BUILDING DEVELOPMENT COMMISSION
Minutes of December 16, 2014 Meeting

Jonathan Bahr opened the Building-Development Commission (BDC) meeting at 3:06 p.m. on Tuesday, December 16, 2014.

Present: Jonathan Bahr, Rob Belisle, Tom Brasse, Melanie Coyne, Bernice Cutler, Travis Haston, Hal Hester, Ed Horne and Ben Simpson

Absent: Zeke Acosta, Chad Askew, Kevin Silva and John Taylor

1. MINUTES APPROVED
Travis Haston made the motion to approve the BDC Meeting Minutes from the November 18th meeting; seconded by Ben Simpson. The motion passed unanimously.

2. BDC MEMBER ISSUES
No BDC Member issues.

3. PUBLIC ATTENDEE ISSUES
No public attendee issues.

4. BDC MEMBER ATTENDANCE REPORT
Jonathan Bahr, Building Development Commission Chairman, reviewed and authenticated the BDC Member Attendance Report as seen below.

Updated: 12/16/2014   M = Meeting

Building-Development Commission Attendance Record (12-Month Period)

Member Name	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Total Attended	Overall Meetings	Overall Attended	Overall Percentage Attended
Acosta, Ezequiel	0	0	0	0	1	0	1	0	0	0	0	0	2	12	2	16.67%
Askew, Chad	1	1	1	1	0	1	1	1	1	1	1	0	10	12	10	83.33%
Bahr, Jonathan	1	1	1	1	1	1	1	0	1	1	1	1	11	12	11	91.67%
Belisle, Rob	1	1	1	1	1	0	1	0	1	1	1	1	10	12	10	83.33%
Brasse, Tom								1	1	1	1	1	5	5	5	100.00%
Coyne, Melanie	1	1	1	1	1	1	1	1	1	1	1	1	12	12	12	100.00%
Cutler, Bernice	0	1	1	0	1	1	1	1	0	1	1	1	9	12	9	75.00%
Haston, Travis	1	1	1	0	1	1	1	1	1	1	1	1	11	12	11	91.67%
Hester, Hal	1	1	1	1	0	1	1	1	1	1	1	1	11	12	11	91.67%
Horne, Ed	1	1	1	1	1	1	1	1	1	1	1	1	12	12	12	100.00%
Mann, Elliot	0	0	0	1	1	1	1						4	7	4	57.14%
Silva, Kevin	0	0	0	0	0	0	0	0	0	0	0	0	0	12	0	0.00%
Simpson, Benjamin								1	1	0	1	1	4	5	4	80.00%
Taylor, John	1	1	1	0	1	1	1	0	1	1	1	0	9	12	9	75.00%
Wood, Jon	1	1	0	1	1	1	1						6	7	6	85.71%

1 = Present
0 = Absent

The above information is true and correct to the best of my knowledge.
Jonathan Bahr, 2014 Chairman - Building-Development Commission

5. GARTNER PRESENTATION

Development Planning, Permitting and Inspection Process Review Consulting Services

Executive Briefing

Prepared for:

8-9 December 2014

GARTNER CONSULTING
Project Number: 330022381

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Agenda

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Executive Summary
Background and Objectives

- While there are many strengths in the City and County's development planning, building permitting and inspection services operations, the City and County recognize there are opportunities to enhance services and improve collaboration to improve customer service, increase consistency in delivery, facilitate economic development and promote upgrading of building stock and infrastructure to be more sustainable, efficient, functional and attractive.

- To this end, Gartner was engaged to conduct independent reviews of current procedures and processes, effectiveness and efficiencies to identify opportunities for improvement which can further customer service and achieve operational execution efficiencies. Gartner performed an assessment reviewing twelve (12) areas:
  - Organization
  - Staffing
  - Customer Service
  - Processes
  - Fee Levels
  - Timelines
  - Management
  - Management
  - Coordination between City and County
  - Coordination between County and other Mecklenburg County municipalities
  - Policies
  - Training

- The following briefing summarizes the key findings, recommendations and recommended next steps for the City and County to build upon previous successes and address key issues and opportunities.

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Executive Summary
Project Approach

- Gartner employed a proven approach to identify the most pressing issues and untapped opportunities to develop recommendations and an achievable transformation roadmap for the City, County and Towns.

1. Initiate Project	2. Validate Current State	3. Develop Future State Vision	4. Develop Implementation Roadmap
• Project kickoff • Outline the approach, plan and schedule • Obtain all relevant documentation	• Review existing documentation • Conduct information gathering interviews with key stakeholders (City, County and external) • Familiarize with the current people, process, technology and service offerings landscape • Analyze business drivers, guiding principles and opportunities • Document raw findings and assess against best practices • Validate findings, including strengths, opportunities and problem areas with key City and County stakeholders	• Leverage prior engagement experience, Gartner, SMEs, Research and external agencies • Develop future state vision with understanding of City and County priorities • Develop recommendations based on opportunities and problem areas • Validate future state vision with agency stakeholders	• Develop high-level implementation roadmap with a timeline • Prioritize recommendations based on urgency and importance for City and County • Assist with set up of organizational structure to implement recommendations using mini-charters • Develop templates and tools to assist City and County with implementation of recommendations to achieve future state • Finalize deliverable(s) and review with City and County stakeholders
Week 1	Weeks 2 – 7	Weeks 7 – 12	Weeks 13 – 16
Project kickoff meeting	Interviews for current state data gathering and validation	Interviews/workshops to review and validate	Finalize and review with City and County stakeholders Executive Summary Presentation

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Executive Summary
Areas of Assessment

- Focusing on several key aspects of current operations enabled the Gartner team to segment findings into specific domains while uncovering major themes that directly link to our primary recommendations and roadmap.

Technology
- Permitting and plan review applications
- Mobile
- GIS and Address Management
- Complementary IT initiatives

Organization
- Roles, skills, training and certifications
- Governance, reporting structure, alignments and responsibilities
- Decision rights, authorities, processes and committees

Process
- Consistency, efficiency and effectiveness of primary processes
- Inter- and intra- agency coordination and communication
- Service delivery quality and predictability

Service Levels
- Customer Service culture and effectiveness
- SLAs and Metrics
- Customer expectations

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Executive Summary
Stakeholder Interviews Revealed a Cross-section of Priorities and Drivers
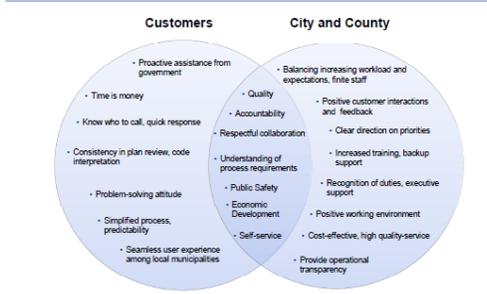
Customers
- Proactive assistance from government
- Time is money
- Know who to call, quick response
- Consistency in plan review, code interpretation
- Problem-solving attitude
- Simplified process, predictability
- Seamless user experience among local municipalities

City and County
- Quality
- Accountability
- Respectful collaboration
- Understanding of process requirements
- Public Safety
- Economic Development
- Self-service
- Balancing increasing workload and expectations, finite staff
- Positive customer interactions and feedback
- Clear direction on priorities
- Increased training, backup support
- Recognition of duties, executive support
- Positive working environment
- Cost-effective, high quality-service
- Provide operational transparency

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Executive Summary
Charlotte and Mecklenburg County Possess Many Strengths That Serve as a Foundation for Future Success

- **At the forefront of technology adoption to increase efficiency and improve service**
  - City's Accela solution and County's POSSE solution are two of the top products in the land management and permitting space
  - Technology has sped up the delivery process for permits, and most customers are receptive to the new technology
  - Electronic plan review has streamlined execution, and plan submittal and review process are well received by customers
  - Mecklenburg County received a Digital Counties top ten award for 2014
  - In 2012 the City of Charlotte received an award for innovation for electronic plans from the Harvard Kennedy School
  - Ability to print permits online, online accounting views, electronic capture of inspection results are best practice capabilities
- **Partnering with industry and aggressively pursuing improved customer satisfaction**
  - Customer-friendly culture actively promoted and managed
  - "Problem-solving" attitude common in both the City and County
  - High customer satisfaction with direct staff interaction
  - Consistent engagement of industry to obtain input (DSTAC/BDC)
- **Focus on process, embracing continuous improvement and exhibiting best practices**
  - Pre-submittal meetings have been very helpful to customers
  - Most core processes are now supported with applications, implementation of workflows to track tasks and progress
  - Plan review process generally works well and has greatly reduced amount of paper plans
  - Process information available on Charmeck and Code Enforcement sites
- **Top-tier service performance metrics in comparison to peers nationwide**
  - Established metrics that are consistently measured and achieved
  - Generally performing at, or very near stated service metrics, in spite of recession-level staffing
  - Work ethic and willingness to improve despite negative feedback that could impact morale
  - Collaborative efforts have been well-received by industry

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Executive Summary
Several Themes Capture the Most Critical Challenges and Opportunities Facing the City and County

- Gartner's recommendations directly align with the primary themes that resulted from the Current State Assessment, informed by the Customer Survey Study conducted by Customer Service Solutions, Inc.

1. Current Governance Structure does not Promote City/County Collaboration
2. Despite High Emphasis on Customer Service, a Misalignment with Customer Expectations Still Exists
3. Unknown, Disconnected and Misunderstood Process/Service Requirements Negatively Impact Majority of Stakeholder Groups
4. Redundant, Non-integrated Technology Systems Compound Process and Customer Service Issues
5. Ongoing Debate of Building Code/Land Ordinance Interpretation Consistency vs. Customer Responsibilities Fosters Unproductive Tension and Mistrust
6. Metrics Do Not Measure Total Customer Experience and Fail to Address Quality and Full Workload

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Executive Summary
Guiding Principles Will Help Drive Towards Actions that Address The Primary Themes

- Gaining consensus on the guiding principles for the future state underpins future decisions and investments that will allow the City and County achieve the desired future state.

Transparency
- Effectively and Transparently Communicate Service and Process Requirements to Public
- Ensure High Data Quality, Consistency and Sharing

Accountability
- Promote a Business-Friendly Development Services Environment While Effectively Enforcing Building Code and Land Ordinances to Ensure Public Safety

Adaptability
- Be Flexible and Adaptable to Changing Legislation

Coordination
- Ensure Coordination of Land Development and Building Code Operations, and Consistency of Plan Review and Inspections

Simplification
- Provide Effective Business Applications that Improve User Experience and Operations

Guidance
- Provide Effective and Collaborative Customer Service, Access and Self-Service

Partnership
- Foster Collaboration and Problem-Solving Relationship with Industry Stakeholders

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Executive Summary
Developing A New Vision Statement to Inspire Change

- Critical to future success is the establishment of a unified City and County vision of the future state that will underpin future decisions and investments. An example, or initial draft, of such a vision statement is shown below.

Vision Statement

"Development services in the City of Charlotte and County of Mecklenburg provide a collaborative, responsive, and customer-centric experience, and a portfolio of high-impact, innovative, and market-competitive services to safely and responsibly foster economic development and public well-being."*

* This will be further refined with the appropriate County and City participants.

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Executive Summary
Begin with the End in Mind...

- By implementing the following recommendations via the committed execution of the imminent roadmap to guide appropriate activities, the City and County have a tremendous opportunity to build upon their current state of national recognition and become a "world class" model for development planning, building permitting and inspection services, while fostering a business and employee-friendly location designed to attract and keep businesses in Charlotte and Mecklenburg County.

Future State

Vision Statement
"Development services in the City of Charlotte and County of Mecklenburg provide a collaborative, responsive, and customer-centric experience, and a portfolio of high-impact, innovative, and market-competitive services to safely and responsibly foster economic development and public well-being."*

- A seamless City/County/Town land development and building construction services partnership, organized, governed and incentivized to provide high-quality service delivery that consistently exceeds customer expectations.
- A proactive, responsive and customer-friendly land development and building construction services culture aligned to serve the needs of its various customer groups, working collaboratively to achieve outcomes.
- Streamlined, easy-to-understand land development and building construction services with well-defined steps, updates, process requirements, and outcomes to engender predictability.
- Integrated technologies that are easy to use, collaborative, efficient to maintain, and enable high-quality service delivery marked by transparency and orientation to customer needs.
- An industry/government compact for land development and building construction services, committed to defining and meeting individual responsibilities to vigilantly promote accountability and transparency.
- Comprehensive and germane service delivery and customer service performance measurement to guide continuous improvement and ensure alignment with customer needs.

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Executive Summary
Each Theme is Addressed by a Primary Recommendation

Theme	Recommendation
1. Current Governance Structure does not Promote City/County Collaboration	1. Create Unified Development Services Governance Structure to Enable Improvements
2. Despite High Emphasis on Customer Service, a Misalignment with Customer Expectations Still Exists	2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments
3. Unknown, Disconnected and Misunderstood Process/Service Requirements Negatively Impact Majority of Stakeholder Groups	3. Simplify, Educate, and Establish Accountability on Delivery of Development Services
4. Redundant, Non-integrated Technology Systems Compound Process and Customer Service Issues	4. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency
5. Ongoing Debate of Building Code/Land Ordinance Interpretation Consistency vs. Customer Responsibilities Fosters Unproductive Tension and Mistrust	5. Improve Consistency of Code Interpretation and Application, and Drive Accountability of Both Staff and Customers
6. Metrics Do Not Measure Total Customer Experience and Fail to Address Quality and Full Workload	6. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability

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Executive Summary
Recommendation 1: Create Unified Development Services Governance Structure to Enable Improvements

Theme 1:
Current Governance Structure does not Promote City and County Collaboration

Recommendation 1—1	Establish Unified Development Services Committee
Recommendation 1—2	Revisit and Reorient Role of BDC and DSTAC

- Currently there is a lack of coordination and collaboration between the City and County and governance does not effectively span City and County resulting in efforts that should be coordinated being performed unilaterally, from execution of daily tactical operations to strategic initiatives.
- It is critical that the City and County establish a unified governance body tasked to foster immediate and lasting collaboration between the City and County and follow through on change initiatives. Without this committee, it is unlikely that the other recommendations outlined in this document can be successfully implemented to realize their full potential benefit.
- The Towns are an important stakeholder in the establishment of the Unified Development Services Committee. It is anticipated that the Towns have representation on this committee, with the opportunity to be as integrated as desired by Town leadership.

Future Vision: A seamless City/County/Town land development and building construction services partnership, organized, governed and incentivized to provide high-quality service delivery that consistently exceeds customer expectations.

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Executive Summary
Recommended Governance Option: Establish Unified Development Services Committee

- The Unified Development Services Committee provides overarching governance across City and County development services entities. It is run by a cross section of leadership from the City/County/Town Manager's offices, City and County development services divisions. This entity must have a clear charter agreed on by both the City and County at both operational and political levels.
- The Unified Development Services Committee will be empowered to address all issues related to coordination between City and County (including applicable local jurisdictions) in support of the shared interest in creating economic development, encouraging private investment, fostering high performance built environment that considers all dimensions: quality, sustainability and economic vitality going forward.

Recommended Option: Unified Development Services Committee

- Elected Officials (Councils)
- County Manager's Office
- City Manager's Office
- Town Manager's Offices
- BDC
- DSTAC
- Unified Development Services Committee
- County Code Enforcement
- City Planning
- City Land Development

Future City/County entity
Existing City/County entity
Existing Industry entity
Advisory-based relationship
Organizational relationship

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Executive Summary
Alternative Governance Option 1: Merged Jurisdiction Model

- In the Merged Jurisdiction Model, the City and County would have a single common legislature and combined departments.
- Jurisdictions successfully implementing this approach include: Jacksonville/Duval County; Nashville/Davidson TN; Indianapolis/Marion County*.

Alternative Option 1 for Future-State Governance – Merged Jurisdiction Model

- BDC
- DSTAC
- City and County (Combined) Manager's Office
- Combined Development Services
- Combined Building Code
- Combined Land Development
- Combined Planning

Future entity
Existing entity

* Unigov Handbook; The League of Women Voters of Indianapolis 2011.

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Executive Summary
Alternative Governance Option 2: Memorandums of Understanding

- Establish memorandums of understanding to bridge or effectively connect City and County government authority and responsibility to the public and to the construction community. The City and County remain intact and establish Memorandums of Understanding (MOU) to come to agreement on splitting/sharing services.
- Jurisdictions successfully implementing this approach include: Memphis/Shelby County TN
- The MOU's may also be limited in duration and if not renewed will automatically dissolve. Jurisdictions successfully implementing this approach include: Las Vegas/Clark County NV

Alternative Option 2 for Future-State Governance – Memorandums of Understanding

- County Manager's Office
- City/Town Manager's Office
- BDC
- County Code Enforcement
- City/Town Land Development
- DSTAC
- MOUs
- City/Town Planning

Future entity
Existing entity

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Executive Summary
Alternative Governance Option 3: City and County Separation

- Separate City and County development services
- City is responsible for land development, planning, and building codes within the City
- County is responsible for land development, planning, and building codes County.

Alternative Option 3 for Future-State Governance – City and County Separation

- Future entity
- Existing entity

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Executive Summary
Assessment of Governance Options

- The City and County should consider the following pros, cons, risks of the potential governance organizational structures:

	Pros	Cons	Risks
Recommended Option: Unified Development Services Committee	•Seamless to customers. •Single Chain of Command to City and County development planning, building permitting and inspection services operations. •Highly capable of implementing cross-City/County change. •Provides better balancing of needs across City, County, and Towns. •Empowered, separate entity helps protect against inappropriate influence.	•Requires dedication and empowerment to create and to undo; transition to a fully unified committee is challenging. •Different financial structures and revenues can make resources or confusion on part of consumers.	•Confusion and uneven service if not well coordinated.
Alternative Option 1: Merged Jurisdiction Model	•Seamless to customers, Single Chain of Command and portal. •Shared financial structure eliminates disparity between City and County. •Administered by separate jurisdictions. •Most stable of the proposed options.	•Most difficult to create and to undo. Takes legislative action. Transition to this approach is difficult. •Can become rigid if structure does not include stakeholder groups in strong guidance role.	•Can take an extremely long time to establish. •If a strong customer oversight role is not created, can become rigid/bureaucratic.

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Executive Summary
Assessment of Governance Options (cont.)

	Pros	Cons	Risks
Alternative Option 2: Memorandums of Understanding	•Generally, can be viewed as seamless by customers if MOU's establish chain of command under one or two political entities. •Less difficult to establish and take apart than in the Unified Development Services Committee and Merged Jurisdiction Model. •Provides ability to have single path through the regulatory system.	•Depending on how it is structured - which entity provides which services could be more confusing to customers. •Potential for lack of coordination between two jurisdictions much higher than Merged Jurisdiction Model. •Potential for not being very durable if there is limited term. •Chain of command during contract period is clear, but as contract period comes close to ending or renewal time it can become murky.	•Takes more effort to coordinate City and County activities than in the Unified Development Services Committee and Merged Jurisdiction Model. •Very difficult to implement if the cultures are not in alignment. •Renewal period can be difficult for staff and customers.
Alternative Option 3: Separate Entities	• Does not require any coordination whatsoever and leaves these services to be funded within whatever structure the City and County desire.	• Expensive to set up; major disruption to customer base during an extended start up period; duplication of existing infrastructure, systems • Makes future joint efforts more difficult and complex. • Limited pool of resources to create redundant services (e.g. building code officials).	•New system will be inferior to present state. This is a regressive approach which will cost more, be chaotic in transition phase and could slow construction/development in the metro area. •Fractured customer experience for customers building in multiple jurisdictions within the county.

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Executive Summary
Recommendation 2: Redesign Unified Customer Service Model and Tailor to Different Customer Segments

Theme 2:
Despite High Emphasis on Customer Service, a Misalignment with Customer Expectations Still Exists

- Recommendation 2—1 → Develop Customer Personas Jointly with Customers
- Recommendation 2—2 → Improve City and County Collaboration in Providing Customer Service
- Recommendation 2—3 → Enhance Customer Facilitator Role
- Recommendation 2—4 → Establish Customer Service Supporting Technologies

- Both the City and County aggressively pursue customer service objectives and have made large efforts for continuous improvement. However, lack of a joint City/County philosophy and the current approach to customer service activities with a finite staff compound the disconnect with customer base seeking responsiveness, simplicity and human interaction.
- Good customer experience begins with understanding the customer. Not only must the City/County understand what the customer segments are, but also understand what drives them and how they prefer to use City/County services.
- Although County and Town coordination with regard to quality of customer service appears to be less of a concern, the recommendations can be expanded to include County and Town customer service operations.

Future Vision: A proactive, responsive and customer-friendly land development and building construction services culture aligned to serve the needs of its various customer groups, working collaboratively to achieve outcomes.

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Executive Summary
Recommendation 3: Simplify, Educate, and Establish Accountability on Delivery of Development Services

Theme 3:
Unknown, Disconnected and Misunderstood Process/Service Requirements Negatively Impact Majority of Stakeholder Groups

- Recommendation 3—1 → Implement Short-term Efficiency Measures Across All Processes
- Recommendation 3—2 → Establish Customer-Centric Unified Service Delivery Models
- Recommendation 3—3 → Evaluate Demand and Current Workload to Ensure Adequate Staffing Levels
- Recommendation 3—4 → Provide Improved Access to Development Services Information and Educational Tools
- Recommendation 3—5 → Conduct Analysis of Co-location Options for City and County Staff

- Customers often require significant education on processes and "hand holding" due to confusion resulting from bifurcated City and County processes, customers' lack of knowledge of project requirements, and contending with multiple systems and multiple portals.
- Instead of taking a siloed departmental approach to customer service, the Gartner service delivery framework emphasizes providing services that span across all agencies. Emphasizing the delivery of service as the primary strategic driver helps accentuate all the required planning and execution elements, and serves to unite the business and technology units towards achieving a common goal.

Future Vision: Streamlined, easy-to-understand land development and building construction services with well-defined steps, updates, process requirements, and outcomes to engender predictability.

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Executive Summary
Recommendation 4: Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

Theme 4:
Redundant, Non-integrated Technology Systems Compound Process and Customer Service Issues

- Recommendation 4—1 → Establish Joint Development Services IT Governance to Make Shared Application Decisions
- Recommendation 4—2 → Implement City and County Short Term Enhancements to Permitting Systems
- Recommendation 4—3 → Develop a City and County Portal Strategy
- Recommendation 4—4 → Integrate or Consolidate City and County Permitting Systems and Plan Review Systems
- Recommendation 4—5 → Establish a Joint Program Management Office to Maintain Shared Applications

- Despite use of leading products and extensive functionality to support development services, the current systems utilized do not provide easy access to information or status updates, and do not 'talk' to each other. Multiple plan review applications, overlapping/redundant functionality in POSSE and Accela and reports of some applications being less than user friendly detract from the full effectiveness and efficiency that could be borne through these systems.
- With a unified technology approach, there would be opportunity for the Towns to share the unified solution capabilities as well.

Future Vision: Integrated technologies that are easy to use, collaborative, efficient to maintain, and enable high-quality service delivery marked by transparency and orientation to customer needs.

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Executive Summary
Recommendation 5: Improve Consistency of Code Interpretation and Application, and Drive Accountability of Both Staff and Customers

Theme 5:
Ongoing Debate of Building Code/Land Ordinance Interpretation Consistency vs. Customer Responsibilities Fosters Unproductive Tension and Mistrust

- Recommendation 5—1 → Reset Industry and Government Relationship
- Recommendation 5—2 → Improve Consistency between County Inspector and County Plan Reviewers
- Recommendation 5—3 → Communicate Building Code Interpretation and City Zoning Ordinance Application/Changes
- Recommendation 5—4 → Train on Building Code Interpretations
- Recommendation 5—5 → Coordinate Interpretation Issues with State Codes Agency

- Many reports of "he said/she said" accusations related to consistency of internal staff interpretations and decisions (e.g., building code and fire plan reviewers and inspectors) and diligence of customers (e.g., ignoring/unaware of building code, failing to address plan review comments) negatively impacts City and County image.
- Addressing this challenge requires improved consistency by the County in applying building code and communicating the reason, and also on the customer's part by meeting their responsibilities. There is also an opportunity for the County to lead an effort to improve State codes where warranted.

Future Vision: An industry/government compact for land development and building construction services, committed to defining and meeting individual responsibilities to vigilantly promote accountability and transparency.

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Executive Summary
Recommendation 6: Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability

Theme 6:
Metrics Do Not Measure Total Customer Experience and Fail to Address Quality and Full Workload

- Recommendation 6—1 → Enhance and Market Performance Metrics to Improve Productivity and Timeliness
- Recommendation 6—2 → Establish Quality Control and Accountability Metrics
- Recommendation 6—3 → Establish Customer Satisfaction Metrics

- The key metrics used by the City and County are very good, but could better measure quality of service and the full breadth of staff activities, including customer service-oriented tasks. Metrics may not holistically measure what is most important to industry and do not measure total customer experience from the beginning of a project to the end (e.g. net time).
- The recommendations focus on improving City/County metrics to address:
  – Performance
  – Accuracy
  – Accountability
  – Efficiency
  – Customer Satisfaction

Future Vision: Comprehensive and germane service delivery and customer service performance measurement to guide continuous improvement and ensure alignment with customer needs.

Executive Summary
Prioritized Recommendations to Drive Implementation Priorities

Executive Summary
Achievable, Defined Programs Will Be Defined to Turn Recommendations into Action

Executive Summary
Program Details Will Be Described in Mini-Charters to Provide Detailed Steps for Action

Executive Summary
Program Details Will Be Described in Mini-Charters to Provide Detailed Steps for Action (example cont.)

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TB: Seems that you are adding people to Band-Aid two process that have trouble talking to each other. Is it elected officials or staff resisting to merge? What are the hurdles in getting a one stop shop such as Nashville to work? Is there a resistance internally within the City and County leadership to do this?

GRep: The biggest obstacle we see is definitely some kind of legislature that has to be put in place. There are some definite challenges when dealing with elected officials and the organization itself. We felt this was a hot potato we didn't want to touch. Take the model in Sacramento; they avoided merging as well and did so very effectively. We feel Sacramento it is the best model for the situation you have here in Mecklenburg County.

TB: Explain Sacramento; I assume both are delegating authority to a third party entity?

GRep: Yes that has budgetary authority. They don't get into hiring/firing; this is still left up to the HR function. My company can provide more specifics on the Sacramento model because they helped create that design and have a lot more detail than I do.

BS: Did anyone in your group look back in time here, into any of the previous City/County mergers?

GRep: We did a bit but it was not part of the total charge for what we did here. We did receive feedback from constituents regarding combined services.

RB: What are the thoughts from the 2nd tiered cities?

GRep: We will receive feedback next week when we meet with them.

TH: This UDC (Unified Development Committee) will be comprised of 8 employees from City and County and who would be their direct supervisors?

GRep: Yes, there will be staff on it and they will still remain within the City/County structure.

TH: So essentially they will still be fighting for their side whether it be City or County?

GRep: They would yes. Definitely public and private representation and they do set the priority.

EH: What do they face on a day to day basis. Is this promoting local expediency?

GRep: It is based on what the customer says are gaps and breakdowns in process. Early priority will be around Holds. Other priority is to have more consistency in Plan Review and Inspections. What does that mean? It means coordination between the departments to create better transparency and consistency to identify all the different inspections that have failed. The Failure Reports are very detailed, yet they are not being presented the right way. There are better ways of looking at failure reports such as when you schedule inspections. This is an effort to alleviate friction and confusion in that process.

EH: What good is your process using Best Practice when the industry is not exhibiting Best Practice themselves?
GRep: You don't design a process for the people that try to subvert the process. That's not a target we want to go after. You want people that want to do the right thing, that are here to say and are committed to high quality and development. There is no way to improve the process for those that are trying to get around the system. So, trying to improve the process and lessen the load; how do you do that? There are lots of ways to do that. Currently, what they don't do is provide an inspection letter when your trade schedules an inspection, you don't get alerted.
EH: Yes you do; we get an auto notification of inspection once your inspection is next in line.
GRep: Are you talking about an inspection alert? What I'm talking about is when your plumber or electrician has scheduled an inspection, it notifies you that the trade inspection was just scheduled. This helps cut down on confusion due to non or miscommunication in the process. Same day cancellations, right now you have to call the inspector directly. There are ways to make the process better to serve the citizens.
TB: You haven't talked about the problems that you have found. Can you give us some examples of blatant noticeable things that have a meaningful direct/immediate impact?
GRep: We'll cover that in quick points.
TH: Under Option 3, separate entity recommendation of funding complete divorce; will County Services still handle outlying townships and the City have their own Inspection Department? Seems Mecklenburg County is doing a great job with the towns, yet the city is having a problem with how the County's operating. Have you studied how the County is operating within outlying municipalities and have you studied the relationship between the County and Mint Hill or Matthews? The voices are not coming from the outlying towns. The voices are coming from within the City who is providing the same service essentially. As the County and City are struggling to coexist (or not) they are still interacting with these small cities that are not having a problem with the way the County operates. Shouldn't we back up and study that relationship and see how to coexist versus implementing a 3rd party?
GRep: You currently have BDC and DSTAC representation, one representing the County and one representing the City. Right now that is your main problem.
TH: Would you be dissolving this board as well as DSTAC?
GRep: Yes and reincarnate in a different way.
TH: I would have no interest in the other side even though I slightly deal with permitting but is generally dealt with by developers/owner or architect from a commercial side. What I represent and my voice is going to get muddled and I'm not going to be as interested in talks when talking about urban forestry and city planning.
GRep: That's why I said there will definitely have to be some specialized subcommittees formed to look at particular issues horizontal as well as vertical types of development and what the issues are. A UDC would help set funding priorities and fees. The one thing we saw in the City is they have a very different approach when it comes to their fee structure, inspections, reinspection fees are very different from the county.
RB: The outlying cities; do they do everything the City of Charlotte does?
JB: The way it works for 6 towns, county land development provides site engineering support and we provide vertical instruction of building code enforcement. Whether the towns do enforcement of local planning ordinance in zoning and other local ordinance issues varies from town to town. County land development will support some of that work on local ordinance and others will do the same thing. County land development, part of water and land resource teams with town planning departments take care of all construction planning issues whether engineering or local ordinance. We take care of the vertical construction. The city has their engineering side and they have the planning commission and they have the city zoning (they are horizontal). Projects that are building construction on approved sites those reviews are integrated in the permitting process, they do it all horizontally and we do it all vertically.
EH: Have you heard from different departments where the city and county are not communicating well now?
GRep: Yes, one of the big problems is a change in the county system and the city finds out about it after its been implemented, now their process now has to be accommodated. There are a lot of change management things that are falling through the cracks. The processes are going to change; there is a lot of improvement to happen.
TB: Is the County still looking for another place to live?
JB: The BOCC and the County Manager's Office are discussing this. Officially, sometime in the next couple of months will have a few spots picked.
TB: How many staff would we have to move from the city side to pile everybody that handles economic development in one place?
DW: Depends on how many services you are talking about bring over. Some of our folks from the city are already here.
TB: Add CMUD new services, 10 guys; how many fire guys? 100 people from city side? If you are looking for new space are you anticipating potentially adding 100 more people to that footprint from the City side?

NP: It's being discussed.

EH: Has anything been put on hold in terms of the technology center servicing customers in the 'apple' format like we previously discussed. There were a lot of innovative things that have been put on hold because of the building.

GRep: Yes, these are things we are talking about in our recommendations. Ensure adequate staffing levels for current work load. When it comes to what the recession did to the departments and staffing levels; this is not unprecedented. We will be looking at staffing levels and recognize some recessional things are going on.

EH: It's hard to find inspectors and it takes time to train them and get them in the field.

GRep: There are other jurisdictions outside of the county with a lot of the same challenges.

RB: What is your definition of quick win?

GRep: A couple of quarters.

EH: What vehicle would you use to reset government and industry relations?

GRep: Setting a list of expectations from each of the groups and agreeing on principals we will adopt and work by.

TB: Comments – the executive briefing never addresses what the real issues are – actual evaluation of poor customer service. Don' know if real or perceived depending who you talk to but seems there has been enough of it that it is a real life problem. Is there a full report coming out sometime that goes into these details?

GRep: Yes, there is and it's very detailed regarding the customers.

RB: Give us an example of a quick win.

GRep: The holds process. We want to create more efficiency about what customers know and who to contact and what to expect which includes getting a handle on these holds making sure the customer has a better way to see the holds they have.

RB: You'd make a dashboard that can talk to each side w/ all access to all the right data?

GRep: Access to all right data, links for each site, training with City and County staff so they can field calls. Not everyone goes to the web site so they need to know what to do with the customers. Heard this quite a bit.

TB: Can you pull data from excel and posse and have it talk to one web site so you get one dashboard? Is this possible?

GRep: It is possible.

TH: Do you feel that all these complaints are realistic or are you just using the voice of the powers that be using taxpayers' dollars and just going through the motions? Charlotte is not a run of mill city. We are very cutting edge and state of the art. Not sure how to get out to that one time builder and communicate how to do this one time structure so he doesn't run to the County Commissioner and City Council to complain about Mecklenburg County Building Standards not doing stuff the way it should be done. I don't really understand.

GRep: Unfortunately, these are real issues. I can see for myself and have built here in the County. They are real and we think there are ways to fix it.

TH: At some point and time you have to make the effort to put these things together this department and the city department are two totally different things. Bringing them together to a certain level is fine but there has to be some separation.

GRep: That's true, from a very small builder is all I want to know is what's expected of me to get my job. What status of the process am in? You can't even see that now. It's part of the transparency that we all want to have. A better communication strategy is needed for the customers to include facilitators to help these customers get online, fill out applications, etc.

BC: Did you say the whole process start to finish has not been mapped out and you will do that as part of your assessment? How are you finding these rubs where customers are having frustration if you haven't looked at the entire process from start to finish? Seems you are putting out little fires and not putting this out as a whole.

GRep: The quick wins are to take the ideas out long term. It's a big investment of time.

BC: If you don't do that, the complexity we have now only grows until we look at this as a whole. A lot of these things I think are Band Aids.

GRep: I've done the whole process and it is complex. Next step is to simplify and streamline what we have in front of us. Can't solve the problem until you know what you are dealing with.

MC: What was presented to the City Council and what was their perception?

GRep: Good questions, spent a lot of time on governance and the HR function that's involved.

EH: Is the UDC an advisory board?

GRep: It has decision making authority not just an advisory board. Not just staff giving reports. Decisions need to be made for new specialized systems. It is much more collaborative with agreed to requirements.

EH: You can't have people superseding their decisions.

GRep: When it comes to code it is pretty black and white. What this group is suited for is an appeals process with Code Official interpretation not superseding codes.

RB: Who would Jim's boss in this scenario.

GRep: Had that question but depends on how the city / county want to structure the UDC.

RB: Can it be compared to the airport commission?

GRep: I hear what you are trying to say.

TH: Will the BOCC and County have any common answer on the direction they want to go, or the best option?

GRep: Not for this report, they want time to digest and talk with you folks, there was no expectation in that presentation.

BS: What is the timeframe?

GRep: Final report coming out in January. After that it is up to you on how fast you want to go.

TH: What was the total bill for Gartner?

JB: $325k - $350k split 50/50 between city/county.

EH: I assume UDC will have a budget subcommittee and so all the great things they want to do still has to be funded right?

GRep: Yes, funded out of a budgetary process and reserve fund and the main committee would have to reconcile.

EH: All volunteers not staff (does city / county split staff cost)?

GRep: Yes and would be worked out in the details.

TB: Making recommendations and taking action w/ unmapped processes. Has anyone explored what it would cost or how much it would take for a representation of each different project type and follow them through the end to determine what could be best improved to make sure your pursuit is plausible?

GRep: There has not been estimates for that. This type activity takes a lot of time from staff under their current workload.

TH: A lot of issues the public are having now are driven by economy demands. A lot of points from the survey were driven by multifamily builders, developers, architects and engineers; 5 years from now a lot of the problems won't exist and building standards is trying to service everyone during the multifamily boom. You can't forget about the commercial guys.

BC: How did you look at where you were gathering complaints and issues? Did you look at what types of work or the frequency of work done? I think it is a cycle and this happens to be multifamily now when 5 years from now it will be commercial and we'll be having a set of similar problems. Sometimes they overlap. Find the problems that are consistent around the whole cycle.

RB: Will you come back with the actual complaints in your report? I am anxious to see if the City vs. County versions are of complaints received and how far off they are. When you say 'holds' that's key for both you guys. It's a great presentation but hard to understand what things people are angry about and hard to get excited about it.

EH: I've seen in 9 years constant department streamlining to improve the process, going on all the time, they spend a lot of time on that particular thing. Trying to grasp putting another committee in charge of the processes and approval.

GRep: It's more a focus on customers and the customers' perspective of the cracks in the process, with changes and backtracking then having to remember to contact City.

TB: Who might be on the UDC?

GRep: Will make sure to spell out how the Sacramento model works.

6. Manager/CA Added Comments
There were no Manager or CA added comments.

7. ADJOUNMENT
The December 16th meeting of the Building Development Commission adjourned at 4:44 p.m. Next meeting of the Building Development Commission is scheduled for, Tuesday, January 20, 2015.