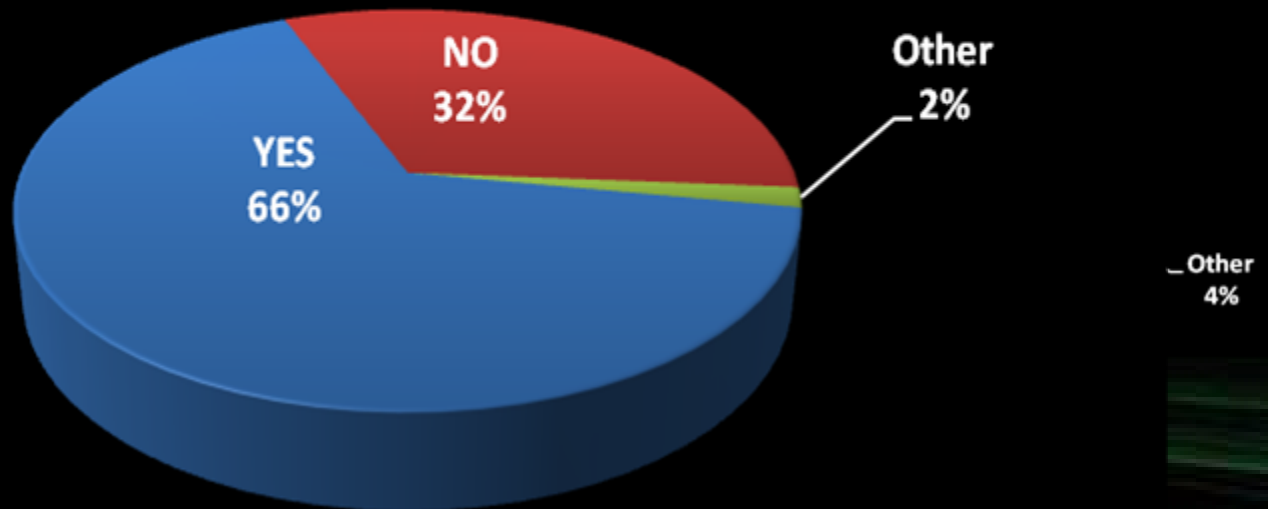
Perception that the Regulatory Framework is a Hindrance to Development  
Private Responses



*Documents/Interpretation*

# Framework a Hindrance To New Business

Perception that the Regulatory Framework is a Hindrance to Attracting New Business  
All Responses



*Documents/Interpretation*

# Flaws/Need for Improvements

## Public-

- Consistency of application & enforcement across jurisdictions
- Complying with Code
- Poor submittal preparation

## Private-

- Provide flexibility in Codes
- Consistent interpretations
- Empower staff to make decisions

*Documents/Interpretation*

# Break-Out Session

- Each Table will choose a group leader
- 1 hour time limit-complete 2 questions
- 15 minute break
  - Group Leader, not so fast
- 15 minutes to consolidate findings
- Present joint findings to group

*Break-Out Session*

# Break-Out Session Discussion Questions

## Question 1

Based on what you learned from the research survey data and your personal experience, what are the (a) challenges and (b) opportunities to improve the way the public and private sectors do business in Palm Beach County relative to: (i) Customer Service; (ii) Communication; (iii) Procedure Process / Predictability; and (iv) Documents and Interpretation?

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*Break-Out Session*

# Palm Beach County Regulatory Climate Workshop

