

COMPREHENSIVE IMPLEMENTATION PROPOSALS FOR THE URBAN PLANNING DEPARTMENT

PhD Student Chrysostomos Reditis

Tsenov Academy of Economics - Svishtov

Abstract: *This article presents a comprehensive framework for the modernization of the Urban Planning Department in Chania, focused on implementing "horizontal" reforms to enhance administrative capacity and institutional transparency. Central to this strategy is the transition toward a robust e-Government model and the integration of advanced information systems designed to replace obsolete bureaucratic workflows. The author identifies digitalization as a critical "arsenal" for optimizing the speed and reliability of public services, encompassing electronic application tracking, automated building permit management, and the digital archiving of urban planning data.*

Keywords: *e-Urban Planning, public administration, management by objectives, digital transformation, Chania.*

JEL: H83, O33, D73

Introduction

In the modern era of global digitalization, the modernization of the public sector is no longer a matter of choice but an imperative for economic and social development. This study focuses on the critical need to reform the Urban Planning Department in the Prefecture of Chania—an institution traditionally perceived as cumbersome. The relevance of this topic is driven by the increasing demands of citizens and professionals for fast, accessible, and reliable administrative services, as well as the need for local government to adapt to European standards. The transition to e-Government is presented not merely as a technological update, but as a fundamental shift in the work culture and ethics of public service.

The objective of this research is to present and analyze a set of "horizontal" implementation proposals that affect the entire urban planning department. These proposals seek to catalyze improvements in the speed, memory, and reliability of administrative processes through integrated information systems. The study examines how a combination of technological tools, such as CAD systems and online portals, and legislative frameworks, such as Law 3230/2004 on management by objectives, can create a more efficient structure.

The thesis of the author is that the full implementation of Electronic Government, combined with strategic staff management and the structuring of work processes, is the only effective "medicine" for systemic problems such as bureaucracy, delays, and corruption. The success of this reform depends on converting accumulated service experience into shared knowledge, continuous staff training, and establishing clear accountability through measurable quantitative and qualitative indicators. Only through such a comprehensive transformation can the department become a modern digital portal serving citizens and engineers with transparency and professionalism.

The following implementation proposals, in fact, could not be equal or equivalent in terms of their contribution to the present study and the objectives set forth therein. They have been designated as horizontal, as noted above, because they relate to the entire department. Some of them are more important and - in most cases - more difficult and complicated to implement, while others are less important in terms of the final result and usually easier to implement. However, we are called upon to collect them, take them seriously, and try to implement them, as they will all make their own contribution to the desired end result. Finally, some things that seem relatively unimportant to us will be seriously evaluated by others and especially by those who report on them.

1. Full implementation of Electronic Government. Acceptance and pilot application of Electronic Urban Planning in the Prefectural Administration of Chania

The Urban Planning Service is to be considered computer intensive and therefore the objective here should be limited so that each employee whose field is sufficiently computerized will be equipped with the appropriate PC, equipment and software application that will help him to catalyze the level of improvement of speed, memorability and reliability of his object.

- We will fully "exploit" the Integrated Information Systems of the prefectural self-governments for the implementation of the above objectives as a service (Burrough, McDonnell & Lloyd, 2015). Any equipment, as well as any application of e-Urban Planning that is acquired and installed, should be our new "arsenal" with the aim of better serving the citizens. The above position will be our vision in the process of restructuring urban planning.
- Excluded from the above position in accordance with their implementation schedule are computer needs that are characterized and documented as urgent and therefore

will be met immediately upon request and based on the applicable "procurement" procedures.

- The electronic log, the calculation of fines, the routing of documents and building permits, etc., are some of the essential software applications that will increase the efficiency of the service in conjunction with CAD (Computer Aided Design) tools, which today, unfortunately, constitute the only existing informatization.
- The staff should be fully and thoroughly trained. To this end, it will suspend its activities partially and for as long as necessary, and return by implementing Electronic Government.
- At least one coordinator should be appointed - per department or office according to the organization chart - to provide the best possible support for the smooth transition of the service to "Electronic City Government", always in cooperation with the prefecture's computer department and, of course, with the beneficiary, affected employees. This employee will be called a "Computer Associate", will have a deputy, and will handle all computer-related matters related to his or her objective.
- Establish a plan to optimize the performance and technical characteristics of existing computer systems. Every municipality employee should have access to PC and the Internet.

- **Website of the Prefectural Government of Chania and Department of Urban Planning**
- **General Website Details of Chania - Urban Planning Associations**
- **Home ► Prefecture ► Structure of services ► Department of Urban Planning**

The website of the Prefecture-Self-Government of Chania is obviously not only for the Department of Urban Planning, but for all its organic units. Nevertheless, it will contain a number of links specifically intended for the Department of Urban Planning and for all its users, whether citizens or engineers (Веселинова, 2018).

The "General Information" of any local government organization's website includes its structure. This is also the case with the web portal of Chania. The home page of the website (www.chania.eu) includes the "District" menu and the "Service Structure" submenu. Following this path, you will see all the services and, of course, the "Sector" of Technical Services with the Directorate of Urban Planning. At this point the user can get information about the structure of the directorate and find all the contact information by department, office and clerk.

In addition to the structure and contact information found here, the user can also use the procedures of each department or office of the service. In this way, the structure of the Urban

Planning Directorate is linked to the Citizen Service Guide presented below, which is the citizen's online portal for electronic management and service. Thus, in the Secretariat Department, the user can not only access information, but also fully manage the files, for example, the general application or the application for legalization of its semi-exclusive arbitrary spaces in accordance with the legislation.

- **Special Website Details of Chania - Service Guide Home Page ► e-Services ► Citizen Service Guide**

In this section of the "Citizen's Service Guide", the user who visits it can find out about all the procedures and the necessary supporting documents to be submitted to the Prefectural Self-Government of Chania in general and the Department of Urban Planning for the processing of his cases. More specifically, here you will find the requests that you can submit, grouped by department or division of the service. For each operation:

- The supporting documents required and to be submitted are presented in detail.
- The application form(s) are available in electronic form, which must be submitted offline, based on the traditional method of visiting the department.
- As far as it is possible from the website design, the corresponding online form is provided for electronic submission of the application.

With the above-mentioned options as a starting point, the Network Portal of the Prefectural Self-Government of Chania will try to "computerize" and fully automate all its processes in the future. This option, as said, is also related to the previous one, i.e., the structure of Chania services.

- **Special Website Details of Chania - Bulletin Board**
Home ► Useful ► News ► Department of Urban Planning

In this place, the "Useful", are published all kinds of useful information concerning all the services of the Prefectural Self-Government in general and the Department of Urban Planning in particular, thus constituting a very useful electronic bulletin board. While the latter in its conventional form is limited in terms of use and content, the electronic bulletin board will have "buttons" for timing and display. Its operation and use will be aimed at placing there any new data that either the department or the relevant ministry wishes to share immediately. Internal policies, circulars, important documents that need to be transmitted on time, and any other kind of written information will be posted here so that the user can easily see and take note of them and save them on a local drive in the office or even print them.

- **Special Website Details of Chania - Appointment of Building Permits**

Home ► Useful ► News ► Department of Urban Planning

They are located in the same "space" (Useful - News) and are further analyzed in the vertical proposals of the Department of Building Permits. However, in the said area of the website, an Excel file is published every week containing all the scheduled dates agreed upon between the officials of the department and the engineers for the control of the issuance of building permits, and the user can manage, open, save or even print them, as in the news, from home or office.

- **Special Website Details of Chania - City Planning Maps**

Home Page ► City Planning Maps

This possibility will be further analyzed in the corresponding vertical proposals of the Department of Studies - Topography and will solve a chronic problem that of the map archive of the Service. While the service, through the above-mentioned department, will propose to charge the citizen for copying the maps in order to respect them more, the web portal will allow everyone to have an electronic map archive at their home or office. This option will be placed on the home page of the web portal, so that it is immediately recognizable and allows the user to choose, through a simple selection, the region of the prefecture of Chania whose map he wants to have. Then he can view it, download it or even print it. The Geographical Systems Office, which is also referred to in detail in the relevant section of the vertical proposals of the Department of Studies - Topography, will ensure that there are no malicious examples of editing the "electronic" maps (Urban and Regional Information Systems Association -URISA Journal, Vol. 15, 2003).

- **Special Website Details of Chania - e-Services**

Home Page ► e-Services ► Electronic Information Office

It has been and continues to be a constant request of the Technical Chamber to establish an information office that engineers can turn to for technical or legal information. Such a thing, while reasonable and helpful, is rather difficult because if there were such a permanent staff member in this office, all other control departments would have to be absent. The same would apply to his successor, who would also have to be highly qualified. In such a case, it goes without saying that - given the existing staffing situation - it is almost impossible to afford the

"luxury" of having at least (2) fully qualified staff members as the office, rather than filling key control positions in the office at the same time (Morris, 2013).

The feature described above gives the user of the web portal the ability to submit any question to the City Planning Directorate by providing his name, email address, the department to which the question is directed, and the text of the question. The service will then answer him and, if necessary, place his answer in the "Frequently Asked Questions and Answers" section, located in the same option. In this way, the Electronic Information Office will gradually create its own collection of questions and answers, some of which are likely to be of interest to other users.

- **Special Website Details of Chania - User Login**

The site will also have the almost self-explanatory ability to register users. Registered users will have their own account, which will result in all articles posted under "Useful Information" being automatically sent to the e-mail address provided by the user.

2. Optimizing Staffing and Leadership for Effective Urban Planning

- The Department of City Planning must be immediately staffed in all its divisions and in the Secretariat, whose proper functioning is essential for the citizens. Increased staffing does not necessarily mean increased numbers, but also possible replacement of staff who are in favor of increased staffing, but in some cases are inadequate, so that only their replacement is sufficient.
- Staffing should focus on young leaders with the goal of converting existing service experience into knowledge and investment for the future, with an emphasis on efficiency, productivity, and ultimately quality Urban Planning.
- Selection of specific leaders should be done in consultation with administrative and political leadership, but final action should be taken by the latter to avoid intra-service friction. However, this does not preclude administrative leadership from interviewing potential new service partners in principle, but in consultation with the Prefect.
- The political leadership must make personnel available by drawing some valuable colleagues from other services and doing so rationally and fairly. In this way, it will not only challenge the internal organization of the service, but also show its interest in optimizing services in practice.

- The "mix" with contractors or stages must be based on the overall needs of the service, but in no case should it diminish the effort of permanent staff. Permanent employees provide "permanent" development of the service.
- Employments with the above characteristics are desirable to "lead" to solutions that bring multiple benefits. Excellent returns, approaching the young age of traders, computer skills and minimizing the "distance" to electronic Urban Planning, a good mix of experience and knowledge and, why not, ambition. Opinion and expectation, must be the general upgrading.
- The logic of horizontal actions of Urban Planning will be followed by the entire region of Chania. Although this seems to have nothing to do with the investigation, there is a connection in the sense that today two (2) employees of the Urban Planning Department take care of payroll, while something similar is happening with utilities. As you can see, this will be eliminated so that the employees in question can deal exclusively with service matters. In this way, human resources are saved. (Nam, 2014) (Чиприянов, 2026)
- The phenomenon of having employees without replacements in all ranks should no longer occur in the service. It is the responsibility of leadership and department heads to ensure that appropriate training is immediately provided so that each employee has an equivalent replacement. From now on, in cooperation with Human Resources, a new column will be added to each employee's leave sheet, which will only be signed if his or her replacement is also listed.
- A complete specialization of the proposals in terms of number, areas of expertise and responsibilities, possible service of origin of the new managers, below those mentioned above, will be made during the analysis of the vertical proposals of each department.

3. Implementation of a management system with objectives - Law 3230 / 2004

With the provisions of Law 3230/2004 (Official Gazette 44A, 11-02-04) of the Ministry of Internal Affairs and Communications, the system of management by objectives has been introduced in the local self-government organizations of the first and second degree. This system attempts to make the civil service more efficient and to adapt human resources to modern needs and new management standards. Management by Objectives is institutionally defined as the process of establishing clear goals, objectives, aspirations, and accomplishments

from the highest hierarchical levels of each department and then passing them down, in the form of specialized measures, to each lower administrative level.

- The Management by Objectives system is applied by law throughout the public administration. Nevertheless, it is generally considered that Urban Planning is a service that manages more quantitative data and objectives than others, and therefore has greater compatibility with the law. The orientation of this service is done in collaboration with the administration and its department heads.
- The heads and department heads at all levels, as well as the existing staff, commit annually to the implementation of certain actions and the achievement of certain results, mainly quantitative, but also qualitative.
- In the months of November and December of each year, the minister or the competent administrative body - in our case, the Prefect - communicates to the departments the strategic objectives for the next administrative year. Supervisors analyze the strategic goals by breaking them down into functional objectives using efficiency indicators and working with their subordinates.
- After a creative discussion, each subordinate then determines his or her acceptable goals together with his or her supervisor, and the sum of the subordinates' goals results in the supervisor's set of goals. Accordingly, the supervisor's set of goals will form the department and director's set of goals. The goals of the departments will determine the goals of the prefectural self-government and consequently the goals of the Prefect.
- The above objectives are systematically reviewed during the year to evaluate or apply their possible adjustment and at the end of the year to evaluate and highlight the individual and collective achievements.
- The above evaluation system is a Total Quality Management System recognized throughout Europe, which is mandatory to be implemented due to the legal framework that "surrounds" it - Law 3230 / 2004 - and the order of the Ministry of Health and Welfare.
- However, beyond the "obligation", it is a dimension that brings an increase in productivity and must be a desirable tool, since both the superiors have the opportunity to measure their performance and the subordinates have the opportunity to measure and highlight their performance. In this sense, the Common Assessment Framework has several productivity elements in common with computerization.

- The generations of surplus personnel in the public administration, which were accompanied by low performance, must now give way to generations of shortage of personnel but excellent performance.

4. Optimizing Service Efficiency through Structured Working Hours

The vast majority of employees believe that it is impossible to perform reliable work under "chaotic" working conditions. The same assertion is also the conviction of the political leadership. However, there is a very difficult point, and it is limited to the fact that everyone should agree on the need for public hours, as an axis of improvement and not as a police measure.

- Control Hours and Public Hours should be the same for all departments or services of the municipality that make use of this measure, with exceptions that will be explained later. Control hours are set during the hours of 07:30 - 11:30. During this time, the departments and their managers will process the pending cases in a manner to be determined later and in the description of each department. At the same time, public consultation hours are established during the hours of 11:30 - 15:00, during which the public can seamlessly obtain information on their matters or generally interact with the services of the Urban Planning Office until the end of these hours.
- During the control hours, it is essential to make it clear that the service will not be "closed" to the public. There will be one or more public service employees who will provide the necessary information, and, of course, the reception area of the service will be appropriately set up for this purpose.
- During the control hours, the public - citizen or technician - will be informed by the service employee(s) on how to solve their request or problem and what actions they can take to act after the opening hours begin.
- At the same time, during the same period, the citizen can receive lists of the necessary documents or requests for their issue (e.g., electricity, small repair permits, etc.) and, of course, they can enter their request in the appropriate log service, which is open to the public from 7:30 a.m. on.
- "Supporting" such a measure, which can easily be described by the citizen as a counterproductive effort, is very important, but also difficult. Initially, this should be done with zoning changes made in the Urban Planning Department that keep those affected at a distance during the above hours, but without depriving them of service.

The use of separate reception service "benches" is the solution for such a measure and for this reason we will present a significantly "new" layout of the space.

- This new zoning should not allow the usual policy of "installing" those who are on duty from the morning, but should be applied correctly and consistently to postpone the arrival of those concerned after the start of public hours, without creating inseparability. Of course, the service staff who attend to arriving customers during check hours, receiving and processing their requests while providing "protection" for their busy colleagues, must function properly.
- It should be imperative to ensure that during the control hours all kinds of procedures take place that are exclusively related to attending to the affairs of the clients-citizens, such as the control of building permits, the control of environmental impact studies, the design of semi-open or any space, the preparation of autopsy reports, corrective actions of implementation, certificates of appropriateness, responses to citizens and the processing of all kinds of incoming documents and cases. However, in all cases, the work performed by the Urban Planning Administration should be fully visible and documented.
- Appointments within working hours with the engineers and inspectors involved will now take place under much better conditions, but must be "completed" in a reasonable time and with a precision that shows absolute respect for their time. The same measure will now "oblige" the engineers-researchers to examine their cases themselves rather than unqualified processing staff. It must now go without saying that the Service's mandatory holiday schedule will be taken into account in setting these "appointment" schedules. Holiday and summer leave will be scheduled in a timely manner and in accordance with departmental needs. Accordingly, extraordinary leaves - due to illness or other reasons - will result in the appropriate schedules being renewed in a timely manner.
- In order for the schedules for control or cooperation to be reliable and not thwarted by protests, on the one hand, they must be close in time, and on the other hand, the postponements take the form of a "domino theory", which makes the schedules unreliable, jeopardizing the entire project of time control and straining the already difficult climate.
- In particular, for the Building Permits Department, where the scheduling problem seems to have the greatest discrepancies, the solution is hereby introduced to publish the weekly list on the website and in the section "Useful - News - City Planning

Department". This list should be published every Friday and cover the entire following week. Details can be found later in the "vertical" proposals of the Department of Building Permits.

- If we continue to think about the planning of the control plan and refer to the previous ones, the temporal and essential reliability of the dates is a bet that we must win, since in this way we will have heaps of advantages. The most basic dimension, the suffering of the treating engineers, will decrease, while the quality of control will be greatly improved. Conversely, the unreliability of deadlines will not provide opportunities for "transition" to a new way of urban planning.
- The above illustrates the need for a quick solution to overcome the current or a similar problem of backlogs.
- It is the duty of all, elected, officials and consultants, to monitor and support the success of this new way of working by not allowing it to be weakened in the short term - but more importantly in the long term - which would further entrench the existing fragile way of working of the Service.

5. Navigating Challenges and Implementing Reforms in Service Operations

As we have already mentioned, it can be noted that there is a persistent mood of reform that, on the one hand, improves the existing legal framework, but on the other hand, will lead to a productive upheaval, especially in the field of building permits. VAT, the fees for engineers, semi-open spaces and arbitrariness are evidence of this attitude, which can be reconfirmed by the upcoming law on building permits, which could be introduced soon, as it is reportedly being prepared "feverishly" by the state.

- Emerging "crises" that cause disruptions in service should be addressed immediately and efficiently, otherwise they will provoke very strong reactions from the beneficiaries.
- The solutions that are given result from internal reorganizations, transfers of employees between departments or services with a clear or continuous time horizon. Crises should not affect the overall operation of the service unless they are institutional changes, in which case they are handled at the institutional level.
- Political leadership should be informed immediately, because on the one hand, it is good to look for mutually agreeable solutions, but on the other hand, they are not the only ones who can implement measures such as off-duty travel. Solutions such as overtime can be accepted, but only if the immediacy of the solution and the experience of the

employees are necessary, without this becoming a "*we ask for overtime motivation to work*" thing that could happen.

6. Enhancing Coordination and Time Management in Departmental Operations

- One day per week is set aside for autopsies or leadership participation in off-duty committees, with the understanding that Urban Planning may "sponsor" its members on that day. Special meetings of the above regular committees may also be held on this day.
- Autopsies should also be conducted during the control hours, taking into account the above priorities, the observance of which will ensure a tolerable "time management" in the first phase, both for the service and for the citizen-customer.
- The above scheduling will also serve the established need for a weekly meeting of the Director of Urban Planning and her department heads. This meeting shall be held every Friday, shall not be postponed by anyone due to absence, and shall serve a preparatory function for the coming week.
- Each morning there shall be a meeting of the Director with her department heads beginning at 08:00, lasting 30'-45' minutes for each department and ending at 10:00-11:00. During this time, the current issues of each department should be discussed. Department staff requiring signatures should come at their department head's time.
- The above suggestions, if effectively implemented, will also eliminate the phenomenon of bilingualism in the department due to a lack of information between departments, i.e., a significant lack of communication between department heads.

7. Establishing Regular Communication and Accountability in Leadership Meetings

- A weekly or fortnightly meeting of the Prefect with the Director of Urban Planning shall be established. The day and time of this meeting will be determined in cooperation with the prefect himself. It is a regular meeting that can be postponed only for serious official reasons, and even in this case it should not be canceled, but only postponed. The purpose of the regular meeting is to communicate to the prefect issues and problems of the service in order to find solutions. The agenda of issues - strategic and other current issues, pending legislation, circulars, directives, etc. - should be set by both sides at the end of the previous meeting and until the next meeting.

- A fortnightly meeting - corresponding to monthly - of the Prefect with the Director of Urban Planning and the presence of her department heads will be established. This meeting will also be regular, will have the same characteristics as those mentioned above, and will be held with the aim of more fully informing the political leadership. The agenda of topics will be organized in the same way, except that in this case, depending on the topic, either the Director of Urban Planning or the corresponding department head will act as rapporteur. In this meeting, the objectives pursued by each department and their progress - up to that point - will be discussed in detail.
- Emergencies, issues or problems should be addressed according to their importance. In cases where they are necessary, meetings should be called to resolve emerging issues "as they arise." Special meetings may be held only upon approval and request of the Director of Urban Planning, who may, at her discretion, arrange for the meeting in question to be held in the presence of the department representative or client.

8. Establishing Accountability and Effective Oversight in Urban Planning: Strategic Staffing and Lifelong Education Initiatives

Lifelong" education is a strategic goal of the European Union, and its positive results are now widely recognized. With continuing education, the employee acquires additional skills and attitudes and thus becomes more efficient at work.

- The existing participation procedures must ensure that the training topics are relevant to the subject areas and also to the responsibilities of the participants. It is also the responsibility of the Urban Planning Department, which approves participation in the first phase, to avoid repeated participation of the same people in the same seminars or participation in seminars with a topic that is not compatible with the needs of the service.
- The management of the service should be in constant consultation with the relevant administrative services of the Prefectural Self-Government and the Human Resources Department, so that in the case of the organization of seminars, the Urban Planning Department is immediately informed and there are no phenomena of lack of internal information.

It is crucial that responsibility is assumed comprehensively and articulated clearly by all parties involved.

- The Urban Planning Administration will take on the extremely important task of ensuring that the entire system functions on the basis of the implementation guide and suppressing any phenomena that undermine its optimal implementation.

- The political leadership should ensure that outside interference in the Service is limited, a fact that it generally accepts. The service must treat matters with respect and responsibility. Before the political leadership takes a position on citizen inquiries, the Service should have completed its review of the matter in question and its update.

9 Establish acceptable working hours from 07:30 to 15:00. Eliminate the symptoms of a "bad" civil servant mentality

As noted, the specific point of the schedule is one of the most prominent portals for the formulation of negative comments by beneficiaries about the service.

- Unfortunately, the above schedule will have to be agreed upon as part of the new organizational changes. Possible arrangements based on audience hours should also be established, such as never closing the minutes. However, a mutually acceptable schedule must be agreed upon and strictly enforced to minimize negative feedback and optimize productivity.

The time of 07:30 - 15:00 is something that is taken for granted in the rest of the prefecture self-government, but the diversity of the existence of the public, but also the importance of the object managed by the service, determines an indicator of additional difficulties which do not deal with public.

- Cases of off-duty work, for example, at home, should come to the attention of the service management and reduce the service time only if there is also the consent of the political leadership.

10. Personalized and Faster Approach to Citizen Problems

Just as in some special cases priority must be given to the handling of a legislative, judicial, or institutional matter, the same should be done in some exceptional cases of problems involving some citizens or engineers.

- In cases where the citizen has become a "victim" of an unintentional error of the Service, he should be served with the highest possible priority, since his adventure will mean that he is right on the one hand, and on the other hand, he will express himself very negatively about the Service, citing its additional delay.
- Potential investors participating in co-financed European programs, whose actions have end dates and timetables, demand and must have the same priority - rightly so.

11. Codification of existing legislation - Physical - Digital Archive

We have already pointed out the need to transform service experience into knowledge. In this context, the heads of the Urban Planning Department should ensure the codification of the legislation that affects them, both as managers and as a department.

- This process should be carried out simultaneously and, if necessary, during the work, but also in a more regular and systematic time frame, which can be once every three or six months and then should no longer clarify and close the legislative file, under the responsibility and direction of the head of the department.
- Legislative knowledge should be imparted to each new member of the department so that it is an investment for the future. At the same time, it must be supplemented with new electronic or digital data such as technical databases (e.g. Structural).

12 Eliminate mistrust in citizen-customer communication of the Prefect and the Director of Urban Planning with the citizen

In addition to the essential structural measures described in detail above, it is considered necessary to carry out, on a regular or irregular basis, some communication actions that, while not falling short of substance, should at the same time help the service to "be Caesar's wife, but also appear honest".

- Whenever circumstances permit, based on the above, it is considered positive for the prefect to spend 5-10 minutes in the Urban Planning Office at the beginning or end of a workday discussing issues with citizens or staff. Such movement adds closeness to the relationship between the citizen, the department, and the prefect, while providing a first-hand sense of the situation.
- Following exactly the same philosophy, the Director of the Service should have sufficient time to discreetly review the Service in both public and departmental areas to perceive the "aura" of the Service.

13. Infrastructure needs and possible relocation of the Service

It is one of the constant and justified "complaints" of the staff of the Service and, although important steps have been taken to improve the existing premises, the second floor of the former Central Administration of Crete seems no longer able to withstand the weight of the demands of the Service, the public, but also the developments in its field.

- The Service should move - if possible - in the near future to a new building that will meet its needs. Until then, the administration must continue with the changes that result from the needs of the departments.
- Whatever solution is chosen, it should be decentralized and therefore have large parking lots, as is the case with the current headquarters. Moving to the city center means a reduction in service and should be avoided, even if it results in more adequate workstations.
- Whatever solution is chosen for the relocation of the Urban Planning Directorate, it should in no case postpone the implementation of the new system for restructuring its operations, as a change of headquarters can be decisively delayed. Instead, the new headquarters of the authority should be able to take over its functions as they are now decided and planned. Public service counters, committee meeting rooms, etc., must be accommodated.
- The department, through its address, in collaboration with the political leadership and once the location of the relocation is known, should address the detailed layout and design of the internal configurations so that when they are handed over, they have the appropriate ergonomics to meet the requirements of urban planning and its operation. At the same time, the general appearance and style should be an example of urban planning excellence and esthetics.
- However, even on a temporary level, the needs of the service such as the installation of new machines, plotters, scanners, as well as infrastructure such as air conditioning, heating, water coolers, roof tightness, etc., must be addressed immediately.
- In case of consolidation of the urban municipalities into a single municipality of Chania, it is the duty of the State to ensure a proper, comprehensive and sufficient takeover of the respective town halls for the service needs. In such a case, the Department of Urban Planning and its placement in a large City Hall must be one of the priorities after all the above.

14. Contact Line - Citizens - Customer Satisfaction Studies

The consumer line is an assumption of responsibility and a commitment to the customer that his problem is understood continuously during the operating hours - or even outside the operating hours - of the service. It is an action that, on the one hand, should be implemented in the best possible and at the same time formal way and whose implementation should bring results and added value to the customer - citizen. An inadequate or insufficiently functioning

Consumer Line solution creates a very big problem. The Consumer Line will also be a direct process of researching and recording customer satisfaction, a process that is necessary in any case of application of Total Quality Management Systems and, of course, in the Common Assessment Framework of Act 3230 (Anthopoulos & Fitsilis, 2010).

The implementation or not of such a solution should be a common political will of the prefect and the director of the service. However, in the event that such a thing is decided, there should be an administrative employee who deals with this body on an ongoing basis, who puts himself at the service of the citizen, just as the Urban Planning Directorate itself should do, and who computerizes every call and its content so that its correct documentation can be verified.

The consumer hotline should be communicated, be one of the innovations of the service, and be presented by the Media with television and radio spots and a more general advertising plan as an excellent communication measure on the part of the prefectural self-government, with the aim of better serving the citizen - the customer (Веселинова, 2017).

15 Conclusions from the horizontal actions for the Urban Planning Department

The importance of Electronic Government

The horizontal actions proposed in this section, which affect the whole Department of Urban Planning of Chania, have different forms, importance, but also potential results. Some of them offer the option and possibility to be implemented directly, such as the following:

- The parallel development of the Website & Urban Planning and e-Poleodomia.
- The implementation of the administrative system by objectives and its control. Law 3230.
- The application of the control hours - public hours in the operation of the service.
- The regular internal communication between the departments of the Directorate and the Prefect.
- The scheduling of the managers and the highlighting of the role of the employees.
- The systematic participation of the employees of the service in training seminars.
- The codification of the official legislation and the connection with databases.
- The optimal organization and completion of the electronic file of Urban Planning.
- The optimal organization and completion of the physical archive of Urban Planning.
- The methodology of personalized approach to citizens depending on the problem.

Some other horizontal measures have the form of actions that should be carried out to improve the services provided, such as:

- The efficient staffing of the service based on an optimal organizational chart.

- The development and adoption of a plan to manage emergency service crises.
- The elimination of disruptive phenomena affecting the service from all directions.
- The design, organization and operation of a "citizen hotline".

The implementation of all the above horizontal proposals will lead to a significant improvement in the services offered to the citizen dealing with urban planning, as well as all other application services. However, the importance of e-Government is undeniable, as it begins the potential reduction of corruption phenomena. E-government tools, apart from the fact that they serve the citizen, are the "medicine" to eliminate corruption phenomena and to fight against their causes, such as delay, opacity and clientelism.

Conclusion

In conclusion, the proposed restructuring plan for the Urban Planning Department of Chania outlines the path from a traditional administration to a modern model of electronic government. The proposed horizontal measures—ranging from the creation of a specialized web portal with online forms and planning maps to the introduction of a "Computer Associate" in each department—form a new "arsenal" for better citizen service. The analysis demonstrates that technological advancement must go hand-in-hand with administrative reform. Implementing the management-by-objectives system under Law 3230/2004 provides the necessary framework to measure individual and collective performance, thereby stimulating productivity and personal responsibility.

A critical factor for the success of these reforms is overcoming the "bad" civil servant mentality by establishing strict yet functional working hours and improving internal communication. Eliminating isolation between departments through weekly meetings and the codification of legislation ensures that the institution speaks with one voice and provides consistent information. Ultimately, the proposed digitalization and "personalized approach" to citizen problems aim to restore trust in public authority. As stated in the document, e-Government is the most powerful tool for eliminating opacity and clientelism, paving the way for a more honest and efficient urban environment.

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