

**Governance & Accountability Committee**  
**Monday, February 23, 2015 – 12:00 noon**  
**Room 280**

Committee Members:        David Howard, Chair  
                                      LaWana Mayfield, Vice Chair  
                                      John Autry  
                                      Patsy Kinsey  
                                      Greg Phipps

Staff Resource:                Carol Jennings, Chief of Staff

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**AGENDA**

- I.    **Ethics Review**
  - a.   **Plan Review Process (Attachment)**  
*Staff Resource: Ann Wall*
  - b.   **Boards and Commissions**  
*Staff Resource: Bob Hagemann*
  
- II.   **Employee Expense Reimbursements Audit**  
*Staff Resource: Greg McDowell*
  
- III.   **Emergency Communications Process**  
*Staff Resource: Sandy D'Elosua, Stacie Neale*
  
- IV.   **Next Meeting**  
**Monday, March 23, 2015**

**Distribution:**

Mayor and City Council  
Council Team  
Greg McDowell  
Sheila Simpson

City Manager's Executive Team  
Bob Hagemann  
Cheryl Brown  
Robert Campbell

Corporate Communications  
Stephanie Kelly



19 February 2015

Dear Mrs. Wall,

At the onset of the Development Planning, Permitting and Inspection Process Review we conducted for the City of Charlotte and Mecklenburg County, you asked our team to assess whether there were any inappropriate influences in the development review process. This memo addresses your inquiry, and elaborates on recommendations that will help provide additional regarding checks and balances in the development process going forward.

During the discovery phase of our engagement with the City and County, Gartner assessed governance, organizational, process and technology aspects of development services and code enforcement. As part of this effort, the Gartner team attempted to determine whether there were any systemic issues or other evidence of inappropriate influences on development services and code enforcement decisions or results; we did not find any evidence of this during our study.

That said, a number of our recommendations, once implemented, will help protect against any future issues of this ilk through increased transparency and consistency of process. For instance, published end-to-end process information – and the overall service model for delivering services to industry and other customers – will ensure that all stakeholders are aware of each step required to achieve an outcome, whether that is a Certificate of Occupancy, trade permit, zoning variance, or other result. In addition, improved tracking of procedural steps and supporting data via technology improvements will “shine the light” on all results, decisions, and process steps and provide much-needed transparency into development services and code enforcement processes. Finally, and most importantly, an improved governance model will ensure appropriate decision-making, escalation and appeal processes.

Of the 29 Gartner sub-recommendations provided to the City and the County, the following subset directly addresses increasing transparency and promoting process consistency:

<p><b>Recommendation 1—1</b> Establish Unified Development Services Committee</p>	<p>There is currently no entity empowered by both the City and County to implement cross-City/County improvement initiatives and manage overall execution of development services. Establishment of this governance structure is key to effectively implementing the majority of the other Gartner recommendations.</p>
<p><b>Recommendation 4—2</b> Establish Customer-Centric Unified Service Delivery Models</p>	<p>Effectively documenting and communicating process requirements for delivery of development and code enforcement services across both the City and County will take some of the ‘mystery’ out of the current operation and allow for more process consistency, predictability and transparency.</p>



<b>Recommendation 4—4</b> Provide Improved Access to Development Services Information and Educational Tools	Once the customer-centric service model and process steps are fully documented, the City and County can provide training and other educational opportunities to internal and stakeholders to ensure that all parties understand the procedural steps to achieve a development services or code enforcement outcome, as well as the roles and responsibilities.
<b>Recommendation 5—4</b> Integrate or Consolidate City and County Permitting Systems and Plan Review Systems	Effectively establishing a single, or fully integrated, permitting and plan review solution will enable all to track progress and milestones for all development and code enforcement services provided by the City and the County. The increased transparency into process, augmented by supporting data track comments, results decisions and other key information will provide a much improved historical record for any given project.
<b>Recommendation 6—2</b> Communicate Building Code Interpretation and City Zoning Ordinance Application/Changes	To effectively address the natural evolution of processes and requirements in response to changing ordinances and other business conditions, this recommendation provides increased access to up-to-date decisions, policies and other developments that impact the delivery of development and code enforcement services provided by the City and the County.

We feel that these recommendations, in addition to the others proposed by Gartner, will help the City and County collectively achieve its development services and code enforcement process and business improvement goals, as well as aid with economic development objectives. Please feel free to contact me if you have further questions regarding this matter.

Sincerely,

Denvir, Paul  
Managing Partner, Gartner Consulting