

# Development Planning, Permitting and Inspection Process Review Consulting Services

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Final Report

Prepared for



March 19, 2015

## GARTNER CONSULTING

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## Table of Contents

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■ Executive Summary.....	2
■ Current State Analysis.....	27
■ Future-State Vision.....	108
■ Strategic Recommendations.....	116
■ Turning Recommendations into Action.....	204
■ Program Mini-Charters.....	211
■ Guidance for Program Execution.....	245
■ Appendix.....	264

## Executive Summary

### Background and Objectives

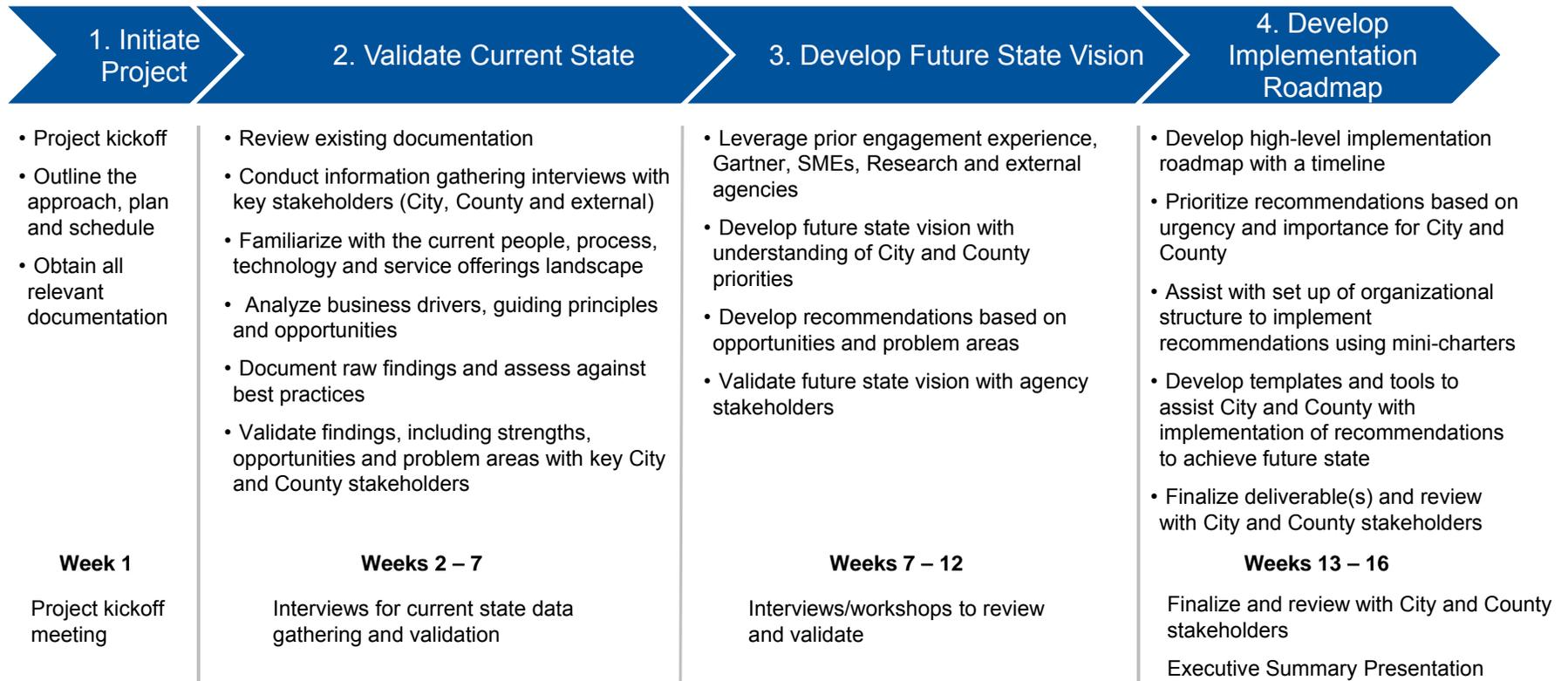
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- While there are many strengths in the City and County’s development planning, building permitting and inspection services operations, the City and County recognize there are opportunities to enhance services and improve collaboration to improve customer 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 report provides the key findings, recommendations and a roadmap for executing the transformational steps that will allow the City and County to build upon previous successes and achieve the future vision for delivery of development services in the City and County.

# 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.



# Executive Summary

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

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### 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 leading 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 Charneck 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



# Executive Summary

## Areas of Assessment

- By focusing on the integral aspects of current organization, operation and effectiveness, the Gartner team was able to segment findings into specific domains while uncovering major themes that directly link to primary recommendations and the transformational roadmap.

 <h3>Technology</h3> <ul style="list-style-type: none"><li>▪ Permitting and plan review applications</li><li>▪ Mobile</li><li>▪ GIS and Address Management</li><li>▪ Complementary IT initiatives</li></ul>	 <h3>Organization</h3> <ul style="list-style-type: none"><li>▪ Roles, skills, training and certifications</li><li>▪ Governance, reporting structure, alignments and responsibilities</li><li>▪ Decision rights, authorities, processes and committees</li></ul>
 <h3>Process</h3> <ul style="list-style-type: none"><li>▪ Consistency, efficiency and effectiveness of primary processes</li><li>▪ Inter- and intra- agency coordination and communication</li><li>▪ Service delivery quality and predictability</li></ul>	 <h3>Service Levels</h3> <ul style="list-style-type: none"><li>▪ Customer Service culture and effectiveness</li><li>▪ Service Level Agreements (SLA) and Metrics</li><li>▪ Customer expectations</li></ul>

# Executive Summary

## A Number of Key Challenges were Identified in Area Assessed by Gartner

 <h3>Technology</h3> <ul style="list-style-type: none"> <li>▪ Technological initiatives are not collaborative, City and County are both building out similar/redundant solutions.</li> <li>▪ Major City/County applications, Accela and POSSE, have redundant functionality and are not integrated, making it more difficult to get a complete picture of a project, customer, etc.</li> <li>▪ Extensive use of “holds” compounded by multiple systems.</li> <li>▪ Some processes (such as Zoning function, single family residential, and CMUD plan review) are manual and lack automation.</li> <li>▪ Inspection results not being entered consistently and details are put into a general comments box, which makes reporting difficult.</li> <li>▪ Multiple plan review applications, each with challenges.</li> <li>▪ Technology a burden for a segment of customers (e.g. first time users)</li> </ul>	 <h3>Organization</h3> <ul style="list-style-type: none"> <li>▪ Governance model does not effectively span City and County operations.</li> <li>▪ Increasing demand despite recession-level staffing levels.</li> <li>▪ Shortage of staff in County/City customer service, inspections, and plan review functions negatively impacting performance.</li> <li>▪ Impacts of “hidden workload,” including customer service tasks.</li> <li>▪ Inconsistent City/County communication.</li> <li>▪ Highly reactionary to escalated issues and anecdotal stories.</li> <li>▪ Varying, or inconsistent interpretation of building and fire code.</li> <li>▪ Lack of training and education on ordinances, interpretations, etc. impacts quality, perceptions.</li> <li>▪ Collaboratively resetting realistic expectations with customers.</li> </ul>
 <h3>Process</h3> <ul style="list-style-type: none"> <li>▪ Coordinated service delivery hampered by two systems, compounded by lack of awareness of other’s (City/County) processes.</li> <li>▪ Multiple intake channels, organizational units, and terminology and overlapping services creating confusion for customer.</li> <li>▪ Customers attempting to “game” the system to simplify process, or not meeting requirements/responsibilities.</li> <li>▪ Managing ‘holds’ (process requirements) is a time-consuming challenge for staff and customers to manage.</li> <li>▪ Variability in building and fire code interpretations between plan review / inspectors.</li> <li>▪ Service requests/complaints process not fully automated.</li> <li>▪ Concurrent review process can sometimes take longer than sequential (i.e. ending up circling back and forth).</li> </ul>	 <h3>Service Levels</h3> <ul style="list-style-type: none"> <li>▪ “Hidden” workload not formally measured or managed, impacting productivity and customer service.</li> <li>▪ Strong impression and anecdotal stories of varying, or inconsistent interpretation of building and fire code.</li> <li>▪ Metrics can be improved to better measure workload and quality, and to better align with what is important to industry/customers</li> <li>▪ Cycle time should be comprehensive, and should track customer requirement timelines as well.</li> <li>▪ Despite establishment of metrics, service level objectives for common outcomes are not communicated to customers.</li> <li>▪ Perception of County’s poor attitude as well as perception that County staff have too much influence/not motivated to find solutions.</li> </ul>

# Executive Summary

## Customer Perspective

- The term “customer” represents the different external stakeholders that consume government services from the City and County. This group can be divided further into the following customer segments:
  - Citizens
  - Homeowners
  - Architects
  - Engineers
  - Commercial Builders (Established)
  - Commercial Builders (New)
  - Residential Builders
  - Owners/Developers
  - Small Business Developers
  - Surveyors
  - Realtors/Brokers

Although these customer segments interact with the City and County differently in terms of nature and frequency, a number of key themes were common across segments, collectively creating a perspective of positives and negatives with the current operation.

Pros	Cons
<ul style="list-style-type: none"> <li>• Many examples of individual staff members being very helpful</li> <li>• Collaborative meetings (e.g. pre-submittal) very effective</li> <li>• Technology improvements providing benefits (e.g. electronic plan review)</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult finding and making contact with the ‘right’ staff member</li> <li>• County/City collaboration few and far between, largely transactional</li> <li>• Multiple IT systems, websites, ‘doors’ into City/County</li> <li>• Inconsistent interpretations of code, plans, ordinances</li> <li>• Attitude of some staff could be more positive, problem-solving focused</li> </ul>



“We make million dollar investments based on what a plan reviewer says. When someone disagrees with it, there is no accountability. It is just our problem.”



“I think the coordinators are good. You can call them and they will call you back. You can get on the websites and bundle things. They are not all bad. The pre-reviews are good.”



There needs to be a consideration for simplifying the vocabulary (e.g., “What does OnSchedule mean?”)



“If you took the concept of the express review, where the designers are in the room with the reviewers, if you did that electronically, the designer and the reviewer could bring it up on the screen at the same time and discuss. Kind of like a remote express review.”



“The whole system is kind of set up so that they don’t want to interact with you at all. It is a phone tree.”



“Overall the people are pleasant. They are good to work with.”



“I feel like there are too many points of review and regulation and the information management software that the County is using doesn’t support it.”

# Executive Summary

## Internal Stakeholder Perspective

- Internal staff for both the City and the County expressed opinions that provided insight into the challenges and issues they face on a day-to-day perspective, including:
  - Hidden workload, or daily tasks and duties that are not formally tracked and impact delivery of service - including the “cost” of customer service.
  - A segment of the customer population does not fulfill its responsibilities, creating additional work for staff that impacts customers at large.
  - Managing process requirements across multiple technology platforms and applications creates a drag on productivity, lack of accountability and negatively impacts customer service.
  - High sensitivity to negative feedback and inquiries from executive management creates reactionary culture and engenders impacts to daily duties.

Pros	Cons
<ul style="list-style-type: none"> <li>• Customer service focus enables personalized service and working with customers</li> <li>• Management is very supportive and strives for improvement</li> <li>• City/County individual relationships strong in support for certain functions</li> <li>• Strong internal collaboration and pride in 'getting the job done'</li> </ul>	<ul style="list-style-type: none"> <li>• Customer service tasks are unpredictable and impact execution of other responsibilities</li> <li>• Recession-level staffing coupled with growing demand is steadily impacting productivity</li> <li>• Limited awareness of City/County counterpart processes</li> </ul>

- 

“Customers/citizens would prefer to call and speak to someone. The problem is, no one is designated to just answer those questions and no one knows everything.”
- 

“In general, I have good relationships with the people that I work with.”
- 

“Customers do not have any concept of our workload...and have an unreasonable expectation that we can respond to every time crunch and poor planning on their end”
- 

“The zoning functions with residential and commercial reviews works very well with on collaboration of issues between staff.”
- 

“Our biggest challenge is lack of communication and training on new processes that customers need assistance in navigating.”
- 

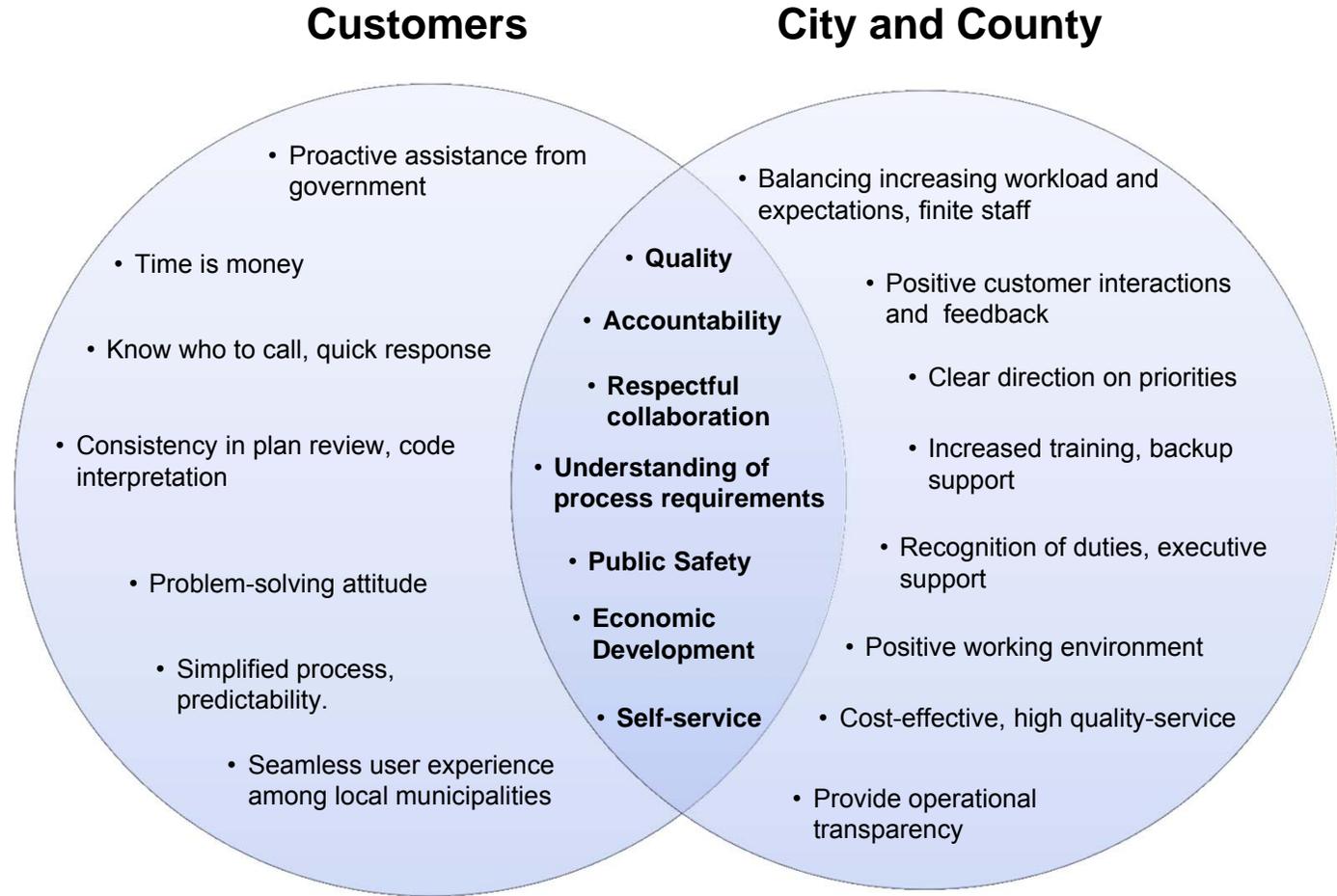
“Management is open to progress and will back logical improvements to process”
- 

“Perception by customers is not good because we are seen as separate with different systems although we do use some of the same systems”

# Executive Summary

## Common Priorities for Primary Stakeholder Groups Provide Key Input for Future State Vision

- The following Venn diagram highlights key priorities for each of the key stakeholder groups.
- The overlapping priorities and concepts were emphasized during future state discussions, in addition to other areas critical to stakeholders.
- With this input, a set of guiding principles for the future state, were developed to serve as foundational tenets that underpin the development of the future state.



## Executive Summary

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

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- Based on the analysis conducted by Gartner, informed significantly by a separate customer Survey Study conducted by Customer Service Solutions, Inc., seven primary themes were identified to convey the most critical challenges and opportunities facing the City and County.

- 
- 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. Organization Cultural Issues Impair Customer Satisfaction and Effective Service Delivery**
  - 4. Unknown, Disconnected and Misunderstood Process/Service Requirements Negatively Impact Customers as well as Internal Staff**
  - 5. Redundant, Non-integrated Technology Systems Compound Process and Customer Service Issues**
  - 6. Ongoing Debate of Building Code/Land Ordinance Interpretation Consistency vs. Customer Responsibilities Fosters Unproductive Tension and Mistrust**
  - 7. Metrics Do Not Measure Total Customer Experience and Fail to Address Quality and Full Workload**
-

# Executive Summary

## Several Themes Capture the Most Critical Challenges and Opportunities Facing the City and County (cont.)

Theme	Description
<b>1. Current Governance Structure does not Promote City and County Collaboration</b>	Currently there is a lack of formalized coordination and collaboration between the City and County. 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.
<b>2. Despite High Emphasis on Customer Service, a Misalignment with Customer Expectations Still Exists</b>	Both the City and the County aggressively pursue good customer service 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.
<b>3. Organization Cultural Issues Impair Customer Satisfaction and Effective Service Delivery</b>	A significant degree of dissatisfaction expressed by customers, supported by a number of cogent examples via interviews and detailed information from the Customer Survey Study conducted by Customer Service Solutions, Inc, reveals organization cultural issues that impact service delivery which have led to negative customer perceptions that warrant attention.
<b>4. Unknown, Disconnected and Misunderstood Process/Service Requirements Negatively Impact Customers as well as Internal Staff</b>	Customers often require significant education on processes and “hand holding” due to confusion resulting from a bifurcated City and County process, customers' lack of knowledge of project requirements, and dealing with multiple systems and public portals. City and County staff are also negatively impacted by having to take time to respond to customer inquiries.
<b>5. Redundant, Non-integrated Technology Systems Compound Process and Customer Service Issues</b>	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.
<b>6. Ongoing Debate of Building Code/Land Ordinance Interpretation Consistency vs. Customer Responsibilities Fosters Unproductive Tension and Mistrust</b>	Many reports of “he said/she said” accusations related to consistency of internal staff regarding building code (e.g., building code / fire plan reviewers and inspectors) and diligence of customers (e.g., ignoring/unaware of code, failing to address plan review comments) negatively impacts City and County image. Regarding City land ordinances, there is less of a consistency issue, but customers feel planned changes need to be better communicated.
<b>7. Metrics Do Not Measure Total Customer Experience and Fail to Address Quality and Full Workload</b>	The key metrics used by the City and County do not effectively measure quality of service or 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. cycle time).

# Executive Summary

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

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- 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

### A New Vision Statement to Inspire Change

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- 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

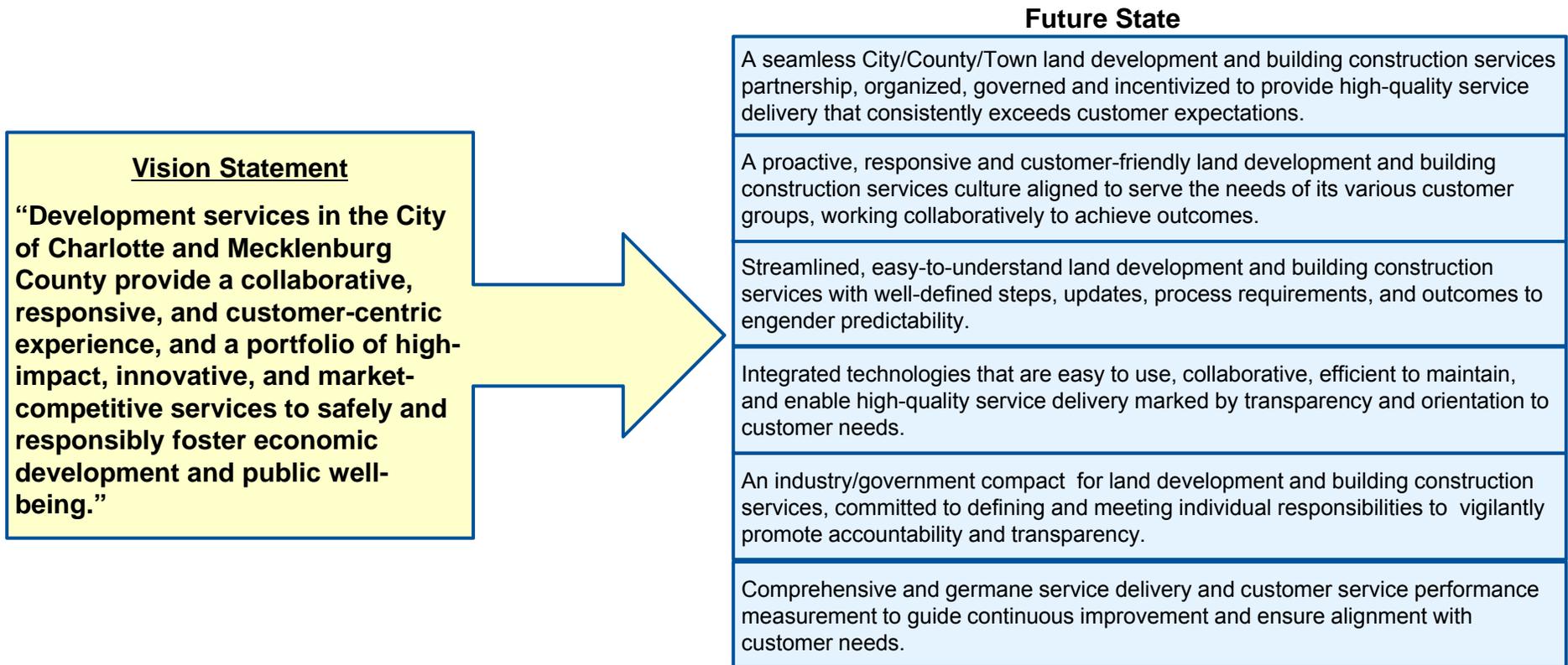
**“Development services in the City of Charlotte and Mecklenburg County provide a collaborative, responsive, and customer-centric experience, and a portfolio of high-impact, innovative, and market-competitive services to safely and responsibly foster economic development and public well-being.”\***

\*This will be further refined by the City and County during implementation of governance recommendations.

## 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.



# Executive Summary

## Each Theme is Addressed by a Primary Recommendation

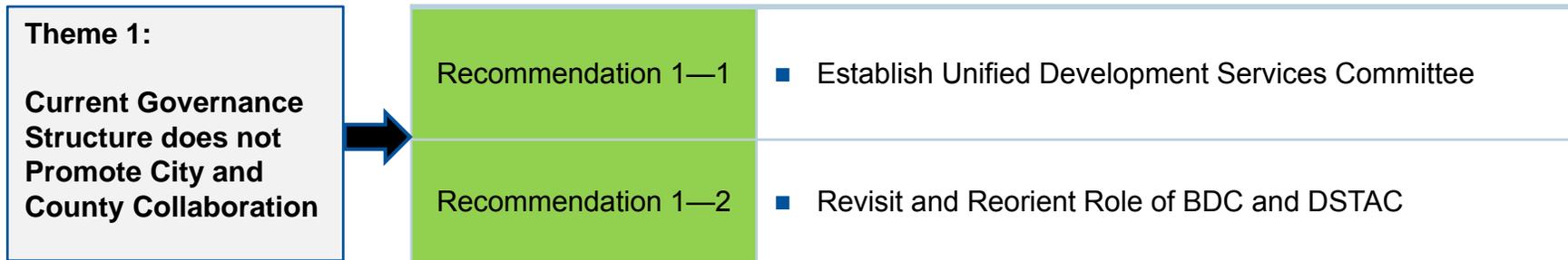
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Theme	Recommendation Mapping
1. Current Governance Structure does not Promote City and County Collaboration	<b>1. Create Unified Development Services Governance Structure to Enable Improvements</b>
2. Despite High Emphasis on Customer Service, a Misalignment with Customer Expectations Still Exists	<b>2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments</b>
3. Organization Cultural Issues Impair Customer Satisfaction and Effective Service Delivery	<b>3. Orchestrate Cultural Shift and Enhance Partnership with Industry</b>
4. Unknown, Disconnected and Misunderstood Process/Service Requirements Negatively Impact Customers as well as Internal Staff	<b>4. Simplify, Educate, and Establish Accountability on Delivery of Development Services</b>
5. Redundant, Non-integrated Technology Systems Compound Process and Customer Service Issues	<b>5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency</b>
6. Ongoing Debate of Building Code/Land Ordinance Interpretation Consistency vs. Customer Responsibilities Fosters Unproductive Tension and Mistrust	<b>6. Improve Consistency of Code Interpretation and Application</b>
7. Metrics Do Not Measure Total Customer Experience and Fail to Address Quality and Full Workload	<b>7. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability</b>

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# Executive Summary

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



- Currently there is a lack of formal 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.

## Executive Summary

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



- 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.

# Executive Summary

## Recommendation 3: Orchestrate Cultural Shift and Enhance Partnership with Industry

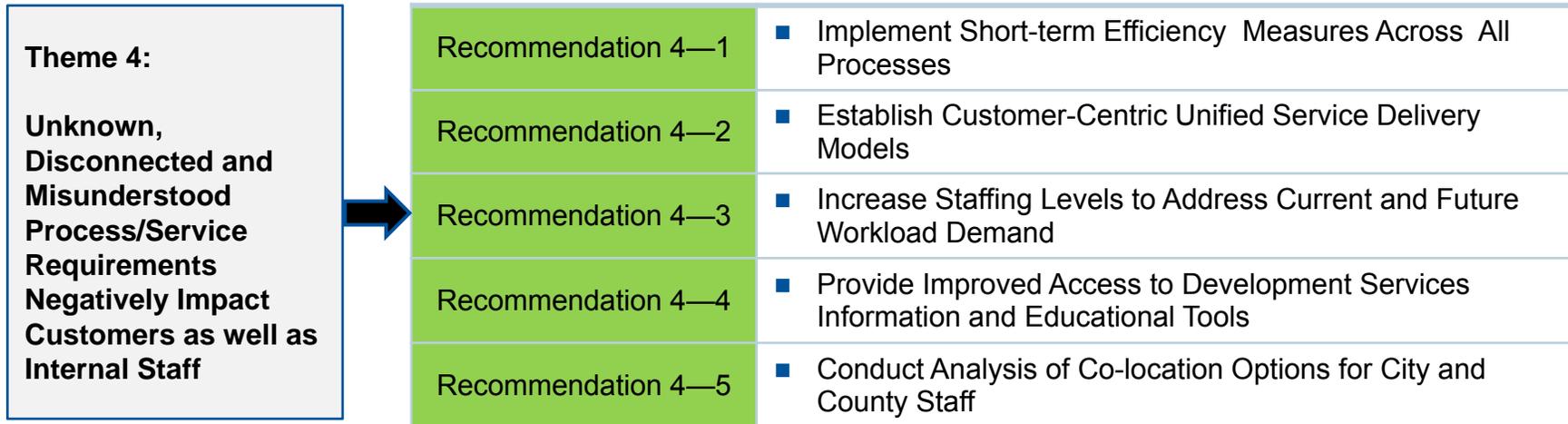


- While many City and County staff are pro-active and take extra efforts to collaborate and help customers, City and County development service delivery would improve by establishing a pervasive cooperative and team-oriented culture (as indicated in the Customer Survey Study conducted by Customer Service Solutions, Inc).
- The City and County should strive for increased partnership with industry obtained through mutual understanding of each other roles, responsibilities, and issues/concerns. The partnership is codified by formally establish City, County and Industry responsibilities and publishing. Both sides must be accountable for meeting their responsibilities.
- As a point of comparison, for Sacramento’s effort to improve organizational culture, the agencies conducted a 6 month series of workshops run by professional facilitators where staff and industry got together to openly discuss issues and ideas. Each workshop was conducted over a half-day with staff and industry participants split into groups to discuss problems and brainstorm ideas for improvement. Following these workshops, a similar exercise was done internally with staff, who are typically focused on day-to-day activities and not involved with improvement initiatives.

**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.

# Executive Summary

## Recommendation 4: Simplify, Educate, and Establish Accountability on Delivery of Development Services



- 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 public 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.

# Executive Summary

## Recommendation 5: Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

<p><b>Theme 5:</b></p> <p><b>Redundant, Non-integrated Technology Systems Compound Process and Customer Service Issues</b></p>	<p>Recommendation 5—1</p>	<ul style="list-style-type: none"> <li>Establish Joint Development Services IT Governance to Make Shared Application Decisions</li> </ul>
	<p>Recommendation 5—2</p>	<ul style="list-style-type: none"> <li>Implement City and County Short Term Enhancements to Permitting Systems</li> </ul>
	<p>Recommendation 5—3</p>	<ul style="list-style-type: none"> <li>Develop a City and County Portal Strategy</li> </ul>
	<p>Recommendation 5—4</p>	<ul style="list-style-type: none"> <li>Integrate or Consolidate City and County Permitting Systems and Plan Review Systems</li> </ul>
	<p>Recommendation 5—5</p>	<ul style="list-style-type: none"> <li>Establish a Joint Program Management Office to Maintain Shared Applications</li> </ul>

- 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.
- Both the City and County have planned/begun various initiatives to improve their business applications. There have been efforts to collaborate, but initiatives are largely planned independently of each other. These initiatives should reviewed in context of a holistic application strategy encompassing both the City and County needs. In developing this strategy, the City and County would review current planned initiatives to determine whether it is beneficial to development services as a whole to pursue or whether it should be incorporated into a broader effort.

**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.

# Executive Summary

## Recommendation 6: Improve Consistency of Code Interpretation and Application

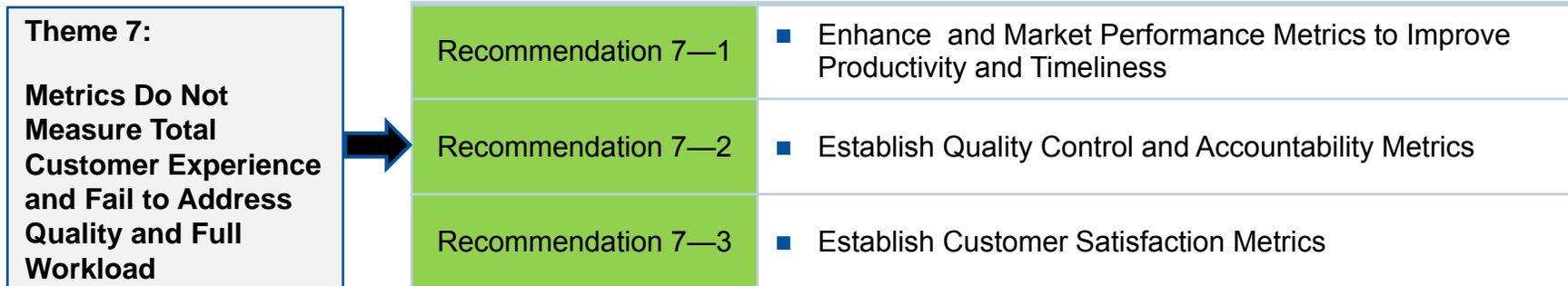


- Many reports of “he said/she said” accusations related to consistency of internal staff interpretations and decisions (e.g., building code and fire plan reviewers and inspectors) and diligence of customers (e.g., ignoring/unaware of building code, failing to address plan review comments) negatively 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 (see recommendation 3 for further details). 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.

## Executive Summary

### Recommendation 7: Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability



- 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

## Recommendations are Prioritized to Drive Implementation Activities

- Quick Win and Top Priorities category recommendations are opportunities for the City and County to quickly realize operational improvements by targeting specific areas as well as laying the foundation for systemic operational changes.
- Key Investments recommendations address foundational improvements that may take time to implement.
- Future Improvement recommendations are targeted to address specific issues, but are slower to show operational benefit.



## Executive Summary

### Programs to Implement Recommendations

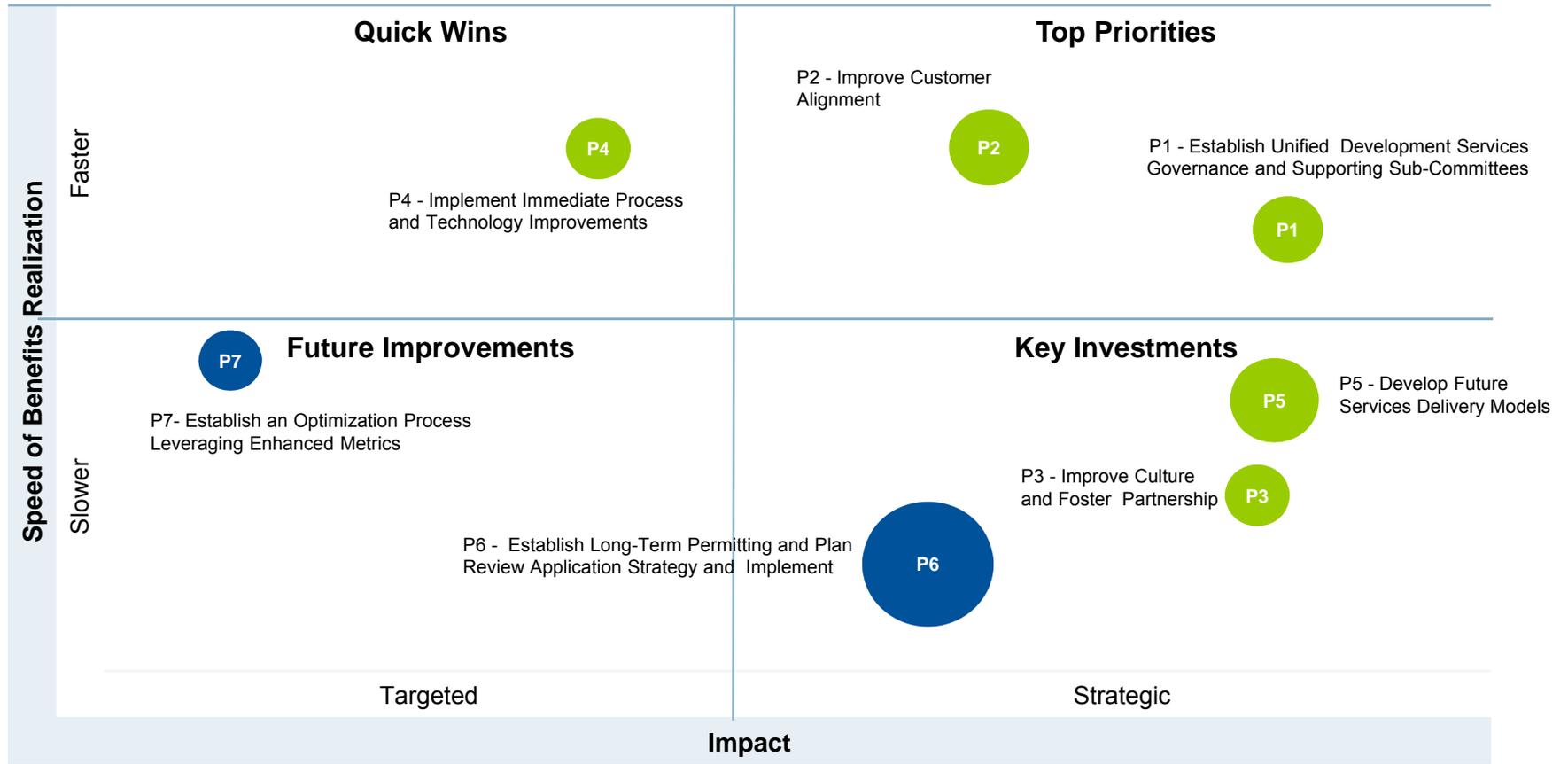
- The following Programs will bridge the gaps between the current state and the future vision. Each Program address several sub-recommendations that are grouped together to accomplish Program objectives.

Programs	Recommendations
P1 - Establish Unified Development Services Governance and Supporting Sub-Committees	<ul style="list-style-type: none"> <li>■ 1-1 Establish Unified Development Services Committee</li> <li>■ 1-2 Revisit and Reorient Role of BDC and DSTAC</li> <li>■ 5-1 Establish Joint Development Services IT Governance to Make Shared Application Decisions</li> </ul>
P2 - Improve Customer Alignment	<ul style="list-style-type: none"> <li>■ 2-1 Develop Customer Personas Jointly with Customers</li> <li>■ 2-2 Improve City and County Collaboration in Providing Customer Service</li> <li>■ 2-3 Enhance Customer Facilitator Role</li> <li>■ 4-5 Conduct Analysis of Co-location Options for City and County Staff</li> <li>■ 2-4 Establish Customer Service Supporting Technologies</li> </ul>
P3 – Improve Culture and Foster Partnership	<ul style="list-style-type: none"> <li>■ 3-1 Foster Mutual Understanding of Roles and Responsibilities, and Issues</li> <li>■ 3-2 Reset Industry and Government Relationship</li> <li>■ 3-3 Publish Educational Materials and Provide Training to Enable Customers to Meet Their Responsibilities</li> <li>■ 3-4 Measure Improvements in Culture</li> </ul>
P4 - Implement Immediate Process and Technology Improvements	<ul style="list-style-type: none"> <li>■ 4-1 Implement Short-term Process Improvements</li> <li>■ 5-2 Implement City and County Short Term Enhancements to Permitting Systems</li> <li>■ 6-1 Improve Consistency between County Inspector and County Plan Reviewers</li> <li>■ 6-2 Communicate Building Code Interpretation and City Zoning Ordinance Application/Changes</li> <li>■ 6-3 Train on Building Code Interpretations</li> <li>■ 6-4 Coordinate Interpretation Issues with State Codes Agency</li> </ul>
P5 - Develop Future Services Delivery Models	<ul style="list-style-type: none"> <li>■ 4-2 Establish Customer-Centric Unified Service Delivery Models</li> <li>■ 4-3 Increase Staffing Levels to Address Current and Future Workload Demand</li> <li>■ 4-4 Provide Improved Access to Development Services Information and Educational Tools</li> </ul>
P6 - Establish Long-Term Permitting and Plan Review Application Strategy and Implement	<ul style="list-style-type: none"> <li>■ 5-3 Develop a City and County Portal Strategy</li> <li>■ 5-4 Integrate or Consolidate City and County Permitting Systems and Plan Review Systems</li> <li>■ 5-5 Establish a Joint Program Management Office to Maintain Shared Applications</li> </ul>
P7 - Establish an Optimization Process Leveraging Enhanced Metrics	<ul style="list-style-type: none"> <li>■ 7-1 Enhance and Market Performance Metrics to Improve Productivity and Timeliness</li> <li>■ 7-2 Establish Quality Control and Accountability Metrics</li> <li>■ 7-3 Establish Customer Satisfaction Metrics</li> </ul>

# Executive Summary

## Recommended Program Prioritization Heat Map

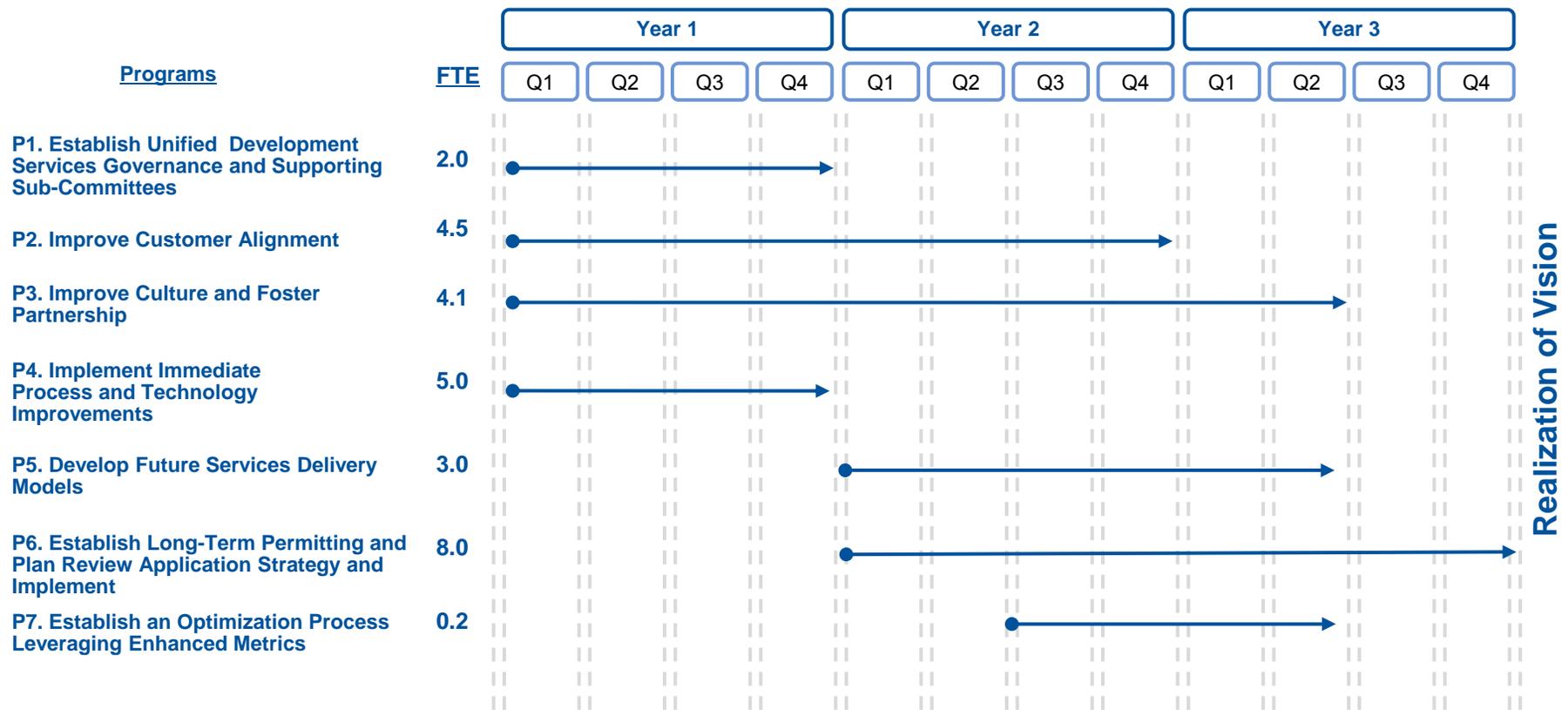
 Immediate focus programs  
(Size relative to cost)



# Executive Summary

## Achievable, Defined Programs Will Be Defined to Turn Recommendations into Action

- The road map shows a potential high-level schedule for implementing the programs factoring in overall priority of the Program.
- A more detailed baseline MS Project Plan with Program tasks and dependencies is included in the Appendix factoring in the priority of the Program’s sub-recommendations.



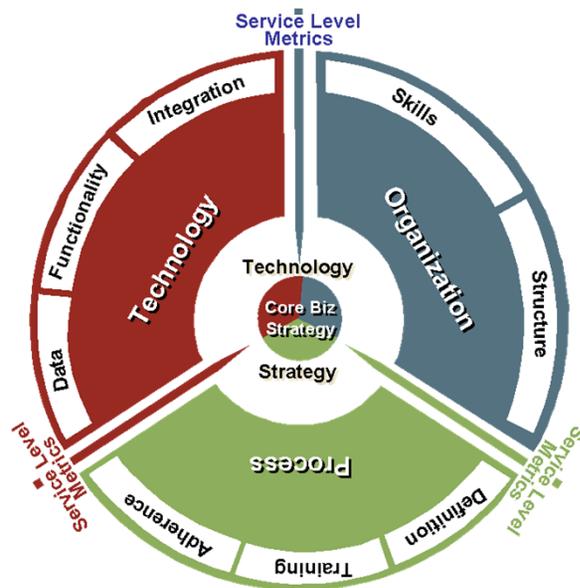
## Current State Analysis

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Technology  
Organization  
Process  
Service Levels

## Current State Analysis

### Validate Current State



- Gartner employed its proven Technology, Operations, Process and Services (TOPS) approach to provide a broad assessment of the current-state activities and performance of the City and County.
- The TOPS model ensures a holistic approach is taken when reviewing critical functions and is comprised of a set of assessment activities that focus on the following pillars:
  - **Technology** - Technologies and tools used to deliver mission critical and IT services
  - **Organization** - Structure and skills; collaboration among stakeholders
  - **Processes** - Service delivery and management
  - **Service Performance** – Extent of service efficiency or inefficiency
- We present current state findings in a SWOT (Strengths, Weaknesses, Opportunities and Threats) format and validated the content through targeted workshops. This approach emphasizes interaction with key project stakeholders to quickly and collaboratively identify issues, risks and opportunities, while minimizing effort dedicated to documenting the current state in great detail.

## Current State Analysis

### Building Our Understanding of the Current State

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- Current state findings are based on interview findings, TOPS validation workshops and our review of the available background documentation, including a recent comprehensive customer survey conducted by Customer Service Solutions, Inc.
- These inputs provide context for:
  - The stakeholders involved and interested in the program or impacted by it
  - How development services is structured in the City and County
  - How the different stakeholders are aligned with one another
  - The primary business processes
  - The physical and technical landscape and how it supports the mission for development services

# Current State Analysis

The Data Collection effort included over 40 interviews with County, City, and external stakeholders...



## Interviews

### County Stakeholders:

- Code Enforcement IT – Sandra Broome-Edwards
- Plan Review and Permitting – Patrick Granson
- Customer Service Center – Shannon Clubb, Melanie Sellers, Sandra Broome-Edwards
- AST – Wendell Dixon, Mary Caulder
- County Fire – Mark Auten, Mike Petleski
- OnSchedule – Melanie Sellers
- Inspections – Gene Morton, Gary Mullis, Jeff Griffin
- RTAC/CTAC – Tim Taylor
- Code Administrators – Joe Weathers, Lon McSwain, Tommy Rowland
- Hybrid Collaborative Delivery - Howard Grindstaff
- Mega – Chuck Walker
- County Commissioner Ridenour
- County Commissioner Bentley
- County Commissioner Clarke

### External Stakeholders:

- NCDOT - Brett Canipe
- Town of Davidson – Leamon Brice
- Town of Matthews – Hazen Blodgett
- DSTAC - Joe Padilla, Lee McClaren, Karla Knotts, Nate Doolittle
- BDC – Hal Hester, Travis Hasten, Chad Askew, Bernice Cutler, Melanie, Thomas Brasse, Benjamin Simpson

### City Stakeholders:

- City Planning – Shannon Frye, Laura Harmon, Bridget Dixon, Brent Wilkinson
- City Fire - Rob Kinniburgh, Jonathan Leonard, Calvin Wright
- Subdivision - Shannon Frye, Brent Wilkinson
- Deputy City Manager – Ron Kimble
- City Inspectors – Jeff Bock, Berry Miller, Chris Johnson, Tim Porter, Kelly Robertson
- Urban Forestry – Tim Porter
- Engineering – Tom Ferguson, Brendan Smith
- Historic District – John Howard, Wanda Birmingham
- CDOT – Dennis Rorie
- Assistant City Manager – Ann Wall
- Accela Tech Manager – Yunhui Hu
- GIS – Twyla McDermott
- Urban Review – Bridget Dixon, Robbie Zink, Nan Peterson, Charles Paty
- Commerical Zoning – John Marshall, Kam Merrel
- Land Development – Dave Weekly
- CMUD – Carl Wilson
- Residential Zoning – Mark Fowler, Ben Krise, Jane Taillon
- Zoning Administrator – Shad Spencer
- City Admin – Nan Peterson, Charles Paty
- County Historic Landmark – Stewart Gray
- Council Member Driggs
- Council Member Lyles

## Current State Analysis

...as well as numerous City, County and external documents...

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### Documents

- 4yearCashSuretyWorkflow,
- 4yearLOCWorkflow,
- 4YearSuretyBondWorkflow,
- AsBuilts,CityofCharlotteLandDevelopmentFY15FeeSch,
- CodeOrganizationalChartWithNamesFinal,
- ConstructionInspectionProcess,
- CustomerServiceSurvey2012,
- DevelopmentServicesTechnicalAdvisoryCommitteeCharter,
- DiscoveryRequest-Charlotte,
- DiscoveryRequest-Charlotte,
- DPPlanReviewProcesscmud,
- Ecprocess,
- FireOrgChart,
- FireTCOandFinalCOGuidelines,
- FY13andFY14Reports,
- FY14BusPlanEOYReport,
- FY14LandDevelopmentFeeCollectionRecord,
- FY15feeschedule,
- FY2015 Planning Dept Balanced Scorecard,
- InternalAccelaEDRprocess,
- LandDevelopmentFY14WorkloadData,
- LDC\_workflow, LDOrgChartJuly2014,
- ManagingPartnersReport,
- NCDOTDCommercialDriveway,
- Planning DeptFY2015 Strategic Operating Plan\_July 2014,
- PlanningDevelopmentServicesOrgChart,
- Plat-WorkFlow,
- PlatFeeSchedule,
- PreliminaryPlanWFlow,
- PrelimPlanFeeSchedule,
- PrivatePlanReviewcmud,
- Process-Permitting-Donatedcmud,
- ProjectActivityReportsFY14,
- ProjectTeamforDevelopmentPlanning,
- Recordtypes,
- SDReview,
- SubdivisionProcesses,
- SubdivisionSfMfMu\_o,
- TechnologyInvestmentPlanning-Instructions,
- TPETProcessdocument,
- TPETreviewcriteria,
- UFIInspectionprocess,
- Urban\_oMecklenburg County Code Enforcement Organizational Migration,
- DiscoveryRequest-Mecklenburg,
- CE\_TechTriageSOP2014,
- CE\_TechTriageSOP2014,
- HowNCBuildingCodeProcessDifferswithOtherStates

# Current State Analysis

...as well as numerous City, County and external documents...



## Documents

- Fy13OutcomesandChallenges,
- 14YearsofChangeKeyInitiatives-1996-2010, 2008ProposedCommercialPlanReviewRevisions-5208,
- 2010ReorgPlan-1.8.2010,
- FY14mid-yrreporttoLUESADir-1.28.2014-final,
- AutoNotificationProgramInspections(Gmorton, BasicPermittingProcessforCommericalProjects,
- CommercialOnScheduleLeadTimeChart(Msellers),
- ExpressPlanReviewGuidelines(MSEllers),
- InspectionsServicesGuide(GMorton),
- NEWCONSTRUCTION03.20.07(JBartl),
- NewDocumentUploadFeature(PGranson),
- OnSchedulePlanReview(MSEllers),
- PlansSubmittalRequirementsforCommercialProjects,
- RTACAreYouReadyToGetAllDeckedOut(TTaylor) RTACPermitQuickGuide,
- RTACPlumbingfortheHomeowner(TTaylor),
- RTACResidentialPlanSubmittal-SmallProjects(TTaylor),
- RTACSimpleStepstoHiringaContractor(TTaylor),
- RTACWhenDoINeedaPermit(TTaylor),
- WhatYouNeedtoKnowAboutCoveredandScreenedPorches,
- OnScheduleReviewSimplifiedOutline(MSEllers 2013-12RMCGCReporttoExecutiveTeam,
- Electronic Plans Management Kiosk Proposal,
- BDCPerformanceGoalsagmt-final7.20.10,
- PoliciesforMecklenburgCountyNC2014SC,
- BIMconceptchart-Finalpdf,
- StrategicCommPhaseIOutline,
- MeckCoBDCOrdinance,
- IssueLog, NovoSolutionsIncidentLog03-12-2012thru07.31.14,
- Fee Ordinance,
- 2013\_Sages\_Service\_Agreement\_final.docx,
- A E License\_Validation and Meck\_Id Functional\_Design,
- AE License Validation and Meck Id Requirements,
- AE License Verificiation Flow Chart with Process Changes,
- Capturing\_Hardware\_and\_Software\_Technology\_Purchases\_Within\_the\_Novo\_suite,
- Change\_a\_Job\_Status,
- Change\_the\_Contractor,
- Code\_Enforcement\_Requirements\_and\_Functional\_Design,
- Contractor\_Failure\_Rate\_Report,
- Customer\_cannot\_print\_pdf\_application\_from\_website
- Datamart\_Course\_Manual,,
- Electronic Plan Management Vision

## Current State Analysis

...as well as numerous City, County and external documents...



### Documents

- EPM Design Strategy Dated 072709,
- EPM Functional Requirements,
- EPM Phase II - Project Charter,
- EPM\_A&E\_Score\_Calculation\_Logic,
- EPM\_Integration\_Design,
- EPM\_Server\_Names,
- Find\_the\_project\_with\_the\_submittal\_number,
- Free\_Windows\_7\_Training,
- Functional Requirements & Preliminary System Impact Assessment,
- Historical\_Reports\_Overview,
- Hosted Solutions Proposal Sages Networks,
- How\_are\_multiple\_POSSE\_contacts\_handled,
- How\_do\_Contractors\_Access\_Their\_Dashboard\_View,
- How\_Many\_Permits,
- How\_to\_Add\_A\_Checklist\_When\_the\_Reviewer\_Approved\_the\_previous\_cycle,
- How\_to\_add\_a\_Unit,
- How\_to\_Add\_Reviewer\_to\_Assessment\_When\_Reviewer\_Outcomed\_the\_previous\_cycle\_as\_no\_further\_review\_required,
- If\_you\_deactivate\_an\_individual\_in\_POSSE,
- Inspection\_Parcels,
- Inspector\_Summary\_Pages\_of\_Sprint\_Bill,
- Instructions\_-\_Monthly\_IRT\_for\_the\_BDC,
- Intelligent PDF forms102110 VISIT
- LUE-CODE\_FEE\_ADJUSTMENTS\_-\_outside\_automated\_process,
- Meck ResPermits software architecture v1.9.2,
- NAVISION\_PROCEDURE\_TO\_FIND\_AMOUNT\_OF\_THE\_TECHONOLOGY\_SURCHAGE
- NetConnect\_for\_XP1,
- New\_Request\_for\_the\_Technology\_Leadership\_Team\_to\_Review\_At\_Its\_Meeting,
- New\_status\_in\_Posse\_-\_Resigned,
- Official\_Process\_for\_submitting\_incidents\_to\_Sages\_Network\_for\_resoultioin,
- OnSchedule.,
- Overall EPM master plan,
- Perform\_Quick\_Review\_or\_How\_to\_Release\_a\_Permit\_Hold.docx,
- Posse\_-\_Link\_RTAP\_to\_Parent\_Project,
- POSSE\_Annual\_Product\_Support\_Agreement-Mecklenburg,
- Preliminary Review Requirements,
- Prepaid\_fee\_for\_Residential\_Master\_Plans,
- Project Charter - EPM Intelligent PDF,
- Project Charter - EPM Smart Scheduling,
- Project Charter - Town Dashboard Multi-Site Capabilities,
- Project Charter Ld - Posse Phase 2 Reports,
- ProjectCharter\_Final

## Current State Analysis

...as well as numerous City, County and external documents...



### Documents

- Requirements Authorization EPM SG-16,
- Requirements Specification - CECSEM FinalDraft,
- Requirements Specification - Move LD-P into POSSE,
- Server specs, Technology Reserve Request FY10 - Code Enf,
- Terminal\_Server\_LUESA-Instructions,
- Testing\_Outrider,
- TIPS\_Phase\_2\_functional\_design,
- TO\_VERIFY\_WHAT\_RESULT\_SHOULD\_BE\_ON\_THE\_STAT\_MAP,
- Town\_Conditional\_Approval\_Process-Create\_a\_Project\_via\_DASHBOARD,
- Town\_Conditional\_Permit\_Approval,
- Towns Dashboard Technical Design,
- Trade Internet permits functional design,
- Trade Internet Permits Technical Design,
- Viewing\_Paychecks\_on\_iPad, windows-quick-reference-7,
- WLR\_EPM\_Users\_Guide(updated\_Mar-14-2012),
- WLR\_Functional\_Requirements\_for\_EPM-v1(10-20-10),
- WLR\_Requirements\_and\_Functional\_Design,
- You\_now\_have\_access\_to\_the\_terminal\_server
- Zoning\_Inspector\_Parcels-Changing,
- Open Data Portal Charter V3 Signed July 2014,
- IT FY2015 SOP Aug 8 2014,
- City Development Svcs - CS Survey Report 2014 - V2.pdf,
- City-County 2014 Focus Group Project - Transcription – Wave,
- LUESA Report - CE Customer Satisfaction 2014,
- BIM\_Management\_Autodesk\_360\_IpadTraining,
- BIM\_Management\_Autodesk\_Cloud\_Training,
- Bluebeam\_Revu\_v.10\_Guide,
- Design\_Review\_Training\_Guide,
- Restoring\_a\_Bluebeam\_Studio\_Session,
- Controller Checklist Process - Resubmittal Projects,
- Electronic\_Plan\_Management\_System\_Webpage,
- EPM Training Manual Final,
- EPM\_Accept\_or\_reject\_a\_plan\_review\_date,
- EPM\_Accept\_or\_reject\_a\_plan\_review\_date, FAQ\_,
- How\_to\_Perform\_Quick\_Reviews\_in\_EPM,
- MCCE\_EPM-EPR\_User\_Guide\_for\_Inspectors,
- Training Guide for the Plans Examiner Using Code Enforcement,
- Who\_needs\_a\_MECK-ID,
- MeckSI.com – Instructions,
- Projects and Sub Projects by Vendor Listing,
- Building Permitting to Economic Develop 071907,
- GET Charter Final December 14 2012 Final Approved,
- Updated Projects List for Distribution

## Current State Analysis

TOPS assessment approach analyzes four major components of City and County Development Services

 <h3>Technology</h3> <ul style="list-style-type: none"><li>▪ Permitting applications</li><li>▪ Plan review applications</li><li>▪ Mobile</li><li>▪ GIS and Address Management</li><li>▪ Complementary IT initiatives</li></ul>	 <h3>Organization</h3> <ul style="list-style-type: none"><li>▪ Roles, skills, training and certifications</li></ul> <p>Governance, reporting structure, alignments and responsibilities</p> <ul style="list-style-type: none"><li>▪ Decision rights, authorities, processes and committees</li></ul>
 <h3>Process</h3> <ul style="list-style-type: none"><li>▪ Consistency, efficiency and effectiveness of primary processes</li><li>▪ Inter- and intra- agency coordination and communication</li><li>• Service delivery quality and predictability</li></ul>	 <h3>Service Levels</h3> <ul style="list-style-type: none"><li>▪ Customer Service culture and effectiveness</li><li>▪ Service Level Agreements (SLA) and Metrics</li><li>▪ Customer expectations</li></ul>

## Current State Analysis

### Mapping to Areas of Focus Requested in Solicitation Document

- The following matrix illustrates the alignment between the TOPS assessment areas, and the areas of focus requested in the City/County solicitation document.

Area of Focus	TOPS Areas			Service Levels
	Technology	Organization	Process	
Customer Service	X			X
Department Organization and Structures		X		
Staffing Levels		X		
Governance Effectiveness		X		
Management Capabilities		X		
Business Process and Procedural Efficiency and Effectiveness			X	
Key Performance Indicators and Processing Timelines	X		X	
Technology	X			
Inter-jurisdictional relationships				X
Interoperability with external stakeholders	X			
Operating Policies and Fee Levels			X	
Training		X	X	X

## Current State Analysis

### Background and Objectives (cont.)

- The analysis begins with an Executive Summary of customer perspectives, key assessment themes, as well a SWOT (strengths, weaknesses, opportunities and threats) analysis organized across technology, organization, process and service levels (TOPS). The body of the document provides additional analysis and substantiation.

 <h3>Technology</h3> <ul style="list-style-type: none"> <li>▪ Permitting and plan review applications</li> <li>▪ Mobile</li> <li>▪ GIS and Address Management</li> <li>▪ Complementary IT initiatives</li> </ul>	 <h3>Organization</h3> <ul style="list-style-type: none"> <li>▪ Roles, skills, training and certifications</li> <li>▪ Governance, reporting structure, alignments and responsibilities</li> <li>▪ Decision rights, authorities, processes and committees</li> </ul>
 <h3>Process</h3> <ul style="list-style-type: none"> <li>▪ Consistency, efficiency and effectiveness of primary processes</li> <li>▪ Inter- and intra- agency coordination and communication</li> <li>▪ Service delivery quality and predictability</li> </ul>	 <h3>Service Levels</h3> <ul style="list-style-type: none"> <li>▪ Customer Service culture and effectiveness</li> <li>▪ SLAs and Metrics</li> <li>▪ Customer expectations</li> </ul>

- By addressing identified issues and opportunities, the City and County have the opportunity to improve upon their current state of national recognition to become a “world class” model for how a metropolitan area executes development services to attract and keep businesses in Charlotte and Mecklenburg County.

## Current State Analysis

### A Number of Primary Themes Were Identified Through Current State Analysis

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- As a result of the current state analysis activities conducted by the Gartner team, seven (7) primary themes rose to the surface that encapsulate the major issues and opportunities for the City and County as it relates to development services. The themes serve as a framework for recommendations and the development of the future state vision.

- 
- 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. Organization Cultural Issues Impair Customer Satisfaction and Effective Service Delivery**
  - 4. Unknown, Disconnected and Misunderstood Process/Service Requirements Negatively Impact Customers as well as Internal Staff**
  - 5. Redundant, Non-integrated Technology Systems Compound Process and Customer Service Issues**
  - 6. Ongoing Debate of Code/Ordinance Interpretation Consistency vs. Customer Responsibilities Fosters Unproductive Tension and Mistrust**
  - 7. Metrics Do Not Measure Total Customer Experience and Fail to Address Quality and Full Workload**
- 

- For each theme, sample supporting evidence and implications are provided. Furthermore, a relative assessment of risk is provided for each theme, noting (as appropriate) the risk level to the City, County or both the City and County.

# Current State Analysis

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

- Currently, there is a lack of coordination and collaboration between the City and the County. Governance does not effectively span County and City resulting in efforts that should be coordinated being performed unilaterally, from execution of daily tactical operations to strategic initiatives.

Findings	Representative Evidence	Implications
1. Major organizational, process and technology decisions are made by the City and the County independent of one another.	<ul style="list-style-type: none"> <li>■ Current County initiatives: Winchester Upgrade, Customer Service Center, Avolve Plan Review, etc.</li> <li>■ Current City initiatives: Accela enhancements, Code for America, etc.</li> </ul>	<ul style="list-style-type: none"> <li>■ Lack of coordination, redundant expense and functionality, unclear service requirements and other negative impacts effecting efficiency and effectiveness.</li> </ul>
2. Separate industry advisory groups exist for both the City and County, both with unclear missions.	<ul style="list-style-type: none"> <li>■ DSTAC for City; BDC for County</li> <li>■ Industry participants unclear as to role, often feel like consuming information rather than problem-solving.</li> </ul>	<ul style="list-style-type: none"> <li>■ Failure to engage industry/customer groups in a collaborative way misses opportunities for coordination and collaboration, and compounds negative perceptions rather than alleviating them.</li> </ul>
3. Efforts to increase City/County collaboration have yielded mixed results.	<ul style="list-style-type: none"> <li>■ GIS Enterprise Team good model, collaboration not optimal.</li> <li>■ Democratic National Convention collaboration noted as positive</li> </ul>	<ul style="list-style-type: none"> <li>■ Building on collaboration successes will foster future interaction and coordination</li> <li>■ Failure to fully execute City/County initiatives sets negative tone for value of collaboration</li> </ul>
4. City and County incentives and objectives are not aligned, complicating efforts to deliver unified service to stakeholders.	<ul style="list-style-type: none"> <li>■ No overarching governance body across both City and County</li> <li>■ Individual City/County performance metrics</li> <li>■ Mission and cultural differences negatively impact alignment</li> </ul>	<ul style="list-style-type: none"> <li>■ Without formal alignment and incentive model for the City/County, efforts to collaborate will continue to be on a 'best effort' basis, yielding varied results and doing little to dispel negative perceptions regarding government effectiveness for development services.</li> </ul>



# Current State Analysis

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

- Both the City and the County aggressively pursue good customer service 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.

Findings	Representative Evidence	Implications
1. City and County have both emphasized customer service and made this a core part of their missions.	<ul style="list-style-type: none"> <li>County has established an Outreach Coordinator role and is planning a Customer Service Center improvement project</li> <li>City's Customer Service Manager</li> <li>Use of customer surveys/advisory boards</li> </ul>	<ul style="list-style-type: none"> <li>Both the City have foundation for new customer service initiatives. Customer engagement efforts can be expanded upon.</li> </ul>
2. Despite emphasis on customer service, customers still consistently voice concerns about lack of responsiveness and attitude.	<ul style="list-style-type: none"> <li>Lack of returned phone calls and proactive notification complaints for both City/County</li> <li>Customers often feel like staff assumes a negative intent on the part of the customer</li> </ul>	<ul style="list-style-type: none"> <li>A gap between City and County customer engagement and expectations by the customer taints positive developments and experiences.</li> <li>Critical need to realign services with customer needs cannot be realized in current state</li> </ul>
3. Time dedicated to providing good customer service (addressing walk-ins, answering phones, researching complaints) not formally measured, impacting other performance metrics.	<ul style="list-style-type: none"> <li>Interviews revealed many instances of customer service activities impacting measured activities (e.g., plan review)</li> <li>Reactions to specific complaints require extensive research by City and County staff</li> </ul>	<ul style="list-style-type: none"> <li>"Hidden workload" impacts measured workload and compounds customer dissatisfaction.</li> <li>With finite human resources, City/County cannot be 'everything to everybody'</li> <li>Negative impacts to employee morale</li> </ul>
4. City and County lack of knowledge of each other's process, inconsistent communication of project status, and multiple technology applications confuse and aggravate customers.	<ul style="list-style-type: none"> <li>Many reports of not knowing who to call</li> <li>Project status terms online are often vague such as "pending" with little clarity provided on what has been done to-date, who's working on it currently, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of phone calls by customers seeking information compounds problem</li> <li>Perception of poor customer service due to siloed model.</li> </ul>



# Current State Analysis

## Theme 3: Organization Cultural Issues Impair Customer Satisfaction and Effective Service Delivery

- A significant degree of dissatisfaction expressed by customers, supported by a number of cogent examples via interviews and detailed information from the Customer Survey Study conducted by Customer Service Solutions, Inc, reveals organization cultural issues that impact service delivery which have led to negative customer perceptions that warrant attention.

Findings	Representative Evidence	Implications
1. Despite emphasis on customer service, customers still consistently voice concerns about lack of responsiveness and attitude.	<ul style="list-style-type: none"> <li>■ Lack of returned phone calls and proactive notification complaints for both City/County</li> <li>■ Customers often feel like staff assumes a negative intent on the part of the customer</li> </ul>	<ul style="list-style-type: none"> <li>■ A gap between City and County customer engagement and expectations by the customer taints positive developments and experiences.</li> <li>■ Critical need to realign services with customer needs cannot be realized in current state</li> </ul>
2. Customer perception that City and County do not share sense of urgency and financial impacts of delays.	<ul style="list-style-type: none"> <li>■ City: City doesn't project a sense of urgency in the Plan Review process.</li> <li>■ County: Inspector attitudes and trying to find every little thing possible to fail.</li> </ul>	<ul style="list-style-type: none"> <li>■ Despite meeting stated objectives for major tasks (e.g., plan review) customers still believe the appropriate sense of urgency is not present.</li> <li>■ Staffing issues compound ability to address.</li> </ul>
3. Some customers appear to be 'gaming' the system, ignoring City/County feedback and failing to meet their responsibilities.	<ul style="list-style-type: none"> <li>■ Plans submitted unfinished or fail to address comments from previous reviews</li> <li>■ Contractors asking for final inspections despite major outstanding requirements</li> </ul>	<ul style="list-style-type: none"> <li>■ Customer requirements for service delivery must be vigorously re-established .</li> <li>■ Industry self-policing can be effective way to address and improve efficiency.</li> </ul>
4. Efforts to increase City/County collaboration have yielded mixed results.	<ul style="list-style-type: none"> <li>■ GIS Enterprise Team good model, collaboration not optimal.</li> <li>■ Democratic National Convention / Tanger Outlets collaboration noted as positive</li> </ul>	<ul style="list-style-type: none"> <li>■ Building on collaboration successes will foster future interaction and coordination</li> <li>■ Failure to fully execute City/County initiatives sets negative tone for value of collaboration</li> </ul>



# Current State Analysis

## Theme 4: Unknown, Disconnected and Misunderstood Process/Service Requirements Negatively Impact Customers as well as Internal Staff

- Customers often require significant education on processes and “hand holding” due to confusion resulting from a bifurcated County and City process, customers' lack of knowledge of project requirements, and dealing with multiple systems and public portals.

Findings	Representative Evidence	Implications
1. Lack of comprehensive catalog of development services that identifies processes, documentation, responsibilities, timelines.	<ul style="list-style-type: none"> <li>■ The websites are not perceived to do a great job of providing process steps.</li> <li>■ Positive example: City website description of Commercial Plan Review Process</li> </ul>	<ul style="list-style-type: none"> <li>■ Customers of all types will continue to struggle with navigating development services processes until there is more clarity.</li> <li>■ Clearer process will alleviate many issues.</li> </ul>
2. Customers seek human interaction to help guide through the process.	<ul style="list-style-type: none"> <li>■ High satisfaction with pre-submittal meetings.</li> <li>■ Customer surveys very complimentary of individual City and County staff once they identify the “right” person.</li> </ul>	<ul style="list-style-type: none"> <li>■ While automation is a good goal and can reap benefits, the desire for human touch is prevalent amongst customers.</li> <li>■ Feedback for more interaction will not go away, musts be effectively addressed.</li> </ul>
3. Lack of process and requirements clarity combined with fire and building code/City ordinances creating perception that it is difficult to do business in Charlotte and Mecklenburg County.	<ul style="list-style-type: none"> <li>■ Customers cite difficulty to work in Charlotte/Mecklenburg County vs. other jurisdictions.</li> <li>■ Frequent users (e.g., regional commercial builders) generally familiar with requirements.</li> </ul>	<ul style="list-style-type: none"> <li>■ Economic development goals related to development services are negatively impacted by these perceptions.</li> <li>■ Barring changes to code and ordinances, the City and County must focus on changing perception toward being “business-friendly.”</li> </ul>
4. Customer perception that City and County do not share sense of urgency and financial impacts of delays.	<ul style="list-style-type: none"> <li>■ City: City doesn’t project a sense of urgency in the Plan Review process.</li> <li>■ County: Inspector attitudes and trying to find every little thing possible to fail.</li> </ul>	<ul style="list-style-type: none"> <li>■ Despite meeting stated objectives for major tasks (e.g., plan review) customers still believe the appropriate sense of urgency is present.</li> <li>■ Staffing issues compound ability to address.</li> </ul>



# Current State Analysis

## Theme 5: Redundant, Non-integrated Technology Systems Compound Process and Customer Service Issues

- 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.

Findings	Representative Evidence	Implications
1. Inability to effectively communicate project progress and status of holds creates frustration, delays, and more work for the City and County	<ul style="list-style-type: none"> <li>■ No integration between POSSE &amp; Accela</li> <li>■ Frequent calls to City and County staff trying to identify and remove holds.</li> </ul>	<ul style="list-style-type: none"> <li>■ Increased total cost of ownership for development services IT portfolio.</li> <li>■ Added confusion and consternation for external stakeholders.</li> </ul>
2. Customers often require help navigating the various systems utilized by the City and County, creating frustration and inefficiency.	<ul style="list-style-type: none"> <li>■ From OnSchedule to CTAC to Accela and E-plan, customers perceive a great diversity of systems that drives complexity and greater educational needs for customers.</li> <li>■ County’s EPM cited by some to be less than user-friendly</li> </ul>	<ul style="list-style-type: none"> <li>■ Technology portfolio, despite high potential for functionality and efficiency, bogged down by bifurcated processes and siloed City/County operations.</li> <li>■ System compatibility issues related to hardware (Mac) to browser (Mozilla /Chrome /Internet Explorer) will compound usage issues.</li> </ul>
3. Customers seek a single portal or access point to understand process requirements, execute transactions, obtain status, and gather information on their projects.	<ul style="list-style-type: none"> <li>■ Prevalent theme in customer service surveys</li> <li>■ Reports of submitting plans to both the City and the County</li> </ul>	<ul style="list-style-type: none"> <li>■ Holistic view of project progress will remain difficult if a single access point is not defined.</li> <li>■ Redundant process steps and information sharing will thwart customer service efforts.</li> </ul>
4. Some operational areas are not effectively automated or could benefit from improvements.	<ul style="list-style-type: none"> <li>■ Lack of support of Planning function</li> <li>■ Inconsistent use of inspector comments</li> </ul>	<ul style="list-style-type: none"> <li>■ Both the City and County have areas of improvement with current IT assets.</li> </ul>



# Current State Analysis

## Theme 6: Ongoing Debate of Code/Ordinance Interpretation Consistency vs. Customer Responsibilities Fosters Unproductive Tension and Mistrust

- Many reports of “he said/she said” accusations related to consistency of internal staff (e.g., building code and fire plan reviewers and inspectors) and diligence of customers (e.g., ignoring/unaware of code, failing to address plan review comments) negatively impacts City and County image.

Findings	Representative Evidence	Implications
1. Customers cite examples of inconsistent feedback and code interpretation from City and County staff	<ul style="list-style-type: none"> <li>■ Customer service survey cites a number of examples: City - employees negotiating what they would like to see instead of enforcing the code. County - customers ask for specific code reference and may not be provided one.</li> </ul>	<ul style="list-style-type: none"> <li>■ Perception of not being in alignment hurts City/County reputation, and has financial impacts to the project(s) in question.</li> </ul>
2. Some customers appear to be ‘gaming’ the system, ignoring City/County feedback and failing to meet their responsibilities.	<ul style="list-style-type: none"> <li>■ Plans submitted unfinished or fail to address comments from previous reviews</li> <li>■ Contractors asking for final inspections despite major outstanding requirements</li> </ul>	<ul style="list-style-type: none"> <li>■ Customer requirements for service delivery must be vigorously re-established .</li> <li>■ Industry self-policing can be effective way to address and improve efficiency.</li> </ul>
3. Understanding of code varies widely amongst the customer base.	<ul style="list-style-type: none"> <li>■ Customer survey feedback</li> </ul>	<ul style="list-style-type: none"> <li>■ Recognizing inevitable knowledge gaps on customer side and opportunities to reduce.</li> </ul>
4. Perception that some employees wield too much influence on fate of projects.	<ul style="list-style-type: none"> <li>■ Customer feedback on County Inspectors attitude, overuse of “fail due to inaccessibility”</li> <li>■ Customer feedback on City fire inspectors identifying additional and costly needs where lighting, sprinklers, and other changes were required late in a project.</li> </ul>	<ul style="list-style-type: none"> <li>■ Without codified, documented requirements and dispositions (e.g., inspection results, plan review comments) that are clear and transparent, “he said/she said” culture will persist.</li> <li>■ Customers reluctant to identify individual staff as problematic for fear of retribution.</li> </ul>



# Current State Analysis

## Theme 7: Metrics Do Not Measure Total Customer Experience and Fail to Address Quality and Full Workload

- The key metrics used by the City and County do not effectively measure quality of service or 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. cycle time).

Findings	Representative Evidence	Implications
1. Some metrics do not effectively capture measurements of quality.	<ul style="list-style-type: none"> <li>■ Plan review metrics do not factor in customer failure to address comments</li> <li>■ Metrics do not measure quality of the plans/construction (i.e. are they just meeting minimum code?).</li> </ul>	<ul style="list-style-type: none"> <li>■ Metrics could be set up to fail and accidentally encourage placing additional workload on City/County resources.</li> </ul>
2. Metrics do not distinguish between City/County time and customer time.	<ul style="list-style-type: none"> <li>■ Current City and County metrics do not subtract out time spent by customer to complete requirements.</li> </ul>	<ul style="list-style-type: none"> <li>■ City and County “penalized” for time that is not under their control</li> <li>■ Provides more transparency into process.</li> </ul>
3. Individual metrics are commonly found in other jurisdictions and staff performance to metrics very strong.	<ul style="list-style-type: none"> <li>■ Both City and County use strong and common metrics, but they are not woven together to provide meaningful measurement of work towards results.</li> </ul>	<ul style="list-style-type: none"> <li>■ Customers that are seeking outcomes and results grow frustrated with measurements that do not appear to directly impact their projects.</li> <li>■ Staff motivated to deliver on defined targets.</li> </ul>
4. Customers expressed concern that current metrics do not reflect what is most important to them (e.g., “time is money”)	<ul style="list-style-type: none"> <li>■ DSTAC/BDC feedback that metrics are informative but not completely aligned with their development services goals.</li> <li>■ Metrics separated for City and County processes, failing to track full customer experience towards expected outcome.</li> </ul>	<ul style="list-style-type: none"> <li>■ Resetting metrics with industry and City/County incentive and operating models will ensure that all parties are marching towards a common goal that can be measured and improved upon.</li> <li>■ Lack of timeline predictability has significant impact on customer projects and bottom line.</li> </ul>



## Current State Analysis

### Format of Findings

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- Observations have been grouped into Gartner's TOPS framework...
  - **Technology**
  - **Organization**
  - **Process**
  - **Service**
  
- ...and assessment findings are addressed in the following slides by:
  - **Key challenges** for each TOPS domain to provide holistic view of areas to address in future state
  - **SWOT Analysis** for each TOPS domain highlighting strengths, weaknesses, opportunities and threats
  - **Risk Scorecard** for twelve (12) areas of assessment to identify focus areas for future state development
  - **Stakeholder perspectives** that illustrate key issues and objectives for key stakeholder groups

# Current State Analysis

## Key Challenges by Assessment Domain — A comprehensive analysis drives actionable change

 <h3>Technology</h3> <ul style="list-style-type: none"> <li>▪ Technological initiatives are not collaborative, City and County are both building out similar/redundant solutions.</li> <li>▪ Major City/County applications, Accela and POSSE, have redundant functionality and are not integrated, making it more difficult to get a complete picture of a project, customer, etc.</li> <li>▪ Extensive use of “holds” compounded by multiple systems.</li> <li>▪ Some processes (such as Zoning function, single family residential, and CMUD plan review) are manual and lack automation.</li> <li>▪ Inspection results not being entered consistently and details are put into a general comments box, which makes reporting difficult.</li> <li>▪ Multiple plan review applications, each with challenges.</li> <li>▪ Technology a burden for a segment of customers (e.g. first time users)</li> </ul>	 <h3>Organization</h3> <ul style="list-style-type: none"> <li>▪ Governance model does not effectively span City and County operations.</li> <li>▪ Increasing demand despite recession-level staffing levels.</li> <li>▪ Shortage of staff in County/City customer service, inspections, and plan review functions negatively impacting performance.</li> <li>▪ Impacts of “hidden workload,” including customer service tasks.</li> <li>▪ Inconsistent City/County communication.</li> <li>▪ Highly reactionary to escalated issues and anecdotal stories.</li> <li>▪ Varying, or inconsistent interpretation of building and fire code.</li> <li>▪ Lack of training and education on ordinances, interpretations, etc. impacts quality, perceptions.</li> <li>▪ Collaboratively resetting realistic expectations with customers.</li> </ul>
 <h3>Process</h3> <ul style="list-style-type: none"> <li>▪ Coordinated service delivery hampered by two systems, compounded by lack of awareness of other’s (City/County) processes.</li> <li>▪ Multiple intake channels, organizational units, and terminology and overlapping services creating confusion for customer.</li> <li>▪ Customers attempting to “game” the system to simplify process, or not meeting requirements/responsibilities.</li> <li>▪ Managing ‘holds’ (process requirements) is a time-consuming challenge for staff and customers to manage.</li> <li>▪ Variability in building and fire code interpretations between plan review / inspectors.</li> <li>▪ Service requests/complaints process not fully automated.</li> <li>▪ Concurrent review process can sometimes take longer than sequential (i.e. ending up circling back and forth).</li> </ul>	 <h3>Service Levels</h3> <ul style="list-style-type: none"> <li>▪ “Hidden” workload not formally measured or managed, impacting productivity and customer service.</li> <li>▪ Strong impression and anecdotal stories of varying, or inconsistent interpretation of building and fire code.</li> <li>▪ Metrics can be improved to better measure workload and quality, and to better align with what is important to industry/customers</li> <li>▪ Cycle time should be comprehensive, and should track customer requirement timelines as well.</li> <li>▪ Despite establishment of metrics, service level objectives for common outcomes are not communicated to customers.</li> <li>▪ Perception of County’s poor attitude as well as perception that County staff have too much influence/not motivated to find solutions.</li> </ul>

# Current State Analysis

## Technology SWOT Assessment

- The following table provides a summary of the Technology SWOT assessment that is further detailed in the body of the document.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>■ Technology has sped up the delivery process for permits.</li> <li>■ Most customers are receptive to the new technology.</li> <li>■ Technology like EPLAN review has streamlined site development plan and building code compliance review; plan submittal and review process well received by customers.</li> <li>■ POSSE receives GIS data and has business rules to automatically flag for compliance checks such as zoning and historic district/landmarks.</li> <li>■ City uses Accela, a leading product in licensing/permitting space.</li> <li>■ Mecklenburg County received a Digital Counties top ten award for 2014.</li> <li>■ The City has been awarded Harvard’s Kennedy Business School Bright Idea for Electronic Plan Review. 35 municipal agencies throughout the country and Canada have used Charlotte’s electronic plan review as a best practice model.</li> <li>■ County technology investments costs and benefits are reviewed with the BDC for approval.</li> <li>■ Ability to print permits online, and online accounting views well-received.</li> </ul>	<ul style="list-style-type: none"> <li>■ Technological initiatives are not collaborative, City and County are both building out similar/redundant solutions.</li> <li>■ Accela and POSSE are completely separate making it more difficult to get a complete picture of a project, customer, etc.</li> <li>■ Extensive use of “holds” (process requirements) compounded by multiple systems of record.</li> <li>■ Inspection results not being entered consistently.</li> <li>■ Multiple plan review applications, each with challenges; some paper-based plan review (residential zoning; NCDOT)</li> <li>■ Technology a burden for a new customers. Experienced customers also request reduction of redundant data entry in County/City systems and make the County EPM plan format simpler.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>■ Technology governance entity spanning County and City.</li> <li>■ Establishment of consolidated portals, single entry for customers.</li> <li>■ Expansion of functionality to help customer understand requirements; knowledge base.</li> <li>■ Improved use of customer notifications to promote transparency.</li> <li>■ Better integration of Planning into technology plans.</li> <li>■ Online payment functionality can be expanded (e.g. pay for inspections).</li> <li>■ Collaboration on current technology initiatives (Major planned Accela enhancements; Winchester upgrade; EPR/Avolve)</li> <li>■ Increased Training for staff and customers on new technology.</li> <li>■ County has opportunity to speed development in City/County by being among first to offer digital reviews of Building Information Models (BIM).</li> </ul>	<ul style="list-style-type: none"> <li>■ Maintaining system flexibility to support changing ordinances/business rules; compounded by multiple systems.</li> <li>■ Failure to appropriately communicate system changes impacting daily operations.</li> <li>■ Business cases should extend to include all impacted stakeholders.</li> <li>■ Although change and release management processes are established, the County needs to ensure that all users are notified prior to release.</li> <li>■ Insufficient end-user involvement in system requirements and design activities (POLARIS = positive model of beta testing)</li> <li>■ Future customer complaints due to complexity of tracking project application and information across two systems.</li> </ul>

## Current State Analysis

### Organization SWOT Assessment

- The following table provides a summary of the Organization SWOT assessment that is further detailed in the body of the document.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ Customer-friendly culture actively promoted and managed through formal customer service roles.</li> <li>▪ High customer satisfaction with direct interaction with staff.</li> <li>▪ Proactive management seeking continuous improvement.</li> <li>▪ Generally performing at, or very near stated service metrics.</li> <li>▪ “Problem-solving” attitude common in both the City and County.</li> <li>▪ Consistent engagement of industry to obtain input.</li> <li>▪ Successful cross-training efforts exhibited in both the City and the County.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Governance model does not effectively span City and County.</li> <li>▪ Lack of depth at certain functions impacting performance.</li> <li>▪ Impacts of “hidden workload,” including customer service tasks.</li> <li>▪ Inconsistent City/County communication.</li> <li>▪ Highly reactionary to escalated issues and anecdotal stories.</li> <li>▪ Varying, or inconsistent interpretation of building and fire code.</li> <li>▪ Lack of training and education on ordinances, interpretations, etc. Impacts quality, perceptions.</li> <li>▪ Cultural styles and differences between City and County impacting service quality and customer service.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Increased training and ongoing documentation of processes.</li> <li>▪ Benchmarking successful ratio of staff to workload.</li> <li>▪ Collaboratively resetting realistic expectations with customers.</li> <li>▪ Dedicated staff to guide customers through process.</li> <li>▪ Marketing/communication of City/County responsibilities.</li> <li>▪ Co-location of common functions (e.g., rezoning, commercial zoning, subdivision).</li> <li>▪ County plan reviewer/inspector pairings for increased collaboration.</li> <li>▪ Cross-training (e.g. County inspectors) and/or “back-up” training.</li> <li>▪ Clarify and document interpretation/resolution of areas in the zoning ordinances and building code that are not clearly understood.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increases in demand not met by appropriate staffing.</li> <li>▪ Cyclical and seasonal fluctuations vis-à-vis finite staff.</li> <li>▪ Lack of qualified candidates and training requirements impeding hiring.</li> <li>▪ Staff “burnout” due to perceived lack of career advancement.</li> <li>▪ Unrealistic expectations from industry/customers.</li> <li>▪ Incomplete submissions from customers.</li> <li>▪ Anecdotal stories and one-time incidents impacting image.</li> <li>▪ City/County joint efforts that fade out or are abandoned.</li> <li>▪ Ineffectively acknowledging differing objectives and cultures within organizational units.</li> </ul>

## Current State Analysis

### Process SWOT Assessment

- The following table provides a summary of the Process SWOT assessment that is further detailed in the body of the document.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>■ Pre-submittal meetings have been very helpful to customers.</li> <li>■ Most core processes are now supported with applications.</li> <li>■ Applications available online.</li> <li>■ Workflows to track tasks and progress.</li> <li>■ Greatly reduced amount of paper plans.</li> <li>■ Electronic capture of inspection results.</li> <li>■ Improved business analytics.</li> <li>■ Within respective roles, staff generally executes work well.</li> <li>■ Plan review process works well.</li> <li>■ Process information available on Charmeck and Code Enforcement sites.</li> </ul>	<ul style="list-style-type: none"> <li>■ Process is not seamless, hampered by two systems and City/County lack of awareness of other's processes.</li> <li>■ Services can overlap creating confusion for customer (e.g. RTAC vs. OnSchedule)</li> <li>■ Customers will attempt to "game" the system to simplify process.</li> <li>■ Because the County and City focus on their own portions of a project, there is often a reactive approach in determining requirements because no one is looking at the project as a whole.</li> <li>■ Holds are a challenge for customers to manage.</li> <li>■ Variability in building code interpretations between plan review / inspectors, inspectors and other inspectors, etc.</li> <li>■ Service requests/complaints process not fully automated.</li> <li>■ Sometimes concurrent review can actually take longer than sequential (i.e. ending up circling back and forth).</li> </ul>
OPPORTUNITIES	THREATS
<p>Simplifying customer intake channels and adopt a service delivery model, aligning to align to customer segments.</p> <ul style="list-style-type: none"> <li>■ Focusing on service delivery from a customer perspective</li> <li>■ Seeking increased customer accountability to requirements.</li> <li>■ Providing a knowledge base of interpretations.</li> <li>■ Documenting and educating on process requirements.</li> <li>■ Improve City/County communication by promoting and rewarding collaboration.</li> <li>■ Documenting and measuring "hidden workload."</li> <li>■ Examine application of RTAPs to ensure correct use of the RTAP process.</li> </ul>	<ul style="list-style-type: none"> <li>■ Navigating mission and cultural differences between City and County to achieve effective service delivery.</li> <li>■ Failure to address customers "taking advantage" of system (pre-submittal meeting, initial plan review, punch lists).</li> <li>■ While striving to provide high customer satisfaction, may become too reactionary.</li> <li>■ Customer service is important, but not at the cost of public safety.</li> <li>■ Reacting to continued dramatic shifts in demand               <ul style="list-style-type: none"> <li>○ Booms / Recessions</li> <li>○ Between types of construction</li> </ul> </li> </ul>

## Current State Analysis

### Service Levels SWOT Assessment

- The following table provides a summary of the Service Levels SWOT assessment that is further detailed in the body of the document.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ Established metrics that are consistently measured and achieved.</li> <li>▪ Generally performing at, or very near stated service metrics, in spite of recession-level staffing.</li> <li>▪ Customer-friendly culture actively promoted and managed.</li> <li>▪ Work ethic and willingness to improve despite negative feedback that could impact morale.</li> <li>▪ High customer satisfaction with direct interaction with staff.</li> <li>▪ Collaborative efforts have been well-received by industry.</li> <li>▪ “Problem-solving” attitude common in both the City and County.</li> <li>▪ Consistent engagement of industry to obtain input.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Metrics can be improved to better measure workload.</li> <li>▪ Metrics may not be aligned with what is important to industry/customers</li> <li>▪ Cycle time not comprehensive (e.g. include NCDOT)</li> <li>▪ Despite establishment of metrics, service level objectives for common outcomes are not communicated to customers.</li> <li>▪ Strong impression and anecdotal stories of varying or inconsistent interpretation of building code.</li> </ul> <p>From customers perspective, inspection wait is too long</p> <ul style="list-style-type: none"> <li>▪ Perception of poor attitude as well as perception that individuals have too much influence/not motivated to find solutions.</li> <li>▪ Customer fear of retribution (i.e. negative impacts to future projects) for escalating service issues or “crossing” individuals.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Collaboratively reset expectations with customers.</li> <li>▪ Aligning metrics/KPIs with industry standards and other jurisdictions.</li> <li>▪ Increase data analysis for purposes such as Quality Control.</li> <li>▪ County including City in execution of Customer Resource Center.</li> <li>▪ Revisit premium services and fees to align with customer priorities and increase stakeholder accountability.</li> <li>▪ Pursue more collaborative technologies (e.g., Webex for plan review) to increase interactions and effective communication.</li> <li>▪ Promote industry ‘self-policing’ to track offenders</li> <li>▪ Conduct workload analysis to document “hidden workload.”</li> <li>▪ Proactively forecast demand to help with staffing projections.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Failing to address the specific differences in customer types and trying to treat them all in the same manner.</li> <li>▪ Unrealistic expectations from industry/customers despite customer service focus.</li> <li>▪ Comparative experiences in other jurisdictions “fueling the fire” of dissatisfaction.</li> <li>▪ Continued affirmation that “going around the process” is the best way to achieve desired outcomes.</li> <li>▪ Long hiring cycles failing to keep up with demand.</li> <li>▪ Unwillingness of industry to compromise or prioritize to realize improvement objectives.</li> </ul>

## Current State Analysis

### Risk Scorecard for Areas of Focus

■ = **Positive**, no major issues identified  
■ = **Caution**, explore improvements in future state  
■ = **Critical**, must be addressed in future state

- Using the TOPS assessment as the basis, the following table provides an alternative summary view of findings grouped by each area of focus identified by the City and County, with a focus on risks and points of emphasis for designing the future state.

Area of Focus	Rating	Key Finding/Rationale
Customer Service	■	Customers have difficulty navigating the development process; project requirements are often not understood up-front
Department Organization and Structures	■	County and City are for the most part aligned functionally, making it efficient to manage and perform specific tasks. However this makes it difficult to manage projects that cross multiple functions. There is evidence that a matrix structure would be beneficial (e.g. special projects, hybrid collaborative).
Staffing Levels	■	With current staffing levels, it is difficult to keep up with workload demand.
Governance Effectiveness	■	Governance does not effectively span City and County operations.
Management Capabilities	■	Managers are all highly experienced and motivated. Detailed metrics support management of staff and tracking of work activities.
Business Process and Procedural Efficiency and Effectiveness	■	<ul style="list-style-type: none"> <li>Bifurcated County and City customer service channels and systems make it difficult for customers to navigate through the process and for the County/City to provide a seamless customer experience</li> <li>Varying or inconsistent interpretation of code among County planners and inspectors.</li> </ul>
Key Performance Indicators and Processing Timelines	■	Metrics can be improved to more accurately measure quality of customer service.
Technology	■	Current applications can be difficult for customers and internal staff to use and access pertinent information.
Inter-jurisdictional relationships	■	County and City have a good working relationship, and the County has a good working relationship with the towns. There is collaboration on large projects such as the special projects, and attempts to coordinate large IT initiatives.
Interoperability with external stakeholders	■	Roles of industry boards (e.g. BDC, DSTAC) need to be clarified. Although charters exist, it should be revisited with all stakeholders.
Operating Policies and Fee Levels	■	Revisit premium services and fees to align with customer priorities, and increase customer accountability.
Training	■	Lack of training and education on ordinances, interpretations, systems.

## Current State Analysis

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### **Technology**

Organization

Process

Service Levels

## Technology Overview

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- This section covers the Technology dimension of the TOPS Analysis. It focuses on the primary business applications in support of business operations and customer functionality. The subsequent slides provide an overview of the core business applications followed by a Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis of the County/City's technology.
- The Technology assessment looks at the business applications and IT governance/processes for the following:
  - Permitting applications
  - Plan review applications
  - Mobile
  - GIS and Address Management
- Overall, the County and City have been effective and pro-active in automating processes and providing online capabilities to customers. The County can issue simple permits completely online. The County and City systems have greatly reduce the amount of paper application submissions, paper plan submissions, and manual processes.
- The County and City can improve user satisfaction of business applications by:
  - County simplifying application functionality for holds, electronic plan format requirements, and application data entry
  - Providing a seamless customer experience between County and City applications
  - Improving County plan reviewer collaboration and markup functionality
  - Streamlining County and City public portals to make it easier for customers to understand requirements, processes, and ordinances/codes

## Technology

### Land Management and Permitting Systems – County...

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- POSSE is the system of record for all County permitting, inspections, and enforcement activities. The County has created a variety of custom portals to allow customers and internal users to interact with POSSE.
- POSSE:
  - All of the occupancy holds and plan review information (in POSSE permitting system) is available to all stakeholders, internal & external.
  - City will release holds in POSSE, and research information when necessary; also used by City Zoning for sign permitting
  - Manages inspections for County inspectors only
  - Integrates with enterprise DIME system to store documents, enterprise Navision to report financials, and EPM
- POSSE dashboards:
  - Towns & Agencies Dashboard - Allows local jurisdictions to access POSSE functionality to release holds and access information.
  - Homeowner Internet Permitting (HIP) - Allows homeowners to submit and pay for permit applications online, track progress of application, and request inspections.
  - CTAC Portal - Allows customer to submit commercial project applications and plans online.
  - Trade Internet Permits (TIP) - Allows contractors to submit and pay for trade permits to perform work that do not require a building permit. Allows contractors to print the permit and request inspections.
  - Outrider – This is the mobile solution that is used by inspectors to perform inspections; Allows contractors to schedule inspections and view results.



## Technology

### Land Management and Permitting Systems – County (cont.)

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- In addition to POSSE, the County relies on several other systems for core permitting, inspections, and enforcement operations.
- Inspections
  - Majority of inspections are handled in POSSE.
  - The exception is the Special Inspection System (Meck-SI), a paperless inspection system for the 3rd party inspections; during plan review the need for special inspections is determined. It allows 3rd party inspectors to upload inspections results for permits.
- IVR (Selectron)
  - Allows customers call in to schedule inspections and obtain results
- CityWorks
  - System of record for County-wide land development activities
- Data Warehouse
  - An enterprise data warehouse used for business analytics and reporting.
- County FDM system
  - Manages fire inspections and other fire data; no integration with POSSE/Accela
  - Fire inspector must manually release holds in POSSE

## Technology

### Land Management and Permitting Systems - City

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- The City uses Accela Automation as the system of record for City permitting, plan review, inspections, and enforcement activities.
- Accela Automation
  - The system of record for City permitting, plan review, inspections, and enforcement activities.
  - Tasks (plan reviews) are assigned to City staff
  - Issues permits, and provides workflows, and automation for generating notices and correspondences (e.g. reports, bond notices, NOVs, etc).
  - Used to schedule plan reviews and inspections
  - Tracks accounting, but Navision is used to apply collected fee/fines to City accounts
- Accela Citizen Access
  - Allows citizens to submit applications and plans and track progress
- City FDM system
  - Manages fire inspections and other fire data; no integration with POSSE/Accela
  - Fire inspector must manually release holds in POSSE



## Technology

### Plan Review...

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- The County and City provide multiple channels for customers to submit plans for review, and use different applications to review the electronic plans.
- County EPM
  - Customer completes OnSchedule /Mega app and uploads
  - Integrated with POSSE - receives project number from POSSE, EPM can trigger holds in POSSE but hold release is done in POSSE, review status is entered into POSSE
  - Project is assigned a coordinator in EPM, who assigns reviewers
  - Integrates with City and County reviewers' Outlook calendars to assign review times based on business rules
  - Requires a sheet index for the plans
  - Uses BlueBeam Revu as the plan viewing/markup tool
- CTAC Portal - POSSE Contractor Dashboard
  - Plans can be submitted through the Contractor Dashboard to CTAC
  - Plans are a single package
  - Uses Bluebeam Revu for reviewers to collaborate, review, and markup plans

## Technology

### Plan Review (cont.)

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- The County and City provide multiple channels for customers to submit plans for review, and use different applications to review the electronic plans.
- County e-Plan
  - There is a joint contract with Raleigh so developers can build same project in either City; using it for master plans; approx 95% is County plans, and 5% for Raleigh. This tool would not be completely replaced by Avolve project due to its use for Raleigh projects
  - Allows RTAC customers to submit online; only in DWF format; AutoDesk to review and mark-up plan
  - There is some integration with e-Plan and POSSE to indicate plan review is done
  - Customer needs to use both systems to see status; want to see everything in POSSE
- City Electronic Plan Review
  - Customer uploads plans through ACA
  - City staff uses EPLAN (Adobe EDR) to review and comment on plans
  - PDF format only
- County and City Fire FDM
  - Fire can also manage plan reviews in FDM system

## Technology

### Mobile Technologies

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- Field inspectors use mobile devices to capture inspection results. Mobile technology makes the field staff more effective and accurate in recording results.
- County
  - County inspectors use iPads to log inspection results into POSSE
  - There are some template such as drop down list of defects
- Accela Mobile Inspections
  - City's Accela mobile inspection application that allows inspectors to record inspections and take photos in a mobile device (iPad).
  - Integrated with City's Accela system
- City fire inspectors currently have city issued laptops for completing inspections.

## Technology

### GIS and Address Management

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- The County and City use separate GIS systems to aid in the permitting and plan review process, and different sources of GIS information.
- **Polaris 3G (County)**
  - Property Ownership and Lands Record Information System (POLARIS) provides GIS data to County users and systems, and public users.
  - Integration with POSSE for automated checks such as flood plains, historic districts/landmarks and flags if there are issues.
  - Polaris provides “light” zoning information that Zoning still uses; it doesn’t have a lot of the detailed metadata (e.g. zoning partition numbers), but this data is available and could be pulled
  - County's Polaris is focused on real estate tax; Virtual Char is oriented to development needs
- **Virtual Charlotte (City)**
  - Google based GIS system that provides public and internal access to GIS layers used as an informational tool
- **Accela GIS**
  - Integrated with Accela which receives GIS data from City Enterprise GIS weekly
- **Master Address One**
  - Addresses are pushed to POSSE every 5 minutes; the address must be in POSSE in order to create an associated permit/application

## Technology

### Customer Service

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- The County and City use separate systems to manage customer complaints and service requests.
- City Emerald 311 System
  - City 311 system to track and manage customer service requests
- County RQ System
  - County system to track and manage customer service requests
- Novo
  - Help desk system for City and County; tracks defects and enhancement requests

## Technology

### Other Initiatives

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- The County and City are also working on several technology initiatives.
- Accela Open Data
  - Encourages other depts to use the Accela data
  - [www.civicdata.com](http://www.civicdata.com)
  - Publish out data for public use
- Code for America
  - Working with City on a mobile app for Citizens to show what is happening in area (e.g. Citygram)
  - Provide query stream (i.e. wizard) to direct customer through County/City service (e.g. Open Counter)
- BIM models (County)
  - 3D modeling software that supports collaboration and markups
- Customer Service Center (CSC)
  - Re-doing phone trees
  - New interfaces with phone, internet, walk-in to engage customer service center;
  - Qflow system will also be revamped in this plan
  - Provide customer a clear roadmap for helping customer navigate
  - Update the tutorials that are available online
  - Expand IVR from inspections to include commercial and residential (new)
  - Overhaul of web-site (today is too overwhelming) to make navigation easier from now to Nov



# Technology

## Technology SWOT Assessment

- The following table provides a summary of the Technology SWOT assessment that is further detailed in the body of the document.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>■ Technology has sped up the delivery process for permits.</li> <li>■ Most customers are receptive to the new technology.</li> <li>■ Technology like EPLAN review has streamlined site development plan and building code compliance review; plan submittal and review process well received by customers.</li> <li>■ POSSE receives GIS data and has business rules to automatically flag for compliance checks such as zoning and historic district/landmarks.</li> <li>■ City uses Accela, a leading product in licensing/permitting space.</li> <li>■ Mecklenburg County received a Digital Counties top ten award for 2014.</li> <li>■ The City has been awarded Harvard’s Kennedy Business School Bright Idea for Electronic Plan Review. 35 municipal agencies throughout the country and Canada have used Charlotte’s electronic plan review as a best practice model.</li> <li>■ County technology investments costs and benefits are reviewed with the BDC for approval.</li> <li>■ Ability to print permits online, and online accounting views well-received.</li> </ul>	<ul style="list-style-type: none"> <li>■ Technological initiatives are not collaborative, City and County are both building out similar/redundant solutions.</li> <li>■ Accela and POSSE are completely separate making it more difficult to get a complete picture of a project, customer, etc.</li> <li>■ Extensive use of “holds” (process requirements) compounded by multiple systems of record.</li> <li>■ Inspection results not being entered consistently.</li> <li>■ Multiple plan review applications, each with challenges; some paper-based plan review (residential zoning; NCDOT)</li> <li>■ Technology a burden for a new customers. Experienced customers also request reduction of redundant data entry in County/City systems and make the County EPM plan format simpler.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>■ Technology governance entity spanning County and City.</li> <li>■ Establishment of consolidated portals, single entry for customers.</li> <li>■ Expansion of functionality to help customer understand requirements; knowledge base.</li> <li>■ Improved use of customer notifications to promote transparency.</li> <li>■ Better integration of Planning into technology plans.</li> <li>■ Online payment functionality can be expanded (e.g. pay for inspections).</li> <li>■ Collaboration on current technology initiatives (Major planned Accela enhancements; Winchester upgrade; EPR/Avolve)</li> <li>■ Increased Training for staff and customers on new technology.</li> <li>■ County has opportunity to speed development in City/County by being among first to offer digital reviews of Building Information Models (BIM).</li> </ul>	<ul style="list-style-type: none"> <li>■ Maintaining system flexibility to support changing ordinances/business rules; compounded by multiple systems.</li> <li>■ Failure to appropriately communicate system changes impacting daily operations.</li> <li>■ Business cases should extend to include all impacted stakeholders.</li> <li>■ Although change and release management processes are established, the County needs to ensure that all users are notified prior to release.</li> <li>■ Insufficient end-user involvement in system requirements and design activities (POLARIS = positive model of beta testing)</li> <li>■ Future customer complaints due to complexity of tracking project application and information across two systems.</li> </ul>



## Technology Strengths

- The County and City have embraced technology to improve operations and offer more online services to customers.
- Mecklenburg County received a Digital Counties top ten award for 2014.
- The City has been awarded Harvard's Kennedy Business School Bright Idea for Electronic Plan Review. 35 municipal agencies throughout the country and Canada have used Charlotte's electronic plan review as a best practice model.
- Most County customers are receptive to the new technology.
- Technology has sped up the delivery process for permits.
- Technology like EPLAN review has streamlined site development plan review. It allows all reviewers to see all comments on screen, to help eliminate conflicting comments or incorrect revisions. EPLANs on Accela are accessible from anywhere, anytime.
- County pursuing plan review technology improvements (Avolve ProjectDox).
- The plan submittal and review process is well received by customers. For example, a designer in Raleigh can submit plans for a Charlotte development at 8PM at night if they want to, without any trip to the office.
- POSSE receives GIS data and has business rules to perform automated compliance checks such as zoning and historic district/landmarks.

*"Nearly every aspect of our operation depends on technology."*



## Technology Weaknesses...

- While the County and City have automated a lot of processes, there are significant areas to improve and streamline. Perhaps the biggest challenge, is to create a seamless experience for customers that need to work in County and City systems.
- Permitting
  - Accela and POSSE are separate making it more difficult to get a complete picture of a project, parcel, customer, etc.
  - There is no numerical/project code link between the two.
  - Often building permits are based on addresses that may or may not be official and final per the site development plan / subdivision if applicable.
  - The County system and City system should be parallel, or have some relation via tax map, or other key to link.
  - Accela creates own ID for project, whereas POSSE uses project number or address. If City and County submissions uses different parcels then it is difficult to tie information together.
  - Historical parcel lineage could improve – when parcel ID's change it creates issues in correctly linking records. For example when dealing with big projects, parcels can be subdivided.
  - Some manual workflows steps in POSSE would benefit from automation. For example with Meck-SI, AST needs to manually perform a closeout step, which if not performed can delay the contractor.
- Holds
  - POSSE application can have many holds and is cumbersome to remove.
  - Customers are not always aware of holds on their application, and the hold may not provide details (e.g. who put it , who is responsible for clearing, and why); The holds are now printed with the permit, but has not seemed to help with customer understanding.
  - Holds can be put in several places; CO holds aren't always the best because some projects don't require CO.
  - Although holds may be overused to communicate customer requirement, it is the simplest way to ensure all requirements are met.

***“Perception by customers is not good because we are seen as separate with different systems although we do use some of the same systems.”***



## Technology Weaknesses (cont.)

- While the County and City have automated a number of processes, there are significant areas to improve and streamline. Perhaps the biggest challenge is to create a seamless experience for customers that need to work in County and City systems.
- Inspections
  - Inspection result quality can be improved. It is not being entered consistently and details are put into a general comments box, which impacts reporting.
  - Specialty permits are not always linked to Master Permit (e.g. stand-alone, low voltage, alarm). These permits could come through TIPS, or by contacting CTAC. Additionally, permits sometimes don't tie back to a project.
- Plan Review
  - EPM index is cumbersome and time consuming for plans with many sheets.
  - EPM lacks version control.
  - Human element can get lost in technology. For example, County enters notes into the EPR system, but in some cases City would prefer that they call and describe. It can take two days waiting for staff entered system comments to be looked at and responded to, when it could have been resolved in a few minutes with a phone call.
  - County and City plans can sometimes be out of sync, and difficult to coordinate changes amongst all reviewers.
  - Process requires customer to be truthful to determine whether City plan review is required while other times City staff will pull up in EPM to verify whether City reviews are required.
- Staff and Customer Training
  - The changes necessary to keep up County technology innovation can be problematic when attempting to keep staff trained on the new technological solution.
  - No time to effectively train staff.
  - Improve training manuals for POSSE and include screenshots.



## Technology Opportunities...

- The County and City have great opportunities to improve Land Development and Permitting technology. In particular, the Counties modernization initiatives can lead to increase County/City integration and a more streamlined customer experience.
- Winchester upgrade is in-progress and currently establishing system requirements.
  - Opportunity for collaboration between County and City.
  - Because the site and building construction go hand in hand, there should be a common thread parallel between the City and County procedures, so that all permits can be linked together easily.
- Major Accela enhancements planned such as support for Rezoning, integration with ERP/financials, etc.
- Accela notifications to make sure staff is aware of tasks that need to be completed.
- Planning lags behind in support from technology. They could benefit from more functionality to effectively interact with planning boards, etc.
- A common customer question is “why didn’t the inspector show up?” Enhancements can be made to provide better automated customer notifications.
- Holds appear to be overused. They are correctly used to hold the approval if something needs to be corrected. However, they are also being used to indicate required inspections (i.e. hold is placed so that customer will schedule an inspection).
- Consolidated portals would reduce customer confusion and simplify operations.
- Expand Open Counter-type functionality to help customer understand requirements.
- Provide more sharing of data with public to foster innovation.
- Establish technology governance spanning both County and City to ensure stakeholder needs are met.



## Technology Opportunities (cont.)

- The County and City have great opportunities to improve in several additional technology areas.
- Plan Review
  - The County is planning to procure the Avolve ProjectDox system to provide enhanced plan review functionality to improve reviewer collaboration and integration with POSSE.
  - Workflow between the County and City need to be coordinated. Today, it is possible for the County system to automatically send an approval email, while the City has holds.
- GIS
  - There is a centralized source for Charlotte zoning information available from Planning. This zoning information is shared with Polaris and Virtual Charlotte, and also available on the Planning Official Homepage. Usually in sync, but when it is out of sync it becomes a problem.
  - There is opportunity to digitize zoning information from the other County towns. This is a challenge as each town has different zoning.
  - Working on adding zoning amendments to Virtual Charlotte GIS layers.
  - Establish centralized GIS or governance to coordinate across the entire County.
  - Educate customers about GIS data; customers think POSSE is system of record for GIS data and will request changes.
- Customer Information
  - CSC effort includes an overhaul of the County’s websites, and the City is also planning a revamp of City sites (e.g. transit station map to explain processes).
  - There is a need for a better customer knowledge base.



## Technology Threats

- The success of technology initiatives requires an understanding of stakeholders and their needs, clear business case, and good project management and implementation processes defined that enable the organization to efficiently adapt to changes.
- Formalized change and release management processes are critical to reducing implementation risk.
  - The POSSE permitting system has had releases that have caused unintended consequences. For example there was a recent issue with historic districts where property records were unintentionally affected during upgrade. Also there was a change to the way holds are released without training City staff.
- End-user involvement is critical when designing new systems:
  - City Zoning example - N&BS zoning functions operate out of several City and County products. Both have similar information however neither applications fully support the business operations.
  - Polaris 3G was put into production without stakeholder collaboration when rebuilding or reformatting the program.
- Future implementations are at risk without a clear business case.
  - Winchester and Avolve projects need a business case defined. It should have clear objectives.
- Ordinances and business rules can change. The County and City needs to be flexible and agile to adapt to these changes.

## TOPS Analysis

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Technology

**Organization**

Process

Service Levels

## Organization

### Overview

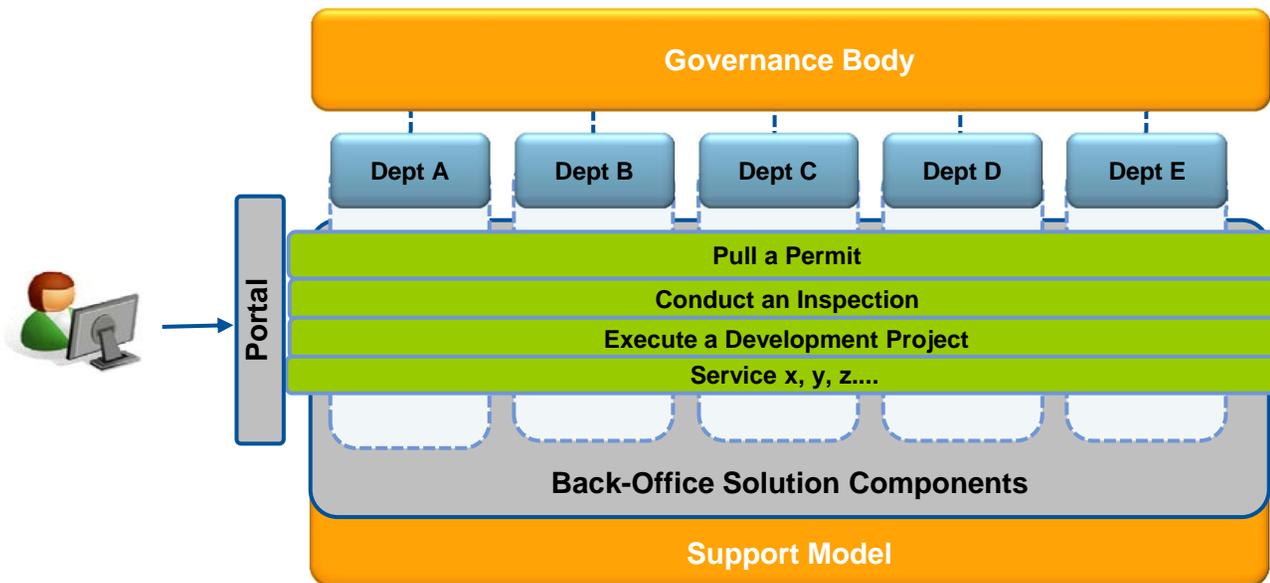
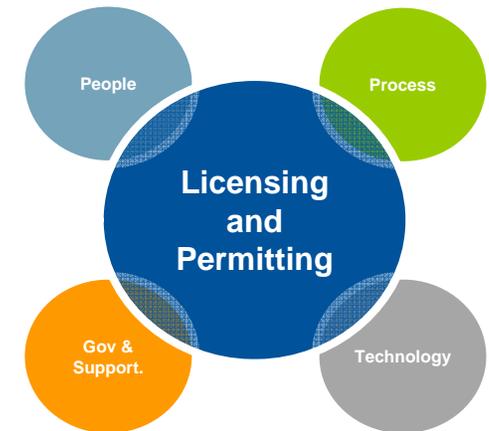
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- This section covers the Organization dimension of the TOPS Analysis. It focuses on aspects of the organization that impact the County and City's ability to deliver public services. The subsequent slides provide an overview of the organizations followed by a Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis.
- The Organization assessment looks at several areas to assess the County/City's ability to deliver services:
  - Organizational structure
  - Management
  - Staffing levels
  - Collaboration
- Overall, the County and City are structured vertically which enables the County/City to provide an adequate level of service for a particular function. This structure makes it easier for managers to oversee staff, and helps to ensure consistency and foster expertise in particular functions.
- The County and City can improve service delivery by breaking down organizational silos, improving collaboration and communication, providing customers a single point of contact, and increasing staffing levels and training.

## Organization

### Gartner Organizational Framework for Service Delivery

- Instead of taking a siloed departmental approach to customer service, where the customer must know the requirements and drive the process, 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.

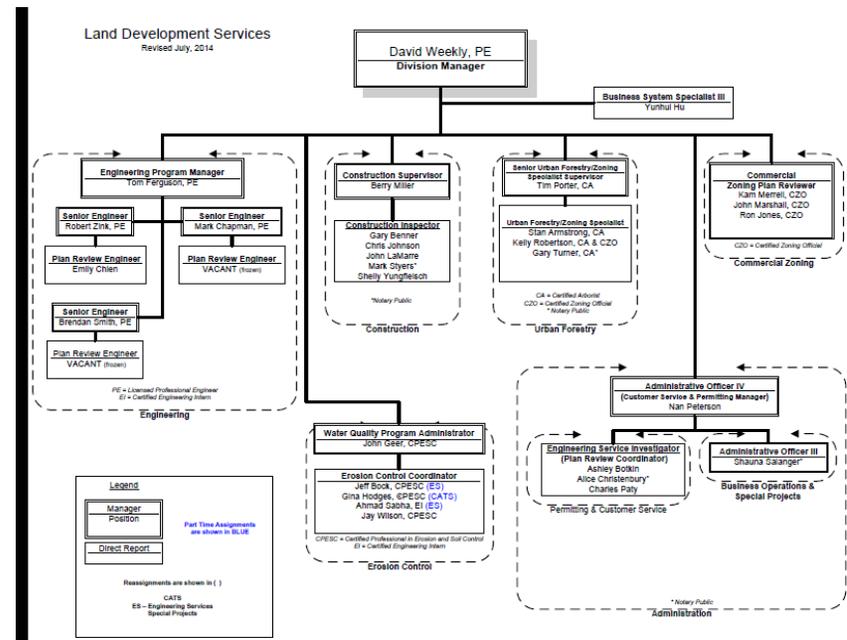




# Organization

## Organizational Structure – City Capsule

- The Land Development Division within the City’s Engineering and Property Management unit is responsible for the review and inspection of residential subdivisions and commercial development projects in order to ensure compliance with various City ordinances and standards. Land Development Services, headed by a Division Manager, is comprised of six organization units:
  - Engineering
  - Construction
  - Urban Forestry
  - Commercial Zoning
  - Erosion Control
  - Administration
- CMUD reviews, approves, and issues permits on behalf of North Carolina Department of Natural Resources for water and sewer projects throughout Charlotte, Mecklenburg County, and the six towns.
- CDOT Development Services, Land Development Section reviews all development site plans for compliance with transportation requirements and impacts.
- Development Services Technical Advisory Committee (DSTAC) acts as a sounding board for the technical implementation and governance/regulations related to development.



## Organization

### Other Key Organizational Entities/Facts

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- The Charlotte-Mecklenburg Planning Department is a joint City-County agency that provides integrated planning services to the City of Charlotte, as well as Charlotte’s extraterritorial jurisdiction. The department provides a comprehensive array of long-range planning, development services and strategic planning services to improve the quality of life in Charlotte-Mecklenburg. The Development Services Division provides regulatory services designed to help achieve the community’s vision for future growth.
  - These include managing the rezoning, subdivision and historic district processes; reviewing “urban district” site plan submittals for zoning compliance; updating the Charlotte Zoning Ordinance; administering the variance and appeals processes for the Zoning and Subdivision ordinances; and making Subdivision and Zoning Ordinance interpretations.
- City Zoning was divided in 2005 into three separate departments placing the Zoning Administration under the Planning Department, Commercial projects under E&PM, and Residential zoning and enforcement of the Zoning Ordinance under NBS.
  - Mecklenburg County Water and Land Resources Division coordinates zoning review with the respective town planning departments.
- Fire plan review for projects within the City of Charlotte is handled by the City of Charlotte Fire Department and by the Mecklenburg County Fire Marshal’s office for all other areas of Mecklenburg County.
- Charlotte-Mecklenburg Utility Department (CMUD), reviews, approves, and issues permits on behalf of North Carolina Department of Natural Resources for water and sewer projects throughout Charlotte, Mecklenburg County, and the six towns.

## Organization

### Staffing Levels

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- Staffing levels are still depressed from the recession. However the County and City have been actively working to increase hiring.
- Staffing levels, generally, remain at levels commensurate with recession workloads
  - County Code Enforcement underwent a major RIF in 2010, but were able to meet customer demand at that time
  - Recruiting is difficult as a general matter, even more difficult for inspectors given certifications required.
  - Many people left the industry during the downturn and did not return.
- Many interviews revealed a strong need for additional staffing, including:
  - Urban forestry – could use one more for plan review/inspection and zoning inspection.
  - City Fire – leanest in years, but adequately staffed.
  - GIS - need to increase staff to pre-recession times, currently relying on contractors.
  - County inspectors - Growing backlog and timeframes. Inspectors have to be certified, which can take 6 months; interpretations suffer as well; some come from softer code jurisdiction.
  - AST - has enough staff when all are present, but unplanned absences can sometimes cause lapses of coverage in all areas.
  - County IT resources – low, could use 1-2 more.
  - County plan review – suggestion for two new employees.
  - Engineering – could probably use another person.
  - Zoning - added a position, may need second supervisor.



# Organization

## Organization SWOT Assessment

- The following table provides a summary of the Organization SWOT assessment that is further detailed in the body of the document.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ Customer-friendly culture actively promoted and managed through formal customer service roles.</li> <li>▪ High customer satisfaction with direct interaction with staff.</li> <li>▪ Proactive management seeking continuous improvement.</li> <li>▪ Generally performing at, or very near stated service metrics.</li> <li>▪ “Problem-solving” attitude common in both the City and County.</li> <li>▪ Consistent engagement of industry to obtain input.</li> <li>▪ Successful cross-training efforts exhibited in both the City and the County.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Governance model does not effectively span City and County.</li> <li>▪ Lack of depth at certain functions impacting performance.</li> <li>▪ Impacts of “hidden workload,” including customer service tasks.</li> <li>▪ Inconsistent City/County communication.</li> <li>▪ Highly reactionary to escalated issues and anecdotal stories.</li> <li>▪ Varying, or inconsistent interpretation of building and fire code.</li> <li>▪ Lack of training and education on ordinances, interpretations, etc. Impacts quality, perceptions.</li> <li>▪ Cultural styles and differences between City and County impacting service quality and customer service.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Increased training and ongoing documentation of processes.</li> <li>▪ Benchmarking successful ratio of staff to workload.</li> <li>▪ Collaboratively resetting realistic expectations with customers.</li> <li>▪ Dedicated staff to guide customers through process.</li> <li>▪ Marketing/communication of City/County responsibilities.</li> <li>▪ Co-location of common functions (e.g., rezoning, commercial zoning, subdivision).</li> <li>▪ County plan reviewer/inspector pairings for increased collaboration.</li> <li>▪ Cross-training (e.g. County inspectors) and/or “back-up” training.</li> <li>▪ Clarify and document interpretation/resolution of areas in the zoning ordinances and building code that are not clearly understood.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increases in demand not met by appropriate staffing.</li> <li>▪ Cyclical and seasonal fluctuations vis-à-vis finite staff.</li> <li>▪ Lack of qualified candidates and training requirements impeding hiring.</li> <li>▪ Staff “burnout” due to perceived lack of career advancement.</li> <li>▪ Unrealistic expectations from industry/customers.</li> <li>▪ Incomplete submissions from customers.</li> <li>▪ Anecdotal stories and one-time incidents impacting image.</li> <li>▪ City/County joint efforts that fade out or are abandoned.</li> <li>▪ Ineffectively acknowledging differing objectives and cultures within organizational units.</li> </ul>



## Organization Strengths

- Generally, County and City staff are capable and effective at performing their respective responsibilities, and there is a positive attitude towards problem-solving and helping the customer.
- Customer-friendly culture actively promoted and managed in both City and County.
- High customer satisfaction with direct interaction with staff.
- Proactive management seeking continuous improvement.
- Many examples of effective intra-jurisdictional collaboration and teamwork, and pockets of inter-jurisdictional successes.
- Generally performing at, or very near stated service metrics, in spite of workforce still working at level reduced by recession.
- “Problem-solving” attitude very common in both the City and the County.
- History of engaging advisory boards to assist with technical and customer issues. Consistent engagement of industry to obtain input.
- Successful cross-training efforts exhibited in both the City and the County.

**“The division of plan review responsibilities into groups with expertise help successful reviews and inspection. Each group is a subject matter expert.”**



## Organization Weaknesses

- The County and City need to improve collaboration and coordination. Additionally, with current staffing levels, it is difficult to keep up with demand. Training can also be improved.
- Lack of depth at certain functions impacting performance and, potentially, achievement of metrics as workload increases.
- Management needs to address “hidden workload,” much of which is related to high focus on customer satisfaction activities.
- Governance model does not effectively span City and County operations,
- Inconsistent City/County communication, creating impacts that the other organization must adjust to.
- Highly reactionary to escalated issues and anecdotal stories, impacting operations and perceptions.
- Varying, or inconsistent interpretation of code; some perceptions that individuals have too much influence.
- Instances of lack of knowledge and/or negative impression of City/County counterparts.
- Industry/stakeholder advisory bodies may have unclear or misaligned role or purpose.
- Cultural issues and differences between City and County negatively impact service delivery and customer satisfaction.
- Lack of training and education on ordinances, interpretations, etc. impacts quality, perceptions.

***“Our biggest challenge is lack of communication and training on new processes that customers need assistance in navigating.”***



## Organization Opportunities

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- The County and City have an opportunity to improve customer service by focusing on providing a single point of contact, better communication and cross-training, and increasing staff levels.
- Increased training and ongoing documentation of processes, standard operating procedures, precedents, etc.
- Dedicated staff or “sherpa” that guides customers through the appropriate process.
- Marketing/communication of City/County responsibilities to educate and reduce confusion.
- Co-location of functions (e.g., zoning), increased face-to-face collaboration/human interaction.
- Plan reviewer/inspector pairings, increased collaboration to help with disagreements in interpretation. This has already worked well in the City with the pairing of City reviewers and inspectors for Erosion Control, and combination of reviewer and inspector roles into a single role for Urban Forestry.
- Cross-training (e.g. County inspectors) and/or “back-up” training .
- Addressing gray area in the ordinances which are not always addressed by code, making a determination and documenting.
- Benchmark a successful ratio of staff to workload and review on regular basis to see if additional staff is needed.
- Collaboratively resetting realistic expectations with customers.

***“Customers/citizens would prefer to call and speak to someone. The problem is, no one is designated to just answer those questions and no one knows everything.”***



## Organization Threats

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- The County and City need to address or mitigate several external and internal threats.
- Increases in demand inadequately addressed from a staffing perspective.
- Cyclical and seasonal fluctuations vis-à-vis fixed number of staff.
- Lack of qualified staff, certification and training requirements impede hiring.
- Reliance on third-party resources to supplement staff during times of high demand.
- Staff “burnout,” or attrition due to perceived lack of career advancement opportunities.
- Unrealistic expectations from industry/customers despite customer service focus.
- Incomplete submissions from customers, having City/County “do their homework” for them.
- Anecdotal stories and one-time incidents/mistakes sully reputation of City/County.
- City/County joint efforts or initiatives that fade out or are abandoned.
- Ineffectively acknowledging differing objectives and cultures within organizational units.

***“Workload can be seasonal/cyclical or have spikes due to market forces, and it can be challenging at times to keep up when spikes occur.”***

## TOPS Analysis

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Technology

Organization

**Process**

Service Levels

## Process Overview

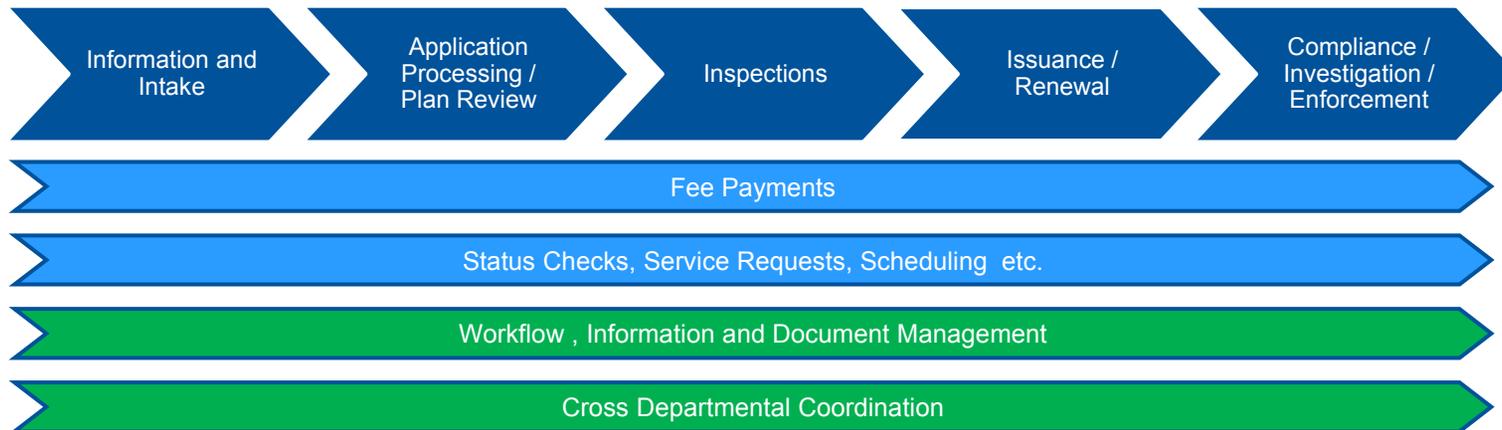
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- This section covers the Process dimension of the TOPS Analysis. It focuses on the County and City's core business processes. The subsequent slides provide an overview of the core business applications followed by a Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis.
- The Process assessment looks at processes to assess the County/City's ability to deliver services:
  - Intake
  - Plan Review
  - Inspections
  - Customer Service
- The County and City is particularly effective when there is high collaboration early in the process so that all stakeholders understand project requirements. The County/City has also made good progress in automating a lot of process and providing online services to customers.
- The County and City can improve service delivery by:
  - Simplifying intake channels.
  - Streamlining process automation to make tasks simpler and make it easier to access information
  - Establishing project requirements up-front.
  - Providing a single point of contact.
  - Increasing communication and collaboration among County/City stakeholders.

## Process

### The permitting process for any organization generally contains components of the Permitting Lifecycle

- Although different regulatory agencies have unique requirements, Gartner has observed that the process by which a permit is applied for, processed, issued and enforced generally follows a similar lifecycle. Agency services often follow all, or aspects of, this lifecycle. The lifecycle provides the framework for summarizing the County and City processes and findings.



- Lifecycle Phases** → Processes aligned with a specific phase, often unique to that phase but leverage able across different types of permit or license types.
- Customer Self - Service Activities** → Capabilities for customers to access information and conduct business transactions regardless of the lifecycle stage
- Back office activities** → Capabilities for staff to manage workflow, coordinate workload across lifecycle stages, different types of permit or license types

## Process

### Intake

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- The following steps summarize the Intake process for the County and City to accept plans and permit applications. It highlights the key similarities and differences between County and City process.
- Pre-Submittal
  - City and County both have separate preliminary review options
  - City has optional pre-submittal meetings for commercial , re-zoning, subdivision (this is more of an informal process) projects
- Intake - Multiple entry points depending on project characteristics:
  - Large and Complex Projects:
    - Hybrid Collaborative Delivery
  - Large Projects:
    - City Land Development – channels include: commercial and other large buildings and additions, parking spaces, façade work (includes multi-family); single-family; residential subdivisions
    - Establish a Letter of Agreement with City, County, and Customer to clarify responsibilities (e.g. Tanger Outlets)
  - City Commercial projects can be expedited
  - Mega
    - OnSchedule - approximately 75% of the plan reviews come in through this channel
  - Express option for fee
    - Smaller Projects:
      - CTAC
      - RTAC
    - Submitted plans are mostly electronic; RTAC still accepts paper plans
- Triage and Assign
  - Coordinator verifies application submission requirements are met and is responsible for assign the review team
  - Except for RTAC and CTAC, which reviewers will work on in a first come first serve basis (a coordinator will help set up the project prior to it being picked up by reviewers)

## Process

### Plan Review

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- The following steps summarize the plan review process for the County and City. It highlights the key similarities and differences between County and City process.
- Assign
  - Assignment and management of review tasks managed through County and City tools for respective staff
- Review
  - Reviews are performed in various plan review tools and status is tracked
  - Interpretations are documented and made available on the County website
  - Review can result in:
    - Approved (Both) – approved with no revisions needed
    - Approved as Noted (County only)– minor markups on plan
    - Interactive Review (County only) – meet with designer to resolve minor issues
    - Revise (City only) – plans need to be revised and resubmitted
    - Not Approved (Both) – follow-up is required
- There is an internal appeal process as well as a State appeal process
- Issue Permit (if applicable) once application and plan review are approved

## Process

### Inspections

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- The following steps summarize the inspections process for the County and City. It highlights the key similarities and differences between County and City process.
- Request
  - Customer must review meckpermit.com to see what holds are placed and schedule inspections.
  - County side intake channels: Outrider, IVR, AST staff assisted.
  - City side: website scheduling form, phone calls.
- Assign
  - Inspectors are assigned geographically.
  - Inspection tasks assigned by trade.
  - Supervisors make daily load balancing adjustments.
- Record Inspection Results
  - Results are sometimes recorded using iPad into County/City systems; many inspectors still prefer paper however all results are entered electronically.
    - Special process for certain 3rd party inspection results (e.g. Meck-SI system).
  - Fire enters inspection results into Fire's FDM system, but will manually release holds in POSSE.
  - If inspection fails, holds are placed on the permit.
    - County Inspections - If plans need to be revised, the design professional must start the RTAP process; City has a similar process called Revisions to Approved Plans.
  - Inspection results are typically verbally conveyed to contractor .
- “Stop-work” can be issued to resolve problems discovered during inspection.
- Once all holds are cleared, the CO/permit is issued; contractor can print online.
- Temporary Certificates of Occupancy (TCO) are often issued to allow occupancy before all holds are released.

## Process

### Customer Service (e.g. 311)

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- The County and City both handle customer service requests through different groups and processes.
- County RTAC/CTAC is first line for building code technical questions.
  - RTAC and CTAC handle ~1200 – 1700 customer phone inquiries per month.
  - City Customer Service group is first line for City.
  - The City staff handle a variety of customer calls (e.g. resolve holds, tree questions, project questions/status, etc)
- 311 routes calls to both County and City (and sometimes incorrectly).
  - There are only a handful of calls that come through 311 to RTAC/CTAC each month.
- Requests come in through phone, email, in-person.



## Process Process SWOT Assessment

- The following table provides a summary of the Process SWOT assessment that is further detailed in the body of the document.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>■ Pre-submittal meetings have been very helpful to customers.</li> <li>■ Most core processes are now supported with applications.</li> <li>■ Applications available online.</li> <li>■ Workflows to track tasks and progress.</li> <li>■ Greatly reduced amount of paper plans.</li> <li>■ Electronic capture of inspection results.</li> <li>■ Improved business analytics.</li> <li>■ Within respective roles, staff generally executes work well.</li> <li>■ Plan review process works well.</li> <li>■ Process information available on Charneck and Code Enforcement sites.</li> </ul>	<ul style="list-style-type: none"> <li>■ Process is not seamless, hampered by two systems and City/County lack of awareness of other's processes.</li> <li>■ Services can overlap creating confusion for customer (e.g. RTAC vs. OnSchedule)</li> <li>■ Customers will attempt to "game" the system to simplify process.</li> <li>■ Because the County and City focus on their own portions of a project, there is often a reactive approach in determining requirements because no one is looking at the project as a whole.</li> <li>■ Holds are a challenge for customers to manage.</li> <li>■ Variability in building code interpretations between plan review / inspectors, inspectors and other inspectors, etc.</li> <li>■ Service requests/complaints process not fully automated.</li> <li>■ Sometimes concurrent review can actually take longer than sequential (i.e. ending up circling back and forth).</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>■ Simplifying customer intake channels and adopt a service delivery model, aligning to align to customer segments.</li> <li>■ Focusing on service delivery from a customer perspective</li> <li>■ Seeking increased customer accountability to requirements.</li> <li>■ Providing a knowledge base of interpretations.</li> <li>■ Documenting and educating on process requirements.</li> <li>■ Improve City/County communication by promoting and rewarding collaboration.</li> <li>■ Documenting and measuring "hidden workload."</li> <li>■ Examine application of RTAPs to ensure correct use of the RTAP process.</li> </ul>	<ul style="list-style-type: none"> <li>■ Navigating mission and cultural differences between City and County to achieve effective service delivery.</li> <li>■ Failure to address customers "taking advantage" of system (pre-submittal meeting, initial plan review, punch lists).</li> <li>■ While striving to provide high customer satisfaction, may become too reactionary.</li> <li>■ Customer service is important, but not at the cost of public safety.</li> <li>■ Reacting to continued dramatic shifts in demand               <ul style="list-style-type: none"> <li>○ Booms / Recessions</li> <li>○ Between types of construction</li> </ul> </li> </ul>



## Process Strengths

- The County and City has made good progress to automate processes, and has had success on projects where there is a high amount of collaboration between all stakeholders.
- Pre-submittal meetings have been very helpful to customers.
- Most core processes are now supported with applications; Applications available online
  - Workflows to track tasks and progress
  - Greatly reduced amount of paper plans
  - Electronic capture of inspection results
  - Improved business analytics
- Within respective roles, staff generally executes work well.
- The actual plan review process works well. Plans examiners can perform their review and obtain small changes when needed by designers.
- A lot of great information available on Charmeck and Code Enforcement sites (e.g. “transit” process maps, etc).

***“The highest rated attribute for Satisfaction is a Process-related attribute: Commercial pre-submittal meetings help me to submit more complete and accurate plans.”***



## Process Weaknesses

- The County and City processes are bifurcated making it difficult for customers to navigate through the process. This is further exacerbated by business applications can be difficult to use and do not provide access to all information.
- Process is not seamless:
  - Customer is the workflow (e.g. submitting plans to both County and City.),
  - Hampered by two systems
  - City and County lack of awareness of other’s processes
- Services can overlap creating confusion for customer (e.g. multi-family can be OnSchedule or Mega); with internal staff it is not always clear what channels the customer needs to go down.
- Customers will attempt to “game” the system and try and get their projects categorized incorrectly to go through a simpler process.
- Reactive approach in determine requirements. Need to be able to determine requirements up-front, understand all department interests in the project, and coordinate schedules.
- Holds are a challenge for customers to manage
  - There is an NCDOT hold for City plan review, which can often create delays for the customer
  - ~20 inspections a day are related to holds the customer “just found out about”; more problematic ones include Health, Sanitation, Stormwater
- Variability in code interpretations between plan review and inspectors, as well as inspectors and other inspectors.
- Difficult to keep up with inspection demands; inspection time slots insufficient for service required (one-hour to inspect multiple units)
- Inspections result quality varies; also County side cannot capture photos/videos easily.
- Design of applications that support processes could be more efficient.
- Service requests/complaints process would benefit with better automation and tracking.
- Sometimes concurrent review can actually take longer then sequential (i.e. ending up circling back and forth).

***“Better interdepartmental communication. Plan review – great by themselves. Permit team – great by themselves. Zoning – same. Put them all together so that they flow together. Now they are all islands with rope bridges .”***



## Process Opportunities

- The County and City have an opportunity to improve customer service by simplifying customer intake channels, and adopt a service delivery model.
- Focus on service delivery from a customer perspective
  - Customers don't know the path to achieve an outcome, are surprised by what seem to be last-minute requirements
  - City/County don't know what the other silo's process steps, who to call
- Additional clarity for County processes both internally and externally.
- Streamline customer channels. Experienced customers typically understand what services are available and where to go, but not those new to Mecklenburg-Charlotte
- More accountability by customer in terms of requirements, using the process, mistakes made, crying wolf.
- Provide an easily accessible / searchable knowledge base of interpretations.
- Document and educate on process requirements.
- Development of roles, relationships and responsibilities agreement with customers to improve performance.
- County established a professional certification program in 2008 that allows professionals to certify themselves to seal plans. However, there is low adoption of this possibly due to the professional being held accountable.
- Provide better City/County communication and human contact.
- Document and measure "hidden workload" (e.g., price of customer service).
- Determining what should qualify as RTAP, and concerns that RTAP takes weeks; current field driven RTAPS are < 24%.
- "Interpretation" is often a misused term. It should be strictly for interpretation of the code (i.e. the grey areas) to ensure future consistency in applying the code.

***"The county offers a number of service streams to meet the needs of many types of customers. The struggle arises in that the sheer volume of choices, and understanding the difference between them, can be overwhelming for customers."***



## Process Threats

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- The County and City need to balance out competing priorities when dealing with customers. Additionally, business cycles have a major impact on operations.
- Customers taking advantage of system (pre-submittal meeting, initial plan review, punch lists).
- While striving to provide high customer satisfaction, County/City may become too reactionary.
- Customer service is important, but not at the cost of public safety.
- Continued dramatic shifts in demand
  - Booms / Recessions
  - Between types of construction

***“It is important to note that the role of an enforcement agency, by its very nature, must create friction when ‘on time’ and ‘on budget’ mean ‘not up to code.’ This is our biggest challenge in maintaining a comfortable relationship with our customers.”***

## TOPS Analysis

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Technology

Organization

Process

**Service Levels**

## Service Levels

### Overview

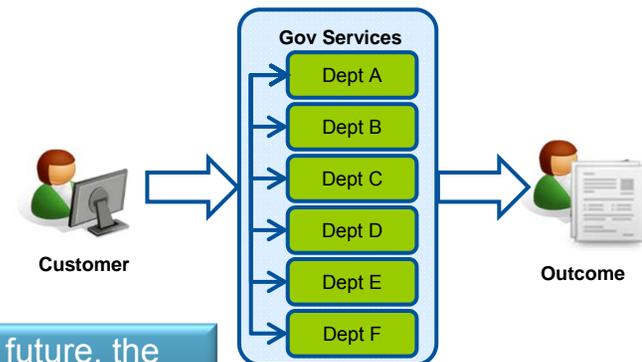
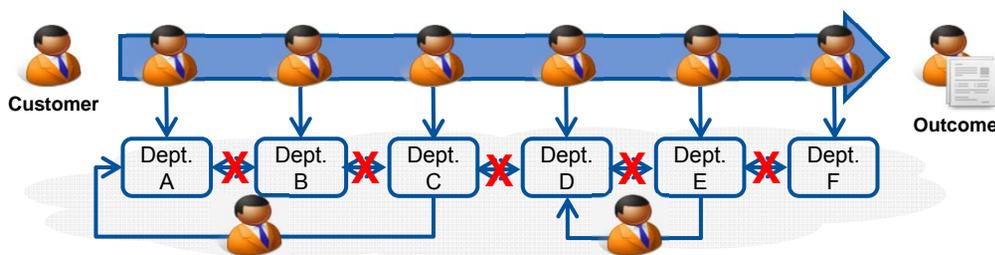
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- This section covers the Service Levels dimension of the TOPS Analysis. It focuses on how well the County and City are able to provide public services, including customer satisfaction and key metrics to measure performance. The subsequent slides provide an overview of the core business applications followed by a Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis.
- The Service Levels assessment looks at several areas to assess the County/City's ability to deliver services:
  - Metrics
  - Understanding of the customer
  - Customer satisfaction
- The County and City has established process rigor that is monitored through several metrics. Generally, customers are happy with the level of service when working with individuals.
- The County and City can improve service delivery by:
  - Establishing metrics that measure hidden workload, and better represent customer satisfaction.
  - Provide a “sherpa” as the main point of contact to guide customers through their project.
  - Increasing hiring and training.

# Service Levels

## Leading Practices for Successful Service Delivery

- The County and City would benefit by following these common practices:
  - Focus on process commonalities, avoid ‘spinning’ on accommodating unique or lower-priority tasks
  - Document interdepartmental processes, including responsibilities and touch points
  - Improve performance management and accountability through transparency and operational level agreements
  - Ensure business needs drive technology solutions, rather than technology limitations driving process
  - Eliminate redundant collection of constituent information to reduce duplicate data and compromised data integrity
  - Consider a consolidated public-facing portal for customers to manage the requested service(s)



Today, the customer is often responsible for driving the process. In the future, the customer should expect a well-defined service with defined expectations.

## Service Levels

### County Metrics

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- The County measures and tracks a variety of performance metrics. These metrics are used by management to monitor and optimize operation, and some are also shared with industry stakeholders. The list below is not intended to be a comprehensive list, but is representative of key metrics.
- Applications Received, by Project Type
- Total Certificates of Occupancy
- Fees Collect, by Project Type
- Total Complaints
- Construction Valuation
- Permits
  - Building Permit Revenue vs. Projected
  - Permit Revenue
  - Total Issued (Residential, Commercial, Other)
- Inspections
  - Total requested
  - Total performed
  - Response Time
  - On Time %
  - First Pass %
  - Failure Rates
- CTAC / RTAC
  - Total First reviews
  - Approval rate
  - % OnSchedule and Express
- OnSchedule
  - Total First reviews
  - OnTime/Early All Trades
  - OnTime/Early BEMP
  - First cycle approval
- Plan Review
  - Plan Review Lead Times for OnSchedule Review (10-14 days)
  - Plan Review Lead Times for CTAC and RTAC Review (5 days)
  - Townhouse plan review (10 days)
- Customer Service Requests:
  - % of calls answered within 3 rings (ACD line tracks)
  - % residential single trade permits issued with 24 hours

## Service Levels

### City Metrics

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- The City measures and tracks a variety of performance metrics. These metrics are used by management to monitor and optimize operation, and some are also shared with industry stakeholders. The list below is not intended to be a comprehensive list, but is representative of key metrics.
- Total FTEs
- Plan Review
  - Total Reviews
  - Reviews by Unit (Engineering, UF/Zoning, Erosion Control, Zoning)
  - Reviews/FTE per day/month/year
  - Review Cycles by project type (2.5 cycles – doesn't account for hidden workload)
  - Percentage of Task Review On-Time
- Inspections
  - Total Inspections
  - Inspections/FTE per day/month/year (Construction, UF/Zoning, Erosion Control)
- Sureties on File
- Admin Total Plan Submissions & Resubmissions
- Other
  - Count 'occurrences' (e.g. by development type)

## Service Levels

### Customer Segmentation...

- The City and County collectively serve a group of customers that collaborate on projects. Understanding the customers' priorities, needs, and challenges will enable the County and City to deliver quality services.

Customer Group	Primary Outcome(s) Desired	City/County	Common Issues
Citizens	Information, understanding, protection of own property, property values, rapping out neighbors (complaints)	Both	Time consuming; misconceptions (e.g. complaint about a project, but intention is just that they don't like it); very persistent complainants (will get walk-ins)
Homeowners	Property value, get CO to meet closing dates, sell house that doesn't have appropriate permits,	County	Big County issue; a lot of hand-holding
Architects	Plan review approval; issued building permits	Both	Non-compliant plans; owner pushes architect who gives 80% drawings and staff ends up 'punch-listing' plans; site constraints so can't meet code; catch me if you can (i.e. owners push architects to go below min code to force County to catch); lack of knowledge of engineering reqs., entitlements, zoning reqs needing a lot of interpretation advice
Engineers	Plan review approval; issued building permits	Both	Special skillsets required (e.g. civil engineer); varying levels of knowledge (e.g. right of way); submit bare min and rely on review markups – end up spending a lot of time with owner going down list of ordinances and explain reasoning

## Service Levels

### Customer Segmentation (cont.)

- The City and County collectively serve a group of customers that collaborate on projects.

Customer Group	Primary Outcome(s) Desired	City/County	Common Issues
Commercial Builders (Established)	Want building permit / CO; timely inspections;	Both	Want someone to manage their project (City/County); will use relationships to escalate
Commercial Builders (New)	Want building permit / CO; timely inspections;	Both (City inspectors)	Doesn't always understand process (e.g. comparative analysis from other jurisdictions); submitting help requests (specific code questions, etc) through wrong channel such as feedback button on website
Residential Builders	Want building permit / CO; timely inspections;	Both	Unrealistic expectations of speed (get CO in a week); will go ahead and do work (ask forgiveness later); doesn't understand City engineering holds on new homes; doesn't understand purpose of and process for bond
Contractors	Pass inspection; get permits/CO issued; speed very important (e.g. open cut road needs to be closed quickly)	Both	Experience and competency can be an issue; partner up with owner and start value engineering the design – departure from the architect to try and save money (can become RTAP if there is too many differences)

## Service Levels

### Customer Segmentation (cont.)

- The City and County collectively serve a group of customers that collaborate on projects.

Customer Group	Primary Outcome(s) Desired	City/County	Common Issues
Owners/Developers	Low cost; fast project delivery; flexibility of design	Both (City during entitlement)	Disconnected relationship with contractor/arch/eng; unrealistic expectations; special treatment for some projects (e.g. large business for economic development)
Small Business Developers	Permits issued; speed; cost	Both	Lots of hand holding due to lack of understanding; doesn't realize issues with site/building need to be addressed; parking requirements
Surveyors	Plats approved	Mostly City	Want it faster; handholding
Elected Officials / County Manager	Speed; "make it happen"	Both	Pressure to "work with them"; economic development focus
Realtors/Brokers	Permits issued; speed	Both	Spend a lot time to deal with; handholding; don't want to use online systems; prefer to talk to someone



## Service Levels

### Service Levels SWOT Assessment

- The following table provides a summary of the Service Levels SWOT assessment that is further detailed in the body of the document.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ Established metrics that are consistently measured and achieved.</li> <li>▪ Generally performing at, or very near stated service metrics, in spite of recession-level staffing.</li> <li>▪ Customer-friendly culture actively promoted and managed.</li> <li>▪ Work ethic and willingness to improve despite negative feedback that could impact morale.</li> <li>▪ High customer satisfaction with direct interaction with staff.</li> <li>▪ Collaborative efforts have been well-received by industry.</li> <li>▪ “Problem-solving” attitude common in both the City and County.</li> <li>▪ Consistent engagement of industry to obtain input.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Metrics can be improved to better measure workload.</li> <li>▪ Metrics may not be aligned with what is important to industry/customers</li> <li>▪ Cycle time not comprehensive (e.g. include NCDOT)</li> <li>▪ Despite establishment of metrics, service level objectives for common outcomes are not communicated to customers.</li> <li>▪ Strong impression and anecdotal stories of varying or inconsistent interpretation of building code.</li> </ul> <p>From customers perspective, inspection wait is too long</p> <ul style="list-style-type: none"> <li>▪ Perception of poor attitude as well as perception that individuals have too much influence/not motivated to find solutions.</li> <li>▪ Customer fear of retribution (i.e. negative impacts to future projects) for escalating service issues or “crossing’ individuals.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Collaboratively reset expectations with customers.</li> <li>▪ Aligning metrics/KPIs with industry standards and other jurisdictions.</li> <li>▪ Increase data analysis for purposes such as Quality Control.</li> <li>▪ County including City in execution of Customer Resource Center.</li> <li>▪ Revisit premium services and fees to align with customer priorities and increase stakeholder accountability.</li> <li>▪ Pursue more collaborative technologies (e.g., Webex for plan review) to increase interactions and effective communication.</li> <li>▪ Promote industry ‘self-policing’ to track offenders</li> <li>▪ Conduct workload analysis to document “hidden workload.”</li> <li>▪ Proactively forecast demand to help with staffing projections.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Failing to address the specific differences in customer types and trying to treat them all in the same manner.</li> <li>▪ Unrealistic expectations from industry/customers despite customer service focus.</li> <li>▪ Comparative experiences in other jurisdictions “fueling the fire” of dissatisfaction.</li> <li>▪ Continued affirmation that “going around the process” is the best way to achieve desired outcomes.</li> <li>▪ Long hiring cycles failing to keep up with demand.</li> <li>▪ Unwillingness of industry to compromise or prioritize to realize improvement objectives.</li> </ul>



## Service Levels Strengths

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- Generally, customers are pleased with interactions with County/City staff. The County/City have established rigor in measuring productivity, and seek to improve by reaching out to industry.
- Established metrics that are consistently measured, achieved, and promoted to industry and internal management.
- Generally performing at, or very near stated service metrics, in spite of workforce still working at level reduced by recession.
- Customer-friendly culture actively promoted and managed in both City and County.
- High customer satisfaction with direct interaction with staff.
- Pre-application meetings and other collaborative efforts have been well-received by industry.
- “Problem-solving” attitude very common in both the City and the County.
- History of engaging advisory boards to assist with technical and customer issues. Consistent engagement of industry to obtain input.
- Work ethic and willingness to improve despite negative feedback that could impact morale.

***“Overall the people are pleasant. They are good to work with. ”***



## Service Levels Weaknesses

- Metrics can be improved to better measure customer service and workload. The County and City also faces challenges in addressing negative customer perceptions.
- Metrics may not be aligned with what is important to industry/customers (e.g., cycle time)
- Cycle time should be comprehensive of all stakeholders (e.g. NCDOT, Health, Environmental Protection, etc)
- Despite establishment of metrics, service level objectives for many common outcomes/services are not proactively communicated to customers.
- “Hidden” workload such as phone calls for assistance are not formally measured or managed.
- Strong impression and anecdotal stories of varying, or inconsistent interpretation of code.
- Perception/reports of poor attitude as well as perception that individuals have too much influence/not motivated to find solutions.
- Highly reactionary to escalated issues and anecdotal stories, impacting operations and perceptions.

***“The thing that is really frustrating is to hear the senior leadership claiming metrics, and we are doing it better and faster than everybody else.”***



## Service Levels Opportunities

- The County and City would benefit from establishing a dedicated customer point of contact, establish metrics to measure quality and customer satisfaction, increase collaboration, and better forecasting.
- Collaboratively resetting expectations with customers; developing a Service Compact on each 'side of the counter' as a commitment to adhere to certain standards in performance related to timeliness, content, organization, accuracy, and mutual respect.
- Dedicated staff or “sherpa” that guides customers through the appropriate process.
- Marketing/communication of City/County responsibilities to educate customers and reduce confusion.
- Aligning metrics/KPIs with industry standards and other jurisdictions as well as industry/customer priorities
- Data analysis to do more, such as establishing Quality Control metrics.
- Formally include City in design and execution of the Customer Service Center
- Revisiting premium services and fees to align with customer priorities, increase stakeholder accountability.
- Pursue more collaborative technologies (Webex for plan review) to increase interactions and communication.
- Co-location of functions (e.g., zoning), increased face-to-face collaboration/human interaction.
- Plan reviewer/inspector pairings, increased collaboration to help with disagreements in interpretation.
- Industry ‘self-policing’ to track offenders bucking the system; County Inspections have a “bad-actor” program.
- Conduct workload analysis to document “hidden workload.”
- Forecast demand to anticipate and align processes/staff.
- Monitor and analyze customer portal activity to identify areas for improvement.

***“It would be beneficial to have one person to work with (on the City and/or County side) throughout the entire project. Someone in this position should view their role as being an advocate”***



## Service Levels Threats

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- The County and City need to address a variety of external issues:
  - Unrealistic expectations from industry/customers despite customer service focus.
  - Comparative experiences in other jurisdictions “fueling the fire” of dissatisfaction.
  - Incomplete submissions from customers, and having City/County “do their homework” for them.
  - Anecdotal stories and one-time incidents/mistakes sully reputation of City/County.
  - Failing to address the specific differences in customer types and trying to treat them all in the same manner.
  - Continued affirmation that “going around the process” is the best way to achieve desired outcomes.
  - 311 requests and impacts to workload and customer service perception.
  - Long hiring cycles failing to keep up with demand and impacting customer service/perceptions.
  - Unwillingness of industry to compromise or prioritize to realize improvement objectives.

## Future State Vision

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## Future State Vision

### Overview

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- Development of a common vision for the future of land development and building construction services in Charlotte, Mecklenburg County and the surrounding Towns is essential to forging a path forward.
- Accompanying the vision are agreed upon guiding principles, which govern future decisions and help ensure that fundamental aspects of the future vision are maintained throughout the transformation process.
- With this vision and guiding principles in mind, specific recommendations have been offered by Gartner to help the City and County achieve its vision and transform into a model for development services, and a business and employee-friendly location second to none.
- Inputs into the vision include direct feedback from internal and external stakeholders, individual departmental and jurisdictional goals, and best practices from other jurisdictions.
- A powerful validation of the keys to success was achieved through an exercise with City and County leadership and staff, asking each to anonymously identify the top three keys to success. As can be surmised on the next slide, the results show extremely strong agreement on what is required to succeed.

## Future State Vision

### City and County Management and Staff Are in Strong Alignment in Terms of Keys to Success...

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#### ■ Vision/Mission/Culture

- Common vision for development
- Confirm (if true) that City and County each operate from an implied goal of economic development
- One City/County set of core values/customer service values
- The desire to build in Char-Meck
- Efficient (technology, staff, process)
- Partnership attitude
- Willingness to change (don't think 'our' way is the only or best way)
- Collaborative/being accountable
- Common focus for all involved
- Collaborative
- Being one unit – seamless system
- Departments have abilities to work together for common goal
- Positive impression/community of choice for new residents/businesses/development

#### ■ Communication

- Better communications between City/County
- Open communications between all agencies
- Clean communication between jurisdictions
- Better communication between all permitting agencies
- Constant communication
- Open lines of communication for customers
- Clear two-way communication between customer and jurisdiction

#### ■ Service

- Uniform customer service (gap exists between City and County)
- Less bouncing around of customers between agencies
- Comprehensive customer services goal(s)
- Logical, specific, reasonable goals
- More applicable performance metrics for permitting activities
- Understanding the customer expectations
- Clean process for various levels of customer service and system for triage
- Customer-focused
- Customer service
- Consistent customer service
- Manage customer expectations
- Reset customer expectation
- Seamless customer service
- Multi-level service provision – don't treat weekend warrior like major construction company
- Clear expectations of the customer and the service provider

## Future State Vision

### City and County Management and Staff Are in Strong Alignment in Terms of Keys to Success (cont.)

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#### ■ Technology

- One City/County technology solution
- Technology – better integration
- Common City/County systems
- Technology integration
- Consistent, shared 'gold standard' data
- Stay ahead of customers on demand for use of technology in providing service
- Technology consolidation
- Common operating systems
- Increased technological integration between City departments and City/County organizations
- Open data
- Systems that are user friendly

#### ■ Organization

- Technology can't solve everything, organizational changes need to occur
- Technology/resources
- Adequate resources/staffing
- Single governance (single decision makers)
- Buy-in from management at all levels from division to department to City to manager and council/commission
- Dedicated resources for plan review
- Freedom and support to innovate in the quest to raise the bar (tech, process, etc.)
- More involvement in plan review stage by field inspectors

#### ■ Process

- Collaborative project management
- City/County seamless work flow processes
- Single point of service for customers
- Seamless and user friendly
- One-stop shop
- Better communications between City/County
- Clear expectations (for staff and dev. comm)
- Clear definition of responsibilities for overlapping areas of responsibility
- Consistent measures of success/objectives /targets across departments/agencies
- Effective enforcement of requirements (Building code and local ordinances)
- Unified system, clear path through process
- Efficient, effective development/building process
- Seamless process for the customer
- Easy to use processes – simplify
- Seamless
- Common workflow

## Future State Vision

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

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- 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

## Future State Vision

### A New Vision Statement to Inspire Change

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- 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

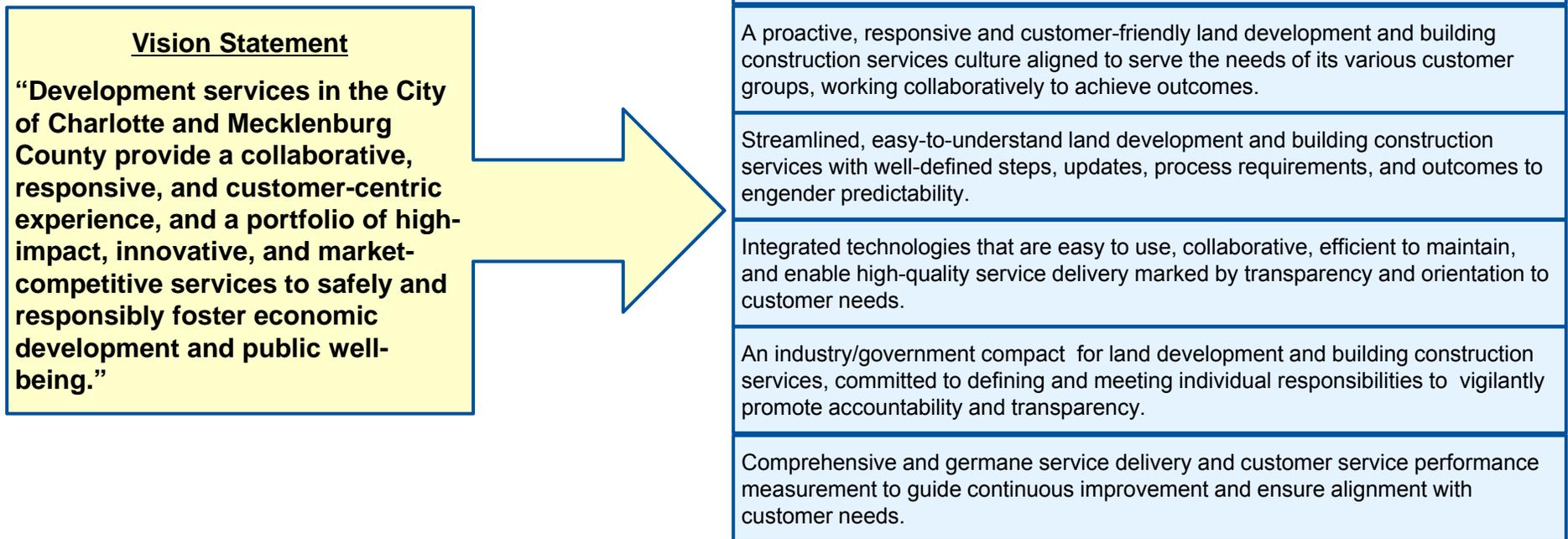
**“Development services in the City of Charlotte and Mecklenburg County provide a collaborative, responsive, and customer-centric experience, and a portfolio of high-impact, innovative, and market-competitive services to safely and responsibly foster economic development and public well-being.”\***

\*This will be further refined by the City and County during implementation of governance recommendations.

## Future State Vision

### 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

### The Vision can be Achieved Through Execution of Strategic Recommendations

Element of the Future Vision	Corresponding Recommendation(s)
A seamless City/County land development and building construction services partnership, organized, governed and incentivized to provide high-quality service delivery that consistently exceeds customer expectations.	<b>1. Create Unified Development Services Governance Structure to Enable Improvements</b>
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.	<b>2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments</b> <b>3. Orchestrate Cultural Shift and Enhance Partnership with Industry</b>
Streamlined, easy-to-understand land development and building construction services with well-defined steps, updates, process requirements, and outcomes to engender predictability.	<b>4. Simplify, Educate, and Establish Accountability on Delivery of Development Services</b>
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.	<b>5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency</b>
An industry/government compact for land development and building construction services, committed to defining and meeting individual responsibilities to vigilantly promote accountability and transparency	<b>6. Improve Consistency of Code Interpretation and Application</b>
Comprehensive and germane service delivery and customer service performance measurement to guide continuous improvement and ensure alignment with customer needs.	<b>7. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability</b>

- Each recommendation, and the sub-recommendations that comprise them, are provided on the subsequent slides.

## Strategic Recommendations

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## Strategic Recommendations

### Translating Recommendation Requirements to Projects and Programs

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- Gartner defined several strategic recommendations aligned to each primary theme to identify *what* the City and County must accomplish in order to address key challenges and ultimately achieve its vision. Each strategic recommendation includes:
  - The rationale for the specific recommendation.
  - Discrete requirements that define completion of the recommendation.
- Gartner's recommendations align with the City's\* published initiatives and County initiatives to improve:
  - Customer Service
  - Ordinances, Policies, and Procedures
  - Partners and Stakeholders Collaboration
  - Technology
  - Staff Development
- Gartner will subsequently develop a series of discrete programs that collectively meet all of the recommended requirements and provide the City and County the list of activities that will lead it to successful implementation of the recommendations.
- Each program will map back to recommendation requirements to ensure that each theme can be addressed.

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\* <http://charmeck.org/development/pages/DSAI.aspx>

# Strategic Recommendations

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

Theme	Description
<b>1. Current Governance Structure does not Promote City and County Collaboration</b>	Currently there is a lack of formalized coordination and collaboration between the City and County. 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.
<b>2. Despite High Emphasis on Customer Service, a Misalignment with Customer Expectations Still Exists</b>	Both the City and the County aggressively pursue good customer service 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.
<b>3. Organization Cultural Issues Impair Customer Satisfaction and Effective Service Delivery</b>	A significant degree of dissatisfaction expressed by customers, supported by a number of cogent examples via interviews and detailed information from the Customer Survey Study conducted by Customer Service Solutions, Inc, reveals organization cultural issues that impact service delivery which have led to negative customer perceptions that warrant attention.
<b>4. Unknown, Disconnected and Misunderstood Process/Service Requirements Negatively Impact Customers as well as Internal Staff</b>	Customers often require significant education on processes and “hand holding” due to confusion resulting from a bifurcated City and County process, customers' lack of knowledge of project requirements, and dealing with multiple systems and public portals. City and County staff are also negatively impacted by having to take time to respond to customer inquiries.
<b>5. Redundant, Non-integrated Technology Systems Compound Process and Customer Service Issues</b>	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.
<b>6. Ongoing Debate of Building Code/Land Ordinance Interpretation Consistency vs. Customer Responsibilities Fosters Unproductive Tension and Mistrust</b>	Many reports of “he said/she said” accusations related to consistency of internal staff regarding building code (e.g., building code / fire plan reviewers and inspectors) and diligence of customers (e.g., ignoring/unaware of code, failing to address plan review comments) negatively impacts City and County image. Regarding City land ordinances, there is less of a consistency issue, but customers feel planned changes need to be better communicated.
<b>7. Metrics Do Not Measure Total Customer Experience and Fail to Address Quality and Full Workload</b>	The key metrics used by the City and County do not effectively measure quality of service or 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. cycle time).

# Strategic Recommendations

## Each Theme is Addressed by a Recommendation

Theme	Recommendation Mapping
1. Current Governance Structure does not Promote City and County Collaboration	<b>1. Create Unified Development Services Governance Structure to Enable Improvements</b>
2. Despite High Emphasis on Customer Service, a Misalignment with Customer Expectations Still Exists	<b>2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments</b>
3. Organization Cultural Issues Impair Customer Satisfaction and Effective Service Delivery	<b>3. Orchestrate Cultural Shift and Enhance Partnership with Industry</b>
4. Unknown, Disconnected and Misunderstood Process/Service Requirements Negatively Impact Customers as well as Internal Staff	<b>4. Simplify, Educate, and Establish Accountability on Delivery of Development Services</b>
5. Redundant, Non-integrated Technology Systems Compound Process and Customer Service Issues	<b>5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency</b>
6. Ongoing Debate of Building Code/Land Ordinance Interpretation Consistency vs. Customer Responsibilities Fosters Unproductive Tension and Mistrust	<b>6. Improve Consistency of Code Interpretation and Application</b>
7. Metrics Do Not Measure Total Customer Experience and Fail to Address Quality and Full Workload	<b>7. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability</b>

## Strategic Recommendations

### Summary of Recommendations...

- Gartner has defined seven key recommendations that are detailed by a number of supporting recommendations as summarized in the table below.

Recommendation	ID	Supporting Recommendation
<b>1. Create Unified Development Services Governance Structure to Enable Improvements</b>	1-1	Establish Unified Development Services Committee
	1-2	Revisit and Reorient Role of BDC and DSTAC
<b>2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments</b>	2-1	Develop Customer Personas Jointly with Customers
	2-2	Improve City and County Collaboration in Providing Customer Service
	2-3	Enhance Customer Facilitator Role
	2-4	Establish Customer Service Supporting Technologies
<b>3. Orchestrate Cultural Shift and Enhance Partnership with Industry</b>	3-1	Foster Mutual Understanding of Roles and Responsibilities, and Issues
	3-2	Reset Industry and Government Relationship
	3-3	Publish Educational Materials and Provide Training to Enable Customers to Meet Their Responsibilities
	3-4	Measure Improvements in Culture
<b>4. Simplify, Educate, and Establish Accountability on Delivery of Development Services</b>	4-1	Implement Short-term Process Improvements
	4-2	Establish Customer-Centric Unified Service Delivery Models
	4-3	Increase Staffing Levels to Address Current and Future Workload Demand
	4-4	Provide Improved Access to Development Services Information and Educational Tools
	4-5	Conduct Analysis of Co-location Options for City and County Staff

## Strategic Recommendations

### Summary of Recommendations (cont.)

- Gartner has defined seven key recommendations that are detailed by a number of supporting recommendations as summarized in the table below (cont.).

Recommendation	ID	Supporting Recommendation
<b>5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency</b>	5-1	Establish Joint Development Services IT Governance to Make Shared Application Decisions
	5-2	Implement City and County Short Term Enhancements to Permitting Systems
	5-3	Develop a City and County Portal Strategy
	5-4	Integrate or Consolidate City and County Permitting Systems and Plan Review Systems
	5-5	Establish a Joint Program Management Office to Maintain Shared Applications
<b>6. Improve Consistency of Code Interpretation and Application</b>	6-1	Improve Consistency between County Inspector and County Plan Reviewers
	6-2	Communicate Building Code Interpretation and City Zoning Ordinance Application/Changes
	6-3	Train on Building Code Interpretations
	6-4	Coordinate Interpretation Issues with State Codes Agency
<b>7. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability</b>	7-1	Enhance and Market Performance Metrics to Improve Productivity and Timeliness
	7-2	Establish Quality Control and Accountability Metrics
	7-3	Establish Customer Satisfaction Metrics

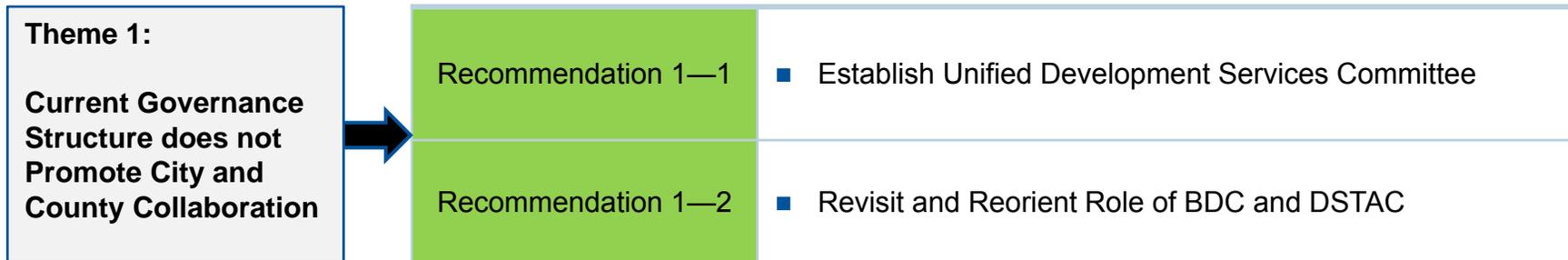
## Recommendation 1

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### Create Unified Development Services Governance Structure to Enable Improvements

# 1. Create Unified Development Services Governance Structure to Enable Improvements

## Effective Governance Requires Establishing Domains, Authority, and Structure



- Currently there is a lack of formal 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.

# 1. Create Unified Development Services Governance Structure to Enable Improvements

## Effective Governance Requires Establishing Domains, Authority, and Structure

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- Currently, there is a lack of coordination and collaboration between the City and the County. Governance does not effectively span City and County resulting in disjointed efforts that should be performed collaboratively, from execution of daily tactical operations to strategic initiatives.
- Gartner identifies three key components to enable effective governance:

### 1. What decisions need to be made?

... decisions about major **operational domains**

POLICY & STANDARDS – OPERATIONS– TECHNOLOGY–INVESTMENT–  
RESOURCING – ACQUISITION – PRIORITIZATION – IMPLEMENTATION –  
OPERATIONS & SUPPORT

### 2. Who has decision input and authority rights?

... rights are exercised in different **governance styles**

CENTRALIZED– FEDERATED – DIFFUSED

### 3. How are the decisions formed and enacted?

... multiple **mechanisms** make governance work

EXECUTIVE SPONSORS – PROGRAM COMMISSION– JOINT ADVISORY  
BOARD – PROGRAM OFFICE – INDUSTRY GROUPS – PROCESS TEAMS

# 1. Create Unified Development Services Governance Structure to Enable Improvements

## Effective Governance Requires Clear Roles and Responsibilities

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- Decision Roles & Responsibilities – The “RACI” concept is based on individuals and groups being characterized as Responsible, Accountable, Consulted, or Informed with respect to certain tasks or decisions.
- A RACI model can be used to clearly define the parties with decision inputs and decision authority, including who is Responsible, Accountable, Consulted, and Informed.
  - Decision Input Rights: Input rights give stakeholders the right to influence decisions made with respect to a specific decision domain.
  - Decision Authority Rights: Decision authority rights give stakeholders the right to make decisions and be accountable for decisions with respect to a specific decision domain.

<b>R - Responsible</b>	The individual(s) who actually completes the task, the doer. This person is responsible for action, for implementation. Responsibility can be shared.
<b>A - Accountable</b>	The individual who is ultimately responsible. Includes yes/no authority and veto power. Only one A can be assigned to a function.
<b>C - Consulted</b>	The individual(s) to be consulted prior to final decision or action. This incorporates two-way communication.
<b>I - Informed</b>	The individual(s) who need to be informed after a decision or action is taken. This incorporates one-way communication.

# 1. Create Unified Development Services Governance Structure to Enable Improvements

## Governance Mechanisms Enable Action

- There are a number of common governance mechanisms that can be employed, depending on the objectives, culture and other external factors at play. A summary of common mechanisms, aligned to the overall desired objective, are introduced below.

Governance Mechanisms	Current City/County Groups Providing Governance	Objective
Executive Committee	<ul style="list-style-type: none"> <li>■ City/County/Town Manager's Offices</li> </ul>	<ul style="list-style-type: none"> <li>■ Take a holistic view</li> </ul>
Leadership Committee	<ul style="list-style-type: none"> <li>■ City/County Department Executives</li> </ul>	<ul style="list-style-type: none"> <li>■ Focus on driving value</li> <li>■ Coordinate across the enterprise</li> </ul>
Joint Committee	<ul style="list-style-type: none"> <li>■ None; handled on as needed basis</li> </ul>	<ul style="list-style-type: none"> <li>■ Focuses on initiatives spanning multiple stakeholders</li> </ul>
Operations Committee	<ul style="list-style-type: none"> <li>■ Subject Matter Experts from City/County Departments</li> </ul>	<ul style="list-style-type: none"> <li>■ Collaborate on improvement initiatives</li> <li>■ Take a process view</li> </ul>
Business/IT Relationship Managers	<ul style="list-style-type: none"> <li>■ City/County Department Managers</li> </ul>	<ul style="list-style-type: none"> <li>■ Ensure feedback, effective improvements</li> </ul>
Intergovernmental agreements	<ul style="list-style-type: none"> <li>■ County operating agreement</li> </ul>	<ul style="list-style-type: none"> <li>■ Clarifies responsibilities and expectations</li> </ul>
Service Level Agreements	<ul style="list-style-type: none"> <li>■ IT Service Level Agreements</li> </ul>	<ul style="list-style-type: none"> <li>■ Specify, measure IT and business services</li> </ul>

# 1. Create Unified Development Services Governance Structure to Enable Improvements

## 1-1 Establish Unified Development Services Committee...

Recommendation 1—1	Establish Unified Development Services Committee
<b>Rationale</b>	The Current State Assessment identified several opportunities that require collaboration, and joint decision making between City and County departments. 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.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must form a unified development services committee chartered to oversee and manage City and County development services.</li> <li>2. The unified development services committee will be responsible for defining the vision, and implementing recommendations for improvement (e.g. drive the recommendations captured in this document) in order to achieve the defined vision.</li> <li>3. The unified development services committee must identify appropriate membership of governance body, cadence of meetings and other execution elements.</li> <li>4. The unified development services committee must establish the governance processes for reviewing and approving recommendations.</li> <li>5. The unified development services committee must establish a process that allow stakeholders to voice the importance of their projects and initiatives during the project funding and prioritization processes. This must also include a communications plan that describes the communications and involvement of all pertinent stakeholders.</li> <li>6. The unified development services committee must create sub-committees, as necessary, to research and address specific domains, such as technology, and serve as liaisons that can provide recommendations to the new governance body.</li> </ol>

- Without this committee, it is unlikely that the subsequent recommendations outlined in this document can be successfully implemented to realize their full potential benefit. This committee would consider the full spectrum of means to address potential organizational, operational and governance improvements to formalize City and County collaboration to ultimately improve development services.
- The Unified committee governance structure, along with other alternative governance options, are described further in the subsequent slides for the City and County's consideration.

# 1. Create Unified Development Services Governance Structure to Enable Improvements

## 1-1 Establish Unified Development Services Committee (cont.)

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- 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, and 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 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. Benefits of this committee include:
  - 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 to services uneven adding to confusion on part of consumers.
  - Confusion and uneven service if not well coordinated.

# 1. Create Unified Development Services Governance Structure to Enable Improvements

## 1-1 Establish Unified Development Services Committee (cont.)

- The Committee will in some cases have decision-making authority, and in others will develop recommendations to other bodies with decision-making authority. While the City and County will make ultimately determine the best mix of decision-making vs. recommendation-providing powers, leverage previous models used in the past (e.g., MTC), Gartner has placed a green star next to the domains, at a minimum, where the Committee should aim to possess decision-making authority.

<b><u>Domain</u></b>	<b><u>Responsibilities</u></b>
★ <b>Policy</b>	Guidance and approval regarding operating policies.
★ <b>Operations</b>	Definition and signoff on services, processes, standards, and other aspects of delivery of development services
<b>Investment</b>	Investment identification, rate setting, etc.
★ <b>Technology</b>	Definition and approval of technical choices and standards
<b>Resourcing</b>	Allocation of people and funds
<b>Acquisition</b>	Acquisition of services, assets, etc.
★ <b>Prioritization</b>	Identification of priorities, met through implementation
★ <b>Implementation</b>	Successful execution of initiatives, programs and projects

# 1. Create Unified Development Services Governance Structure to Enable Improvements

## 1-1 Establish Unified Development Services Committee (cont.)

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- In an effort to evaluate the most salient options for the City and County to address their collective governance issues, Gartner evaluated several options for implementing a new governance model across a continuum of two extremes – complete merging of all germane City and County development services and code enforcement services to complete dissection of said services, resulting in the City and County both providing a full set of services to its customers.
- The subsequent slides address these options and culminates with a summary of the pros, cons and risks for each of the three governance implementation options:
  1. Merged Jurisdiction Model
  2. Memorandums of Understanding/ Interlocal Agreements
  3. City and County Separation
- Gartner recommends Option 2, Memorandums of Understanding/ Interlocal Agreements, as the most effective way to build a better governance model for the future and enable the City and County to achieve its future vision for development services and code enforcement.

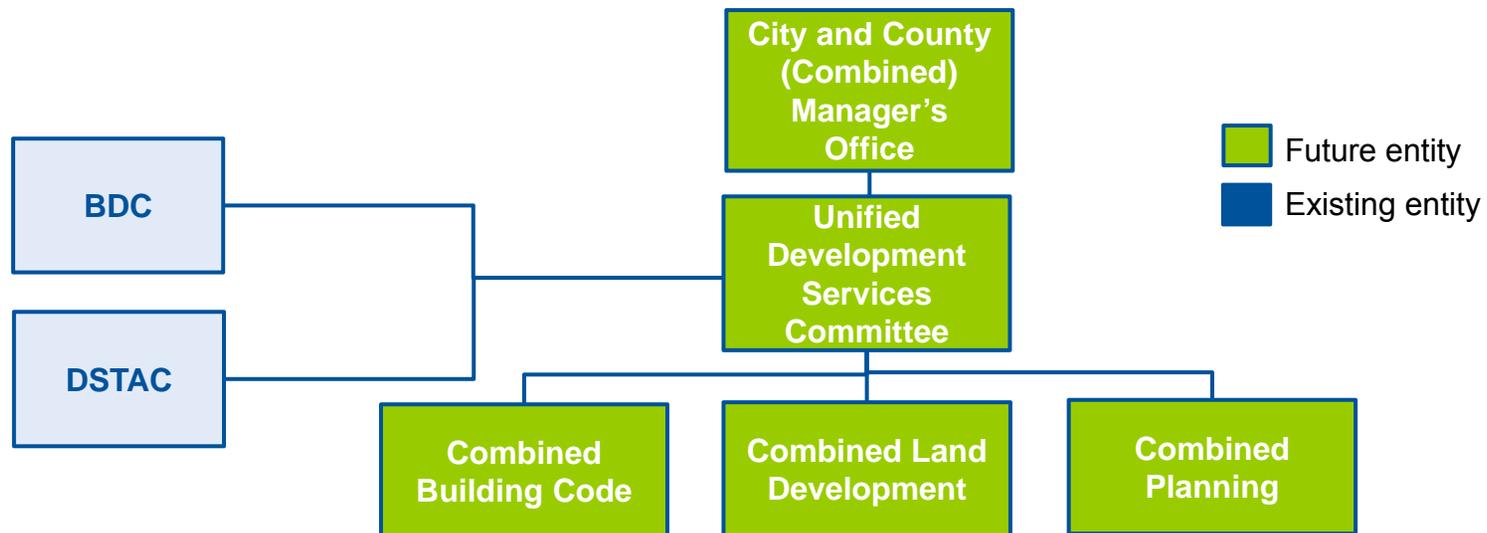
# 1. Create Unified Development Services Governance Structure to Enable Improvements

## 1-1 Establish Unified Development Services Committee (cont.)

### Governance Option 1: Merged Jurisdiction Model

- In the Merged Jurisdiction Model, the City and County would have a single common legislature and combined departments.
- The Unified Development Services Committee would still exist within this model.
- Jurisdictions successfully implementing this approach include: Jacksonville/Duval County; Nashville/Davidson TN; Indianapolis/Marion County\*.

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



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

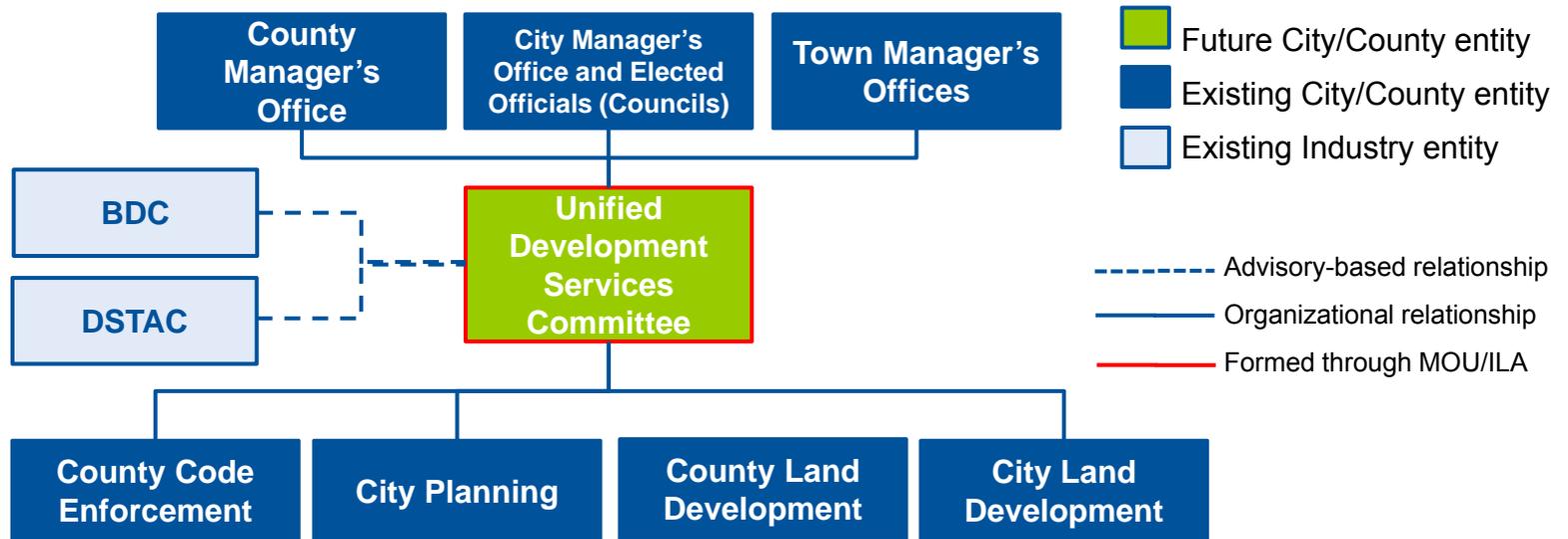
# 1. Create Unified Development Services Governance Structure to Enable Improvements

## 1-1 Establish Unified Development Services Committee (cont.)

### Governance Option 2: Memorandums of Understanding/ Interlocal Agreements

- Establish memorandums of understanding, or interlocal agreements, to bridge or effectively connect City and County government authority and responsibility to the public and to industry. The City and County remain intact and formally agree on splitting/sharing services. The agreements may also be limited in duration and if not renewed will automatically dissolve.
- Jurisdictions successfully implementing variations of this approach include: Memphis/Shelby County TN and Las Vegas/Clark County NV. THIS IS THE RECOMMENDED IMPLEMENTATION MODEL.

### Governance Option 2 for Future-State Governance – Memorandums of Understanding/Interlocal Agreements



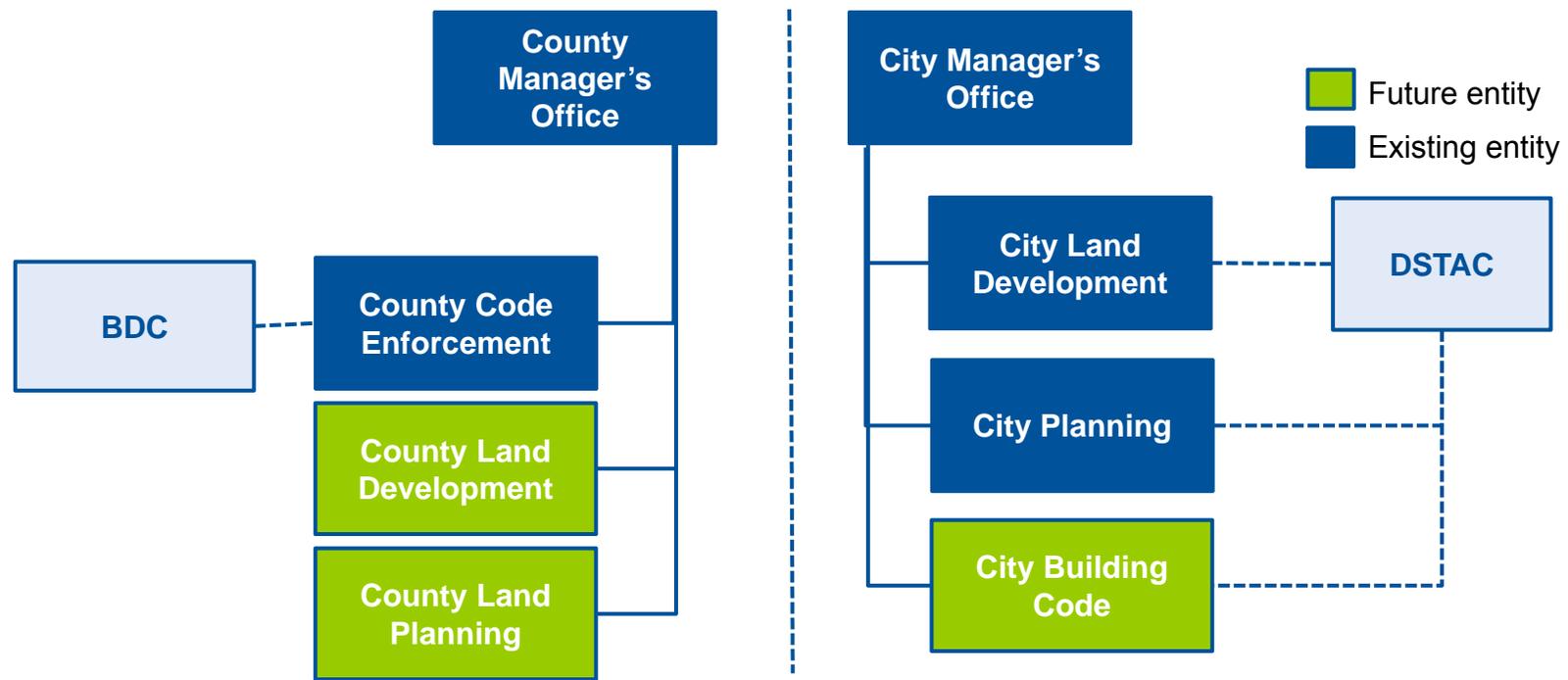
# 1. Create Unified Development Services Governance Structure to Enable Improvements

## 1-1 Establish Unified Development Services Committee (cont.)

### 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 within the balance of the County.

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



# 1. Create Unified Development Services Governance Structure to Enable Improvements

## 1-1 Establish Unified Development Services Committee (cont.)

	Pros	Cons	Risks
<b>Alternative Option 1:</b>  Merged Jurisdiction Model	<ul style="list-style-type: none"> <li>Seamless to customers, Single Chain of Command.</li> <li>Shared financial structure eliminates disparity between City and County.</li> <li>Most stable of the proposed options, once established.</li> </ul>	<ul style="list-style-type: none"> <li>Most difficult to create and to undo. Transition to this approach is difficult.</li> <li>Can become rigid if structure does not include advisory groups.</li> <li>Requires approval by general assembly and vote by all County residents.</li> </ul>	<ul style="list-style-type: none"> <li>Can take an extremely long time to establish, impacting ability to orchestrate major transformation goals.</li> <li>If a strong customer oversight role is not created, can become rigid/bureaucratic.</li> </ul>
<b>Alternative Option 2:</b>  Memorandums of Understanding/ Interlocal Agreements	<ul style="list-style-type: none"> <li>Generally, can be viewed as seamless by customers if clear chain of command.</li> <li>Less difficult to establish and take apart than the Merged Jurisdiction Model.</li> <li>Delineation of duties can be effectively agreed to, with flexibility to adjust as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Potential for lack of coordination between two jurisdictions much higher than Merged Jurisdiction Model.</li> <li>Challenges with staff confusion - City/County reporting structure vis-à-vis direction from Unified Services Committee.</li> <li>Decision rights could be less expansive than merged model.</li> </ul>	<ul style="list-style-type: none"> <li>Takes more effort to coordinate City and County activities than the Merged Jurisdiction Model.</li> <li>Difficult to implement if the cultures are not in alignment.</li> <li>Lack of buy-in from elected officials and other leadership limits the effectiveness of this model.</li> </ul>
<b>Alternative Option 3:</b>  Separate Entities	<ul style="list-style-type: none"> <li>Does not require any coordination whatsoever and leaves these services to be funded within whatever structure the City and County desire.</li> <li>Eliminates City/County coordination issues.</li> </ul>	<ul style="list-style-type: none"> <li>Overall costs should be considered as part of the evaluation.</li> <li>Major disruption to customer base.</li> <li>Duplication of existing infrastructure, systems – all efficiencies lost.</li> <li>Makes future joint efforts more difficult and complex. No Unified Development Services Committee.</li> <li>Limited pool of resources to create redundant services.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Fractured customer experience for customers building in multiple jurisdictions within the county.</li> </ul>



= Recommended governance implementation model

# 1. Create Unified Development Services Governance Structure to Enable Improvements

## 1-2 Revisit and Reorient Role of BDC and DSTAC

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Recommendation 1-2	Revisit and Reorient Role of BDC and DSTAC
<b>Rationale</b>	Although BDC and DSTAC have charters that define mission and overall objectives ,not all of the participants are clear on the roles of their industry group. Opportunities for a more collaborative model have proven successful in the past and will engage customers to tackle new problems and requirements .
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County should consider possibility of merging BDC and DSTAC into a single entity. In Gartner’s review of members, there was a number of overlapping industry representation. A merged entity may better align with the Unified Development Services Committee model.</li> <li>2. City and County must provide the BDC and DSTAC an opportunity to review and openly discuss the charter, objectives and roles. Use this as an opportunity to emphasize that the DSTAC and BDC can use this relationship to drive change, not just receive information from the City/County.</li> <li>3. Define process and roles for effectively addressing new requirements (e.g., new ordinances) to vet risks and opportunities and collaboratively determine the best ways to implement.</li> <li>4. City and County should consider revisions to the charter based on discussions.</li> </ol>

# 1. Create Unified Development Services Governance Structure to Enable Improvements

## Implementing Governance Recommendations Addresses Key Findings

- The recommendations have been developed to address the current state assessment themes as shown below.

### Current State Assessment Themes

	1. Major organizational, process and technology decisions are made by the City and the County independent of one another.	2. Separate industry advisory groups exist for both the City and County, both with unclear missions.	3. Efforts to increase City/County collaboration have yielded mixed results.	4. City and County incentives and objectives are not aligned, complicating efforts to deliver unified service to stakeholders.
1-1: Establish Unified Development Services Committee	✓		✓	✓
1-2: Revisit and Reorient Role of BDC and DSTAC		✓		

## Recommendation 2

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### Redesign Unified Customer Service Model and Tailor to Different Customer Segments

## 2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments

### Effective Customer Service Requires Leadership, Culture, Processes and Tools



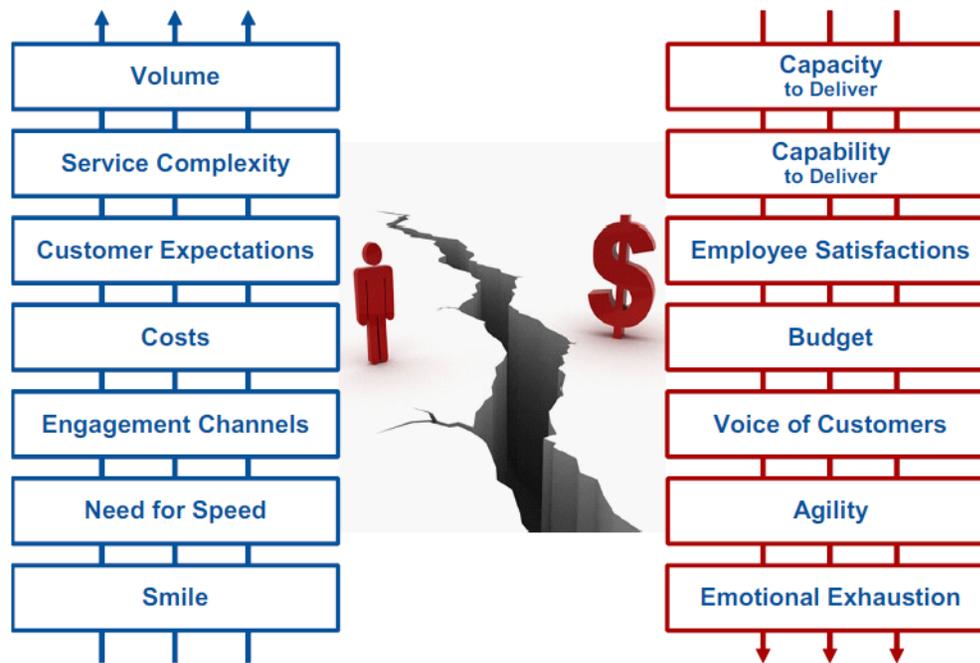
- Both the City and County aggressively pursue customer service objectives and have made large efforts for continuous improvement. However, lack of a joint City/County philosophy and the current approach to customer service activities with a finite staff compound the disconnect with customer base seeking 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.

## 2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments

### Effective Customer Service Requires Leadership, Culture, Processes and Tools

- The City and the County aggressively pursue good customer service and have made large efforts for continuous improvement in this area. However, lack of a joint City/County philosophy and the current approach to customer service activities with finite staff compound the disconnect with customer base seeking responsiveness, simplicity and human interaction.
- Gartner has observed that for many organizations the customer expectations and service gap is widening due to more complex environments, greater need for speed, and higher customer expectations.\*



Source: Gartner (August 2014)

\* The 10 Habits of Highly Effective Customer Service Organizations; Gartner, Aug 2014.

## 2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments

### Keys to Customer Satisfaction

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- Successful customer service starts with staff that are\*:
  - **Personal:** Knows the customer's context
  - **Informed:** Accurate knowledge and content to address the customer issue (knows more about the customer's issue than the customer does)
  - **Social:** Has access to the social context of the customer
  - **Empowered:** Empowered to serve the customer with business rules or quality framework
  - **Motivated:** Likes what they do, and self-driven to perform at his/her highest level
  - **Goal-aware:** Understands the role that the service process plays in the overall process
  - **Understanding:** Understands how they are measured and why
- Gartner has observed that successful customer service organizations exhibit these 10 habits\*:
  1. Do the right things right, not just do things right
  2. Make the customer's perception your reality
  3. Follow a visionary leader
  4. Adapt to change much faster
  5. Respect the customer service team
  6. Discuss employee engagement in the boardroom
  7. Believe people are complex, and organizations are social entities
  8. Provide opportunity for autonomy
  9. Provide opportunity to learn and master subjects
  10. Create a culture of reuse
- Gartner has developed a series of recommendations that will foster a more effective culture and establish habits that lead to successful customer service.

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\* The 10 Habits of Highly Effective Customer Service Organizations; Gartner, Aug 2014.

## 2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments

### 2-1 Develop Customer Personas Jointly with Customers

Recommendation 2—1	Develop Customer Personas Jointly with Customers
<b>Rationale</b>	Currently the City and County both align services to types of customers and provide guidance to direct the customer down the correct service path. For example the City provides the “transit stop” map in the Charmeck portal to guide commercial customers. On the County side, the portal directs architects/engineers, contractors, homeowners, owners and developers, to pertinent information. While this approach is helpful it still conducted separately and there are challenges with the customer expectations and understanding of processes. Building off the initial customer segmentation exercise conducted by Gartner, the City and County can develop Customer Personas that can better characterize the needs of these customer segments. The personas will help drive customer service improvement activities.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City, County, and industry stakeholders must collaborate to define customer personas.</li> <li>2. City and County must document the customer personas and identify how it impacts current operations and initiatives (e.g. CSC, portals, applications).</li> <li>3. City and County must leverage the personas to align operations to be more customer-oriented and develop application functionality that is user friendly and meets the customer needs.</li> <li>4. Cleanly delineate commonalities and differences amongst personas to help refine service delivery models and approach.</li> </ol>

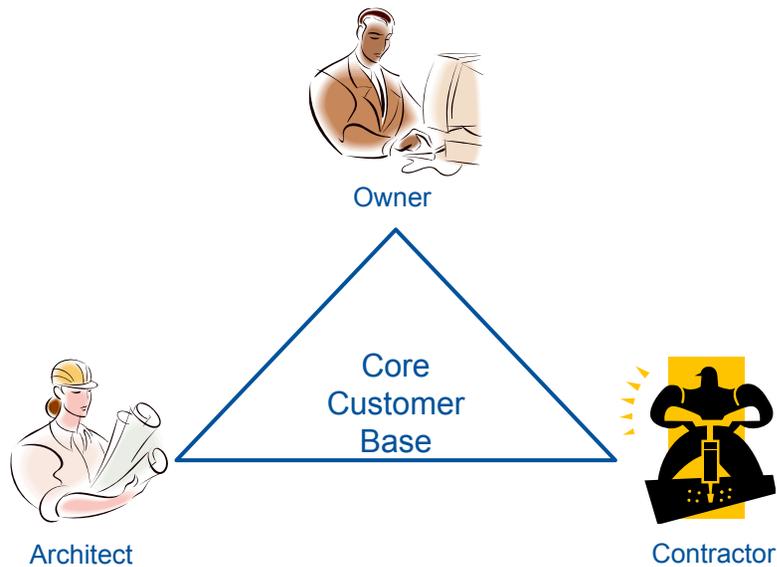
- Good customer experience begins with understanding the customer. Not only must the City/County understand what the customer segments are, but also understand what drives them and how they prefer to use City/County services.
- The customer personas describe in the recommendation below provide a mechanism to analyze and document customer needs, drivers, and preferences. It enables the City/County to deliver personal, informed, goal-aware, and poignant customer service. The customer personas drive process and technology improvements.

## 2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments

### 2-1 Develop Customer Personas Jointly with Customers (cont.)

- Customer personas identify who needs City/County services, when key moments occur during the customer's journey, what services the customer engages with, and how.
- With this understanding, the City and County can better align the organizations, processes, and technologies to customer needs. Personas will help to drive process re-engineering and definition of system requirements.

#### Customer Persona Example



#### Owner Persona Example:

##### Joe's Brewery: Small Business Example

Joe has recently moved to Charlotte and plans to open a small brewery restaurant business.

##### *Motivations*

- Create a successful brewery restaurant business.

##### *Behaviors*

- Online – Joe is computer savvy and prefers to do as much as possible online.
- Planner – Joe is very organized and follows through on requests. He has prepared a detailed business plan. Predictability in the process is very important to Joe.

##### *Obstacles*

- Time – Joe is eager to get started on the renovations.
- Cost – Joe has taken out bank loans to fund his brewery restaurant construction and operations. He is very cost sensitive.
- Knowledge – Joe is a knowledgeable individual, but does not have any experience in working with City and County departments.

##### *Goals*

- Simplicity to track all activity in one place online.
- Easy to get assistance and information.
- Timely and cost efficient process.

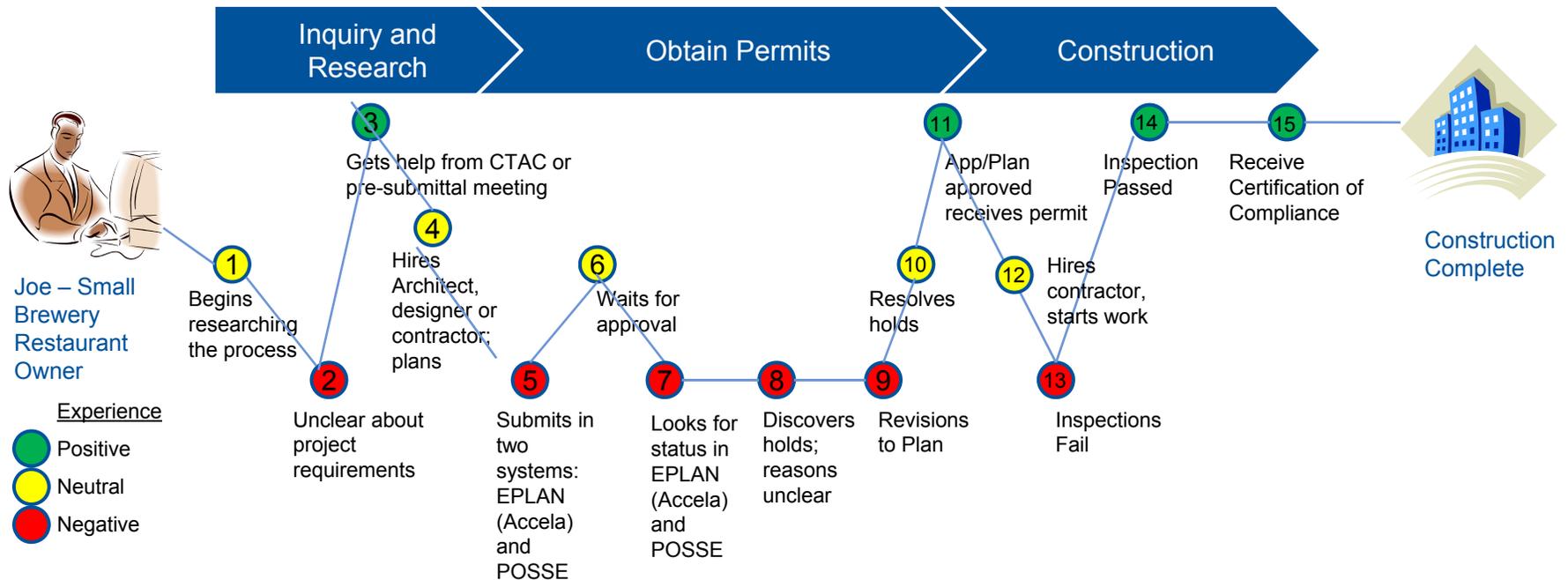
\* How to Design Customer Experiences Using Persona Driven Buying Experiences; Gartner; Sept 2014

## 2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments

### 2-1 Develop Customer Personas Jointly with Customers (cont.)

- In tandem with the customer personas are “journey maps” that help the City/County to understand the Customer’s journey through the City/County services.
- The example below shows how a “typical small business owner” might navigate through the process, showing the highs and lows of their experience.

#### Owner Journey Map Example



\* How to Design Customer Experiences Using Persona Driven Buying Experiences; Gartner; Sept 2014

## 2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments

### 2-1 Develop Customer Personas Jointly with Customers (cont.)

- When developing personas, key questions are answered:
  - The “What” captures stories, experiences, and features and applications that serve the customer.
  - The “How” describes how people, process, systems, and data provide the customer experience.
  - The “What” and “How” can help the City/County understand areas that are working well, and areas that need to improve.

#### Owner Moments Example

	Moment 2	Moment 3
 <p>Joe – Small Brewery Restaurant Owner</p>	<p><b>What</b></p> <ul style="list-style-type: none"> <li>• Joe decides to search online to understand what he needs to do to renovate. He browses the Charneck portals reviewing the requirements, and reviews the available guides. However, Joe is still not clear about what he needs to do for his particular project.</li> </ul> <p><b>How</b></p> <ul style="list-style-type: none"> <li>• The County CTAC division prepares commercial guides and informational portals.</li> <li>• County IT staff maintain the portal.</li> </ul>	<p><b>What</b></p> <ul style="list-style-type: none"> <li>• Joe decides to call CTAC and gets the voicemail. He leaves a message.</li> <li>• CTAC calls back the next day and is able to answer all of Joe’s questions and help guide him through the process.</li> </ul> <p><b>How</b></p> <ul style="list-style-type: none"> <li>• CTAC provides a customer phone line that is managed by one County staff member.</li> <li>• Additionally CTAC provides help via email.</li> <li>• CTAC also informs Joe about possible City requirements.</li> </ul>

\* How to Design Customer Experiences Using Persona Driven Buying Experiences; Gartner; Sept 2014

## 2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments

### 2-1 Develop Customer Personas Jointly with Customers (cont.)

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- Additional personas include:
  - Homeowner (Additions, remodels, new home)
  - Small Business Owner (tenant improvements)
  - Design/Build Contractor (additions, remodels, tenant improvements)
  - Service / Repair Contractor (water heaters, HVAC etc)
  - Licensed professional Architect or Engineer (larger projects)
  - Developers (New development)
  
- These Outlier Personas must be considered, but should not be main drivers for improvement:
  - “No-Tech”: technologically adverse users; want to talk/sketch their way through the process
  - “Do-It-All-Yourselfer”: Trying to navigate design, building codes, and construction without any pro help
  - “Throw-It-Over-the Fencer”: Using the process for basic quality control

## 2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments

### 2-2 Improve City and County Collaboration in Providing Customer Service

Recommendation 2—2	Improve City and County Collaboration in Providing Customer Service
<b>Rationale</b>	<p>Currently, the City and County each have dedicated customer service groups. However, there has been limited collaboration between the groups. On the County side, this is a newer focus and has not yet been fully institutionalized as the customer service center. However, this has largely been a unilateral effort. A strong joint organizational customer service focus will help to ensure better alignment with customer expectations. These groups would be responsible for driving future customer service improvements.</p>
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must collaborate on creating a unified CSC. County must include the City in current CSC design plans.</li> <li>2. County must formalize the customer service group and establish it at the same level as other County divisions (i.e. permitting, plan review, inspections).</li> <li>3. County must empower the customer service group to raise concerns and act upon opportunities to improve customer service.</li> <li>4. City and County should consider establishing a joint customer service division, or establish agreements for collaboration.</li> <li>5. City and County must provide customer service training to engage customers in a customer friendly manner. Build off common customer and staff motives such as the tax base, growth, life safety, job creation, and a positive quality of life .</li> <li>6. In Nashville, the customer service center has all departments represented and the customer could potentially walk out with permit if prepared. The City and County should consider providing end-to-end services at the customer service center. Nashville’s model is able to issue Building, Plumbing, Electrical, Mechanical Permits, Historic Preservation Permits, Street Closure permits, excavation permits, grading permits, water &amp; sewer permits, Fire Marshal tent permits and propane permits, contractor license renewals, zone change permits, new subdivision permits, etc. from a single office.</li> </ol>

## 2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments

### 2-3 Enhance Customer Facilitator Role

Recommendation 2—3	Enhance Customer Facilitator Role
<p><b>Rationale</b></p>	<p>Currently, customers often have difficulty navigating the City and County process, and knowing who to contact for help. New customers to City and County development services processes (e.g., individual homeowners and organizations that are not familiar with development in Charlotte and Mecklenburg) often have the most difficulty understanding process steps, requirements, and expectations. The customer facilitator role is the primary contact for a customer from the initial contact through the completion of the services. City of Phoenix * currently successfully uses this structure through an Advocacy Group. Their Advocacy Group also helps customers understand their responsibilities.</p>
<p><b>Requirements</b></p>	<ol style="list-style-type: none"> <li>1. City and County must establish a pool of facilitators , possibly by growing the existing City and County customer service staff. The facilitator is responsible for a customer’s project from end-to-end across all City and County services and is the one common point of contact throughout the project. The facilitator may also be assigned to particular customers that have high volume to ensure consistency with the service for these customers.</li> <li>2. The facilitators must be across City and County and understand the end-to-end process.</li> <li>3. The facilitator plays a key role in the future service delivery models (recommendation 3-2).</li> <li>4. City and County must establish a training curriculum to train facilitators.</li> <li>5. Customer segmentation and persona development activities will define where the primary focus of the facilitators will lie.</li> </ol>

**Opening or expanding a small business?**

**Not sure what plans and permits you may need?**

The Planning & Development Department's Office of Customer Advocacy can assist you in understanding the development requirements for your specific project.



Our goal is to make your experience as seamless as possible and provide you the highest level of service.

C

**Projects we specialize in:**

- Remodel of existing commercial buildings
- Adaptive reuse of existing buildings for new business purposes
- Conversion of residences into business offices
- Minor additions to existing commercial buildings



**Services we provide:**

- Central point of contact
- Pre-project research
- Identify specific submittal requirements
- Liaison between design team and plan review staff
- Facilitate and resolve technical issues
- Administration of the Adaptive Reuse Program
- Assistance with Temporary Indoor Building uses

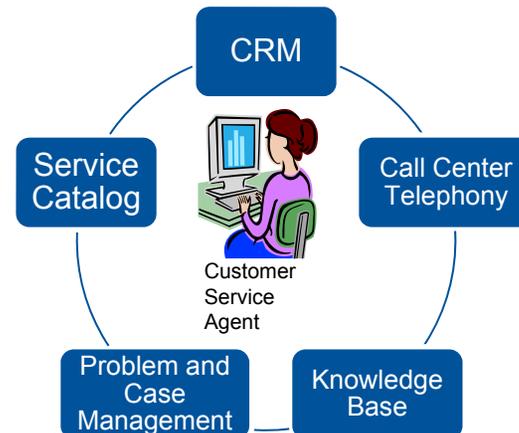
\* City of Phoenix Planning and Development Department Office of Customer Advocacy

## 2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments

### 2-4 Establish Customer Service Supporting Technologies

<b>Recommendation 2—4</b>	<b>Establish Customer Service Supporting Technologies</b>
<b>Rationale</b>	City and County have established a variety of phone and email channels for customers to call and ask for help. These service requests are handled by individuals and tracked ad-hoc (i.e. tracked by an individual with no centralized system). Customer service technology has undergone tremendous change the last five years and provides capabilities that can enable better customer service processes.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must evaluate technology solutions that can support the customer service center strategy.</li> <li>2. City and County should consider leveraging the following types of customer service technology to augment customer service:             <ol style="list-style-type: none"> <li>a. CRM Systems: customer relationship management systems that can be used to track service requests from open to closure. It enables management reporting.</li> <li>b. Virtual Agents: often included as capability in CRM systems, allow customers to request for help (e.g. chat window) while working on the online portal.</li> <li>c. Knowledge Base: that captures critical organizational information such as common building code questions, service requirement questions, tool questions, scripts and FAQs.</li> </ol> </li> <li>3. City and County must train customer service staff to use the new tools.</li> </ol>

- In Gartner’s model of an agent-centric customer service center\*, the service desk agent is the customer’s main point of contact, supported by key customer service technologies.



\* Competitive Landscape: Customer Services Application, Integration and Implementation Services. Gartner, August 2014,

## 2. Redesign Unified Customer Service Model and Tailor to Different Customer Segments

### Implementing Customer Service Recommendations Addresses Key Findings

#### Current State Assessment Themes

	1. City and County have both emphasized customer service and made this a core part of their missions.	2. Despite emphasis on customer service, customers still consistently voice concerns about lack of responsiveness and attitude.	3. Time dedicated to providing good customer service (addressing walk-ins, answering phones, researching complaints) not formally measured, impacting other performance metrics.	4. City and County lack of knowledge of each other's process, inconsistent communication of project status, and multiple technology applications confuse and aggravate customers.
2-1: Develop Customer Personas Jointly with Customers	✓	✓		✓
2-2: Improve City and County Collaboration in Providing Customer Service	✓	✓	✓	✓
2-3: Enhance Customer Facilitator Role	✓	✓	✓	✓
2-4: Establish Customer Service Supporting Technologies	✓	✓	✓	✓

## Recommendation 3

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### Orchestrate Cultural Shift and Enhance Partnership with Industry

### 3. Orchestrate Cultural Shift and Enhance Partnership with Industry

#### Create a Collaborative Culture and Foster Partnership with Industry

<b>Theme 3:</b>  <b>Organization Cultural Issues Impair Customer Satisfaction and Effective Service Delivery</b>	<b>Recommendation 3—1</b>	<ul style="list-style-type: none"> <li>■ Foster Mutual Understanding of Roles and Responsibilities, and Issues</li> </ul>
	<b>Recommendation 3—2</b>	<ul style="list-style-type: none"> <li>■ Reset Industry and Government Relationship</li> </ul>
	<b>Recommendation 3—3</b>	<ul style="list-style-type: none"> <li>■ Publish Educational Materials and Provide Training to Enable Customers to Meet Their Responsibilities</li> </ul>
	<b>Recommendation 3—4</b>	<ul style="list-style-type: none"> <li>■ Measure Improvements in Culture</li> </ul>

- While many City and County staff are pro-active and make extra effort to collaborate and help customers, City and County development service delivery would improve by establishing a pervasive cooperative and team-oriented culture (as indicated in the Customer Survey Study conducted by Customer Service Solutions, Inc).
- The City and County should strive for increased partnership with industry obtained through mutual understanding of each other roles, responsibilities, and issues/concerns. The partnership is codified by formally establish City, County and Industry responsibilities and publishing. Both sides must be accountable for meeting their responsibilities.
- In Sacramento’s effort to improve organizational culture, the agencies conducted a 6 month series of workshops run by professional facilitators where staff and industry got together to openly discuss issues and ideas. Each workshop was conducted over a half-day with staff and industry participants split into groups to discuss problems and brainstorm ideas for improvement. Following these workshops, a similar exercise was done internally with staff, who are typically focused on day-to-day activities and not involved with improvement initiatives. These two approaches created a better understanding of the issues, each other’s roles and challenges, to improve culture.

**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.

### 3. Orchestrate Cultural Shift and Enhance Partnership with Industry

#### 3-1 Foster Mutual Understanding of Roles and Responsibilities, and Issues

Recommendation 3—1	Foster Mutual Understanding of Roles and Responsibilities, and Issues
<b>Rationale</b>	Orchestrating a cultural shift to be more cooperative and team-oriented requires breaking down any existing barriers and misperceptions. Industry and City/County staff need an opportunity to develop an relationship with each other that is outside of their normal day-to-day activities to build a relationship, and understanding and appreciation of each others roles and challenges.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must create an open platform that allows staff and industry to interact and discuss in a collaborative and non-threatening environment (example of Sacramento’s effort below).</li> <li>2. This open platform must result in a list of issues/concerns and ideas for improvement.</li> <li>3. City and County must ensure that the outputs of the platform is incorporated into future improvement activities/roadmap.</li> <li>4. City and County must create on-going opportunities (e.g. focus groups) for team-building among all stakeholders (both staff and industry). This is also an opportunity to have the inspectors and plan reviewers work together more.</li> <li>5. This effort will take a non-trivial amount of staff time, the City and County must consider how to augment staff resources to allow time for team building activities.</li> </ol>

- In Sacramento’s effort to improve organizational culture, the agencies conducted a 6 month series of workshops run by professional facilitators where staff and industry got together to openly discuss issues and ideas. Each workshop was conducted over a half-day with staff and industry participants split into groups to discuss problems and brainstorm ideas for improvement. Following these workshops, a similar exercise was done internally with staff, who are typically focused on day-to-day activities and not involved with improvement initiatives. These two approaches created a better understanding of the issues, each other’s roles and challenges, to improve culture.

### 3. Orchestrate Cultural Shift and Enhance Partnership with Industry

#### 3-2 Reset Industry and Government Relationship

Recommendation 3—2	Reset Industry and Government Relationship
<b>Rationale</b>	From the Customer’s perspective, the City/County staff do not seem to have a cooperative, team-oriented culture. From City/County perspective, customers sometimes attempt to take advantage of City and County services, or are unaware of their responsibilities for certain tasks through the delivery of service. Regarding inspections, contractors have been known to schedule the inspection before the job is ready, or expects the inspector to do their punch list. Regarding plan review, during the pre-submittal meetings, designers will sometimes show up with very little in the plan and expect the City/County to help them design.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must establish an official list of customer and staff responsibilities in collaboration with the BDC and DSTAC. Oregon’s mission responsibility statement has been provided as an example.* This official set of responsibilities can be a baseline for individual projects, which may adjust the roles and responsibilities as necessary to fit particular project requirements (e.g. Tanger Outlet Letter of Agreement).</li> <li>2. City and County must publish responsibilities on the portal, and align to each service provided.</li> <li>3. City and County must track customer adherence to their responsibilities and establish penalties to discourage deviation/ or rewards to encourage good behavior.</li> <li>4. City and County must track staff adherence to their responsibilities (see metrics recommendation 7).</li> <li>5. City and County should explore options where the industry could hold their constituents accountable; bad actors not take up City/County time, which negatively affects other customers.</li> </ol>

- Examples from Oregon Department of Consumer and Business Services include:
  - **OWNERS AND CONSTRUCTION INDUSTRY:** Work cooperatively with, elected officials, State and local building officials and consumers in Oregon to identify and remove barriers to effective and efficient regulatory system that meets the adopted mission.
  - **CONTRACTORS & SUBCONTRACTORS** - Provide qualified, and where required state licensed employees to carry out new or building renovations in accordance with the administrative and technical provisions of the adopted statewide building code. To assure timely and efficient construction, call for inspections when that aspect of a building indeed has been completed and is ready for inspection to assure compliance under the adopted state building code. Provide their employees with training regarding code compliant construction, especially in the area of new products, materials and construction techniques.

### 3. Orchestrate Cultural Shift and Enhance Partnership with Industry

#### 3-3 Publish Educational Materials and Provide Training to Enable Customers to Meet Their Responsibilities

<b>Recommendation 3—3</b>	<b>Publish Educational Materials and Provide Training to Enable Customers to Meet Their Responsibilities</b>
<b>Rationale</b>	While there is much that staff can do to improve internal culture, this change cannot occur one-sided. The industry also has a role to ensure that industry stakeholders are aware of responsibilities and help to ensure that participants can meet this responsibilities.
<b>Requirements</b>	<ol style="list-style-type: none"><li>1. City and County must provide educational materials and training to educate customers on responsibilities, as well as process and requirements (see recommendation 4-4).</li><li>2. City and County should collaborate with industry to consider certifications or other mechanisms to ensure that customers have the appropriate knowledge and understanding.</li></ol>

- Culture improvements have created substantial and lasting impacts at Salem, Oregon:
  - **The Problem:** Developers quitting Salem – “Worst place in state to do business”
  - **The Solution:** Stakeholders meeting, establishing commitment to change starting with leadership, new building official head of training for State of OR, courses for all staff. Move from “gotcha” to “partners in development & safety”
  - **The Outcome:** Construction booms in city, “from worst to first” – “You get better enforcement through collaboration than through coercion”

### 3. Orchestrate Cultural Shift and Enhance Partnership with Industry

#### 3-4 Measure Improvements in Culture

<b>Recommendation 3—4</b>	<b>Measure Improvements in Culture</b>
<b>Rationale</b>	The effort to improve culture cannot be resolved with a single one-time effort. It must be a on-going effort that evolves as necessary over time. Progress must be measured and monitored, and the approach adjusted as necessary.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must collaborate with industry to define pertinent metrics for measuring improvement of culture (see metrics recommendation 7).</li> <li>2. City and County must conduct regular periodic customer surveys and/or through regular focus group meetings to assess progress.</li> <li>3. City and County should establish incentives to reward staff that exhibit desired organizational culture values and/or measurable performance criteria to evaluate staff performance.</li> </ol>

- One way to measure culture improvements is to establish customer service metrics that are regularly measured. Below is an example of customer service metrics used by Clark County, NV.

CUSTOMER SERVICE							
SURVEY TOPIC	Goal (Positive)	Number of Surveys	Other Feedback	Plans Exam Results	+ or - % of Goal	PAC Results	+ or - % of Goal
Timeliness of Service	80.0%	1		0.0%	-80.0%	0.0%	-80.0%
Courtesy	80.0%	1		0.0%	-80.0%	0.0%	-80.0%
Competency in Handling Issues	80.0%	1		0.0%	-80.0%	0.0%	-80.0%
Professionalism	80.0%	1		0.0%	-80.0%	0.0%	-80.0%
Treated Fairly/Equitably	80.0%	1		0.0%	-80.0%	0.0%	-80.0%
Issue(s) Handled Thoroughly	80.0%	1		0.0%	-80.0%	0.0%	-80.0%

CLARK COUNTY BUILDING DEPARTMENT ; Plan Review Service Goals , August 2014

### 3. Orchestrate Cultural Shift and Enhance Partnership with Industry

#### Implementing Culture and Partnership Recommendations Addresses Key Findings

#### Current State Assessment Themes

	1. Despite emphasis on customer service, customers still consistently voice concerns about lack of responsiveness and attitude	2. Customer perception that City and County do not share sense of urgency and financial impacts of delays.	3. Some customers appear to be 'gaming' the system, ignoring City/County feedback and failing to meet their responsibilities.	4. Efforts to increase City/County collaboration have yielded mixed results.
<b>3-1: Foster Mutual Understanding of Roles and Responsibilities, and Issues</b>	✓	✓	✓	✓
<b>3-2: Reset Industry and Government Relationship</b>	✓	✓	✓	
<b>3-3: Publish Educational Materials and Provide Training to Enable Customers to Meet Their Responsibilities</b>		✓	✓	
<b>3-4: Measure Improvements in Culture</b>	✓	✓	✓	✓

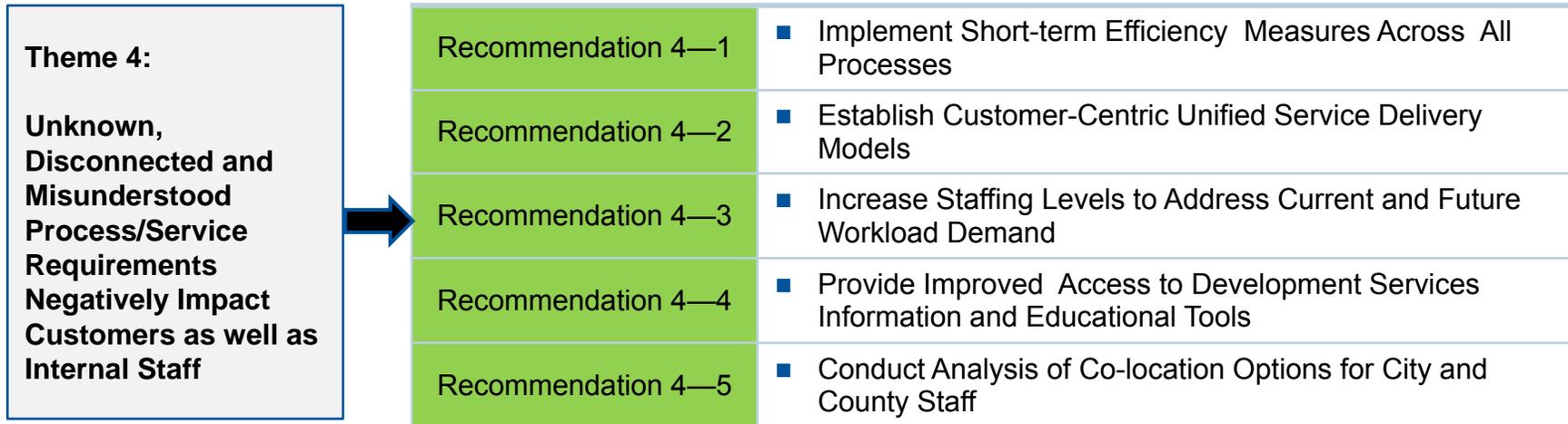
## Recommendation 4

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### Simplify, Educate, and Establish Accountability on Delivery of Development Services

## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services

### Establish a Customer-Oriented Approach to Delivering Land Development and Building Services



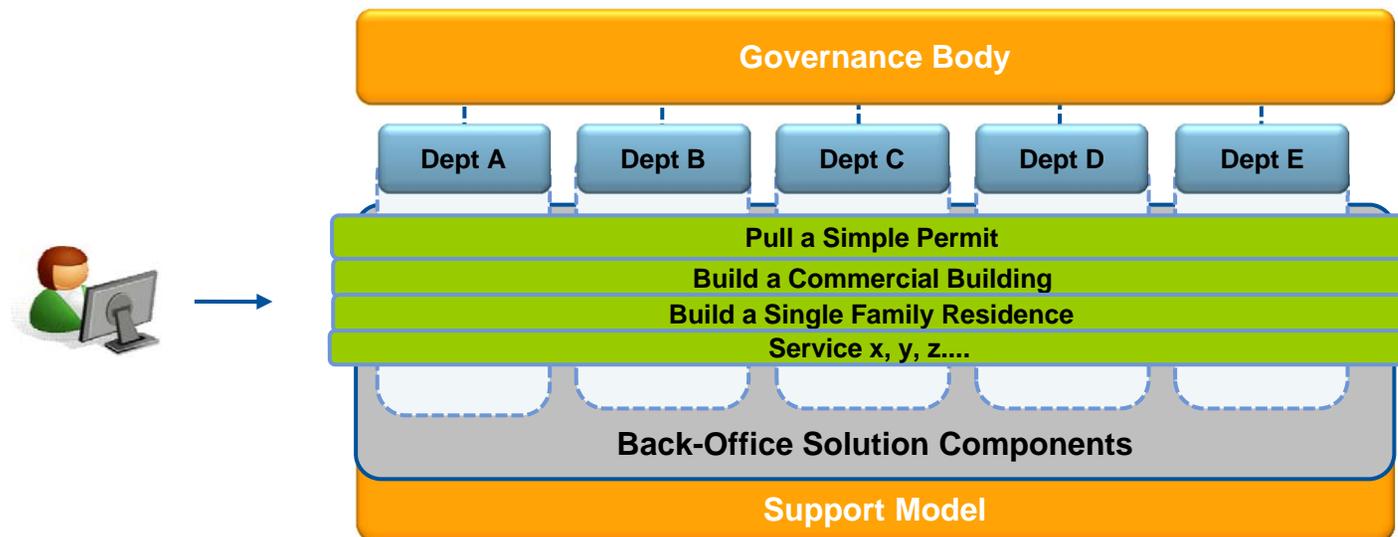
- Customers often require significant education on processes and “hand holding” due to confusion resulting from bifurcated City and County processes, customers' lack of knowledge of project requirements, and contending with multiple systems and public portals.
- Instead of taking a siloed departmental 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.

## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services

### Establish a Customer-Oriented Approach to Delivering Land Development and Building Services

- Customers often require significant education on processes and “hand holding” due to confusion resulting from a bifurcated City and County process, customers' lack of knowledge of project requirements, and dealing with multiple systems and public portals.
- Instead of taking a siloed departmental approach to customer service, where the customer must know the requirements and drive the process, 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 or outcome.



## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services

### 4-1 Implement Short-term Process Improvements

<b>Recommendation 4—1</b>	<b>Implement Short-term Process Improvements</b>
<b>Rationale</b>	The customer survey results and current state assessment have identified several areas for process improvement that can improve quality of service and customer satisfaction.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must conduct a process optimization effort to make short-term improvements. It should begin by examining high volume processes.</li> <li>2. Specific process improvement opportunities identified such as:             <ol style="list-style-type: none"> <li>a. Identify City and County hand-offs that need to be completed (e.g. as in commercial process) and create cheat sheets so staff is aware of hand-off points.</li> <li>b. Increase regular communications to customers (e.g. call back, emails; inspector call notifying about inaccessible site).</li> <li>c. Enhance County inspection scheduling to account for complexity of job, availability of inspector, and other parameters.</li> <li>d. Define timely call-back window for any staff follow-ups to customer requests and communicate expectations to customer. Staff should call back to provide updates even when answer is not yet known to at least provide the customer a status of actions.</li> <li>e. Eliminate bottlenecks to removing holds.</li> <li>f. Identify opportunities for more concurrent plan reviews (e.g. fire and zoning reviews), and also alignment of the reviews (e.g. it may be more efficient to perform planning review of building elevations during County building review, etc).</li> <li>g. Provide customers the opportunity make small plan corrections or provide the required documentation before rejecting and repeating the cycle.</li> </ol> </li> </ol>

## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services

### 4-2 Establish Customer-Centric Unified Service Delivery Models

Recommendation 4—2	Establish Customer-Centric Unified Service Delivery Models
<b>Rationale</b>	Currently, the customer is responsible for driving projects through the various divisions in the City and County. Often the customer is not aware of requirements for the required plan reviews and inspections. Effectively documenting and communicating process requirements for delivery of service across both the City and County will take some of the ‘mystery’ out of the current operation and allow for more consistency and predictability, which is exceptionally important to customers.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must create process maps to understand how existing departments are operating. Consider having staff going through the exact same process as customers to develop the understanding.</li> <li>2. City and County must define a service delivery model that describes how services will be provided to customers. Service delivery should match to the developed customer personas. Operating policies must be developed. Additionally, seek opportunities to optimize services such as conducting plan review virtually.</li> <li>3. City and County must create a comprehensive catalog of services that identifies the steps, responsibilities, process requirements, timing for each service an outcome desired by the customer. Services must consider timing of reviews and inconsistency between reviewers (e.g. City and County).</li> <li>4. City and County must clearly define the roles and responsibilities within its service delivery model. Oregon’s mission and responsibility statement has been provided as an example.*</li> <li>5. City and County should adopt a matrix organizational structure, where staff across departments can be assigned into project teams.</li> <li>6. City and County must train staff to implement the newly define services and delivery model.</li> <li>7. Apply results from customer segmentation, persona development and journey mapping to align with service requirements to ensure suitability for the customer in question.</li> <li>8. Establish mechanisms to reward staff who receive great customer feedback.</li> <li>9. Establish governance to manage future changes to processes.</li> <li>10. Review fees charge for services.</li> </ol>

- An example of roles and responsibilities definition from Oregon Department of Business and Consumer Services\*:
  - **BUILDING CODE DIVISION OF DEPARTMENT OF CONSUMER & BUSINESS SERVICES** - Adopt and oversee the effective and efficient administration and enforcement of current modern model building codes and standards with amendments relevant to the unique climate and soil conditions within the state of Oregon. Hire, train qualified state building code administration and enforcement personnel to assure equitable and consistent application of the codes, standards and administrative processes relevant. State employees provide customer service consistent with the way they as individuals wish to be treated.

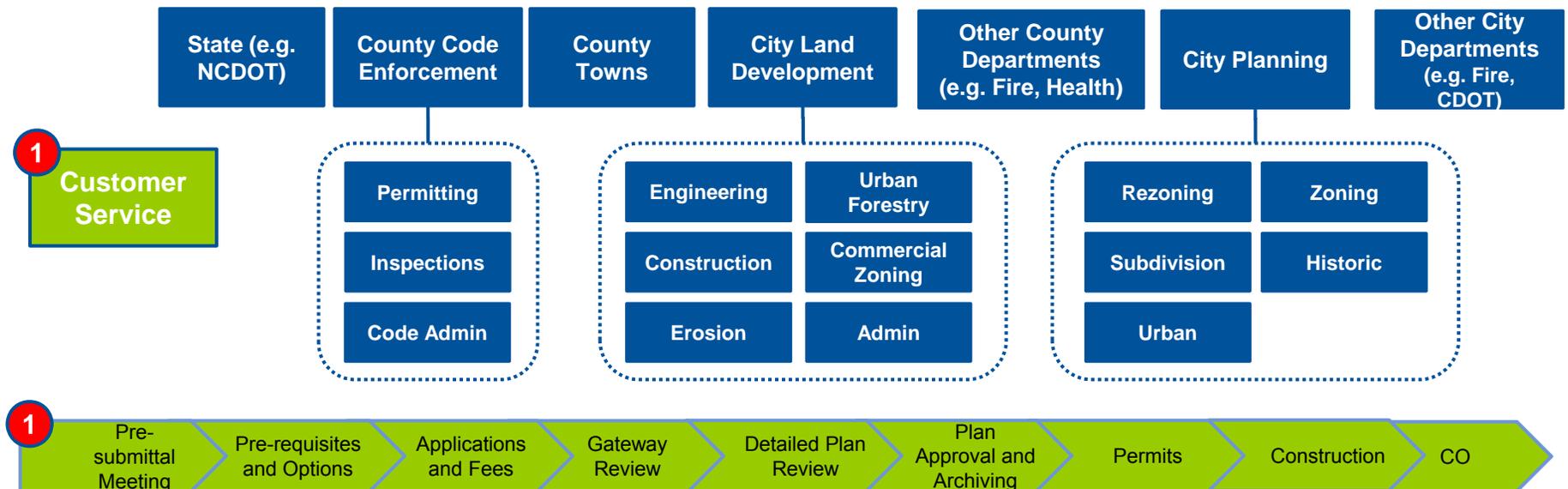
\* Additional details included in Appendix attachments.

## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services

### 4-2 Establish Customer-Centric Unified City and County Service Delivery Models...

- The customer-oriented service delivery model cuts across City and County divisions to enable effective, transparent provision of development services and other outcomes.
- The example below follows the Commercial process flow\* and highlights key points in a future state with customer centric services enabled through an enhanced customer facilitator staff role, consolidated portals/systems, and improved workflow automation to support seamless City/County processes.

#### Future-State – Commercial Development in Charlotte Example



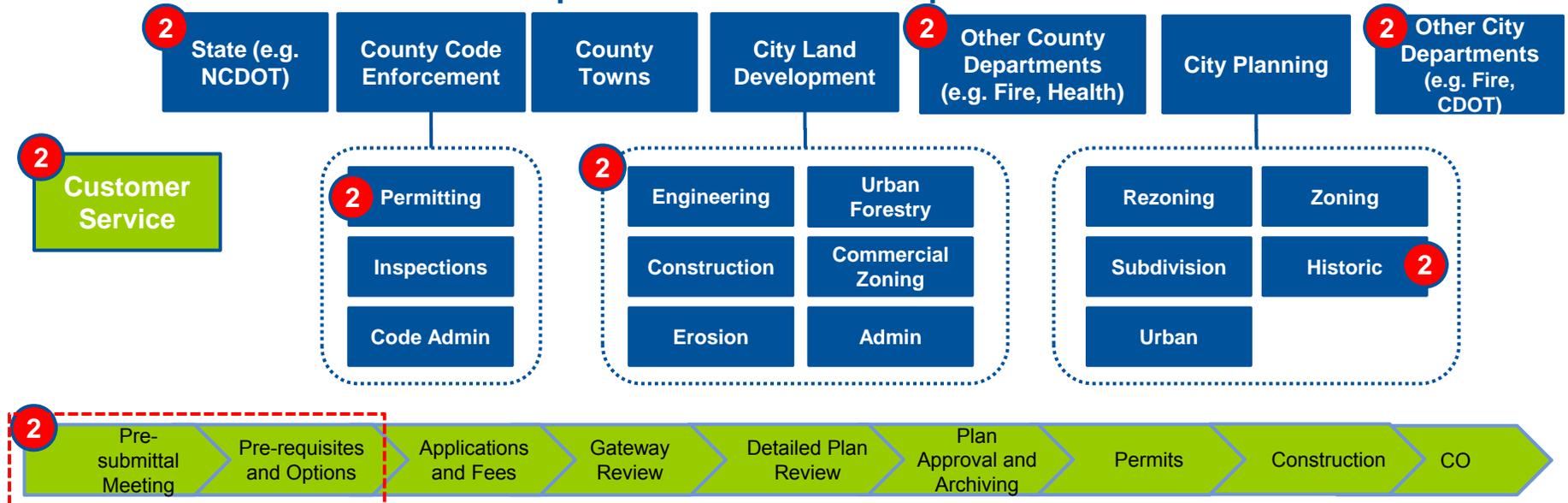
- This model helps to improve collaboration by ensuring City and County stakeholders are working together up-front.
- Customer submits a pre-submittal meeting request online. System assigns the project to a project facilitator.
- Project facilitator (customer service group) pre-screens the submission to identify required groups for the pre-submittal meeting.
- Project facilitator determines the required services, assembles a project team of City and County staff as necessary based on project requirements, and the system schedules a pre-submittal meeting.

\* City's Commercial Process: <http://chameck.org/development/commplan/pages/default.aspx>

## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services

### 4-2 Establish Customer-Centric Unified City and County Service Delivery Models (cont.)

#### Future-State – Commercial Development in Charlotte Example

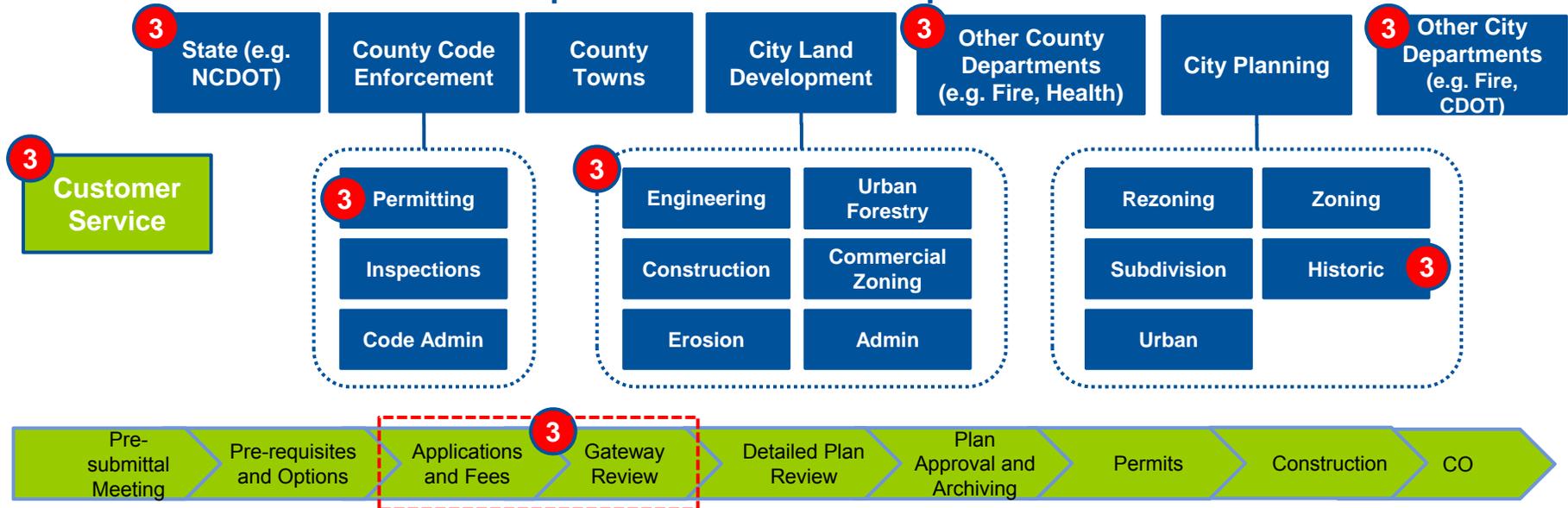


- This model addresses the current state challenge around customer and staff lack of understanding of all project requirements.
- The project facilitator sets up the pre-submittal session and insures that the proper parties are engaged. In the example above, there is an assumption that site and building work is concurrent, but this is not usually the case. Typically site work is in design stage and the building architectural work has not yet begun.
- At the end of the session , all parties are aware of the project requirements via a written summary.

## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services

### 4-2 Establish Customer-Centric Unified City and County Service Delivery Models (cont.)

#### Future-State – Commercial Development in Charlotte Example

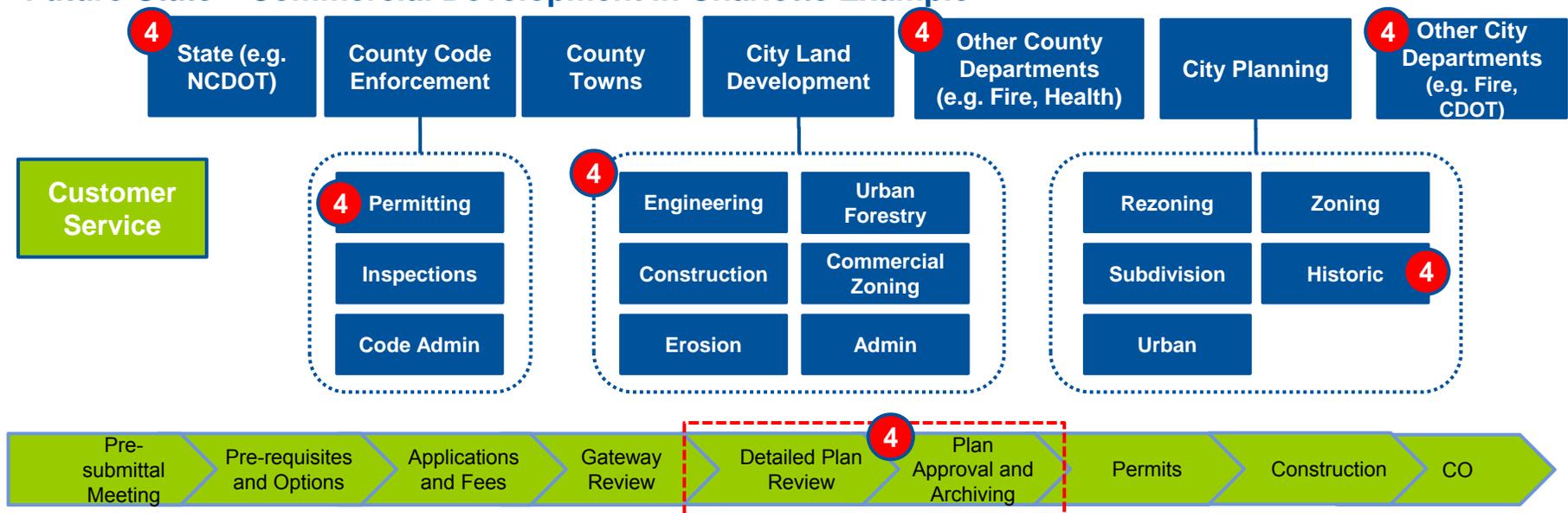


- This model addresses the current state challenge around customer and staff lack of understanding of all project requirements.
- Architect submits the application and plans through the online Portal, which already has a project and requirements created based off the pre-submittal session. Architect only needs to make a single submission.
- The project facilitator confirms the project requirements are still accurate. Once confirmed the system assigns plan review tasks to the assembled project team. Architect is notified that tasks have been assigned.
- Customer and project team are clear about requirements.

## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services

### 4-2 Establish Customer-Centric Unified City and County Service Delivery Models (cont.)

#### Future-State – Commercial Development in Charlotte Example

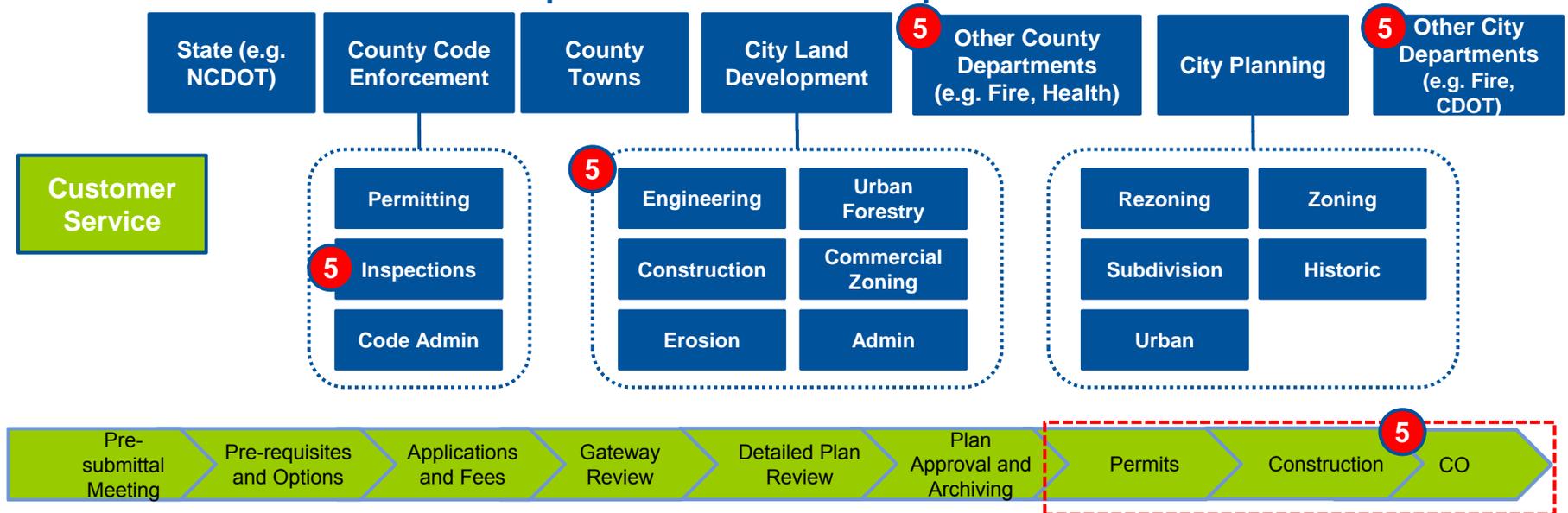


- This model addresses the current state challenge in coordinating plan reviews and providing customer transparency into the process.
- As plans are reviewed concurrently by all plan reviewers, the system coordinates changes and re-reviews among the team. Parties work cooperatively to avoid circular process loops that send the customer 'backward'.
- Plan review activities collectively lead to a measurable outcome that can be communicated to customers as a service level objective.
- Permits are issued once plan reviews are complete. System notifies customer of issued permits.
- Customers can view status of reviews online.

## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services

### 4-2 Establish Customer-Centric Unified City and County Service Delivery Models (cont.)

#### Future-State – Commercial Development in Charlotte Example



- This model addresses the current state challenge around customer transparency into the inspection requirements and process.
- As construction progresses, the contractor schedules for inspections online or via phone.
- Inspection requirements are clearly defined on the portal project page.
- Inspection results are easily accessible on the portal project page.
- Once all inspections have passed, CO is issued.

## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services

### 4-2 Establish Customer-Centric Unified City and County Service Delivery Models (cont.)

- The following table summarizes survey results regarding fee levels for buildings/code enforcement of comparable jurisdictions.

Jurisdiction	Type of Fee Schedule	New Residential (for \$300,000 house)	New Commercial	Re-Inspection	Other
Sacramento, CA	Fees based on construction valuation	\$37.50 per \$1,000	\$75 per \$1,000	\$75	
Fairfax County, VA	Fees based on construction valuation	.114 per sq foot	.216per sq foot	\$108	5% automation fee
Arlington County, VA	Percent fees on construction valuation	.49 x gross sq foot	.75 x gross sq foot	\$65 after first & sub	
Montgomery County, MD	Fees based on value of construction	\$1,175	Cost of construc x.03	\$110	Automation 5%
Houston, TX	Mixed both Construction valuation & Itemized fees	\$ 612.5 for \$300,00	\$3526 for 1st \$1 mil	\$75	
Chicago, IL	Flat fees based on scope of project	.26 per sq foot	.24 sq foot	\$100	
Clark County, NV	Mixed both Construction valuation & Itemized fees	\$1,966 for \$300,000	\$5.560 for 1st \$1 mil	\$100	
Orange County, FL	Mixed both Construction valuation & Itemized fees	\$26 per \$1,000	\$26 per \$1,000	\$75	
Phoenix, AZ	Mixed both Construction valuation & Itemized fees	\$1,601 first \$200K	\$7,201 first \$1 mill	\$150	
Davidson and Nashville, TN	Mixed both Construction valuation & Itemized fees	\$537 first \$100K	\$2,326 first 500K	\$45	

## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services

### 4-3 Increase Staffing Levels to Address Current and Future Workload Demand

Recommendation 4—3	Increase Staffing Levels to Address Current and Future Workload Demand
<b>Rationale</b>	<p>Following the economic recovery, land development and building construction activity picked up rapidly. The City and County have struggled to keep up with increasing workload levels, compounded by a dearth of qualified candidates and attenuated hiring cycles. During interviews, all divisions indicated that additional staff is necessary or would be helpful. Additionally, the City and County must also consider demands on existing staff time to implement future-state recommendations and also additional staff resources necessary to execute the future-state vision. Due to all these factors, the City and County must increase staffing levels to address current and future workload demand.</p>
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must identify key resource gaps to achieve City and County goals and must develop internal training and sourcing allocation plans to address the gaps.</li> <li>2. City and County must perform workload analysis and forecast demand to define required staffing levels. A recent study into the building code official profession offers insights into challenges around staffing code officials. Additionally, this report provides staffing obtained from a recent ICC survey for comparable jurisdictions.*</li> <li>3. City and County must attract and retain talented staff by fostering a culture that thinks about shaping a great community rather than just apply building code, and empowering staff members to make decisions.</li> <li>4. City and County must update job titles and responsibilities as necessary to align with new service delivery models.</li> <li>5. City and County must define/clarify career paths for resources.</li> <li>6. City and County should consider opportunities to increase the number of overtime inspection slots, inspections by appointment slots, and pre-submittal meeting slots.</li> <li>7. City and County must look for creative methods to identify, vet and onboard new resources, whether employees or contractors.</li> <li>8. City and County should re-examine possibility of contracting plan review and inspection resources, which is typically done in other jurisdictions. This can greatly help make the supply more elastic to meet planned and unplanned spikes in workload. Options can include acquiring services from a private entity, utilizing ICC services which offers plan review services nationally, or possibly forming cooperative ventures with other jurisdictions.</li> </ol>

\* "The Future of Code Officials: Results and Recommendations from a Demographics Survey" National Institute of Building Sciences. Aug 2014.

## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services

### 4-3 Increase Staffing Levels to Address Current and Future Workload Demand

- The following table summarizes ICC’s 2015 survey results regarding staffing for comparable jurisdictions. The survey only encompassed building development/code staff.
- While these survey results may be useful as a ballpark comparison, the City and County should consider at a minimum the following with regards to the comparable jurisdiction:
  - Growth / workload
  - Ability to contract out work
  - Organizational/Governance model
  - Process and system differences
  - Funding model

Jurisdiction	Population	Staff Total	Management	Inspectors	Permit Techs <sup>1</sup>	Plan Reviewers
Sacramento, CA	475,000	163	10	47	14	20
Fairfax County, VA	1,131,000	78	8	39	10	21
Arlington County, VA	225,000	75	10	24	6	12
Montgomery County, MD	1,017,000	82	8	48	10	38
Houston, TX	2,100,000	361	9	163	13	66
Chicago, IL	2,719,000	450	5	120	20	50
Clark County, NV	2,028,000	131	7	78	15	31
Orange County, FL	1,225,000	78	13	30	18	17
Phoenix, AZ	1,450,000	251	1	87	1	9
Davidson and Nashville, TN	658,000	173	12	46	12	29
Mecklenburg and Charlotte, NC	991,000	158	16	82	11	49

<sup>1</sup> Permit Techs vary from jurisdiction to jurisdiction – in some cases they are like the facilitator role discussed in a previous recommendation and in others they are permit clerks behind the public counter. Skills vary widely from people capable of doing small plan reviews to issue permits instantly to clerk type positions.

<sup>2</sup> FTE counts were obtained from the provided Code Enforcement Organization Chart. Counts should be verified by County. Supervisors are counted as Management. AST and coordinators are counted as Permit Techs. Code Administrators were included Plan Reviewers.

\* “The Future of Code Officials: Results and Recommendations from a Demographics Survey” National Institute of Building Sciences. Aug 2014.

## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services

### 4-4 Provide Improved Access to Development Services Information and Educational Tools

<b>Recommendation 4—4</b>	<b>Provide Improved Access to Development Services Information and Educational Tools</b>
<b>Rationale</b>	Once the new service delivery model is defined, staff and customers need to be trained on the new processes and systems.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must prepare and publish educational materials for customers:             <ol style="list-style-type: none"> <li>a. Create a basic reference guide – part “How To” and part “Who to Contact” for more common projects.</li> <li>b. Create “Welcome Packets” and potentially a new client orientation program for new customers and/or homeowners.</li> <li>c. Create handouts that illustrate building code requirements for common situations.</li> <li>d. Provide online tutorials to guide customers through the process.</li> <li>e. Create guides for customers based on persona that walks through typical scenarios.</li> </ol> </li> <li>2. City and County should consider how to establish education forums (bi-weekly, monthly) on the basics – What requires a permit, how to pull a permit, what is that process, how long does it take, what are the best practices of people who do it successfully, etc. Consider outreach through home improvement retailers or home shows.</li> <li>3. City and County should consider computer training sessions (monthly or bi-monthly) focusing on online systems – functions like plan submittal, inspection scheduling, permit/plan review/inspection statuses, dashboards (A/E, Contractor, etc.).</li> </ol>

## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services

### 4-5 Conduct Analysis of Co-location Options for City and County Staff

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<b>Recommendation 4—5</b>	<b>Conduct Analysis of Co-location Options for City and County Staff</b>
<b>Rationale</b>	Currently, the most successful projects have been special projects where there was significant collaboration between all stakeholders (e.g. Democratic National Convention). However, for the everyday projects, collaboration is more limited.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must assess options for co-location such as:             <ol style="list-style-type: none"> <li>a. Co-location of all zoning functions</li> <li>b. Co-location of customer service interface for one on one interaction</li> <li>c. City Urban forestry does zoning inspection, but zoning plan reviewers are sitting at County facility</li> <li>d. Co-location of City and County plan reviewers</li> </ol> </li> <li>2. Evaluation of which functions are best suited for co-location should factor in need for physical proximity, cost, customer impact, disruption or improvement of service as well as potential benefits, including quality of service, increased communication and other germane factors.</li> <li>3. City and County must align co-location strategy with defined governance and service delivery model.</li> </ol>

## 4. Simplify, Educate, and Establish Accountability on Delivery of Development Services Implementing Process Recommendations Addresses Key Findings

### Current State Assessment Themes

	1. Lack of comprehensive catalog of development services that identifies process, responsibilities, timelines, etc.	2. Customers seek human interaction to help guide through the process.	3. Lack of process and requirements clarity combined with fire and building code/City ordinances creating perception that it is difficult to do business in Charlotte and Mecklenburg County.	4. Customer perception that City and County do not share sense of urgency and financial impacts of delays.
4-1: Implement Short-term Process Improvements			✓	✓
4-2: Establish Customer-Centric Unified Service Delivery Models	✓	✓	✓	✓
4-3: Increase Staffing Levels to Address Current and Future Workload Demand			✓	✓
4-4: Provide Improved Access to Development Services Information and Educational Tools	✓	✓	✓	
4-5: Conduct Analysis of Co-location Options for City and County Staff		✓		

## Recommendation 5

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Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

## 5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

### A Common City and County Portal Can Improve Customer Experience and Streamline Operations

<b>Theme 5:</b>  <b>Redundant, Non-integrated Technology Systems Compound Process and Customer Service Issues</b>	Recommendation 5—1	<ul style="list-style-type: none"> <li>Establish Joint Development Services IT Governance to Make Shared Application Decisions</li> </ul>
	Recommendation 5—2	<ul style="list-style-type: none"> <li>Implement City and County Short Term Enhancements to Permitting Systems</li> </ul>
	Recommendation 5—3	<ul style="list-style-type: none"> <li>Develop a City and County Portal Strategy</li> </ul>
	Recommendation 5—4	<ul style="list-style-type: none"> <li>Integrate or Consolidate City and County Permitting Systems and Plan Review Systems</li> </ul>
	Recommendation 5—5	<ul style="list-style-type: none"> <li>Establish a Joint Program Management Office to Maintain Shared Applications</li> </ul>

- 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.
- Both the City and County have planned/begun various initiatives to improve their business applications. There have been efforts to collaborate, but initiatives are largely planned independently of each other. These initiatives should reviewed in context of a holistic application strategy encompassing both the City and County needs. In developing this strategy, the City and County would review current planned initiatives to determine whether it is beneficial to development services as a whole to pursue or whether it should be incorporated into a broader effort.

**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.

## 5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

### A Common City and County Portal Can Improve Customer Experience and Streamline Operations

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- Despite use of some 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 one other. Multiple plan review applications, overlapping/redundant functionality and reports of some applications being less than user friendly detract from efficiency and customer satisfaction.
- Gartner research shows that organizations should choose to standardize applications for the following reasons, many of which, if not all, are applicable to development services in the City and County <sup>1</sup>:
  - Inability to leverage size/scale.
  - Single face to the customer.
  - Many similar operations.
  - Service consistency.
  - Can't compare performance.
  - Same customers.
  - Excessive risk from process variation
  - Excessive cost from process variation.
  - Ability to leverage continuous process improvements across multiple similar operations.
- Application consolidation must start with clear goals, and selection of the appropriate approach to consolidation<sup>2</sup>:
  - **Reduction/Standardization:** When multiple applications are performing the same task, there may be opportunity to standardize onto one system.
  - **Application Migration or Replacement:** When the existing systems do not meet business needs, a new system may need to be built and data migrated.
- Given the current applications, the most appropriate approach for the City and County is Reduction/Standardization.

<sup>1</sup> When Application Standardization Works, and When It Doesn't; Gartner; Sept 2013

<sup>2</sup> Apply These Best Practices for Application Consolidation; Gartner; Apr 2014

## 5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

### 5-1 Establish Joint Development Services IT Governance to Make Shared Application Decisions

Recommendation 5—1	Establish Joint Development Services IT Governance to Make Shared Application Decisions
<b>Rationale</b>	City and County IT decisions are for the most part made independently of each other. While there have been attempts from one side to get the other involved in the decision making process, there does not exist a formal mechanism for collaboration and decision-making. This has led to redundant functionality, negative process impacts, additional cost and customer frustration.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must halt independent application investment activities/plans and coordinate with each other.</li> <li>2. City and County, through the Unified Development Services Committee, must establish and empower a joint IT Governance committee to make IT decisions that impact City and County.</li> <li>3. The IT Governance must be responsible for communicating initiatives and changes to all pertinent stakeholders and ensuring transitions are not disruptive to operational activity.</li> <li>4. The IT Governance committee must establish a project management processes to ensure efficient and effective use of IT resources and make key decisions.</li> <li>5. The IT Governance committee must establish an Application Portfolio Management process to review and determine integration/consolidation strategy for City/County permitting, and plan review systems.</li> <li>6. The IT Governance committee must coordinate with established City and County GIS organizations to ensure consistency of data for permitting purposes.</li> <li>7. The IT Governance committee must measure costs of managing redundant City and County systems.</li> <li>8. The IT Governance committee must establish /agree upon enterprise standards to support consolidated or integrated systems.</li> </ol>

## 5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

### 5-2 Implement City and County Short Term Enhancements to Permitting Systems

Recommendation 5—2	Implement City and County Short Term Enhancements to Permitting Systems
<b>Rationale</b>	<p>The County is in the process of upgrading the current POSSE system to the Winchester version, which will include a number of enhancements. Concurrently, the City is also enhancing functionality of the Accela system. Under the guidance and governance of the IT governance body noted in the previous recommendation, the City and County should continue to make targeted, incremental improvements to technology while larger application rationalization efforts are executed. Each current and planned IT projects should be evaluated from an enterprise development service perspective.</p>
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. A number of critical County enhancements have been raised through customer surveys and the current state assessment:               <ol style="list-style-type: none"> <li>a. Simplify system holds and increase transparency to customers. This includes adding reason the hold was place and by whom, making holds more visible online, and converting holds to inspections where possible.</li> <li>b. Notify customers of holds</li> <li>c. Fix master and sub-permit hierarchy and/or provide address view of permits</li> <li>d. Provide helpful system notifications (default opt in) to alert users</li> <li>e. Provide more specificity for Inspection result codes (e.g. to ensure correct use of ‘inaccessible’, etc.) in inspections systems</li> <li>f. Eliminate redundant data entry. Possibly leverage smart PDF to automatically populate information.</li> <li>g. Enable online payments for all receivables.</li> <li>h. Enable read access for owners to their information</li> <li>i. Provide inspector’s schedule online for customers to lookup their scheduled time</li> <li>j. Other changes to support short-term process changes</li> </ol> <p>Additionally, on the City side there are also some shorter-term improvements that can potentially be made:</p> <ol style="list-style-type: none"> <li>k. Adding additional workflows to support the rezoning process</li> </ol> <p>The City and County must determine whether it is more cost efficient to make these enhancements on the current platforms or to incorporate these as requirements into an integration/consolidation effort.</p> </li> <li>2. The IT governance committee must decide on implementation timelines and make decisions with the long term strategy in mind.</li> <li>3. Segment “green lit” projects (well into execution, no reason to halt) from potential projects, and evaluate, prioritize and decide which should proceed given larger review of application portfolio.</li> <li>4. As changes are made, ensure that all affected stakeholders are notified and trained on system changes.</li> </ol>

## 5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

### 5-3 Develop a City and County Portal Strategy...

Recommendation 5—3	Develop a City and County Portal Strategy
<b>Rationale</b>	Currently, customers navigate between City and County web portals to access services and find information, which makes it confusing and difficult to find the services and information that they need. Additionally, there is no single view of customer/project information that is readily available in a single location.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. The IT Governance committee must establish a portal strategy to consolidate City and County portals which includes informational websites as well as permitting and plan review submission portals. The strategy will be impacted/informed by the City and County’s decision whether to maintain separate permitting systems or consolidate. Separate source systems will require significant portal integration to achieve a seamless experience.</li> <li>2. The IT Governance committee should consider incorporating user friendly features such as an application wizard to guide the user through the application process (e.g. Open Counter product that was explored by the City).</li> <li>3. The IT Governance committee must establish a business case for a common portal that will describe the scope, requirements, cost, and benefits.</li> <li>4. The IT Governance committee must establish a funding mechanism to support procurement of services that are shared by the City and County.</li> <li>5. The IT Governance committee must establish sourcing options for the portal (i.e. RFP, or in-house development).</li> <li>6. The portal strategy must factor in dependencies from other recommendations, such as application rationalization effort, creation of the knowledge base, and customer segmentation/journey mapping efforts.</li> </ol>

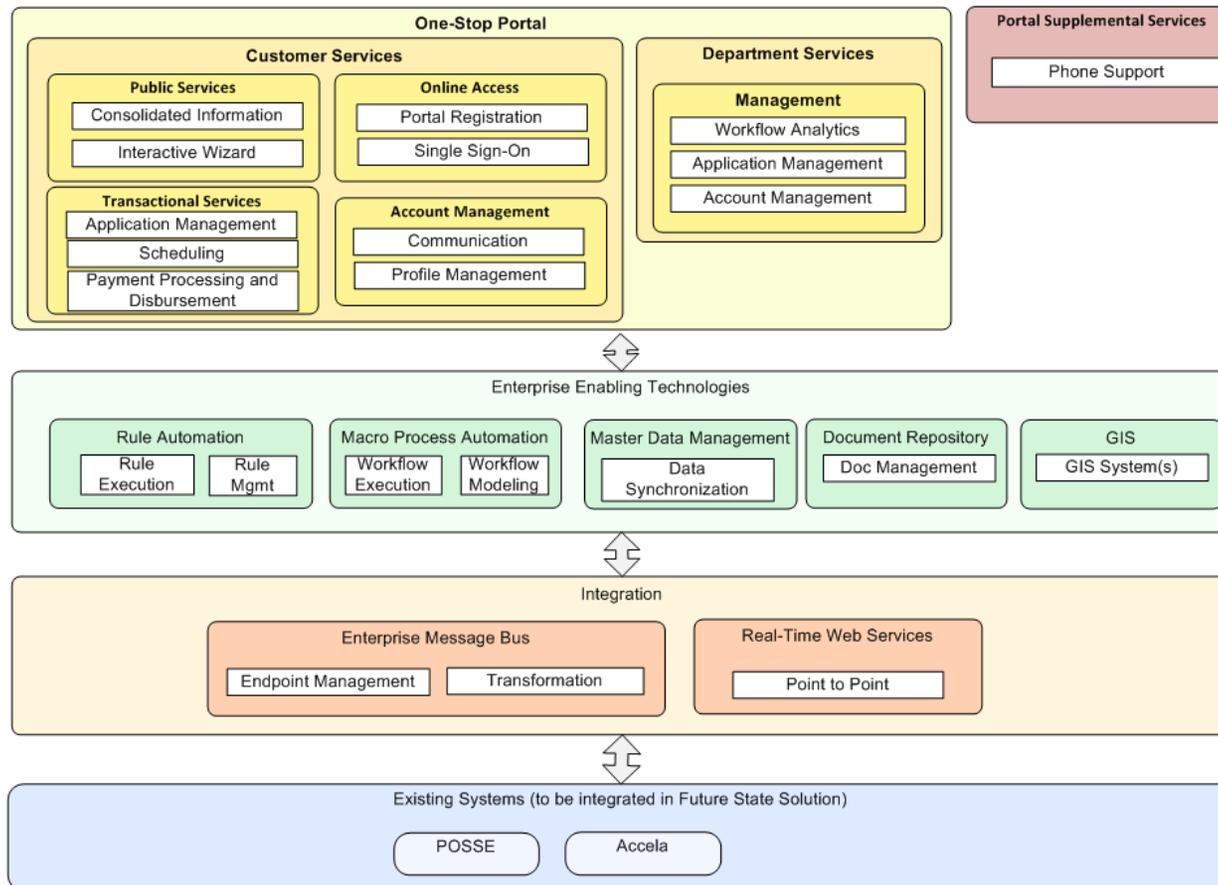
- A Portal implementation is a complex effort. Gartner has found that faulty governance is the root of many pitfalls that cause failure. Other pitfalls include product fixation, hidden complexity, misuse, content inertia, management dysfunction, and user neglect.\*

\* “How to Avoid the Seven Portal Pitfalls. Faulty Governance.” Gartner, Jan 2014.

## 5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

### 5-3 Develop a City and County Portal Strategy (cont.)

- An effective portal typically provides centralized account management, and application management as well as better access to information. It is enabled by robust integration capabilities to City and County source systems.



## 5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

### 5-4 Integrate or Consolidate City and County Permitting Systems and Plan Review Systems...

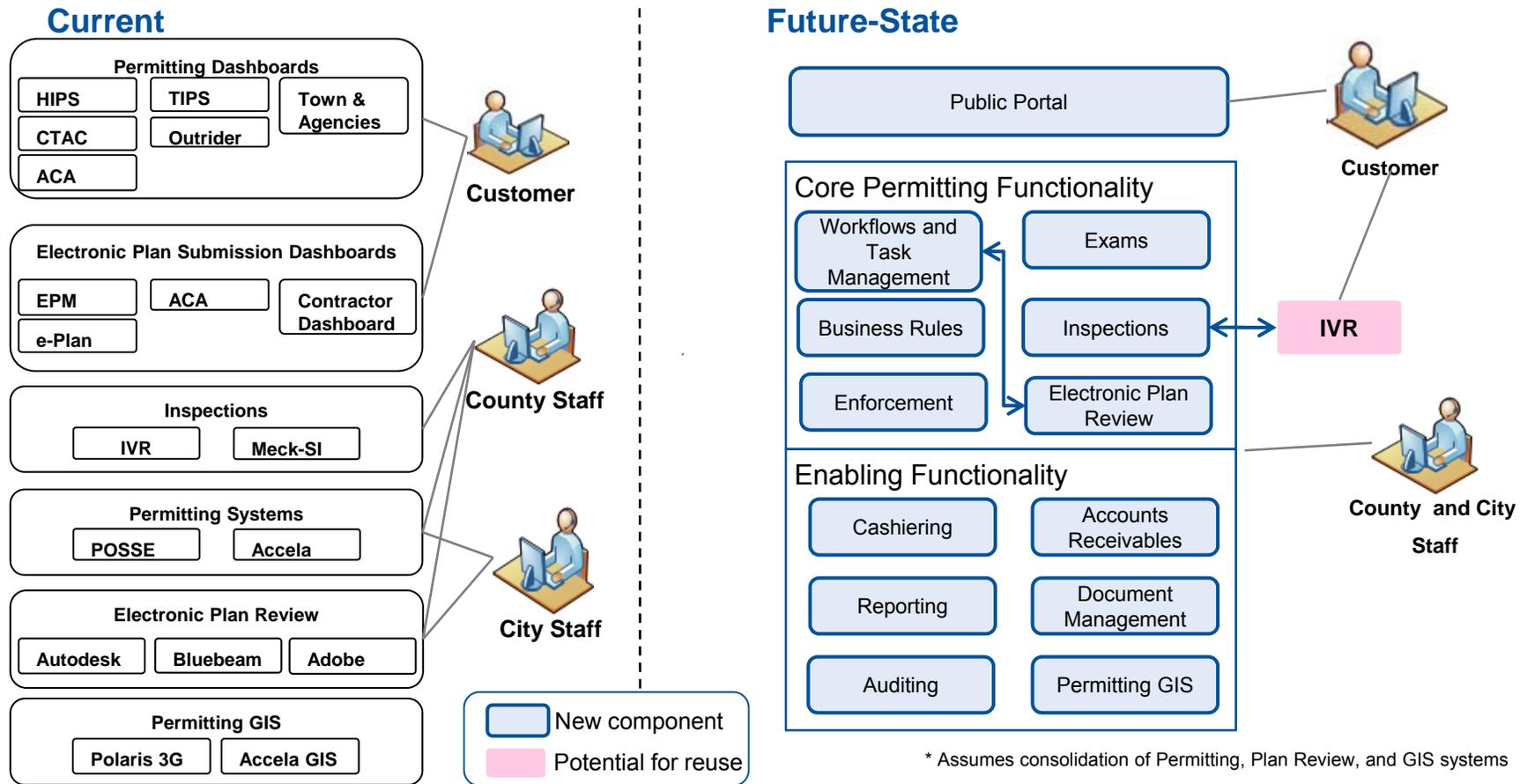
Recommendation 5—4	Integrate or Consolidate City and County Permitting Systems and Plan Review Systems
<b>Rationale</b>	The City and County currently utilize separate permitting systems, Accela and POSSE, respectively. There are also different plan review systems used between the City and County, Adobe and Autodesk/Bluebeam respectively. The portal strategy must guide the direction for integration or consolidation of these core permitting systems.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. The IT Governance committee must develop the vision and strategy to integrate or consolidate the City and County permitting systems to align with the service delivery model.</li> <li>2. The County is currently planning to procure and implement Avolve ProjectDox for plan review. This decision must be re-assessed through the IT Governance committee to establish a joint City/County strategy as well as the strategy for permitting systems.</li> <li>3. The IT Governance committee must define the business case for the application assessment as well as the implementation plan of the recommended approach. This should include one-time and ongoing costs, risks of not pursuing, resource requirements, and other pertinent evaluation factors.</li> <li>4. The IT Governance should consider the following enhancements as part of the business case:             <ol style="list-style-type: none"> <li>a. Establish an integrated approach to managing holds. Holds should be in a single source system and transparent to all stakeholders.</li> <li>b. Establish and implement a master data management strategy. There must be a single source of information with information elements properly linked to enable reporting and data transparency.</li> <li>c. Eliminate redundant data entry between City and County systems.</li> <li>d. Favor configuration of COTS functionality over customization. Configuration is easier to maintain than custom code.</li> </ol> </li> <li>5. The IT Governance committee must define the sourcing strategy for this initiative (e.g. RFP, in-house, etc).</li> </ol>

# 5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

## 5-4 Integrate or Consolidate City and County Permitting Systems and Plan Review Systems (cont.)

### ■ Option 1: Consolidated Systems

- Consolidating to a single system with a common portal simplifies the customer experience and business operations. These portals are typically out-of-the-box functionality provided by permitting COTS vendors.

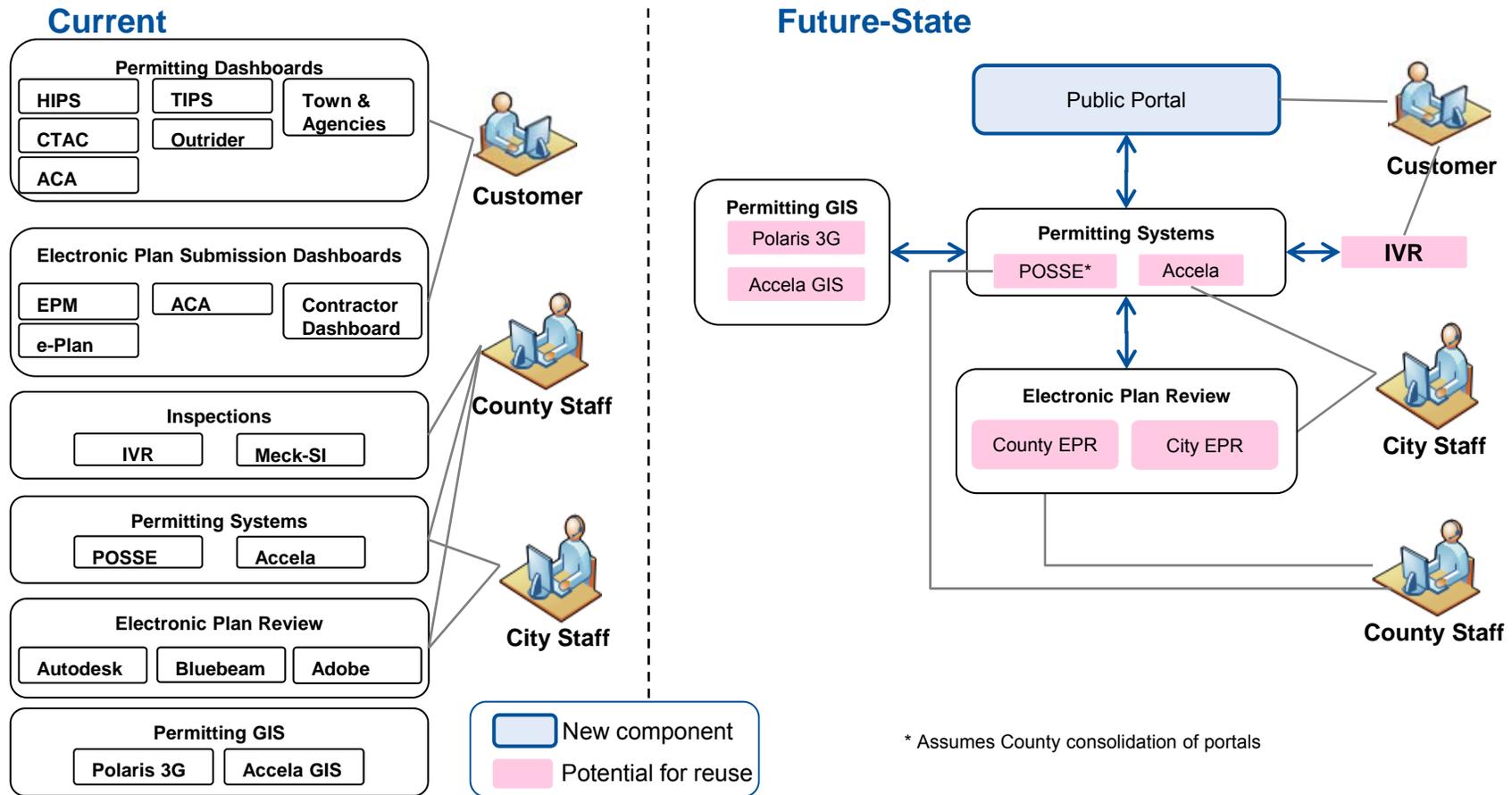


## 5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

### 5-4 Integrate or Consolidate City and County Permitting Systems and Plan Review Systems (cont.)

#### ■ Option 2: Integrated Systems with Shared Portal

- Integration enables City and County autonomy while the common Portal simplifies the customer experience. These portals are typically custom solutions.



## 5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

### 5-4 Integrate or Consolidate City and County Permitting Systems and Plan Review Systems (cont.)

- The City and County should consider the following pros and cons of the proposed portal approaches when determining a portal strategy.

	Pros	Cons
Option 1: Consolidated System	<ul style="list-style-type: none"> <li>▪ Portal functionality is configured making it easier to setup and maintain.</li> <li>▪ All data is in a single system making it easier to maintain data integrity and provide a single customer view.</li> <li>▪ Minimizes integration and complexity.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Portal functionality is generally limited to the COTS product capabilities.</li> <li>▪ System needs to be centrally managed. City and County need to coordinate on most system changes.</li> </ul>
Option 2: Integrated Systems with Shared Portal	<ul style="list-style-type: none"> <li>▪ City and County maintain control over their respective permitting, plan review, and GIS systems.</li> <li>▪ Not locked in to a single vendor platform.</li> <li>▪ A custom portal can be more tailored to specific City/County needs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Based on Gartner's experience with Portal integrations, the cost can range from ~\$7 million to upwards of \$50 million depending on the complexity.</li> <li>▪ Master data management strategy needs to be established and implemented.</li> <li>▪ Centralized account management with single sign-on requires source systems to support the same standards.</li> <li>▪ Changes to City/County source systems require careful regression testing to ensure integration integrity.</li> </ul>

## 5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

### 5-5 Establish a Joint Program Management Office to Maintain Shared Applications

Recommendation 5—5	Establish a Joint Program Management Office to Maintain Shared Applications
<b>Rationale</b>	The City and County currently manage applications and IT operations independently. Through the previous recommendations, the IT Governance Committee will establish project teams to execute on the project integration/consolidation initiatives. Once implemented, there needs to be a joint project management structure in place to provide on-going maintenance of the shared applications (e.g. shared portal, integration points for permitting system or a consolidated permitting system, etc).
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must establish a project management office (PMO) to maintain shared City and County systems.</li> <li>2. The PMO must report to the IT Governance Committee.</li> <li>3. The PMO must establish project management standards.</li> <li>4. City and County should centralize all project managers into the PMO in order to drive consistent application of project management methodologies.</li> <li>5. The PMO must consistently enforce a project management standard for all projects.</li> <li>6. PMO must establish consistent processes across City and County for change and release management and ensure they are followed.</li> </ol>

# 5. Plan and Manage Technology Collaboratively to Address Gaps, Redundancy, and Inefficiency

## Implementing Technology Consolidation Recommendations Addresses Key Findings

### Current State Assessment Themes

	1. Inability to effectively communicate project progress and status of holds creates frustration, delays, and more work for the City and County.	2. Customers often require help navigating the various systems utilized by the City and County, creating frustration and efficiency.	3. Customers seek a single portal or access point to understand process requirements, execute transactions, obtain status, and gather information on their projects.	4. Some operational areas are not effectively automated or could benefit from improvements.
5-1: Establish Joint Development Services IT Governance to Make Shared Application Decisions	✓	✓	✓	✓
5-2: Implement City and County Short Term Enhancements to Permitting Systems	✓			✓
5-3: Develop a City and County Portal Strategy	✓	✓	✓	✓
5-4: Integrate or Consolidate City and County Permitting Systems and Plan Review Systems	✓	✓	✓	✓
5-5: Establish a Joint Program Management Office to Maintain Shared Applications	✓	✓	✓	✓

## Recommendation 6

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### Improve Consistency of Code Interpretation and Application

## 6. Improve Consistency of Code Interpretation and Application

Internal Collaboration, Communication, and Training Will Help to Improve Consistency

<b>Theme 6:</b>  <b>Ongoing Debate of Building Code/Land Ordinance Interpretation Consistency vs. Customer Responsibilities Fosters Unproductive Tension and Mistrust</b>	Recommendation 6—1	<ul style="list-style-type: none"> <li>■ Improve Consistency between County Inspector and County Plan Reviewers</li> </ul>
	Recommendation 6—2	<ul style="list-style-type: none"> <li>■ Communicate Building Code Interpretation and City Zoning Ordinance Application/Changes</li> </ul>
	Recommendation 6—3	<ul style="list-style-type: none"> <li>■ Train on Building Code Interpretations</li> </ul>
	Recommendation 6—4	<ul style="list-style-type: none"> <li>■ Coordinate Interpretation Issues with State Codes Agency</li> </ul>

- 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 (see recommendation 3 for further details). 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.

## 6. Improve Consistency of Code Interpretation and Application

### 6-1 Improve Consistency between County Inspector and County Plan Reviewers

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<b>Recommendation 6—1</b>	<b>Improve Consistency between County Inspector and County Plan Reviewers</b>
<b>Rationale</b>	County inspectors and County plan reviewers do not have formal /required communications in the current process.
<b>Requirements</b>	<ol style="list-style-type: none"><li>1. County must facilitate workshops to discuss opportunities for greater inspector and plan reviewer collaboration.</li><li>2. County should consider:<ol style="list-style-type: none"><li>a. Having inspectors involved during the plan review process</li><li>b. Requiring that Inspectors contact Plan Reviewers regarding differences of opinion to discuss prior to customers having to go through RTAP</li><li>c. Communicating pairings or teams to the customer to promote collaboration and transparency</li><li>d. An alternative to the full RTAP process, where there could be a faster review (for more minor plan changes)</li></ol></li></ol>

## 6. Improve Consistency of Code Interpretation and Application

### 6-2 Communicate Building Code Interpretation and City Zoning Ordinance Application/Changes

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<b>Recommendation 6—2</b>	<b>Communicate Building Code Interpretation and City Zoning Ordinance Application/Changes</b>
<b>Rationale</b>	County inspectors do not always apply building code consistently between projects and between inspectors. They are perceived to be negotiating what they'd like to see instead of enforcing the building code. Further, DSTAC has raised concerns about lack of visibility into planned zoning ordinance changes.
<b>Requirements</b>	<ol style="list-style-type: none"><li>1. County inspectors should always clearly cite building code when failing inspections and provide instruction for next steps to the customer.</li><li>2. County should continue with consistency meetings, but review how building code interpretation changes are promoted to increase customer awareness; ensure meeting minutes and/or key takeaways are communicated out in a timely, systematic manner.</li><li>3. County should engage the Community regarding interpretation of building code and create an ongoing dialogue.</li><li>4. City should communicate plans for zoning ordinance changes to DSTAC and other development professionals.</li><li>5. Interpretations and precedents should be codified and 'pushed' to the knowledge base.</li></ol>

## 6. Improve Consistency of Code Interpretation and Application

### 6-3 Train on Building Code Interpretations

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<b>Recommendation 6—3</b>	<b>Train on Building Code Interpretations</b>
<b>Rationale</b>	County inspectors do not always enforce building code consistently between projects and between inspectors due to lack of awareness of how other inspectors are applying building code, or how the building code should be correctly interpreted.
<b>Requirements</b>	<ol style="list-style-type: none"><li>1. County must establish regular training for inspectors to establish consistency and foster dialogue.</li><li>2. County should offer joint courses with stakeholders (industry) on common areas where there have been building code interpretation issues (e.g. here's how new energy code will be enforced). This helps uniformity of interpretation (and buildings will hear concerns about private sector).</li></ol>

## 6. Improve Consistency of Code Interpretation and Application

### 6-4 Coordinate Interpretation Issues with State Codes Agency

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<b>Recommendation 6—4</b>	<b>Coordinate Interpretation Issues with State Codes Agency</b>
<b>Rationale</b>	The building codes and interpretation of codes are often a point of contention between the Customer and County during plan review and inspections.
<b>Requirements</b>	<ol style="list-style-type: none"><li>1. County should conduct a joint study with other jurisdictions in the State to identify common building codes that have been contentious with customers.</li><li>2. County should identify building codes that need to be changed, if any, and work with the State and other partners to have these building codes clarified/changed.</li><li>3. County should keep City involved in the process to both keep the City informed, but also to prepare for any building code changes that could impact interpretations vis-à-vis City ordinances.</li></ol>

## 6. Improve Consistency of Code Interpretation and Application

### Implementing Technology Recommendations Addresses Key Findings

#### Current State Assessment Themes

	1. Customers cite examples of inconsistent feedback and building code /land ordinance interpretation from City and County staff.	2. Some customers appear to be 'gaming' the system, ignoring City/County feedback and failing to meet their responsibilities.	3. Understanding of building code varies widely amongst the customer base.	4. Perception that some employees wield too much influence on fate of projects.
6-1: Improve Consistency between County Inspector and County Plan Reviewers	✓			
6-2: Communicate Building Code Interpretation and City Zoning Ordinance Application/Changes	✓			✓
6-3: Train on Building Code Interpretations	✓	✓	✓	
6-4: Coordinate Interpretation Issues with State Codes Agency	✓			

## Recommendation 7

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Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability

## 7. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability

Metrics Must Capture Performance, Accuracy, Efficiency, Customer Satisfaction



- 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.

## 7. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability

### Metrics Must Capture Performance, Accuracy, Efficiency, Customer Satisfaction

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- The key metrics used by the City and County do not effectively measure quality of service or 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. cycle time).
- City and County key metrics must capture\*:
  - Performance
  - Accuracy
  - Efficiency
  - Customer Satisfaction
- Clark County, for example has metrics in four areas:
  - Timeliness
  - Productivity
  - Accuracy
  - Customer Service

•Examples of metrics from Clark County, NV:

DEPARTMENT OF BUILDING & FIRE PREVENTION BUREAU ; Engineering Plan Review Service Goals, September 2014

DEPARTMENT OF BUILDING & FIRE PREVENTION; Inspections Service Goals September 2014

CLARK COUNTY BUILDING DEPARTMENT ; Plan Review Service Goals , August 2014

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## 7. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability

Generally, peer cities and counties do not appear to be reporting on their metrics

City / County	Population	Metrics Reported	Source
St. Louis County	998,954	Not found	<a href="http://www.stlouisco.com/yourgovernment/countydepartments/publicworks/permits">http://www.stlouisco.com/yourgovernment/countydepartments/publicworks/permits</a> <a href="http://webcms.pima.gov/UserFiles/Servers/Server_6/File/Government/Development%20Services/Building/Aligning%20Operational-Strategic%20Goals.pdf">http://webcms.pima.gov/UserFiles/Servers/Server_6/File/Government/Development%20Services/Building/Aligning%20Operational-Strategic%20Goals.pdf</a>
Pima County	980,263	Searchable but not presented as dashboard	<a href="http://webcms.pima.gov/UserFiles/Servers/Server_6/File/Government/Development%20Services/Building/Managing%20for%20customer%20satisfaction.pdf">http://webcms.pima.gov/UserFiles/Servers/Server_6/File/Government/Development%20Services/Building/Managing%20for%20customer%20satisfaction.pdf</a>
Montgomery County	971,777	Not found	<a href="http://permittingservices.montgomerycountymd.gov/dps/general/AboutDPS.aspx">http://permittingservices.montgomerycountymd.gov/dps/general/AboutDPS.aspx</a>
Honolulu County	953,207	Number of permits, value	<a href="http://www.honoluludpp.org/Portals/0/Bulletins/Monthly/mon06-2013.pdf">http://www.honoluludpp.org/Portals/0/Bulletins/Monthly/mon06-2013.pdf</a>
Westchester County	949,113	Not found	<a href="http://planning.westchestergov.com/land-use-&amp;-development">http://planning.westchestergov.com/land-use-&amp;-development</a>
Milwaukee County	947,735	Not found	<a href="http://county.milwaukee.gov/mclio">http://county.milwaukee.gov/mclio</a>
Fresno County	930,450	Not found	<a href="http://www.co.fresno.ca.us/DepartmentPage.aspx?id=16117">http://www.co.fresno.ca.us/DepartmentPage.aspx?id=16117</a>
Shelby County	927,644	Not found	<a href="https://www.shelbycountyttn.gov/index.aspx?nid=465">https://www.shelbycountyttn.gov/index.aspx?nid=465</a>
Fulton County	920,581	Not found	<a href="http://www.fultoncountyga.gov/fcpcsd-home">http://www.fultoncountyga.gov/fcpcsd-home</a>
Fairfield County	916,829	Not found	<a href="http://www.fairfieldct.org/building">http://www.fairfieldct.org/building</a>
Wake County	900,993	Not found	<a href="http://www.wakegov.com/inspect/Pages/default.aspx">http://www.wakegov.com/inspect/Pages/default.aspx</a>
San Francisco, CA	825,863	Not found	<a href="http://sfgov.org">http://sfgov.org</a>
Columbus, OH	809,798	Building Permit Applications	<a href="http://columbus.gov/bzs/primary/Building-and-Zoning-Services-Document-Library/">http://columbus.gov/bzs/primary/Building-and-Zoning-Services-Document-Library/</a>
Fort Worth, TX	777,992	Not found	<a href="http://fortworthtexas.gov/">http://fortworthtexas.gov/</a>
Detroit, MI	701,475	Not found	<a href="http://www.detroitmi.gov/">http://www.detroitmi.gov/</a>
El Paso, TX	672,538	Not found	<a href="http://home.elpasotexas.gov/">http://home.elpasotexas.gov/</a>
Memphis, Tenn.	655,155	Not found	<a href="http://www.memphistn.gov/">http://www.memphistn.gov/</a>

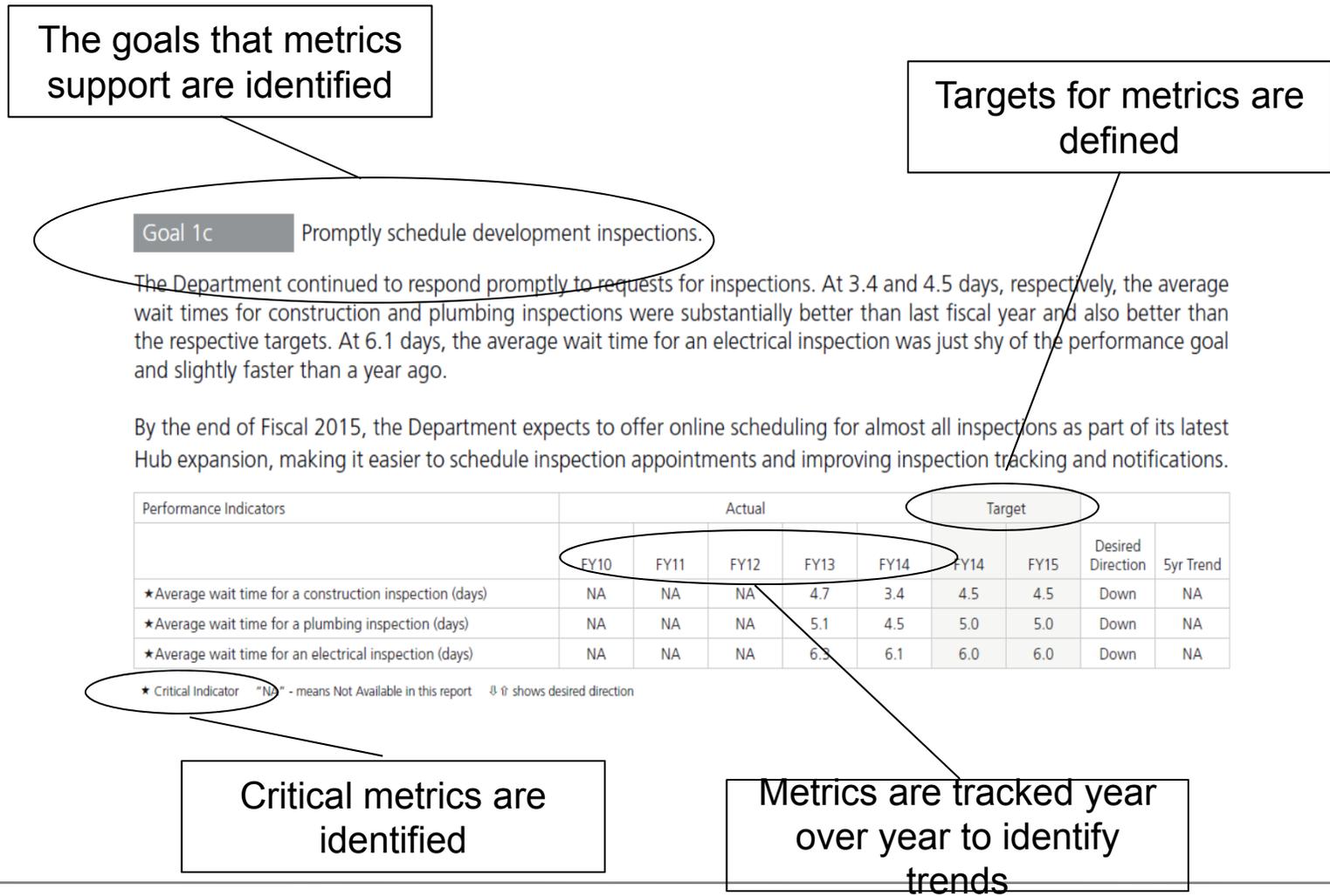
## 7. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability

However, several large cities are reporting metrics to increase transparency and accountability

City / County	Population	Metrics Reported	Source
New York City	8,336,697	<p>49 metrics reported on including :</p> <ul style="list-style-type: none"> <li>▪ Improve application processing efficiency (5 metrics)</li> <li>▪ Promptly review initial construction plans (10 metrics)</li> <li>▪ Promptly schedule development inspections (3 metrics)</li> <li>▪ Promptly address complaints (9 metrics)</li> <li>▪ Rigorously enforce construction laws (6 metrics)</li> <li>▪ Prevent construction-related fatalities and injuries (3 metrics)</li> <li>▪ Agency Customer Service (13 metrics)</li> </ul>	<p><a href="http://www.nyc.gov/html/ops/html/dat/mmr.shtml">http://www.nyc.gov/html/ops/html/dat/mmr.shtml</a></p> <p><a href="http://www.nyc.gov/html/dob/html/codes_and_reference_materials/statistics.shtml">http://www.nyc.gov/html/dob/html/codes_and_reference_materials/statistics.shtml</a></p>
Los Angeles	3,857,799	<p>35 metrics reported on including:</p> <ul style="list-style-type: none"> <li>▪ 20-Year Development Trend (3 metrics)</li> <li>▪ 5-Year Workload Metric (6 metrics)</li> <li>▪ Plan Check Workload and Performance (9 metrics)</li> <li>▪ Inspection Workload and Performance (12 metrics)</li> <li>▪ Code Enforcement and Performance (2 metrics)</li> <li>▪ Other LADBS Workload and Performance (3 metrics)</li> </ul>	<p><a href="http://ladbs.org/LADBSWeb/workload-performance-metrics.jsf">http://ladbs.org/LADBSWeb/workload-performance-metrics.jsf</a></p>
Chicago	2,714,856	<p>6 metrics reported on including:</p> <ul style="list-style-type: none"> <li>▪ <u>Department of Buildings (DOB)</u> <ul style="list-style-type: none"> <li>▪ Easy Permit - Time to Issue</li> <li>▪ Standard Plan Review Permit - Time to Issue</li> <li>▪ Developer Services Permit - Time to Issue</li> <li>▪ Green Building Permit - Time to Issue</li> </ul> </li> <li>▪ <u>Department of Planning &amp; Development (DPD)</u> <ul style="list-style-type: none"> <li>▪ Landmark Permitting Review - % completed by target</li> <li>▪ Zoning Permit Scheduling and Review - Days to schedule appointment</li> </ul> </li> </ul>	<p><a href="http://www.cityofchicago.org/city/en/narr/foia/key_performance_indicators0/business_benchmarks.html">http://www.cityofchicago.org/city/en/narr/foia/key_performance_indicators0/business_benchmarks.html</a></p>

## 7. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability

In NYC, metrics are aggregated into the annual Mayor's Management Report



Source: <http://www.nyc.gov/html/ops/html/data/mmr.shtml>

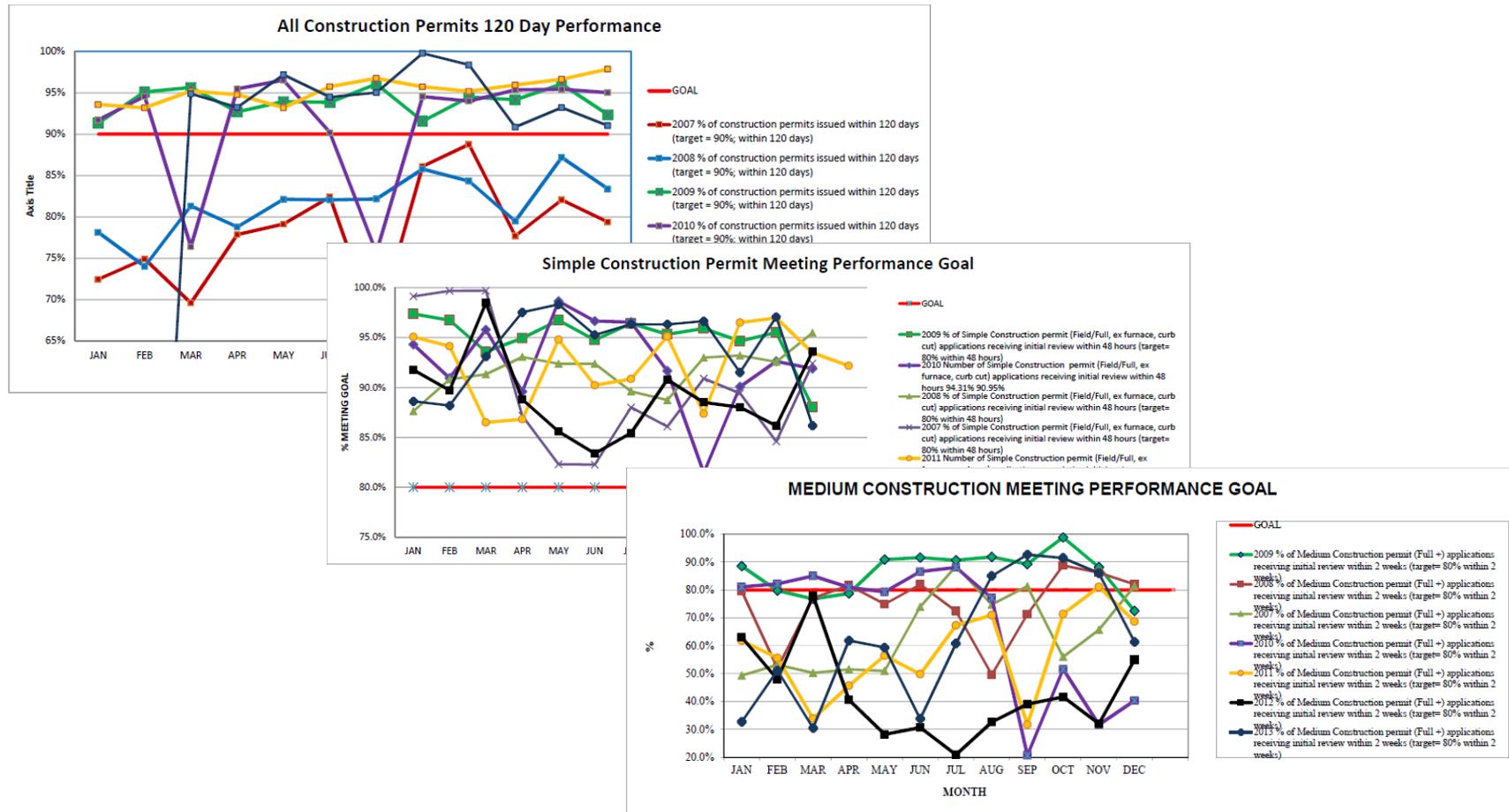
Engagement: 330022381

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# 7. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability

In Seattle, performance for key services is measured throughout the year, as well as year over year



Source: [http://www.seattle.gov/dpd/cs/groups/pan/@pan/documents/web\\_informational/dpds022047.pdf](http://www.seattle.gov/dpd/cs/groups/pan/@pan/documents/web_informational/dpds022047.pdf)

Engagement: 330022381

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## 7. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability

### 7-1 Enhance and Market Performance Metrics

<b>Recommendation 7—1</b>	<b>Enhance and Market Performance Metrics to Improve Productivity and Timeliness</b>
<b>Rationale</b>	Current City and County performance metrics help to improve operations and productivity, but do not necessarily measure the impact to the customer. Aligning metrics to service delivery outcomes and what is most important to the customer will help with alignment of resources, communication, and overall satisfaction with development services.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must measure end-to-end project time across all relevant City/County parties.</li> <li>2. City and County must measure net time by separating time worked by City/County from time worked by customer.</li> <li>3. City and County should consider measuring queue time.</li> <li>4. As a result of the workload analysis study, the City and County should codify tasks that were previously part of the 'hidden workload' and include in overall metrics, or categorize as 'administrative' or another label to ensure that this time is properly tracked.</li> </ol>

TIMELINESS							
TYPE OF PROJECT	Goal (Days)	# Plan Reviews Performed	No Plans Exceeding Time Frame	% Exceeding Time Frame	%Goal Achieved	Target Goal %	+ or - % of Goal
Complex/Phased Commercial (SPP)	42	0	0	0.0%	100.0%	90%	10.0%
Commercial (COM)	21	149	38	25.5%	74.5%	90%	-15.5%
Minor Commercial (CMSH)	14	212	55	25.9%	74.1%	90%	-15.9%
Commercial Over-the-Counter (COTC)	1	235	0	0.0%	100.0%	90%	10.0%
Residential Standard Plans (STPL)	21	19	10	52.6%	47.4%	90%	-42.6%
Custom Residence (RES)	14	5	0	0.0%	100.0%	90%	10.0%
Minor Residential (RSH)	14	85	1	1.2%	98.8%	90%	8.8%
Residential Over-the-Counter (ROTC)	1	130	0	0.0%	100.0%	90%	10.0%
Plan Revisions	10	183	36	19.7%	80.3%	90%	-9.7%
PRODUCTIVITY							
TYPE OF PROJECT	# Plan Reviews Performed		Total	Plan Review Hours Req.		Total Review Hrs Required	
	New	Revision		New	Revision		
Complex/Phased Commercial (SPP)	0	10	10	0.0	60.0	60.0	
Commercial (COM)	149	99	248	596.0	99.0	695.0	
Minor Commercial (CMSH)	212	39	251	265.0	12.1	277.1	
Commercial Over-the-Counter (COTC)	235	6	241	19.5	0.5	20.0	
Residential Standard Plans (STPL)	19	12	31	289.0	33.0	322.0	
Custom Residence (RES)	5	7	12	20.0	7.0	27.0	
Minor Residential (RSH)	85	6	91	60.5	1.0	61.5	
Residential Over-the-Counter (ROTC)	130	4	134	10.8	0.3	11.1	
<b>TOTAL</b>	<b>835</b>	<b>183</b>	<b>1018</b>	<b>1260.8</b>	<b>213</b>	<b>1473.7</b>	

CLARK COUNTY BUILDING DEPARTMENT ; Plan Review Service Goals , August 2014

## 7. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability

### 7-2 Establish Quality Control and Accountability Metrics

<b>Recommendation 7—2</b>	<b>Establish Quality Control and Accountability Metrics</b>
<b>Rationale</b>	Current metrics do not focus on quality. Good quality metrics can help to optimize processes and systems. Additionally, enhanced metrics on customer accountability can help to curb bad behavior which drags down the City/County's productivity. These metrics can be utilized in staff evaluations.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County must establish quality control metrics to measure quality of City/County work.</li> <li>2. City and County should consider additional metrics to measure internal quality of service delivery such as:             <ol style="list-style-type: none"> <li>a. Establish a quality inspection quotient for re-inspection fees. This addresses the punch list effect that many contractors are using the department for.</li> <li>b. County should consider excluding inaccessible from failure rate.</li> <li>c. City and County should consider measuring and reviewing situations where subsequent reviews are uncovering new defects that weren't identified in previous reviews.</li> <li>d. City and County should consider measuring quality of plan review feedback to ensure quality.</li> </ol> </li> <li>3. City and County must establish metrics to track customer accountability.             <ol style="list-style-type: none"> <li>a. City and County should track designers/architects that attend pre-submittal meetings with poorly prepared plans.</li> <li>b. City and County should track failure to address comments during plan review.</li> <li>c. City and County inspectors can rate the contractor, which can help inform training efforts.</li> </ol> </li> </ol>

ACCURACY							
TYPE OF PLAN REVIEW	Score Goal (pts)	# QC Reviews Performed	# QC Goal Not Met	% # QC Goal Not Met	%Goal Achieved	Target Goal %	+ or - % of Goal
Residential	85			0.0%	100.0%	85.0%	15.0%
Architectural	85	2	0	0.0%	100.0%	85.0%	15.0%
Electrical	85	4	0	0.0%	100.0%	85.0%	15.0%
Mechanical/Plumbing	85			0.0%	100.0%	85.0%	15.0%
Fire Protection	85			0.0%	100.0%	85.0%	15.0%
<b>TOTAL</b>		6	0	0.0%	100.0%	85.0%	15.0%

CLARK COUNTY BUILDING DEPARTMENT ; Plan Review Service Goals , August 2014

## 7. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability

### 7-3 Establish Customer Satisfaction Metrics

<b>Recommendation 7—3</b>	<b>Establish Customer Satisfaction Metrics</b>
<b>Rationale</b>	Currently customer satisfaction is measured periodically through focus groups and surveys. Customer satisfaction can be measured more frequently to better adjust to improve customer service.
<b>Requirements</b>	<ol style="list-style-type: none"> <li>1. City and County should consider establishing a net satisfaction score where the customer can score overall satisfaction with City and County services. This is a mechanism to get feedback on inspectors overall (perhaps on a 'project closeout debriefing' or 'exit survey' when a job is being rendered inactive/completed.</li> <li>2. Pursue "quick feedback" customer service measurement mechanisms so that a customer can provide high-level, immediate feedback for a service or process step.</li> <li>3. City and County must measure responsiveness to customer service requests.</li> <li>4. Promote customer service metrics on the portal and other means as determined necessary.</li> </ol>

CUSTOMER SERVICE							
SURVEY TOPIC	Goal (Positive)	Number of Surveys	Other Feedback	Plans Exam Results	+ or - % of Goal	PAC Results	+ or - % of Goal
Timeliness of Service	80.0%	1		0.0%	-80.0%	0.0%	-80.0%
Courtesy	80.0%	1		0.0%	-80.0%	0.0%	-80.0%
Competency in Handling Issues	80.0%	1		0.0%	-80.0%	0.0%	-80.0%
Professionalism	80.0%	1		0.0%	-80.0%	0.0%	-80.0%
Treated Fairly/Equitably	80.0%	1		0.0%	-80.0%	0.0%	-80.0%
Issue(s) Handled Thoroughly	80.0%	1		0.0%	-80.0%	0.0%	-80.0%

CLARK COUNTY BUILDING DEPARTMENT ; Plan Review Service Goals , August 2014

# 7. Enhance Measurement of Success to Align with Customers and Drive Desired Behaviors and Increase Predictability

## Implementing Metrics Improvement Recommendations Addresses Key Findings

### Current State Assessment Themes

	1. Some metrics do not effectively capture measurements of quality.	2. Metrics do not distinguish between City/County time and customer time.	3. Individual metrics are commonly found in other jurisdictions and staff performance to metrics very strong.	4. Customers expressed concern that current metrics do not reflect what is most important to them (e.g., "time is money")
<b>7-1: Enhance and Market Performance Metrics to Improve Productivity and Timeliness</b>		✓	✓	
<b>7-2: Establish Quality Control and Accountability Metrics</b>	✓		✓	
<b>7-3: Establish Customer Satisfaction Metrics</b>				✓

## Turning Recommendations into Actions

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## Turning Recommendations Into Actions

### Grouping Recommendations into Programs

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- Gartner identified primary themes describing current issues and the desired future vision, as well as a series of Recommendations crafted to guide the City and County toward the target state. Each Recommendation is broken down into a set of sub-recommendations. These sub-recommendations are prioritized in a heat map on the following slide.
- To aid in the execution and achievability of the recommendations, seven (7) programs were developed to group recommendations into logical groupings.
  - Programs are groups of aligned sub-recommendations combined to achieve a specific Program objective. As such, each program can be comprised of sub-recommendations from several primary recommendations.
  - Further, programs contain sub-recommendations that may have different priorities (i.e. Quick-win, Top Priority, Key Investment, and Future Improvement). The sub-recommendation priorities drive the ordering of Program tasks and the interrelationships between these tasks.
- The list of distinct programs is presented on subsequent slides, showing traceability to sub-recommendations.
- Similar to the mapping of each individual sub-recommendation, each Program is prioritized in a heat map showing the overall impact and benefit of the Programs relative to one another other.
- Additionally, a high-level timeline is presented for each program, as well as a more detailed MS Project Plan is included in the Appendix.
- Finally, each program is supported by a “mini-charter” that describes the purpose, activities, resources, and other program implementation considerations. The mini-charters are intended to serve as the starting point for a more detailed project plan for each program. The mini-charters should serve as the starting point for a full program charter, which is to be maintained throughout the duration of the program.
- Once created, the individual project plans can be combined to enable effective program management for execution of the roadmap. Several program management best practices are also provided by Gartner.

# Turning Recommendations Into Actions

## Recommendations are Prioritized to Drive Implementation Activities

- Quick Win and Top Priorities category recommendations are opportunities for the City and County to quickly realize operational improvements by targeting specific areas as well as laying the foundation for systemic operational changes.
- Key Investments recommendations address foundational improvements that may take time to implement.
- Future Improvement recommendations are targeted to address specific issues, but are slower to show operational benefit.



## Turning Recommendations Into Actions

### Programs to Implement Recommendations

- The following Programs will bridge the gaps between the current state and the future vision. Each Program address several sub-recommendations that are grouped together to accomplish Program objectives.
- The Program numbering is just an ID and does not indicate priority. Priority is further described in a subsequent slide.

Programs	Recommendations
P1 - Establish Unified Development Services Governance and Supporting Sub-Committees	<ul style="list-style-type: none"> <li>■ 1-1 Establish Unified Development Services Committee</li> <li>■ 1-2 Revisit and Reorient Role of BDC and DSTAC</li> <li>■ 5-1 Establish Joint Development Services IT Governance to Make Shared Application Decisions</li> </ul>
P2 - Improve Customer Alignment	<ul style="list-style-type: none"> <li>■ 2-1 Develop Customer Personas Jointly with Customers</li> <li>■ 2-2 Improve City and County Collaboration in Providing Customer Service</li> <li>■ 2-3 Enhance Customer Facilitator Role</li> <li>■ 4-5 Conduct Analysis of Co-location Options for City and County Staff</li> <li>■ 2-4 Establish Customer Service Supporting Technologies</li> </ul>
P3 – Improve Culture and Foster Partnership	<ul style="list-style-type: none"> <li>■ 3-1 Foster Mutual Understanding of Roles and Responsibilities, and Issues</li> <li>■ 3-2 Reset Industry and Government Relationship</li> <li>■ 3-3 Publish Educational Materials and Provide Training to Enable Customers to Meet Their Responsibilities</li> <li>■ 3-4 Measure Improvements in Culture</li> </ul>
P4 - Implement Immediate Process and Technology Improvements	<ul style="list-style-type: none"> <li>■ 4-1 Implement Short-term Process Improvements</li> <li>■ 5-2 Implement City and County Short Term Enhancements to Permitting Systems</li> <li>■ 6-1 Improve Consistency between County Inspector and County Plan Reviewers</li> <li>■ 6-2 Communicate Building Code Interpretation and City Zoning Ordinance Application/Changes</li> <li>■ 6-3 Train on Building Code Interpretations</li> <li>■ 6-4 Coordinate Interpretation Issues with State Codes Agency</li> </ul>
P5 - Develop Future Services Delivery Models	<ul style="list-style-type: none"> <li>■ 4-2 Establish Customer-Centric Unified Service Delivery Models</li> <li>■ 4-3 Increase Staffing Levels to Address Current and Future Workload Demand</li> <li>■ 4-4 Provide Improved Access to Development Services Information and Educational Tools</li> </ul>
P6 - Establish Long-Term Permitting and Plan Review Application Strategy and Implement	<ul style="list-style-type: none"> <li>■ 5-3 Develop a City and County Portal Strategy</li> <li>■ 5-4 Integrate or Consolidate City and County Permitting Systems and Plan Review Systems</li> <li>■ 5-5 Establish a Joint Program Management Office to Maintain Shared Applications</li> </ul>
P7 - Establish an Optimization Process Leveraging Enhanced Metrics	<ul style="list-style-type: none"> <li>■ 7-1 Enhance and Market Performance Metrics to Improve Productivity and Timeliness</li> <li>■ 7-2 Establish Quality Control and Accountability Metrics</li> <li>■ 7-3 Establish Customer Satisfaction Metrics</li> </ul>

## Turning Recommendations Into Actions

### Program Sub-Recommendation Priorities

- As noted earlier, programs contain sub-recommendations with differing priorities (i.e., Quick-win, Top Priority, Key Investment, and Future Improvement). The sub-recommendation priorities drive the ordering of Program tasks.
- The following chart provides a snapshot of the range of priorities within each program. In simple terms this helps identify which programs will provide more short-term benefit realization (i.e., Top Priorities and Quick Wins) vs. longer-term benefits realization (i.e., Future Improvements and Key Investments).

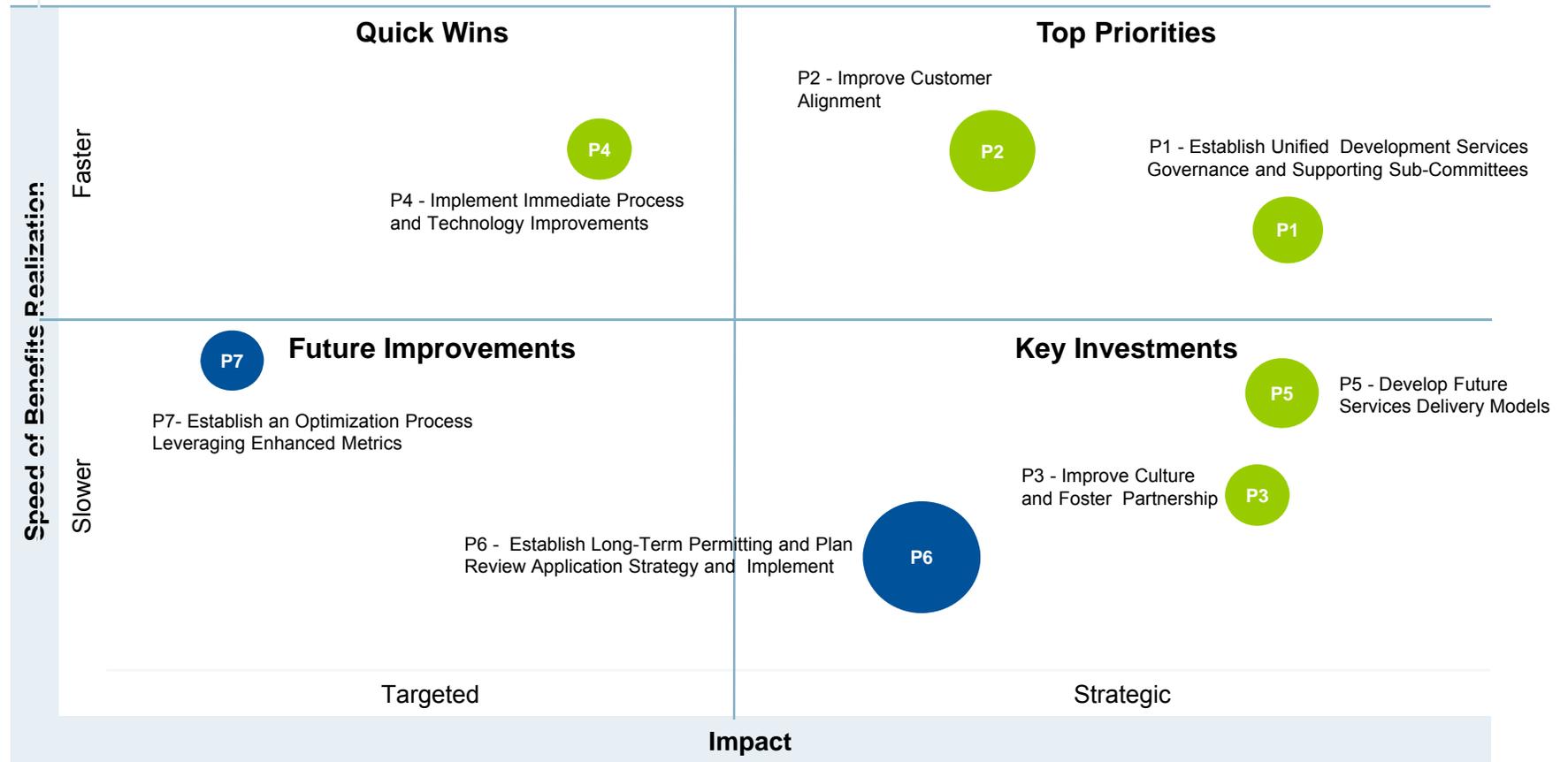
Program	Program Name	Top Priority	Quick Win	Future Improvement	Key investment
P1	Establish Unified Development Services Governance and Supporting Sub-Committees	X	X		X
P2	Improve Customer Alignment	X		X	X
P3	Improve Culture and Foster Partnership	X		X	X
P4	Implement Immediate Process and Technology Improvements	X	X	X	
P5	Develop Future Services Delivery Models				X
P6	Establish Long-Term Permitting and Plan Review Application Strategy and Implement			X	X
P7	Establish an Optimization Process Leveraging Enhanced Metrics		X	X	X

# Turning Recommendations Into Actions

## Recommended Program Prioritization Heat Map

 Immediate focus programs  
(Size relative to cost)

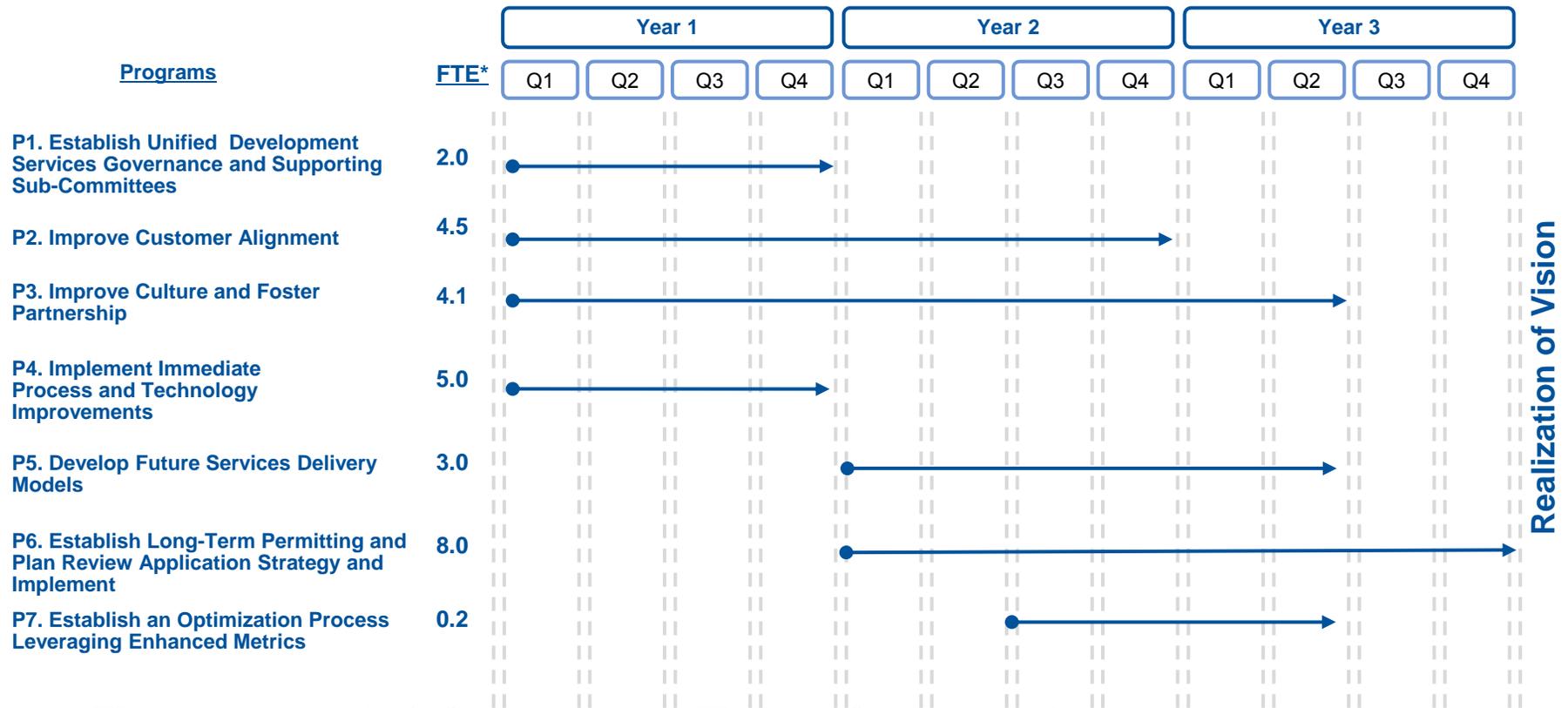
- Each Program is prioritized showing overall impact and benefit of the Programs relative to each other.



# Turning Recommendations Into Actions

## Achievable, Defined Programs Will Be Defined to Turn Recommendations into Action

- The road map shows a potential high-level schedule for implementing the programs factoring in overall priority of the Program.
- A more detailed baseline MS Project Plan with Program tasks and dependencies is included in the Appendix factoring in the priority of the Program’s sub-recommendations.



\* FTE represents a composite number of staff resources necessary (e.g. 1 FTE could be 4 staff allocated at a quarter time each)

## Program Mini-Charters

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# Program Mini-Charters

## Mini-Charter Template Overview

- Program Mini-Charters provide actionable guidance to establishing the Programs and related projects required to execute the roadmap and achieve the future vision. The mini-charters are a baseline that should be leveraged to create full program charters that are maintained throughout the life of the program. The next few slides describe each Mini-Charter section.

<b>Program Name</b>	<i>(Name of the Program)</i>	<b>Priority</b>	<i>(Relative priority of Program)</i>
<b>Purpose / Description</b>			
<i>(Describes the overall purpose of the Program in 2-3 sentences)</i>			
<b>Scope</b>			
<i>(Describes the scope of the Program including the agencies, processes, and technology that is in scope. As necessary, clearly designates what is out of scope)</i>			
<b>Outcomes and Expected Benefits</b>		<b>Key Deliverables and Milestones</b>	
<ul style="list-style-type: none"> <li><i>(A list of the expected outcomes and benefits for program stakeholders through execution of the program)</i></li> </ul>		<ul style="list-style-type: none"> <li><i>(A list of key deliverables and milestones for implementation of the Program)</i></li> </ul>	
<b>Costs</b>		<b>Recommendations Accomplished</b>	
<ul style="list-style-type: none"> <li><b>Internal Resources:</b> <ul style="list-style-type: none"> <li><i>(Estimated staff time required to oversee/implement the program broken down by each Task represented as Full Time Employee (FTE); FTE represents a composite number of staff resources necessary (e.g. 1 FTE could be 4 staff allocated at a quarter time each)</i></li> <li><i>(Includes a list of stakeholders involved. Note that "Agency" refers to both City and County)</i></li> </ul> </li> <li><b>External Resources</b> <ul style="list-style-type: none"> <li><i>(Estimated external resources needed which may be to fill roles, and implement whole projects, e.g. technology implementations)</i></li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li><i>(List of Recommendations that are accomplished by execution of this Program.)</i></li> </ul>	

# Program Mini-Charters

## Mini-Charter Template Overview (cont.)

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### High-Level Program Plan (Estimated Duration **X** years)

1. *(Bulleted list of High Level tasks with specific steps defined. Each task has an estimated duration. Intended to serve as starting point for detailed project planning)*

### Contingency Plan

*(Describes the contingency plan if the City/County choose not to, or cannot, execute the Program)*

## Program Mini-Charters

### Mini-Charter Template Overview (cont.)

Planning & Execution		
<b>Risks:</b> <ul style="list-style-type: none"> <li>(Initial set of risks to successful implementation of the Program)</li> </ul>		<b>Considerations:</b> <ul style="list-style-type: none"> <li>(List of considerations that may help successfully implement the program)</li> </ul>
<b>Success Factors:</b> <ul style="list-style-type: none"> <li>(List of critical success factors necessary for successful implementation of the Program)</li> </ul>		<b>Program-to-Program Dependencies:</b> <ul style="list-style-type: none"> <li>(Other Programs that this Program is dependent on to succeed)</li> </ul>
Program Staffing Key Roles and Stakeholders		
Role	Stakeholder	Role Description
Program Sponsor	(Stakeholder. e.g. Agency, City, County, etc., that fulfills this Program role.)	(Description of the stakeholder's specific role in the program)
Program Manager		
IT Governance		
Business Owner(s)		
Critical Team Members		
Key Assumptions		
(List of assumptions necessary for this Program plan to be successfully implemented)		

# Program Mini-Charters

## P1 - Establish Unified Development Services Governance and Supporting Sub-Committees

<b>Program Name</b>	P1 - Establish Unified Development Services Governance and Supporting Sub-Committees	<b>Priority</b>	Key Investment
<b>Purpose / Description</b>			
Establish the organizational structure and decision framework to implement recommendations, manage operations and provide ongoing continuous improvement across City and County development services.			
<b>Scope</b>			
The scope of this program is development unified governance body encompassing City and County (and Towns as desired) development services agencies, including germane technology decisions, with emphasis on appropriate stakeholder representation and decision rights.			
<b>Outcomes and Expected Benefits</b>		<b>Key Deliverables and Milestones</b>	
<ul style="list-style-type: none"> <li>■ A Unified Development Services Committee empowered to make appropriate decisions across City and County development services departments.</li> <li>■ Alignment and coordination across City/County development services management and operations</li> <li>■ Improved communication and collaboration internally, and with industry stakeholders</li> <li>■ Fewer issues that require escalation, as participants have clearly defined roles, expectations and decision-making powers.</li> </ul>		<ul style="list-style-type: none"> <li>■ Organizational Chart for Unified Committee</li> <li>■ Clear delineation of decision rights and of roles and responsibilities for all participants in governance process</li> <li>■ Charters for all governance committees and sub-committees</li> <li>■ Definition, draft agendas and cadence of regular governance meetings and activities</li> <li>■ Updated BDC/DSTAC charters</li> </ul>	
<b>Costs</b>		<b>Recommendations Accomplished</b>	
<ul style="list-style-type: none"> <li>■ Internal Resources:               <ul style="list-style-type: none"> <li>– <b>Task 1:</b> 1.0 FTE for 12 months (e.g. City Manager, County Manager, Agency Leads)</li> <li>– <b>Task 2:</b> 0.5 FTE for 6 months (e.g. Agency Leads)</li> <li>– <b>Task 3:</b> 0.5 FTE for 6 months (e.g. Unified Committee members)</li> </ul> </li> <li>■ External help may be needed depending on availability/skills of staff.</li> </ul>		<ul style="list-style-type: none"> <li>■ 1-1 Establish Unified Development Services Committee</li> <li>■ 1-2 Revisit and Reorient Role of BDC and DSTAC</li> <li>■ 5-1 Establish Joint Development Services IT Governance to Make Shared Application Decisions</li> </ul>	

## Program Mini-Charters

### P1 - Establish Unified Development Services Governance and Supporting Sub-Committees (cont.)

#### High-Level Program Plan (Estimated Duration 1 year)

##### **Task 1. Develop Unified Development Services Committee (Recommendation 1-1); Duration: 1 year**

- a. Establish initial governance (advisory) board consisting of City and County development service staff and industry representatives to begin assessing and planning recommendations. This group will not yet have full authority to implement recommendations, but can provide a balanced view of issues.
- b. Identify sponsorship, management and operational roles.
- c. Define roles and responsibilities, decision authority, escalation paths, staffing and communication channels .
- d. Identify the committee members and agency points of contact.
- e. Hold initial meeting to communicate governance framework.
- f. Identify and define governance artifacts (e.g. standards, performance levels).
- g. Develop charter to finalize committee composition, objectives, decision rights, composition, meeting cadence, etc.
- h. Conduct monthly committee meetings (and other meetings/activities based on charter)

##### **Task 2. Revisit and Reorient Role of BDC and DSTAC (Recommendation 1-2); Duration: 6 months**

- a. Discuss with BDC/DSTAC the current charter, objectives, and roles and discuss opportunities for change and improvement.
- b. Define industry (BDC/DSTAC) roles within the Unified governance model and establish new industry group charter(s).
- c. Establish feedback mechanisms and refine roles/responsibilities.
- d. As necessary, refine BDC and DSTAC charters
- e. Execute regular meetings and activities per charters

##### **Task 3. Establish Supporting Sub-Committees (Recommendation 5-1); Duration: 6 months**

- a. Establish a sub-committee to make shared development services IT decisions. As necessary, define sub-committees to manage other programs and projects. Sub-Committees are responsible for overseeing specific areas to implement recommendations.
- b. Identify management and operational roles.
- c. Define roles and responsibilities, decision authority, escalation paths, staffing and communication channels.
- d. Identify the sub-committee members.
- e. Execute regular meetings and activities per charter

#### Contingency Plan

Continue operating as separate entities and further formalize collaboration through MOU's. Seek to improve communication between City and County entities, and promote involvement by all affected stakeholders prior to major decisions that impact overall development services in the City and County.

# Program Mini-Charters

## P1 - Establish Unified Development Services Governance and Supporting Sub-Committees (cont.)

Planning & Execution		
<p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>Delays in schedule can slow momentum and reduce support.</li> <li>Unclear decision rights will hamper establishment of unified governance and touch points to other functions (e.g. elected bodies, budget)</li> <li>Imbalance of stakeholder representation impacting effectiveness of governance body</li> <li>Failing to effectively engage industry as active advisory body to achieve collective vision for the future</li> </ul> <p><b>Success Factors:</b></p> <ul style="list-style-type: none"> <li>Commitment by stakeholders to establishing unified governance.</li> <li>Utilizing precedents (e.g., MTA) to help define appropriate model</li> </ul>		
<p><b>Considerations:</b></p> <ul style="list-style-type: none"> <li>Implementation of this Program needs to consider incremental steps that can support implementation of the other programs.</li> <li>Unified governance body must be empowered with authority to make changes to City and County development services departments in order to achieve full vision.</li> <li>Where applicable leverage previous successful models (e.g. MTA and County/Town MOU's).</li> <li>Legal considerations may limit authority of the Unified Committee.</li> </ul> <p><b>Program-to-Program Dependencies:</b></p> <ul style="list-style-type: none"> <li>Foundational to overall success of all other programs.</li> </ul>		
Program Staffing Key Roles and Stakeholders		
Role	Stakeholder	Role Description
Program Sponsor	City/County/Town Manager's Offices	Provide strategic direction for governance framework
Program Manager	City/County/Town Manager's Offices	Coordinate efforts to establish governance and decision framework
Legal	City/County Legal Department	Review legality and authority of unified entity
IT Governance	Agency IT Leadership	Governance sub-committee
Business Owner(s)	Departmental Leadership	Provide strategic direction for governance framework
Critical Team Members	<ul style="list-style-type: none"> <li>Agency Points of Contact</li> <li>Industry Groups</li> </ul>	Provide input into governance framework
Key Assumptions		
<p>City and County leadership is fully dedicated to establishing a unified development services committee.</p> <p>Final composition of governance body, and agreement between City/County/towns does not violate any established laws or key policies.</p>		

# Program Schedule\*

## P1 - Establish Unified Development Services Governance and Supporting Sub-Committees

Task ID	Task Name	Duration	Predecessor	1st Half		2nd Half	
				Qtr 1	Qtr 2	Qtr 3	Qtr 4
255	<b>P1 - Establish Unified Development Services Governance and Supporting Sub-Committees</b>	<b>141 days</b>		[Gantt bar spanning Q1 and Q2]			
256	<b>1. Develop Unified Development Services Committee</b>	<b>141 days</b>		[Gantt bar spanning Q1 and Q2]			
257	Establish initial governance board consisting of City and County development service staff and industry representatives	2 mons		[Task bar in Q1]			
258	Identify sponsorship, management and operational roles	2 mons	257	[Task bar in Q1]			
259	Define roles and responsibilities, decision authority, escalation paths, staffing and communication channels	2 mons	257	[Task bar in Q1]			
260	Identify the committee members and agency points of contact	2 mons	257	[Task bar in Q1]			
261	Execute agreement (MOU/ILA) to formalize governance structure	1 mon	260	[Task bar in Q1]			
262	Conduct initial meeting to communicate governance framework	1 day	261	[Task bar in Q1]			
263	Identify and define governance artifacts (e.g. standards, performance levels)	2 mons	262	[Task bar in Q1]			
264	<b>2. Revisit and Reorient Role of BDC and DSTAC</b>	<b>80 days</b>		[Gantt bar spanning Q1 and Q2]			
265	Discuss with BDC/DSTAC the current charter, objectives, and roles and discuss opportunities for change and improvement.	2 mons	257	[Task bar in Q1]			
266	Define industry (BDC/DSTAC) roles within the Unified governance model and establish new industry group charter(s).	1 mon	265	[Task bar in Q1]			
267	Establish feedback mechanisms and refine roles/responsibilities.	1 mon	265	[Task bar in Q1]			
268	Refine BDC and DSTAC charters (as necessary)	1 mon	266,267	[Task bar in Q1]			
269	<b>3. Establish Supporting Sub-Committees</b>	<b>60 days</b>	256SS+6 mon	[Gantt bar spanning Q1 and Q2]			
270	Establish a sub-committee to make shared development services IT decisions	1 mon	257	[Task bar in Q1]			
271	As necessary, define sub-committees to manage other programs and projects	2 mons	270	[Task bar in Q1]			
272	Identify management and operational roles.	2 mons	270	[Task bar in Q1]			
273	Define roles and responsibilities, decision authority, escalation paths, staffing and communication channels.	2 mons	270	[Task bar in Q1]			
274	Identify the sub-committee members	2 mons	270	[Task bar in Q1]			

\* Snapshot of Program Tasks, full project plan located in Appendix

# Program Mini-Charters

## P2 - Improve Customer Alignment

<b>Program Name</b>	P2 - Improve Customer Alignment		<b>Priority</b>	Top Priority
<b>Purpose / Description</b>				
The purpose of this program is to improve customer service effectiveness and customer education through a combination of staffing/skillset enhancements, process changes, technology additions, and educational efforts.				
<b>Scope</b>				
The scope of this program includes all City and County customer service roles, processes, technologies and related activities for development services provided to the public.				
<b>Outcomes and Expected Benefits</b>			<b>Key Deliverables and Milestones</b>	
<ul style="list-style-type: none"> <li>■ Coordinated City and County customer service approach, planning, groups, initiatives and measurement.</li> <li>■ Improved customer understanding of project/application requirements and process touch points.</li> <li>■ Reduced amount of “hidden workload,” or time spent by staff on customer services activities that are not currently measured.</li> <li>■ Improved customer satisfaction, and improved ability to measure</li> </ul>			<ul style="list-style-type: none"> <li>■ Customer Service Center requirements and design (City/County)</li> <li>■ Updated City and County websites, customer service telephone tree</li> <li>■ Updated customer service procedures, training and knowledge base</li> <li>■ Establishment of Customer Facilitator role</li> <li>■ Assessment of City and County Co-location options, benefits, and risks</li> <li>■ CRM (Customer Relationship Management) System (and related implementation artifacts)</li> </ul>	
<b>Costs</b>			<b>Recommendations Accomplished</b>	
<ul style="list-style-type: none"> <li>■ Internal Resources: <ul style="list-style-type: none"> <li>- <b>Task 1:</b> 0.5 FTE for 6 months (e.g. Agency Leads and Staff)</li> <li>- <b>Task 2:</b> 2.0 FTE for 6 months (e.g. Agency customer service managers, Agency Leads)</li> <li>- <b>Task 3:</b> 0.5 FTE for 6 months (e.g. Agency customer service managers, Agency Leads)</li> <li>- <b>Task 4:</b> 1 FTE for 3 months (e.g. Agency customer service managers, Agency Leads)</li> <li>- <b>Task 5:</b> 0.5 FTE for 6 months (e.g. Agency customer service managers, Agency Leads, Agency IT Manager)</li> </ul> </li> <li>■ External help may be needed depending on availability/skills of staff.</li> </ul>			<ul style="list-style-type: none"> <li>■ 2-1 Develop Customer Personas Jointly with Customers</li> <li>■ 2-2 Improve City and County Collaboration in Providing Customer Service</li> <li>■ 2-3 Enhance Customer Facilitator Role</li> <li>■ 4-5 Conduct Analysis of Co-location Options for City and County Staff</li> <li>■ 2-4 Establish Customer Service Supporting Technologies</li> </ul>	

# Program Mini-Chararters

## P2 - Improve Customer Alignment (cont.)

### High-Level Program Plan (Estimated Duration 1-2 years)

#### **Task 1. Develop Customer Personas Jointly with Customers (Recommendation 2-1); Duration: 6 months**

- a. Identify the different types of customers and conduct workshops to understand customer needs.
- b. Document the different customer personas including their characteristics/motivations, journey map, and details of the moments they interact with the City/County service.

#### **Task 2. Improve City and County Collaboration in Providing Customer Service (Recommendation 2-2); Duration: 6 months**

- a. Define a unified City and County customer service approach.
- b. Review and revise existing Customer Service Center plans to include City and County requirements.
- c. Identify customer service staff roles and responsibilities.
- d. Assess and document staffing needs.
- e. Merge/coordinate existing City and County customer service operations (in parallel with Task 4 co-location activities as described below).
- f. Assess and implement appropriate customer service projects including web site designs, telephony tree, processes, knowledge base etc.
- g. Establish measurements of success and evaluate options to measure improvement (e.g. customer surveys).

#### **Task 3. Enhance Customer Facilitator Role (Recommendation 2-3); Duration: 6 months**

- a. Define responsibility of customer facilitator role that spans City and County, using current roles as a starting point.
- b. Determine number of staff required, alignment to processes/customer segments, and overall responsibilities.
- c. Identify resources with the breadth and depth of knowledge sufficient to meet the role responsibilities.
- d. Assess hiring options and re-training options to source personnel to meet staffing needs.
- e. Develop training for facilitator role that spans end-to-end process across the City and County.

#### **Task 4. Conduct Analysis of Co-location Options for City and County Staff (Recommendation 4-5); Duration: 3 months**

- a. Define business requirements (e.g. touch points/hand-offs) for co-location of City and County staff.
- b. Develop alternatives analysis for functions that could be co-located, with pros, cons and risks identified.
- c. Define City and County building requirements (e.g. space, connectivity, etc).
- d. Identify potential locations that meet City and County requirements.

#### **Task 5. Establish Customer Service Supporting Technologies (Recommendation 2-4); Duration: 6 months**

- a. Define business requirements for Customer Service technologies.
- b. Ascertain options, and overall capacity to integrate with current technologies and processes.
- c. Develop business case and sourcing strategy.

### Contingency Plan

- Enhance City and County customer service capabilities individually, focusing on key joint issues (e.g., holds) to help with smooth service delivery to customers.
- The full extent of the customer facilitator role is difficult to implement due to the level of knowledge required. Absent this role, the City/County would need to consider procedures and technology that could mitigate the extent facilitators are needed (e.g. maybe only have facilitators to handle major projects).

## Program Mini-Charters

### P2 - Improve Customer Alignment (cont.)

#### Planning & Execution

##### Risks:

- Turn-over in customer service staff may pose a risk to success of customer service operations.
- Delays in establishment of unified governance can slow down decision making necessary to drive the program.
- Lengthy timeframe to train/hire staff to fill roles and functions.
- Hang ups related to City/County employee designation and lack of focus on common customer service vision and culture

##### Success Factors:

- Commitment by stakeholders to establishing seamless customer service.
- Thorough knowledge base/training program that is maintained.
- Aligning customer service efforts to customer segments and what is most important to them.

##### Considerations:

- Unified Development Services Governance Committee (P1) may be necessary to coordinate City and County customer service goals and activities.
- Supporting customer service technologies may be implemented with long-term application strategy for permitting and plan review (P6).
- Building off of prior successes and feedback from Customer Survey Study conducted by Customer Service Solutions, Inc. will serve as great starting point for all corrective measures.

##### Program-to-Program Dependencies:

- Unified Development Services Governance Committee (P1) may be necessary to coordinate City and County customer service goals and activities.
- Development of customer personas (P5) critical to aligning efforts with customer needs.
- Co-location must be aligned with future service delivery model (P4).
- Customer facilitator role should be aligned with future service delivery models (P5).
- Supporting customer service technologies may be implemented with long-term application strategy for permitting and plan review (P6).

## Program Mini-Chararters

### P2 - Improve Customer Alignment (cont.)

Program Staffing Key Roles and Stakeholders		
Role	Stakeholder	Role Description
Program Sponsor	Unified Development Services Governance Committee	Provide strategic direction and governance for customer service program
Program Manager	•Director of Code Enforcement / Land Development Division Manager	Coordinate customer service development program overseeing all program tasks. Responsible for approving changes to City/County operations.
Task Lead(s)	<ul style="list-style-type: none"> <li>• County Outreach Coordinator</li> <li>• City Customer Service Manager</li> <li>• City or County Technology Manager</li> </ul>	County Outreach Coordinator leads program tasks 1,4. City Customer Service leads program tasks 2,3. City/County Technology manager leads program task 5.
Critical Team Members	<ul style="list-style-type: none"> <li>• County RTAC / CTAC</li> <li>• City and County Customer Service staff</li> <li>• BDC / DSTAC</li> </ul>	County RTAC and CTAC currently provides help desk like support to customers. They will provide critical input into developing the new customer service approach. Existing City and County customer service staff will provide critical input into all tasks. BDC / DSTAC will provide industry perspective for persona development.
Key Assumptions		
Assumption that City and County agree to a unified structure for providing customer service. Assumption that the Unified Development Services Governance Committee has the legal authority to make decisions as the Program Sponsor.		

# Program Schedule\*

## P2 - Improve Customer Alignment

Task Name	Duration	Predecessors	1st Quarter			3rd Quarter			1st Qu		
			Jan	Mar	May	Jul	Sep	Nov	Jan		
328 <b>P2 - Improve Customer Alignment</b>	<b>249 days</b>		[Gantt bar spanning from Jan to Jan]								
329 <b>1. Develop Customer Personas Jointly with Customers</b>	<b>99 days</b>		[Gantt bar spanning from Jan to Mar]								
330 Identify the different types of customers and conduct workshops to understand customer needs.	2 mons		[Task bar from Jan to Feb]								
331 Document the different customer personas including their characteristics/motivations, journey map, and details of the moments they interact with the City/County service.	2 mons	330	[Task bar from Feb to Mar]								
332 Integrate persona output with service delivery model	1 mon	331	[Task bar from Mar to Apr]								
333 <b>2. Improve City and County Collaboration in Providing Customer Service</b>	<b>159 days</b>		[Gantt bar spanning from Jan to Sep]								
334 Define a unified City and County customer service approach	1 mon		[Task bar from Jan to Feb]								
335 Review and revise existing Customer Service Center plans to include City and County requirements	1 mon		[Task bar from Feb to Mar]								
336 Identify customer service staff roles and responsibilities	1 mon	334	[Task bar from Mar to Apr]								
337 Assess and document staffing needs	1 mon	334	[Task bar from Apr to May]								
338 Merge/coordinate existing City and County customer service operations	2 mons	336,337	[Task bar from May to Jul]								
339 Assess and implement appropriate customer service projects including web site designs, telephony tree, processes, know	4 mons	338	[Task bar from Jul to Nov]								
340 Establish measurements of success and evaluate options to measure improvement (e.g. customer surveys)	2 mons	338	[Task bar from Sep to Nov]								
341 <b>3. Enhance Customer Facilitator Role</b>	<b>90 days</b>	<b>432SS</b>	[Gantt bar spanning from Jan to May]								
342 Define responsibility of customer facilitator role that spans City and County, using current roles as a starting point	1 mon	334	[Task bar from Jan to Feb]								
343 Determine number of staff required, alignment to processes/customer segments, and overall responsibilities	1 mon	334	[Task bar from Feb to Mar]								
344 Identify resources with the breadth and depth of knowledge sufficient to meet the role responsibilities	0.5 mons	343	[Task bar from Mar to Apr]								
345 Assess hiring options and re-training options to source personnel to meet staffing needs	1 mon	344	[Task bar from Apr to May]								
346 Develop training for facilitator role that spans end-to-end process across the City and County	2 mons	345	[Task bar from May to Jul]								
347 <b>4. Conduct Analysis of Co-location Options for City and County Staff</b>	<b>59 days</b>	<b>432SS</b>	[Gantt bar spanning from Jan to Mar]								
348 Define business requirements (e.g. touch points/hand-offs) for co-location of City and County staff	1 mon		[Task bar from Jan to Feb]								
349 Develop alternatives analysis for functions that could be co-located, with pros, cons and risks identified	0.5 mons	348	[Task bar from Feb to Mar]								
350 Define City and County building requirements (e.g. space, connectivity, etc)	0.5 mons	349	[Task bar from Mar to Apr]								
351 Identify potential locations that meet City and County requirements	0.5 mons	350	[Task bar from Apr to May]								
352 Define details for recommended co-location option	0.5 mons	351	[Task bar from May to Jun]								
353 <b>5. Establish Customer Service Supporting Technologies</b>	<b>80 days</b>	<b>444SS,333</b>	[Gantt bar spanning from Jan to May]								
354 Define business requirements for Customer Service technologies	2 mons	333	[Task bar from Jan to Mar]								
355 Ascertain options, and overall capacity to integrate with current technologies and processes	1 mon	354	[Task bar from Mar to Apr]								
356 Develop business case and sourcing strategy	1 mon	355	[Task bar from Apr to May]								

\* Snapshot of Program Tasks, full project plan located in Appendix

# Program Mini-Chararters

## P3 – Improve Culture and Foster Partnership

<b>Program Name</b>	P3 - Improve Culture and Foster Partnership		<b>Priority</b>	Top Priority
<b>Purpose / Description</b>				
<p>The purpose of this program is to actively develop a culture of teamwork and collaboration to foster a stronger partnership with industry. Achieving a cooperative and team-oriented culture requires not only the City and County to take action, but industry as well to be accountable for its specific project responsibilities (e.g. completion of construction for inspections, detailed plans submitted for review, etc). Changing culture is a long-term, dedicated effort and progress must be measured to adjust the approach and reward those exhibiting the desired cultural values.</p>				
<b>Scope</b>				
<p>The scope includes participation by all City and County staff providing development services to improve organizational culture and foster a strong partnership with the industry.</p>				
<b>Outcomes and Expected Benefits</b>			<b>Key Deliverables and Milestones</b>	
<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>■ Culture of collaboration that leads to better customer services, a deeper understanding of client priorities</li> <li>■ Ability to quickly identify points of contention and work for solutions that illustrate compromise and mutual understanding and respect</li> <li>■ Improved adherence and accountability</li> </ul>			<ul style="list-style-type: none"> <li>■ Defined and measured cultural values</li> <li>■ List of staff and industry issues/concerns, and ideas for improvement</li> <li>■ Staff/industry workshops to address issues</li> <li>■ Published staff and customer responsibilities</li> <li>■ Training materials</li> <li>■ Ongoing forum for addressing future issues</li> </ul>	
<b>Costs</b>			<b>Recommendations Accomplished</b>	
<ul style="list-style-type: none"> <li>■ Internal Resources: <ul style="list-style-type: none"> <li>- <b>Task 1:</b> 1.5 FTE for 6 months (e.g. Agency Leads and Staff)</li> <li>- <b>Task 2:</b> 0.5 FTE for 6 months (e.g. Agency Leads and Staff)</li> <li>- <b>Task 3:</b> 2.0 FTE for 6 months (e.g. Agency training staff, Agency customer service manager)</li> <li>- <b>Task 4:</b> Measure Improvements In Culture : 0.1 FTE for 12 months (on-going monitoring and management)</li> </ul> </li> <li>■ External Resources may be needed depending on availability and skills of staff, such as: Workshop facilitators for Task 1</li> </ul>			<ul style="list-style-type: none"> <li>■ 3-1 Foster Mutual Understanding of Roles and Responsibilities, and Issues</li> <li>■ 3-2 Reset Industry and Government Relationship</li> <li>■ 3-3 Publish Educational Materials and Provide Training to Enable Customers to Meet Their Responsibilities</li> <li>■ 3-4 Measure Improvements in Culture</li> </ul>	

## Program Mini-Chararters

### P3 – Improve Culture and Foster Partnership (cont.)

#### High-Level Program Plan (Estimated Duration 1-2 Years)

##### **Task 1. Foster Mutual Understanding of Roles and Responsibilities, and Issues (Recommendation 3-1); Duration: 6 months**

- a. Design an open platform for City and County staff, and industry to meet in person to interact and openly discuss issues. Participants must as a group document issues, concerns, and ideas for improvement.
- b. Identify facilitators to conduct the workshops, and internal and industry staff interested in participating these sessions.
- c. Plan, schedule, and execute workshops.
- d. Identify impact of workshops to completing workloads and create short-term plan to address.
- e. Review outputs (e.g. issues, concerns, ideas) and refine approach as necessary.
- f. Develop on-going opportunities for continuing staff and industry interaction.

##### **Task 2. Reset Industry and Government Relationship (Recommendation 3-2); Duration: 6 months**

- a. Develop a set of City/County responsibilities and customer responsibilities. These must be developed as a team with industry representatives.
- b. Publish responsibilities to City/County web sites.
- c. Develop mechanism to track adherence to responsibilities and develop rewards to encourage good behavior and/or penalties to discourage bad behavior.
- d. Collaborate with industry to develop mechanisms for industry to increase work quality by their members and hold members accountable for agreed upon responsibilities.

##### **Task 3. Publish Educational Materials and Provide Training to Enable Customers to Meet Their Responsibilities (Recommendation 3-3); Duration: 6 months**

- a. Define requirements for educational materials and training.
- b. Prioritize based on areas that have the most issues/impact to managing workload.
- c. Develop materials and training curriculum.
- d. Publish materials to City/County website and inform the targeted audience.
- e. Schedule and execute training.

##### **Task 4. Measure Improvements In Culture (Recommendation 3-4); Duration: 12 months initially (on-going effort)**

- a. Develop metrics (in collaboration with industry) to measure culture improvements.
- b. Continue periodic customer surveys to track progress.
- c. Review staff annual evaluation criteria to ensure alignment with desired organizational cultural values.

#### Contingency Plan

Continue discussion of corrective actions through BDC/DSTAC, and other avenues, focusing on the most pressing issues that impact partnership with industry.

## Program Mini-Charters

### P3 – Improve Culture and Foster Partnership (cont.)

#### Planning & Execution

##### Risks:

- Task 1 workshops require a broad group of staff participation, so there is risk that routine workloads may not allow for adequate participation.
- Unwillingness to “put aside past differences” and forge a new collaborative spirit

##### Success Factors:

- Full participation by City and County staff, and industry members.
- Management’s ability to create a platform conducive to open discussion.
- Industry must self-regulate accountability for responsibilities.

##### Considerations:

- Additional workshops can be conducted with just City and County staff to provide opportunities for increased interaction and mutual understanding.
- Criticality of addressing the most pressing issues and communicating in a collaborative forum

##### Program-to-Program Dependencies:

- Educational materials and training (Task 3) are dependent on P4, P5, and P6.
- Change in culture underpins P2, Improve Customer Alignment.

#### Program Staffing Key Roles and Stakeholders

Role	Stakeholder	Role Description
Program Sponsor	Unified Development Services Governance Committee	Provide strategic direction and governance for program; ensure City, County, and industry participation and collaboration.
Program Manager	• LUESA Director / Director of Code Enforcement / Land Development Division Manager	Coordinate culture change program overseeing all program tasks. Responsible for approving changes to City/County operations.
Task Lead(s)	• County Outreach Coordinator / City Customer Service Manager	Leads implementation of all tasks.
Critical Team Members	• All County Code Enforcement Staff (in particular Plan Review and Inspections) • All City and County Land Development staff. • City Planning (Subdivision, Urban, Zoning, Historic) • BDC / DSTAC	Participate in workshops, develop materials

#### Key Assumptions

Active industry participation to address identified issues and forge a path forward for more effective and efficient interactions with the City/County.

# Program Schedule\*

## P3 - Improve Culture and Foster Partnership

Task Name	Duration	Predecessor	1st Quarter			3rd Quarter			1st Quarter		
			Jan	Mar	May	Jul	Sep	Nov	Jan		
357 <b>P3 - Improve Culture and Foster Partnership</b>	<b>249 days</b>										
358 <b>1. Foster Mutual Understanding of Roles and Responsibilities, and Issues</b>	<b>239 days</b>										
359 Design an open platform for City and County staff, and industry to meet in person to interact and openly discuss issues	1 mon										
360 Identify facilitators to conduct the workshops, and internal and industry staff interested in participating these sessions	1 mon	359									
361 Plan, schedule, and execute workshops	4 mons	360									
362 Identify impact of workshops to completing workloads and create short-term plan to address	2 mons	361									
363 Review outputs (e.g. issues, concerns, ideas) and refine approach as necessary	1 mon	362									
364 Develop on-going opportunities for continuing staff and industry interaction	3 mons	363									
365 <b>2. Reset Industry and Government Relationship</b>	<b>80 days</b>										
366 Develop a set of City/County responsibilities and customer responsibilities	2 mons	359									
367 Publish responsibilities to City/County web sites.	0.5 mons	366									
368 Develop mechanism to track adherence to responsibilities and develop rewards to encourage good behavior and/or penalties to discourage bad behavior.	2 mons	366									
369 Collaborate with industry to develop mechanisms for industry to increase work quality by their members and hold members accountable for agreed upon responsibilities.	2 mons	366									
370 <b>3. Publish Educational Materials and Provide Training to Enable Customers to Meet Their Responsibilities</b>	<b>180 days</b>	411SS,432SS,4									
371 Define requirements for educational materials and training	1 mon	367									
372 Prioritize based on areas that have the most issues/impact to managing workload	0.5 mons	371									
373 Develop materials and training curriculum	2.5 mons	372									
374 Publish materials to City/County website and inform the targeted audience	2 mons	373									
375 Schedule and execute training	3 mons	374									
376 <b>4. Measure Improvements In Culture (Recommendation 3-4); Duration: 12 months initially (on-going effort)</b>	<b>20 days</b>										
377 Develop metrics (in collaboration with industry) to measure culture improvements	1 mon	360									

\* Snapshot of Program Tasks, full project plan located in Appendix

# Program Mini-Charters

## P4 - Implement Immediate Process and Technology Improvements

<b>Program Name</b>	P4 – Implement Immediate Process and Technology Improvements	<b>Priority</b>	Quick Win
<b>Purpose / Description</b>			
The purpose of this program is to capitalize on the imminent opportunities to improve process and technology to address customer and operational issues in the short-term.			
<b>Scope</b>			
The scope of this program includes improvements to all current City and County development services processes and the supporting technologies.			
<b>Outcomes and Expected Benefits</b>		<b>Key Deliverables and Milestones</b>	
<ul style="list-style-type: none"> <li>■ Short-term improvements to development services processes and procedures</li> <li>■ Enhanced development services IT applications for customers and staff</li> <li>■ More manageable staff workload through better use of automation and access to information</li> <li>■ Improved consistency of code interpretation between staff, and overall predictability.</li> </ul>		<ul style="list-style-type: none"> <li>■ Update process models and/or new process design to inform service delivery documentation.</li> <li>■ Enhanced business applications, addressing key short-term improvements</li> <li>■ Analysis of code interpretation issues and approach for effectively communicating to industry</li> <li>■ Training program for interpretations</li> <li>■ Informational sessions for external stakeholders regarding code and ordinances</li> </ul>	
<b>Costs</b>		<b>Recommendations Accomplished</b>	
<ul style="list-style-type: none"> <li>■ Internal Resources:                             <ul style="list-style-type: none"> <li>– <b>Task 1</b> : 4.0 FTE for 6 months (e.g. Agency Business/IT Leads and Staff)</li> <li>– <b>Task 2</b>: 0.5 FTE for 6 months (e.g. County Leads and Staff)</li> <li>– <b>Task 3</b>: 0.5 FTE for 6 months (e.g. County Code Enforcement, City Zoning, County/City training staff)</li> </ul> </li> <li>■ External Resources may be needed depending on availability and skills of staff.</li> </ul>		<ul style="list-style-type: none"> <li>■ 4-1 Implement Short-term Process Improvements</li> <li>■ 5-2 Implement City and County Short Term Enhancements to Permitting Systems</li> <li>■ 6-1 Improve Consistency between County Inspector and County Plan Reviewers</li> <li>■ 6-2 Communicate Building Code Interpretation and City Zoning Ordinance Application/Changes</li> <li>■ 6-3 Train on Building Code Interpretations</li> <li>■ 6-4 Coordinate Interpretation Issues with State Codes Agency</li> </ul>	

## Program Mini-Charters

### P4 - Implement Immediate Process and Technology Improvements (cont.)

#### High-Level Program Plan (Estimated Duration 6 Mo. – 1 Year)

**Task 1. Implement Short-term Process Improvements (Recommendation 4-1) and Implement City and County Short Term Enhancements to Permitting Systems (Recommendation 5-2); Duration: 9-12 months**

- a. Identify most pressing process and technology “pain points.”
- b. Assess the magnitude of effort to address each pain point. Pain points that require more systemic changes must be addressed in P4 – Develop Future Services Delivery Models and/or P5 – Establish Long-Term Permitting and Plan Review Application Strategy.
- c. Define and prioritize process and technology improvement projects.
- d. Implement projects.
- e. Prepare staff/customer training on process/technology changes.
- f. Measure effectiveness.

**Task 2. Improve Consistency Between County Inspector and County Plan Reviewers (Recommendation 6-1); Duration: 6 months**

- a. Identify inspection and plan reviewer interpretation inconsistencies, engaging industry for input
- b. Perform problem analysis to identify the root cause of these inconsistencies. Problems could be caused by process, technology, and/or differences in understanding/application of code.
- c. Define and implement process/technology improvements (see steps for 1 above).
- d. Provide code interpretation and other training as necessary (see steps for 3 below).

**Task 3. Communicate Building Code Interpretation and City Zoning Ordinance Application/Changes (Recommendation 6-2), and Train on Building Code Interpretations (Recommendation 6-3); Duration: 6 months**

- a. Identify inconsistencies with how building code is interpreted and applied, engaging industry for input.
- b. Establish a training plan to address inconsistencies.
- c. Develop training materials using the appropriate medium.
- d. Schedule training sessions.
- e. Measure effectiveness.
- f. Conduct informational sessions for external stakeholders regarding code interpretation and/or City ordinance application/changes.
- g. Coordinate interpretation issues with State codes agency (Recommendation 6-4).

#### Contingency Plan

If unable to effect technology and process changes, emphasize customer advocacy and provide additional support to help customers navigate through process.

## Program Mini-Charters

### P4 - Implement Immediate Process and Technology Improvements (cont.)

#### Planning & Execution

**Risks:**

- Frequent changes in process, policies and procedures, and technology can create confusion for customers and staff. If not carefully planned, it can create perception that there is no direction.
- City and County not collaborating on changes, perpetuating many of the current issues

**Success Factors:**

- Team-oriented and collaborative culture, embracing industry input.
- Effective communication and training on process and business application changes.

**Considerations:**

- While a full Unified Development Services Governance Committee may not yet exist, creating an initial advisory committee to attack short-term wins can help exhibit value quickly.
- When deciding short-term projects, consider whether the project should be included in, or inform, the future state service delivery models (P5) or application strategy (P6).

**Program-to-Program Dependencies:**

- Results from culture improvement activities (P3) can provide additional ideas for improvement.
- Technology changes could impact or inform broader technology plans (P6).
- Training program should integrate with customer service efforts (P2) to ensure alignment.

## Program Mini-Charters

### P4 - Implement Immediate Process and Technology Improvements (cont.)

Program Staffing Key Roles and Stakeholders		
Role	Stakeholder	Role Description
Program Sponsor	Unified Development Services Governance Committee	Provide strategic direction and governance for program; ensure that that long-term picture is considered during short-term planning.
Program Manager	<ul style="list-style-type: none"> <li>• Director of Code Enforcement / Land Development and Planning Division Managers</li> </ul>	Coordinate program overseeing all program tasks. Responsible for approving changes to City/County operations.
Task Lead(s)	<ul style="list-style-type: none"> <li>• LUESA Director / City Customer Service Manager</li> <li>• County Plan Review Director / County Inspections Director</li> <li>• County Code Administrator / City Zoning</li> <li>• City and County Technology Managers</li> </ul>	<p>LUESA Director and/or City Customer Service Manager leads process change for task 1.</p> <p>City and County Technology Managers lead technology change for task 1.</p> <p>County Plan Review Director and/or County Inspections Director leads task 2.</p> <p>County Code Administrator and City Zoning lead task 3.</p>
Critical Team Members	<ul style="list-style-type: none"> <li>• City and County Supervisors / Managers</li> <li>• City and County Business Analysts</li> <li>• Industry Groups</li> </ul>	Provide input into process and technology improvement efforts.
Key Assumptions		
City and County have staff available to immediately address short-term opportunities.		

# Program Schedule\*

## P4 - Implement Immediate Process and Technology Improvements

Task Name	Duration	Predecessor	1st Half		2nd Half		1st Half		2nd Ha			
			Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
410 <b>P4 - Implement Immediate Process and Technology Improvements</b>	432 days											
411 <b>1. Implement Short-term Efficiency Measures Across All Processes and Implement City and County Short Term Enhancements to Permitting Systems</b>	130 days											
412 Identify most pressing process and technology "pain points"	1.5 mons											
413 Assess the magnitude of effort to address each pain point	0.5 mons	412										
414 Define and prioritize process and technology improvement projects	0.5 mons	413										
415 Implement projects	2 mons	414										
416 Prepare staff/customer training on process/technology changes	1 mon	415										
417 Measure effectiveness	1 mon	416										
418 <b>2. Improve Consistency Between County Inspector and County Plan Reviewers</b>	160 days	358,411SS										
419 Identify inspection and plan reviewer interpretation inconsistencies, engaging industry for input	1.5 mons											
420 Perform problem analysis to identify the root cause of these inconsistencies	1.5 mons	419										
421 Define and implement process/technology improvements	3 mons	420										
422 Provide code interpretation and other training as necessary	2 mons	421										
423 <b>3. Communicate Building Code Interpretation and City Zoning Ordinance Application/Changes, and Train on Building Code Interpretations</b>	160 days	411SS+3 mons										
424 Identify inconsistencies with how building code is interpreted and applied, engaging industry for input	1.5 mons											
425 Establish a training plan to address inconsistencies	1 mon	424										
426 Develop training materials using the appropriate medium	1 mon	425										
427 Schedule training sessions	2 mons	426										
428 Measure effectiveness	1 mon	427										
429 Conduct informational sessions for external stakeholders regarding code interpretation and/or City ordinance application/changes	1.5 mons	428										
430 Coordinate Interpretation Issues with State Codes Agency	2 mons	424										

\* Snapshot of Program Tasks, full project plan located in Appendix

# Program Mini-Charters

## P5 – Develop Future Services Delivery Models

<b>Program Name</b>	P5 - Develop Future Services Delivery Models		<b>Priority</b>	Key Investment
<b>Purpose / Description</b>				
The purpose of this program is to develop customer-centric service delivery models to clearly document process steps, hand-offs, task durations, and City/County touch points to aid in training and overall understanding of processes and make it easier for customers to understand their project requirements while increasing predictability.				
<b>Scope</b>				
The scope of this program includes all City and County development services.				
<b>Outcomes and Expected Benefits</b>			<b>Key Deliverables and Milestones</b>	
<ul style="list-style-type: none"> <li>Documented services and process steps, touch points and other key service information</li> <li>Foundational service models that facilitate analysis to streamline services to improve quality and predictability in delivering service.</li> <li>Critical documentation that benefits many other recommended activities, including development of customer personas, staffing and workload analysis, and requirements for longer-term permitting and plan review application strategy efforts.</li> </ul>			<ul style="list-style-type: none"> <li>As-is process documentation, including City/County touch points and estimated task durations</li> <li>Current state workload analysis</li> <li>Future state process maps</li> <li>New service catalog, tailored to different customer segments (P2)</li> <li>Training materials for services</li> <li>Updated staffing plan</li> </ul>	
<b>Costs</b>			<b>Recommendations Accomplished</b>	
<ul style="list-style-type: none"> <li>Internal Resources:                             <ul style="list-style-type: none"> <li><b>Task 1: 3.0</b> FTE for 12 months (e.g. Agency Leads and Staff)</li> </ul> </li> <li>External Resources may be needed depending on availability and skills of staff.</li> </ul>			<ul style="list-style-type: none"> <li>4-2 Establish Customer-Centric Unified Service Delivery Models</li> <li>4-3 Increase Staffing Levels to Address Current and Future Workload Demand</li> <li>4-4 Provide Improved Access to Development Services Information and Educational Tools</li> </ul>	

## Program Mini-Charters

### P5 – Develop Future Services Delivery Models (cont.)

#### High-Level Program Plan (Estimated Duration 6 Mo – 1 Year)

##### **Task 1. Establish Customer-Centric Unified Service Delivery Models (Recommendation 4-2); Duration: 12 months**

- a. Document As-Is services/processes to gain a comprehensive understanding of the current state.
- b. Conduct current state workload analysis to assess capacity and where time is currently spent.
- c. Evaluate current state processes and pain points (some areas for consideration are noted in Recommendation 4-1 many of which would benefit not only from a short-time fix, but also re-designing service delivery).
- d. Create future state process maps that identify who performs the work, what work is being performed, and how that work is performed for each process step required to deliver the service.
- e. Establish the service catalog to align with new understanding of customer personas.
- f. Develop policies and procedures to perform and manage the revised services.
- g. Create training materials to train staff and customers on service model and process steps.
- h. Increase Staffing Levels to address Current and Future Workload Demand (Recommendation 4-3); Staffing levels need to account for the time to train on new processes, and the work required to design and implement these new services (as well as other recommendations outlined in this roadmap).
- i. Establish mechanism to review processes/services for continuous improvement.
- j. Review fee levels for service.
- k. Develop educational materials in a variety of mediums (see Recommendation 4-4).

#### Contingency Plan

Emphasize customer advocacy and shepherding customers through the process, while establishing clear City and County handoffs.

# Program Mini-Charters

## P5 – Develop Future Services Delivery Models (cont.)

Planning & Execution		
<p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>■ Focusing on exceptions rather than the most common path for delivery of services can create confusion and slow down the process</li> <li>■ Certain processes may be dependent on technology enhancements which could delay implementation of the process.</li> </ul> <p><b>Success Factors:</b></p> <ul style="list-style-type: none"> <li>■ Commitment and enthusiasm by stakeholders to establishing unified/seamless operations and for change.</li> <li>■ Effective communication of change.</li> <li>■ Diligent documentation of process steps and estimation of task durations.</li> </ul> <p><b>Considerations:</b></p> <ul style="list-style-type: none"> <li>■ Effectively addressing the lack of understanding of process, both internally and externally, can reap significant benefits.</li> <li>■ Major change can reduce ability to keep up with workload in the short-term until staff is familiar with the new processes.</li> </ul> <p><b>Program-to-Program Dependencies:</b></p> <ul style="list-style-type: none"> <li>■ Governance model must be in place to coordinate City/County activities and make joint decisions (P1).</li> <li>■ The customer facilitator (P2) role can be a central role in managing projects; Customer personas should be aligned with the most common services consumed to effectively address customers.</li> <li>■ Results from culture improvement activities (P3) can provide additional ideas for improvement.</li> </ul>		
Program Staffing Key Roles and Stakeholders		
Role	Stakeholder	Role Description
Program Sponsor	Unified Development Services Governance Committee	Provide strategic direction and governance for program; ensure that that long-term picture is considered during short-term planning.
Program Manager	• Director of Code Enforcement / Land Development and Planning Division Managers	Coordinate culture change program overseeing all program tasks. Responsible for approving changes to City/County operations.
Task Lead(s)	• LUESA Director / City Customer Service Manager	LUESA Director and/or City Customer Service Manager leads development of future service delivery models for task 1.
Critical Team Members	• City and County Supervisors / Managers/ SMEs • City and County Business Analysts	Support development of future service delivery models. Ensures alignment of models with organizational objectives.
Key Assumptions		
<p>Assumption that City and County are willing to improve collaboration to deliver customer-centric services.</p> <p>Assumption that the Unified Development Services Governance Committee has authority to make decisions as the Program Sponsor.</p>		

# Program Schedule\*

## P5 – Develop Future Services Delivery Models

Task Name	Duration	Predecessors	2nd Half		1st Half		2nd Ha	
			Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
431 <b>P5 - Develop Future Services Delivery Models</b>	<b>230 days</b>							
432 <b>1. Establish Customer-Centric Unified Service Delivery Models</b>	<b>230 days</b>	269						
433 Document As-Is services/processes to gain a comprehensive understanding of the current state	2 mons							
434 Conduct current state workload analysis to assess capacity and where time is currently spent	1.5 mons	433						
435 Evaluate current state processes and pain points	1 mon	433						
436 Create future state process maps that identify who performs the work, what work is being performed, and how that work is performed for each process step required to deliver the service	1.5 mons	435						
437 Establish the service catalog to align with new understanding of customer personas	1 mon	436,330						
438 Develop policies and procedures to perform and manage the revised services	1 mon	437						
439 Create training materials to train staff and customers on service model and process steps	1.5 mons	437						
440 Increase Staffing Levels to address Current and Future Workload Demand	6 mons	437,434						
441 Establish mechanism to review processes/services for continuous improvement	1 mon	437,438						
442 Review fee levels for service	0.5 mons	435						
443 Develop educational materials in a variety of mediums	2 mons	439						

\* Snapshot of Program Tasks, full project plan located in Appendix

## Program Mini-Chararters

### P6 – Establish Long-Term Permitting and Plan Review Application Strategy and Implement

<b>Program Name</b>	P6 - Establish Long-Term Permitting and Plan Review Application Strategy and Implement	<b>Priority</b>	Key Investment
<b>Purpose / Description</b>			
The purpose of this initiative is to establish the long-term permitting and plan review application strategy to provide better online access to customers, support the future service delivery models, address inefficiencies and redundancies, and make data more accessible and operations more transparent, and implement the strategy.			
<b>Scope</b>			
The scope of this program includes technologies in support of City and County development services permitting and plan review operations, including Accela, POSSE, ancillary portals, EPR, Autodesk, BlueBeam, and Adobe.			
<b>Outcomes and Expected Benefits</b>		<b>Key Deliverables and Milestones</b>	
<ul style="list-style-type: none"> <li>■ Analysis and decision on combined City/County technology portfolio</li> <li>■ Transparency for staff and customer into operations and progress</li> <li>■ Increased collaboration between City/County staff</li> <li>■ Enhanced data metrics for management</li> <li>■ Reduced technology footprint and cost, as well as ongoing support requirements</li> </ul>		<ul style="list-style-type: none"> <li>■ Documented portal strategy</li> <li>■ Analysis of technology integration and consolidation options</li> <li>■ Streamlined customer portals (and related implementation artifacts)</li> <li>■ Plan for unified permitting and plan review system that supports future service models (and related implementation artifacts)</li> <li>■ Program Management office to effectively execute portal and technology implementation/consolidation projects.</li> </ul>	
<b>Costs</b>		<b>Recommendations Accomplished</b>	
<ul style="list-style-type: none"> <li>■ Internal Resources                             <ul style="list-style-type: none"> <li>– <b>Task 1:</b> 1.0 FTE for 6 months (e.g. Agency Business/IT Leads)</li> <li>– <b>Task 2:</b> 6.0 FTE for 18 months (e.g. Agency Business/IT Leads and Staff)</li> <li>– <b>Task 3:</b> 1.0 FTE for 6 months (e.g. Agency IT Lead and Staff)</li> </ul> </li> <li>■ External Resources                             <ul style="list-style-type: none"> <li>– Portal Implementation (future, by vendor): ~\$3-10 million</li> <li>– Permitting/Plan Review Implementation/consolidation (by vendor): ~\$8-15 million</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>■ 5-3 Develop a City and County Portal Strategy</li> <li>■ 5-4 Integrate or Consolidate City and County Permitting Systems and Plan Review Systems</li> <li>■ 5-5 Establish a Joint Program Management Office to Maintain Shared Applications</li> </ul>	

## Program Mini-Chararters

### P6 – Establish Long-Term Permitting and Plan Review Application Strategy and Implement (cont.)

#### High-Level Program Plan (Estimated Duration 1 – 2 Years)

##### **Task 1. Develop a City and County Portal Strategy (Recommendation 5-3); Duration: 4-6 months**

- a. Define the vision that describes what the City/County want to accomplish through a Public Portal.
- b. Elaborate the Portal vision with high-level business requirements, aligned to customer personas (P2)
- c. Define potential alternative approaches that describe how the vision can be achieved and requirements can be satisfied.
- d. Develop a business case and select the best approach.
- e. Define a high-level conceptual design outlining anticipated services, core solution components, and integration points.
- f. Develop sourcing strategy to solicit and procure services to address the implementation.

##### **Task 2. Integrate or Consolidate City and County Permitting Systems and Plan Review Systems (Recommendation 5-4); Duration: 12-18 months**

- a. Define the vision that describes what the City/County want to accomplish with business applications to support the service models.
- b. Define high-level business requirements, informed by service delivery model documentation
- c. Assess current initiatives (e.g. Avolve implementation, Winchester upgrade, Accela enhancements) against high-level requirements.
- d. Develop business case and select the best approach.
- e. Define a high-level conceptual design outlining anticipated functionality, core solution components, and integration points.
- f. Develop sourcing strategy to solicit and procure services to address the implementation.

##### **Task 3. Establish a Joint Program Management Office to Maintain Shared Applications (Recommendation 5-5); Duration: 6 months**

- a. Determine organizational needs and context/goals.
- b. Determine where the PMO will report.
- c. Build the PMO charter.
- d. Staff the PMO, internally and/or externally.

#### Contingency Plan

Focus on documentation and outreach to help customers understand use of technology assets in consuming services. Continue to improve City and County systems separately with aim of better communication of changes and impacts to service delivery.

## Program Mini-Charters

### P6 – Establish Long-Term Permitting and Plan Review Application Strategy and Implement (cont.)

#### Planning & Execution

##### Risks:

- A Public Portal spanning across two permitting systems is significantly more difficult to build than if there were a single permitting system.
- Inadequate analysis and change management negatively impacting strategy and deployment of portal solution.

##### Success Factors:

- Assessment of initiatives is based on mutual City and County business requirements.
- Alignment to customer personas, and input from industry.

##### Considerations:

- The Portal Strategy and Integration/Consolidate efforts must be coordinated.
- Measurement of impact of redundant systems often results in significant hard dollar savings, in addition to other benefits.

##### Program-to-Program Dependencies:

- Governance model must be in place to coordinate City/County activities and make joint decisions (P1).
- The Portal Strategy should align closely with customer service approach (P2).
- Application Strategy must align with service models (P5).

#### Program Staffing Key Roles and Stakeholders

Role	Stakeholder	Role Description
Program Sponsor	Unified Development Services Governance Committee	Provide strategic direction and governance for program; ensures that long-term strategy provides good user experience and can meet agency/customer requirements
Program Manager	IT Governance Sub-committee	Coordinate long-term application strategy program overseeing all program tasks.
Task Leads(s)	City / County Technical Leadership	Leads implementation of all tasks.
Critical Team Members	<ul style="list-style-type: none"> <li>•City/County Technical staff</li> <li>•City/County Business Analysts</li> <li>•County Code Enforcement / City Land Development / City Planning SMEs</li> </ul>	Supports implementation of tasks.

#### Key Assumptions

City and County are committed to improving the customer experience and operations through this application strategy.  
The Unified Development Services Governance Committee has the legal authority to make decisions as the Program Sponsor.

# Program Schedule\*

## P6 – Establish Long-Term Permitting and Plan Review Application Strategy and Implement

Task Name	Duration	Predecessor	2nd Half		1st Half		2nd Half	
			Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
444 <b>P6 - Establish Long-Term Permitting and Plan Review Application Strategy and Implement</b>	<b>340 days</b>							
445 <b>1. Develop a City and County Portal Strategy</b>	<b>60 days</b>	432,269						
446 Define the vision that describes what the City/County want to accomplish through a Public Portal	1 mon							
447 Elaborate the Portal vision with high-level business requirements, aligned to customer personas	1 mon	330						
448 Define potential alternative approaches that describe how the vision can be achieved and requirements can be satisfied	0.5 mons	447						
449 Develop a business case and select the best approach	1 mon	448						
450 Define a high-level conceptual design outlining anticipated services, core solution components, and integration points	1 mon	447						
451 Develop sourcing strategy to solicit and procure services to address the implementation	0.5 mons	449						
452 <b>2. Integrate or Consolidate City and County Permitting Systems and Plan Review Systems</b>	<b>120 days</b>	445SS						
453 Define the vision that describes what the City/County want to accomplish with business applications to support the service models	1.5 mons	411						
454 Define high-level business requirements, informed by service delivery model documentation	2.5 mons	453,437						
455 Assess current initiatives (e.g. Avolve implementation, Winchester upgrade, Accela enhancements) against high-level requirements	1 mon	453,437						
456 Develop business case and select the best approach	1 mon	454						
457 Define a high-level conceptual design outlining anticipated functionality, core solution components, and integration points	1 mon	454						
458 Develop sourcing strategy to solicit and procure services to address the implementation	1 mon	456						
459 <b>3. Establish a Joint Program Management Office to Maintain Shared Applications</b>	<b>100 days</b>	452SS+12 mon:						
460 Determine Organizational Needs and Context/Goals	1 mon	274						
461 Determine Where the PMO Will Report	0.5 mons	460						
462 Build the PMO Charter	1 mon	461						
463 Staff the PMO , internally and/or externally	2.5 mons	462						

\* Snapshot of Program Tasks, full project plan located in Appendix

## Program Mini-Chararters

### P7 – Establish an Optimization Process Leveraging Enhanced Metrics

<b>Program Name</b>	P7 - Establish an Optimization Process Leveraging Enhanced Metrics	<b>Priority</b>	Future Improvement
<b>Purpose / Description</b>			
The purpose of this program is to improve upon current metrics to measure and optimize processes, and factor in quality and customer service.			
<b>Scope</b>			
The scope of this program includes using metrics to manage and optimize all City and County land development services including organizational culture and future service delivery models.			
<b>Outcomes and Expected Benefits</b>		<b>Key Deliverables and Milestones</b>	
<ul style="list-style-type: none"> <li>■ Ensures alignment to customer needs</li> <li>■ Improve quality, measurability and predictability of service delivery, aligned to new service delivery model</li> <li>■ Ensures accountability of staff and customers</li> <li>■ Improved ability for continuous improvement</li> </ul>		<ul style="list-style-type: none"> <li>■ Defined metrics, aligned to industry objectives</li> <li>■ Defined process to monitor metrics and improve operations</li> </ul>	
<b>Costs</b>		<b>Recommendations Accomplished</b>	
<ul style="list-style-type: none"> <li>■ Internal Resources:                             <ul style="list-style-type: none"> <li>– All Tasks: 0.2 FTE for 16 months (on-going monitoring and improvement)</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>■ 7-1 Enhance and Market Performance Metrics to Improve Productivity and Timeliness</li> <li>■ 7-2 Establish Quality Control and Accountability Metrics</li> <li>■ 7-3 Establish Customer Satisfaction Metrics</li> </ul>	

## Program Mini-Charters

### P7 – Establish an Optimization Process Leveraging Enhanced Metrics (cont.)

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#### High-Level Program Plan (Estimated Duration 6 Mo)

**Task 1. Define metrics to measure operations (Recommendations 7-1, 7-2, 7-3).**

- a. Define key metrics to measure, with input from industry
- b. Assess baseline measurements in accordance with service delivery model (P5)
- c. Build performance reports.
- d. Regularly review performance reports and adjust initiative/operations.

#### Contingency Plan

Refine existing metrics, and improve communication of importance and applicability of current measurements.

## Program Mini-Charters

### P7 – Establish an Optimization Process Leveraging Enhanced Metrics (cont.)

Planning & Execution		
<p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>■ Too many, or inappropriate metrics that do not benefit industry or internal continuous improvement efforts.</li> <li>■ Misalignment with the service delivery model</li> </ul> <p><b>Success Factors:</b></p> <ul style="list-style-type: none"> <li>■ Establish a baseline for comparison.</li> <li>■ Establish clear and specific metrics.</li> <li>■ Metrics must be linked to service delivery goals.</li> <li>■ Metrics must be published and accessible.</li> </ul>		<p><b>Considerations:</b></p> <ul style="list-style-type: none"> <li>■ Simplicity is often the best approach when first defining effective metrics.</li> </ul> <p><b>Program-to-Program Dependencies:</b></p> <ul style="list-style-type: none"> <li>■ Metrics must continue to organizational cultural values (P3).</li> <li>■ Metrics must align with service delivery models (P5) and be enabled by improved business application data (P6).</li> </ul>
Program Staffing Key Roles and Stakeholders		
Role	Stakeholder	Role Description
Program Sponsor	Unified Development Services Governance Committee	Provide strategic direction and governance for program
Program Manager	Director of Code Enforcement / Land Development and Planning Division Managers	Coordinate long-term application strategy program overseeing all program tasks.
Task Lead(s)	City/County Supervisors	Oversee metrics and optimization efforts.
Critical Team Members	City/County Staff Industry Groups	Help implement or provide input into optimization of metrics.
Key Assumptions		
Processes and systems are in place to enable metrics reporting.		

## Program Schedule\*

### P7 – Establish an Optimization Process Leveraging Enhanced Metrics

	Task Name	Duration	Predecessor	1st Half			2nd
				Qtr 1	Qtr 2	Qtr 3	Qtr 4
464	<input type="checkbox"/> <b>P7 - Establish an Optimization Process Leveraging Enhanced Metrics</b>	<b>110 days</b>					
465	<input type="checkbox"/> <b>1. Define metrics to measure operations (Recommendations 7-1, 7-2, 7-3).</b>	110 days	432,452				
466	Define key metrics to measure, with input from industry	1.5 mons					
467	Assess baseline measurements in accordance with service delivery model ( P5 )	2 mons	466				
468	Build performance reports	2 mons	467				

\* Snapshot of Program Tasks, full project plan located in Appendix

## Guidance for Program Execution

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## Guidance for Program Execution

### Key Considerations

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- Effective execution of the roadmap, and all the defined programs that will orchestrate the desired change to achieve the future state, requires unflagging determination and a program management structure built to support such a large effort.
- Gartner has several recommendations related to effective execution of the programs defined in this document:
  - Identify a owner of for each of the seven (7) programs. This individual will assume primary responsibility for execution of the program.
  - Select a Road Map Implementation Project Manager that can help manage overall roadmap implementation and consolidate information from the seven programs in a cohesive manner to help with communication and escalation of issues.
  - Agree on project reporting structure and cadence. In other words, ensure that all of the seven program owners are using the same tools (project plan, issues, log, risks log, etc.), and are communicating progress in the same way (e.g., bi-weekly meetings, monthly reports to governance committee).
  - Define 3-5 key outcomes or achievements for each program, so that roadmap implementation progress can be measured and communicated
  - Although distinct programs are defined to help with execution, keep a close monitor on dependencies, themes, and other developments between programs so that the overall achievement of the future vision is not lost, or derailed.
- Of primary importance will be change management and communication planning, both critical activities for a large transformation effort such as this.. The subsequent slides offer approaches and best practices that the City and County can apply to ensure the success of the roadmap execution.

## Guidance for Program Execution

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### **Change Management** Communications Planning

## Change Management Overview

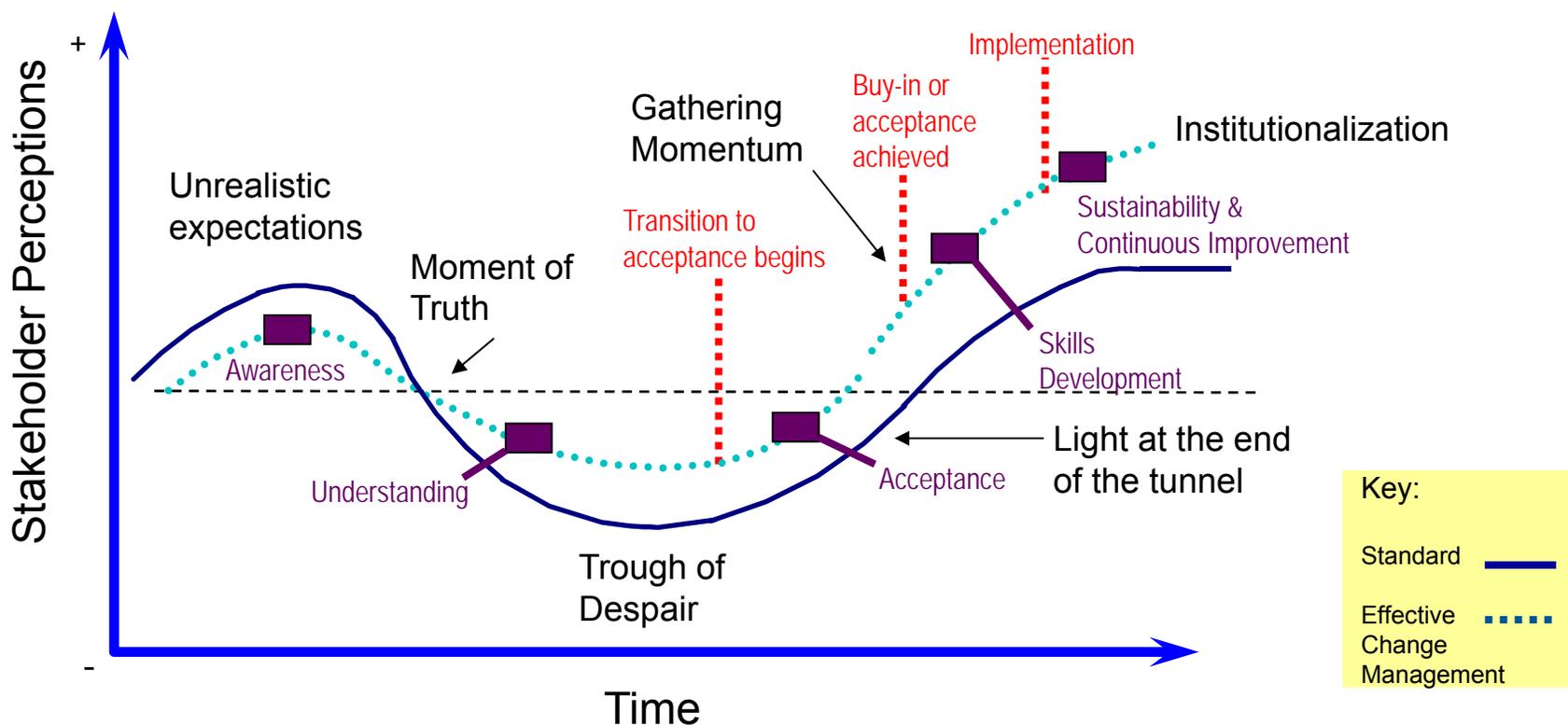
- Change management addresses the human and organizational aspects of change initiatives. It is a deliberate approach to bring major changes towards people's expectations to move City/County development services and stakeholders forward smoothly.
- Change management orchestrates the numerous variables that operate as a system, such as individual personalities, corporate culture, and unique dangers and opportunities.
- Change activities increase commitment and build support for the project by informing and involving individuals impacted by organizational transformation. By conducting change management activities, the City/County can expect to perform rapid changes while maintaining consistency.
- Gartner recommends a disciplined, yet flexible, change management framework that can appropriately address the people issues associated with transformations like the City/County will undertake.



# Change Management

## Importance of Stakeholder Management

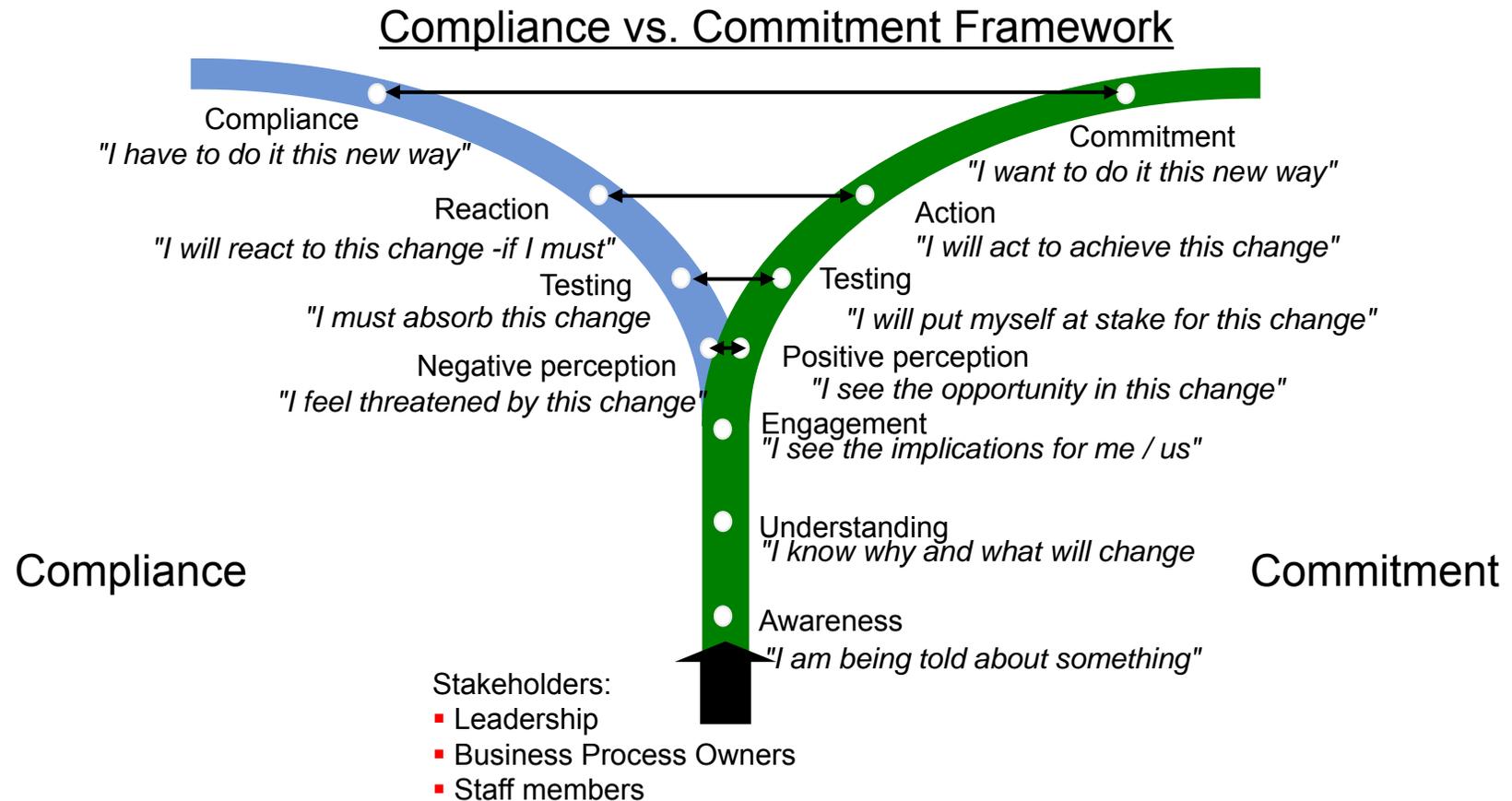
- The City/County must engage stakeholders in the appropriate activities at the appropriate time to gain their commitment and support. Failure to do can lead to severely negative consequences.



# Change Management

## Compliance vs. Commitment

- City/County must build a deep understanding of where stakeholders are today and where they need to be tomorrow in order to foster commitment as opposed to compliance.



## Change Management

### Employee Change Readiness Survey

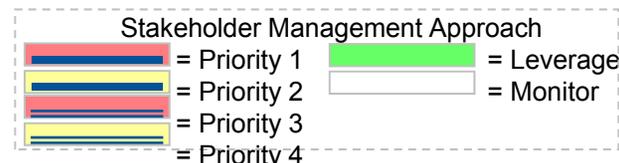
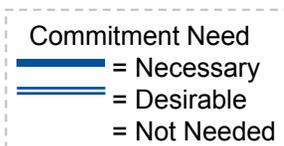
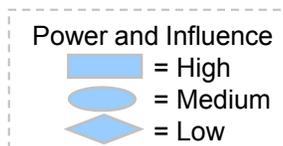
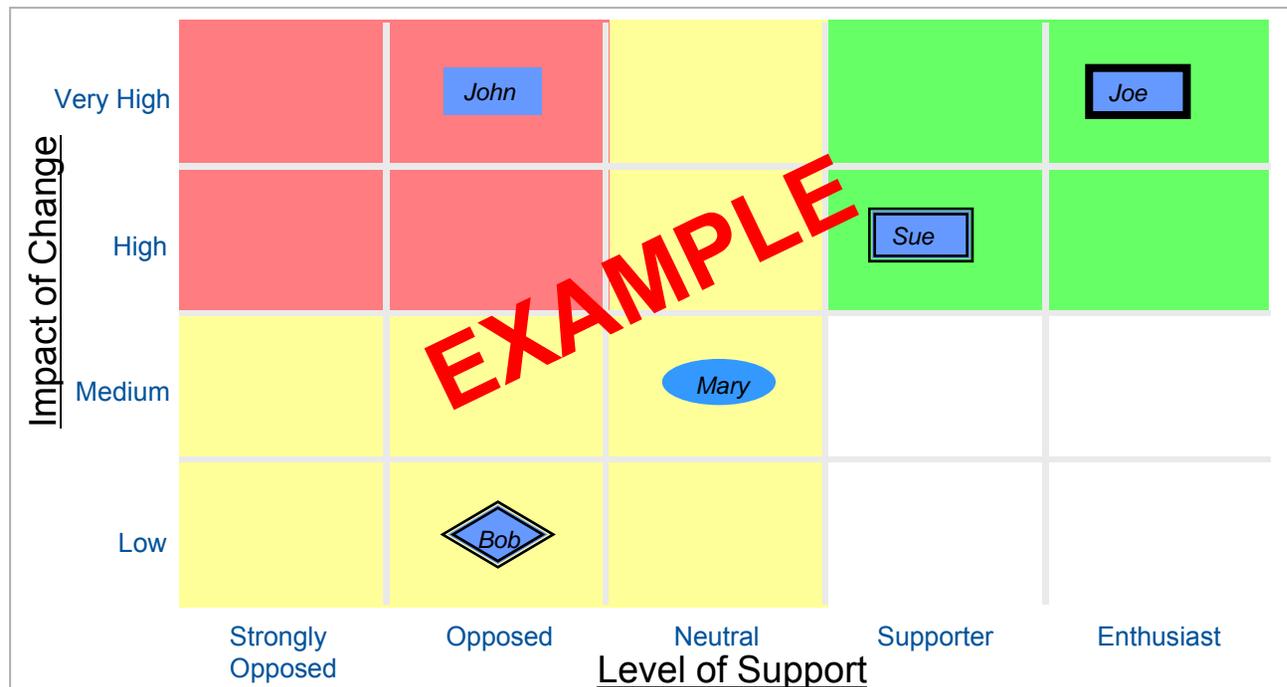
- Gartner recommends that City/County issue a change readiness survey to its employees, or a logical subset thereof. Performing this at the onset of the road map implementation will provide a baseline and feed the specific activities that will follow to gain commitment.

Employee Change Readiness Survey Example					
Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I am clear on the reasons for this change and how it positively impacts the goals of the business.					
2. A vision of how things will look after the change has been communicated effectively, and is clear to myself and my peers.					
3. I am confident the Agency leadership team is committed to ensuring the success of this change initiative.					
4. I receive timely, accurate, and honest communication regarding the change and its impact.					
5. I understand what I personally will need to do differently to support and affect this change.					
6. I have a commitment to do my part to ensure the success of this change initiative.					
7. I have opportunities to provide my input and express my concerns and opinions.					
8. I believe that my views and input are listened to and given proper consideration.					
9. I believe we have the resources and support for this change to be successful.					
10. I believe that I have the skills and knowledge needed to fulfill what is expected from me to achieve the change-related goals.					

**EXAMPLE**

## Change Management Stakeholder Mapping

- Using the results of the change readiness survey, City/County can then map stakeholders on a matrix like the example below to fully analyze what the optimal and achievable level of commitment is to govern change management activities.



## Change Management Stakeholder Mapping

- Once priorities have been defined, action plans can be developed and tracked in parallel to project management and program execution activities to monitor progress towards the desired state.

Stakeholder Analysis Template							
Name/Groups	Strongly Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive	Concerns	Action Plan to Bring to Desired State
Agency Services		X				Uncertain about the impact of new structure to the service delivery process.	Include representatives from Business Unit 1 in the design task force. Conduct one-on-one meetings to discuss implications.
Procurement			X			Changing jobs/role requirements require new job evaluations and a pay analysis. The concerns are unique, that market compensation data may not be readily available, and that there are limited, internal resources available to do the work.	Review and update position description questionnaires. Provide a budget for consultant resources to supplement staffing needs for the project.

**EXAMPLE**

## Change Management Knowledge Transfer Approach

- The overall approach to knowledge transfer is primarily driven by the competencies and culture of the organization.
- Specifically, City/County should perform the following in relation to knowledge transfer:
  - Understand what competencies City/County wants to maintain and target individuals who should develop them
  - Identify competencies and create individual, role-based Knowledge Transfer development plans (competency areas include: Technology, Process, Configuration, Tools, Methodology, Benefits Realization, Change Management, Training, etc.)
  - Develop knowledge transfer evaluation criteria
  - Conduct and monitor ongoing knowledge transfer activities
  - Develop knowledge transfer contracts with employees that define desired results and expectations for all parties
  - Assess results at key milestones and develop remediation plans as required

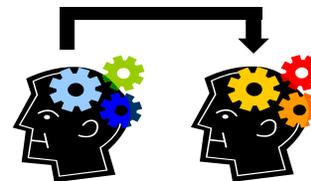
### Knowledge Transfer Approach



Knowledge Transfer Plan



Just-In-Time Training



On-The-Job Training / Knowledge Transfer



Fully Enabled Project Team

## Change Management

### Gartner Best Practices

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- Integrate organizational change activities into the program or project plan. The likelihood of successful change is decreased if the activities are left undefined or not assigned accountability.
- Define the measurements that will identify if the activities have been successful or pose risk to the overall program or project.
- Understand your organizational culture and how best to present the changes that are being contemplated.
- Budget specifically for organizational change activities. Assume that some of them will need to be done at the beginning of the project (e.g., change readiness assessments), and others will need to be done after new business processes have been implemented.
- Organizational change activities will generally decrease over time, but clients have told us that ending them prematurely resulted in projects that were initially judged as successes at implementation being redefined as failures on their one-year anniversary dates.
- Obtain the skills necessary to execute organizational change activities. Seek outside help if your enterprise lacks the skills, but plan on having this discipline in-house for long-term success by including a knowledge-transfer clause in the contract.
- Continue to learn and adopt new techniques that are tailored to your enterprise's culture and maturity. Project success is increased tenfold by organizations that do a good job in this area. Ignore these steps and suffer the consequences of failed projects.

“Enterprises that fail to help people absorb and navigate new information flows, new group dynamics and new work styles will undercut by half the anticipated value of their business process investments.” – Gartner Research

## Guidance for Program Execution

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### Change Management **Communications Planning**

## Communications Planning

### Composition and Purpose

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- Managing communication of themes, progress, benefits and other key information will be a critical task for the City/County as it executes the road map and helps transform development services. An effective and malleable communications plan must underpin these activities.
- The objective of is to define a management framework to ensure that the correct message is sent to the appropriate recipients, using the most effective medium and at the best time.
- This framework should also ensure that communications are consistent with each other and provide a feedback mechanism to ensure that the intended messages are being received and to enable open dialogue on project decisions and issues.
- City/County must identify the key messages that should be delivered during execution of the road map. It is essential to clearly identify as many of these messages as possible so that all communications relating to the project are consistent – and understanding and expectations are as clear as possible among all stakeholders.
- The objective of this framework is to (a) facilitate periodic communication of information required to give the key stakeholders consistent and continual insight into progress; and (b) enable communication of key messages to all stakeholders using either periodic or one-time communications. The Communication Plan:
  - Guides project/program team communication efforts.
  - Ensures information is disseminated at appropriate times.
  - Assigns responsibility for communication plan tasks.
  - Facilitates open dialogue regarding issues and decisions.

## Communications Planning

### Communication Mechanisms

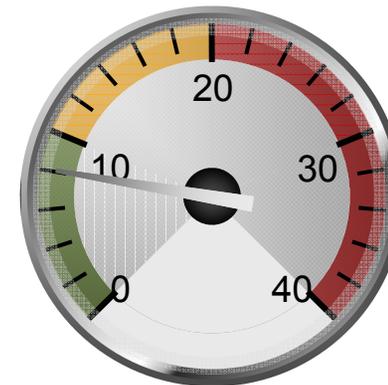
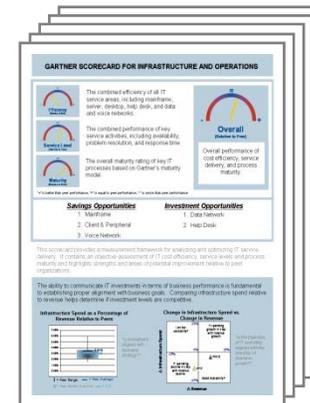
- The City/County must clearly define the different mechanisms for communication, the benefits of the particular communication mechanism and the most appropriate scenarios for its use rather than other mechanisms. Below are the suggested mechanisms City/County can use to effectively communicate with stakeholders.

Mechanism	Description	Objectives
<b>Email</b>	Standard method of communication to convey key messages, maintain momentum, tout successes and progress and keep the programs ‘top of mind’	Consistent method to ‘push’ information and road map messaging to multiple stakeholder groups
<b>Status Meetings/ Reports</b>	Tactical meetings to discuss progress, risks, issues, and other project management-oriented topics.	Enforce project/program management practices and day-to-day execution.
<b>Website/Dashboards</b>	Online graphical illustration of roadmap and program progress from an execution and benefits realization perspective.	Convey progress in a ‘digestible’ manner for a variety of audiences.
<b>“Town Hall” Sessions</b>	Informational meetings that can speak to future state concepts, address rumors and key issues, and allow for an open forum for sharing ideas	Maintain a collegial communication means that allows for interaction and addresses ‘water cooler’ chatter.
<b>Steering Committee Presentations</b>	Formally convey progress from a business and project management perspective, and raise key decision points for governing body.	Executive communication of progress and benefits achieved, and input on key decisions impacting execution.
<b>Customer Committee Presentations</b>	Convey progress from a customer perspective and gain input as required to benefit program and road map execution.	Consistently keep customer base informed, and gather input as needed.
<b>Surveys</b>	Obtain input from stakeholders to help gauge perceptions of progress, refine program execution, and other means to benefit realization of goals.	Obtain standardized, measurable stakeholder input to aid program and benchmark progress.

# Communications Planning

## Criticality of Dashboards and Metrics

- Each program owner will be responsible for reporting key program metrics to the City/County leadership and impacted customers
- In addition to project-oriented metrics (percent complete, on time, on budget) each program should develop several business-oriented metrics that will convey the value of execution of the programs in achieving goals.
  - Examples include cost savings, customer satisfaction, increased efficiency
- City/County should assess the viability of dashboards that convey progress to customers, executives and other stakeholder groups in meaningful, “easy to digest” graphs and figures.
- Developing 3-5 metrics for each program will promote transparency and progress to all stakeholders.



## Communications Planning

### Stakeholder Analysis

- One aspect of communications is to ensure that messages are delivered to the correct audience. To meet this objective, the various potential communication recipients and senders must be clearly defined. Stakeholders are also aligned to the most apt communication mechanisms.

Stakeholder	Most Effective Communication Mechanisms	Description
<b>Program Teams</b>	Email, Status Meetings	Program team members will be close to project details and day-to-day execution of their program(s). As such, communication should be focused on tactical topics.
<b>Steering Committee</b>	Email, Website/Dashboards, Steering Committee Presentations	Steering Committee members should be appraised of only the most important progress and status topics, and should be utilized for making key road map decisions.
<b>Customer Committee</b>	Email, Website/Dashboards, Steering Committee Presentations	The Customer Committee should be informed at a level similar to the Executive Committee, but from a customer alignment perspective.
<b>City/County Employees</b>	Email, Website/Dashboards, "Town Hall" Sessions, Surveys	City/County employees must be kept informed about what the roadmap does and <b>does not</b> mean for their jobs, the organization, and the Organization.
<b>Customer Base</b>	Email, Website/Dashboards, Surveys	Customers at large should have information 'pushed' to them at appropriate times to convey progress, alert of key dates, etc. Moreover, surveys can be used to gather key input.
<b>General Public</b>	Website/Dashboards	As appropriate, progress, upcoming improvements, and other key messages can be shared with the public at large to tout maximizing the value of taxpayer dollars, and highlighting service and technology improvements that citizens can 'touch'.

## Communications Planning

### Communications Matrix

- Using the previous information, the Communication Matrix identifies specific communications that will be delivered during execution of the road map. At a minimum, Gartner suggests the communications below are part of the final communications plan developed by City/County.
- Key roles such as the seven program managers, the road map implementation manager, and oversight/QA are noted in the matrix, and are also depicted on the Execution Model later in this deliverable.

Communication	Description	Frequency	Mechanism	Stakeholder Involvement
<b>Roadmap Launch Notification</b>	Market the formal initiation of the road map and program execution	One-time, at launch of road map	Email, Website/ Dashboards, Town Hall Session	<b>Create:</b> TBD <b>Approve:</b> Agency Leadership <b>Dist:</b> TBD <b>Recip:</b> All
<b>Program Highlight Report</b>	Status report for each program of key actions, decisions and progress, submitted to road map program manager	Weekly	Status Meetings/Reports	<b>Create:</b> Program Teams <b>Approve:</b> Program Manager <b>Dist:</b> Road Map Imp. Manager <b>Recip:</b> Program Teams, Steering Committee
<b>Program Status Report</b>	Status report for each program detailing schedule, issues, risks, actions, and other project management mechanisms.	Bi-Weekly	Status Meetings/Reports	<b>Create:</b> Program Teams <b>Approve:</b> Program Manager <b>Dist:</b> Road Map Imp. Manager <b>Recip:</b> Program Teams, Steering Committee

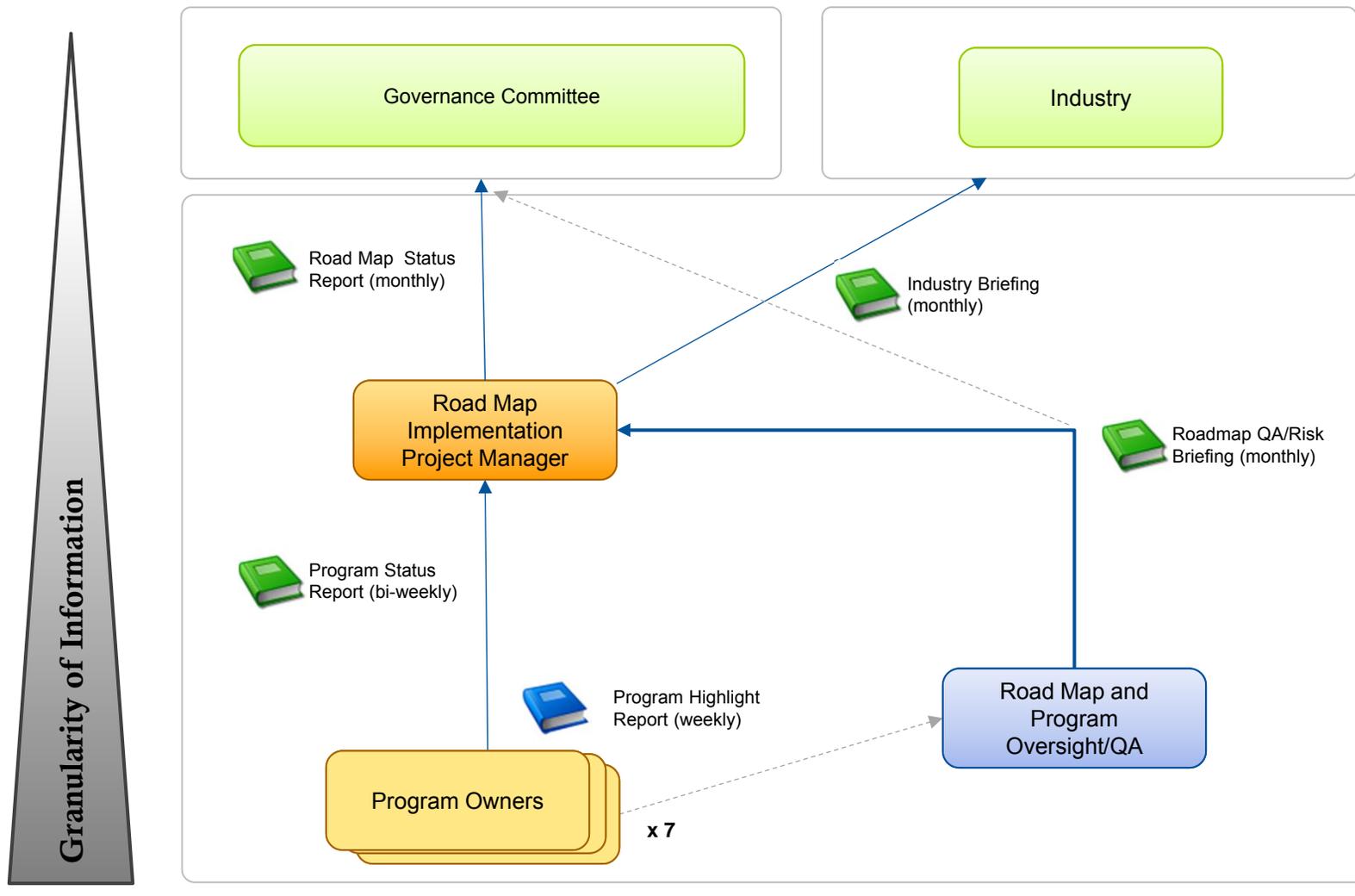
## Communications Planning

### Communications Matrix (cont.)

Communication	Description	Frequency	Mechanism	Stakeholder Involvement
<b>Road Map Status Report</b>	Executive-level report of progress, issues, risks and key decisions required.	Monthly	Steering Committee Presentations	<b>Create:</b> Road Map Imp. Manager <b>Approve:</b> Agency Leadership <b>Dist:</b> Road Map Imp. Manager <b>Recip:</b> Steering Committee
<b>Customer Committee Briefing</b>	Executive-level report of progress, issues, risks and key decisions required.	Monthly	Customer Committee Presentations	<b>Create:</b> Road Map Imp. Manager <b>Approve:</b> Agency Leadership <b>Dist:</b> Road Map Imp. Manager <b>Recip:</b> Steering Committee
<b>Road Map Progress Notifications</b>	Regular updates of road map progress from project management and business perspective.	Quarterly/Bi-Annual	Email, Website/ Dashboards, Town Hall Session	<b>Create:</b> TBD <b>Approve:</b> Agency Leadership <b>Dist:</b> TBD <b>Recip:</b> All
<b>Roadmap QA/Risk Briefing</b>	Overview key risk management and quality assurance issues from a roadmap execution perspective, including recommended corrective actions.	Monthly	Status Meetings/Reports	<b>Create:</b> Outside vendor <b>Approve:</b> Agency Leadership <b>Dist:</b> Road Map Imp. Manager <b>Recip:</b> Program Teams, Steering Committee

# Communications Planning Execution Model

 = weekly  
 = bi-weekly/monthly



## Communications Planning

### Next Steps

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- Utilize the Execution Model and Communications Plan elements described herein and perform a number of actions:
  - Identify and secure resources to fill key roles, such as the program managers, the road map implementation manager, etc.
  - Review the communication mechanisms and modify as needed to develop the optimal list
  - Rationalize the Communications Matrix and develop the most appropriate communications for the execution of the road map
  - Assign an owner for the Communications Plan to ensure appropriate reaction to changes during implementation
  - Confirm the stakeholder involvement (i.e., create, approve, distribute, receive) and communicate assignments
  - Determine technology and resource needs for website/dashboard mechanisms to ensure readiness for launch of the road map execution

## Appendix

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## Appendix

### Industry References Attached

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- City of Phoenix Planning and Development, Department Office of Customer Advocacy Pamphlet.
- Clark County Metrics:
  - DEPARTMENT Of BUILDING & FIRE PREVENTION BUREAU ; Engineering Plan Review Service Goals, September 2014
  - DEPARTMENR OF BUILDING & FIRE PREVENTION; Inspections Service Goals September 2014
  - CLARK COUNTY BUILDING DEPARTMENT ; Plan Review Service Goals , August 2014
- Clark County Agreements:
  - Clark County Policy and Procedure BD-CA-007
  - Clark County Policy and Procedure BD-CA-008
  - Signed Interlocal Agreement with Clark County
- Oregon Department of Consumer and Business Services
- “The Future of Code Officials: Results and Recommendations from a Demographics Survey”  
National Institute of Building Sciences, Aug 2014.
- Unigov Handbook; The League of Women Voters of Indianapolis, 2011.

## Appendix

### Gartner References Attached

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- “The 10 Habits of Highly Effective Customer Service Organizations.” 26 August 2014.
- “Apply These Best Practices for Application Consolidation.” 9 April 2014.
- “Competitive Landscape: Customer Services Application, Integration and Implementation Services.” 20 August 2014.
- “How to Avoid the Seven Portal Pitfalls: Faulty Governance.” 23 January 2014.
- “How to Design Customer Experiences Use Persona-Driven Buying Journeys.” 12 September 2014.
- “Use Personas to Drive Exceptional Customer Experiences.” 31 July 2014.
- “When Application Standardization Works, and When It Doesn’t.” 25 September 2013.

## Appendix

### High-Level Program Project Plan

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- Included in separate MS Project Document.

## Appendix - Jurisdictional Comparisons

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## Appendix - Jurisdictional Comparisons

### Areas of Focus

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- Based on the current state assessment, Gartner identified a number of areas of focus for which comparison to other jurisdictions could provide insight and input into the future vision for the City and the County, including:
  - Governance Models
  - Metrics & Fees
  - Communications
  - Staffing
  - Customer Service
  - Technology
- The objective is to introduce comparative aspects of other jurisdictions to have an open discussion about what might be applicable to the future vision for the City and the County.

## Appendix - Jurisdictional Comparisons

### Governance Models

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There is no existing entity representing the regulatory process from beginning to end for stakeholders. Many well established governance structures could be used as models for better cross-jurisdictional cohesion. Models based on fees-for-service are easier to integrate.

#### Structured – Unified Systems

- Indianapolis & Marion County, IN  
1968-72 Consolidated services one agency - Unigov
- Jacksonville & Duval County, FL  
1968 City of Jacksonville performs building code for both
- Nashville & Davidson County, TN  
1963 Metro Building Code, Metro Zoning Code – City serves all
- Louisville & Jefferson County, KY  
2000 Dept. of Development, Division of Construction Review

#### Coordinated Systems

- Memphis & Shelby County, TN  
Under agreement in place since mid-1980s  
Shelby County performs building code enforcement for city and unincorporated parts of county. Zoning and land use performed by City.
- Councils of Government  
MWCOCG : Non-profit serving Metro-Washington for 55 years
- Public / Private partnerships  
Silicon Valley Joint Venture – 1993, ambitious regulatory streamlining initiative
- Memorandum of Agreement  
Clark County & Las Vegas, NV – MoA where Clark County provides services

## Appendix - Jurisdictional Comparisons

### Metrics and Fees

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In researching metrics, the multi-family “phenomenon” is not unique to Charlotte/Mecklenburg and neither are the problems being experienced by the departments. Fees are not out of the ordinary; but need to reflect service level capabilities.

#### ▪ Metrics

- Volume and permit numbers and types between Charlotte, Jacksonville, Atlanta, Philadelphia, Indianapolis, Memphis, even San Diego and San Francisco merely reflect current trends.
- Comparing metrics – construction volume, permit numbers, for different types of construction between Charlotte/Mecklenburg with similar sized urban jurisdictions were not statistically significant.
- Of note however is that throughout the Southeastern U.S. there is a similar boom in multi-family housing construction going on.

#### ▪ Fees

- Nothing extraordinary about the fee structures were found between Charlotte/Mecklenburg and other leading jurisdictions in similar MSA’s.
- Fees in both Enterprise and General Fund jurisdictions all went up at the start of the recession in order to cover staff. As staffs were severely cut at the heart of the recession fees went flat.

## Appendix - Jurisdictional Comparisons

### Communications

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A single department style communication strategy with mutually developed stakeholder groups would be the most effective. Joint communication planning and delivery should be established internally and externally and across all department functions: operations, IT, project management, change management, etc.

#### External

- Boards & Commissions – Philadelphia, Portland, OR; New York City, Austin, TX
- Advisory Bodies – Salem, OR; Montgomery County, MD - Permitting Services A. C.
- Governance Mechanisms - public hearings
- Annual Reports & State of the City/State of the County – Louisville & Jefferson County, KY
- City/County Web portal – Indianapolis – Marion County, Unigov; Jacksonville - CoJ.net
- “One Stop Concierge Service for Businesses”
- Silicon Valley Economic Development Alliance

#### Internal

- Joint Oversight Boards
- Joint City – County work groups in areas including:
  - Proactive Communications: Mail, Email, SMS Text, Outbound Calls, etc.
  - Website & IVR
  - Customer Counter / Tech Assistance
  - Enforcement

## Appendix - Jurisdictional Comparisons

### Staffing

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The great recession hastened retirements and departures from the construction industry of qualified office and field personnel. All jurisdictions are having to compete for a smaller pool of personnel, which drives up the costs and delays the backfilling of depleted positions.

- Wide range of staffing problems all linked to construction volume and type.
- Extensive problems in S.E. U.S. and elsewhere finding qualified (ICC or state certified) inspectors, plan reviewers, permit processing clerks, staff and supervisors. Retirements compounding problem.
- Jurisdictions taking a combination of approaches to try and address:
  - Fairfax County, VA
  - Osceola County, FL
  - Bend, Oregon
  - Anne Arundel County, MD
  - Others
- Approaches to address staffing issues:
  - Greater use of IT
  - Hiring with lesser qualifications/certifications and providing training or mentoring to bring up to certification levels over time (1-2 years)
- Alternatives to government employees:
  - Self certification programs
  - Certified third party agencies
  - Shift types of inspections

## Appendix - Jurisdictional Comparisons

### Customer Service

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The great recession hastened retirements and departures from the construction industry of qualified office and field personnel. All jurisdictions are having to compete for a smaller pool of candidates, which drives up the costs and delays the backfilling of depleted positions.

- **Salem, Oregon**

- **The Problem:** Developers quitting Salem – “Worst place in state to do business”
- **The Solution:** Stakeholders meeting, Commitment to change, new building official head of training for state of OR, courses for all staff. Move from “gotcha” to “partners in development & safety”
- **The Outcome:** Construction booms in city, “from worst to first” – “You get better enforcement through collaboration than through coercion”

## Appendix - Jurisdictional Comparisons Technology

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Successful technology implementations are customer centric, begin with the end in mind, and strive to standardize the customer facing processes into a single portal experience.

- **Electronic Permit Application & Processing**

- **The Problem** : High number of walk-in customers, slow processing, difficult to identify where permit is in process, no connection to information about other agencies involved in issuing other permits needed for construction.
- **The Solution** : On-line epermitting systems, with citizen access and links to other agencies that must issue other permits needed for construction, easy access to track where permit is in system
- **Examples** : Fairfax County, VA; Louisville, KY; Osceola County, FL, Clark County, NV

- **Electronic Plan Review**

- **The Problem** : Paper plan reviews, slow, hard to keep track of. Uses resources – people, paper, time. Some ePlan review processes overly complex, difficult to navigate, understand
- **The Solution** : Make it seamless, easy for customer to track, quick to submit revisions, hold on-line virtual meeting with reviewer. Training for users critical to success
- **Examples** : Bend, OR; Osceola County, FL, Salt Lake City, UT

## Appendix - Jurisdictional Comparisons

### Technology (cont.)

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Successful technology implementations are customer centric, begin with the end in mind, and strive to standardize the customer facing processes into a single portal experience.

#### ▪ Field Inspections

- **The Problem** : Inspection visits are unpredictable and frequently delayed. Morning fire drills to get schedules assigned. GCs absent for many inspections.
- **The Solution** : Multi-day inspection schedules are visible for staff planning. Customers can schedule and cancel inspections up to a same day cut-off time. Customers can see the inspector's schedule online. Inspection status information is available for scheduled, cancelled, next inspection, and inspection results with notes to GCs, Subs, and others "subscribed" to the permit or project.
- **Examples** : Clark County, NV; Phoenix, AZ; New Orleans, LA; Forsyth County, GA; and Los Angeles, CA

#### ▪ On-Line Services

- **The Problem** : Citizens & builders unfamiliar with the regulatory process – "How and where to start permitting and licensing?", "Where is my permit?", constant phone calls with redirects, almost all business done by walk ins
- **The Solution** : Jurisdictions established clear, concise easy to navigate websites that seamlessly link all steps to purchase a property, design, build, open, and operate a building.
- **Examples**: Bend, OR; Washington County, OR ePermitting website at Oregon.gov; Clark Co, NV – has Dashboard of Dept. performance

# Appendix - Jurisdictional Comparisons

## Clark County Dashboard

	Building 2014 Executive Summary							
	Month		Annual					
	August 2013	August 2014	2010	2011	2012	2013	Projected 2014	2013-2014 % Δ
<b>Permitted Work Inspections</b>								
Completed Inspections	22,371	23,083	190,773	150,780	213,167	252,256	242,216	-4.0%
Percent Failed	4.9%	6.1%	12.0%	13.0%	9.8%	5.3%	5.3%	0.3%
Current Month's Daily Average	1,017	1,099	766	606	851	1,011	967	-4.4%
Total Billing	\$53,959	\$88,795	\$732,264	\$669,588	\$987,651	\$923,832	\$1,167,337	26.4%
<b>Records</b>								
Customer Transactions	805	816	1,654	3,756	7,692	8,411	9,867	17.3%
Fees Collected	\$13,711	\$3,653	\$123,708	\$54,081	\$61,392	\$61,756	\$56,717	-8.2%
<b>Permits Issued</b>	3,882	3,773	42,020	38,907	40,932	44,958	42,983	-4.4%
<b>Plans Examination</b>								
Special Phased - 1st Review	0	4	-	-	57	144	41	-71.9%
Commercial - 1st Review	193	244	-	-	2,047	2,329	2,862	22.9%
Commercial Short - 1st Review	540	372	-	-	5,757	6,028	5,525	-8.4%
Residential - 1st Review	15	13	-	-	167	204	339	66.2%
Residential Standard - 1st Review	15	30	-	-	255	216	362	67.4%
Residential Short - 1st Review	58	160	-	-	904	968	1,190	22.9%
Revisions - 1st Review	384	417	-	-	4,715	5,276	5,316	0.8%
Special Phased - Final Review	23	9	-	-	105	220	47	-78.9%
Commercial - Final Review	220	200	-	-	2,113	2,338	2,816	20.4%
Commercial Short - Final Review	481	459	-	-	7,091	5,931	5,405	-8.9%
Residential - Final Review	39	45	-	-	223	319	360	12.9%
Residential Standard - Final Review	71	25	-	-	288	439	440	0.1%
Residential Short - Final Review	87	195	-	-	1,790	1,161	1,458	25.6%
Revisions - Final Review	308	329	-	-	3,756	4,661	4,643	-0.4%
<b>Plans Exam Average Review Time In Days</b>								
Special Phased - 1st Review	0	9	-	-	15	13	9	-27.9%
Commercial - 1st Review	11	8	-	-	7	9	9	-1.0%
Commercial Short - 1st Review	9	6	-	-	6	6	6	2.0%
Residential - 1st Review	12	14	-	-	9	9	14	54.3%
Residential Standard - 1st Review	12	13	-	-	12	9	14	57.1%
Residential Short - 1st Review	4	4	-	-	4	4	5	39.8%
Revisions - 1st Review	6	5	-	-	3	4	5	27.7%
Special Phased - Final Review	80	26	-	-	55	81	59	-27.5%
Commercial - Final Review	77	46	-	-	50	47	47	-0.4%
Commercial Short - Final Review	26	29	-	-	20	28	26	-8.6%
Residential - Final Review	41	100	-	-	32	56	66	17.4%
Residential Standard - Final Review	7	33	-	-	52	26	52	97.9%
Residential Short - Final Review	19	20	-	-	19	31	26	-14.2%
Revisions - Final Review	5	6	-	-	6	7	6	-18.7%
<b>Revenues</b>	\$1,633,222	\$2,043,853	\$17,657,695	\$16,089,421	\$19,608,367	\$19,007,406	\$21,822,375	14.8%
<b>Expenses</b>	\$1,775,110	\$1,633,885	\$46,452,958	\$27,017,629	\$21,027,760	\$19,445,209	\$20,549,203	5.7%
<b>Notes &amp; Highlights</b>								
<p><b>Special Phased:</b> Large construction projects, such as casinos, sport or entertainment pavilions, high-rise hotels, convention centers. The projects are most time submitted in phases rather than in one plan submittal.</p> <p><b>Commercial:</b> Most commercial projects fall in this category, from warehouse, to strip malls to stores.</p> <p><b>Commercial Short:</b> These are small commercial projects (short refers to what we call "short log" and we can plan review quicker). Generally they are minor additions or tenant improvements/remodels of existing office spaces.</p> <p><b>Residential:</b> Most non-tract residential projects fall in this category, from custom homes to garages/carpools and larger residential additions.</p> <p><b>Residential Standard:</b> This is really residential standard plans, which are what most tract builders use, meaning they have a set of plans covering 4 or 5 models, then they build several homes of each model within a tract.</p> <p><b>Residential Short:</b> As with commercial short, this is minor residential work, from small remodels or additions to block walls, etc.</p> <p><b>Revisions:</b> These are changes that require plan review for an existing, permitted job. Includes all scope of work, but again is only change to previously approved plans for a currently permitted project.</p>								

# Appendix - Jurisdictional Comparisons Clark County Dashboard (cont.)

	Building												2014 Executive Summary			
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2014	Projected Year End	2013	
<b>Permitted Work Inspections</b>																
Completed Inspections	18,745	17,488	18,125	19,778	20,405	20,656	23,197	23,083					161,477	242,216	252,256	
Percent Failed	4.6%	4.7%	5.0%	4.6%	5.3%	6.0%	6.1%	6.1%					5.3%	5.3%	5.3%	
Current Month's Daily Average	893	920	863	899	1,020	984	1,054	1,099					967	967	1,011	
Total Billing	\$90,275	\$86,810	\$96,645	\$96,270	\$98,175	\$87,020	\$134,237	\$88,795					\$778,225	\$1,167,337	\$923,832	
<b>Records</b>																
Customer Transactions	743	690	904	853	870	827	875	816					6,578	9,867	8,411	
Fees Collected	\$5,634	\$4,240	\$5,453	\$5,323	\$3,794	\$5,753	\$3,962	\$3,653					\$37,811	\$56,717	\$61,756	
<b>Permits Issued</b>	3,314	2,972	3,309	3,680	3,700	3,808	4,099	3,773					28,655	42,983	44,958	
<b>Plans Examination</b>																
Special Phased - 1st Review	0	2	2	0	8	3	8	4					27	41	144	
Commercial - 1st Review	191	141	218	254	328	238	294	244					1,908	2,862	2,329	
Commercial Short - 1st Review	349	408	479	530	483	464	618	372					3,683	5,525	6,028	
Residential - 1st Review	27	22	25	20	32	38	49	33					226	339	204	
Residential Standard - 1st Review	26	27	43	18	32	35	30	30					241	362	216	
Residential Short - 1st Review	87	78	32	136	114	93	113	180					793	1,190	968	
Revisions - 1st Review	373	464	453	451	434	428	524	417					3,544	5,316	5,276	
Special Phased - Final Review	0	1	0	0	7	1	13	9					31	47	220	
Commercial - Final Review	253	142	232	249	213	226	362	200					1,677	2,816	2,338	
Commercial Short - Final Review	376	374	410	508	455	420	601	459					3,603	5,405	5,931	
Residential - Final Review	19	32	19	43	22	35	25	45					240	360	319	
Residential Standard - Final Review	30	36	26	55	36	48	37	25					293	440	439	
Residential Short - Final Review	80	101	104	106	125	130	131	195					972	1,458	1,161	
Revisions - Final Review	396	384	424	399	387	347	429	329					3,095	4,643	4,661	
<b>Plans Exam Average Review Time In Days</b>																
Special Phased - 1st Review	0	4	25	0	8	28	3	9					9	9	13	
Commercial - 1st Review	4	6	13	6	7	12	12	8					9	9	9	
Commercial Short - 1st Review	3	5	8	6	6	8	9	6					6	6	6	
Residential - 1st Review	15	19	10	7	15	13	17	14					14	14	9	
Residential Standard - 1st Review	11	15	14	16	12	13	16	13					14	14	9	
Residential Short - 1st Review	5	6	6	3	5	5	7	4					5	5	4	
Revisions - 1st Review	2	3	7	4	8	5	6	5					5	5	4	
Special Phased - Final Review	0	215	0	0	31	80	116	26					59	59	81	
Commercial - Final Review	39	47	43	59	31	54	59	46					47	47	47	
Commercial Short - Final Review	21	30	23	28	23	27	25	29					26	26	28	
Residential - Final Review	79	56	54	48	59	61	72	100					66	66	56	
Residential Standard - Final Review	47	61	38	59	51	64	64	33					52	52	26	
Residential Short - Final Review	25	42	18	19	27	28	32	20					26	26	31	
Revisions - Final Review	5	5	8	8	5	4	6	6					6	6	7	
<b>Revenues</b>	\$1,463,561	\$1,551,133	\$1,740,713	\$1,752,763	\$1,841,033	\$1,855,993	\$2,199,201	\$2,043,853					\$14,548,250	\$21,822,375	\$19,007,406	
<b>Expenses</b>	\$2,100,332	\$1,455,858	\$1,592,331	\$1,592,331	\$1,500,840	\$1,697,086	\$2,128,806	\$1,633,885					\$13,699,469	\$20,549,203	\$19,445,209	
<b>Notes &amp; Highlights</b>																
<p><b>Special Phased:</b> Large construction projects, such as casinos, sport or entertainment pavilions, high-rise hotels, convention centers. The projects are most time submitted in phases rather than in one plan submittal.</p> <p><b>Commercial:</b> Most commercial projects fall in this category, from warehouses, to strip malls to stores.</p> <p><b>Commercial Short:</b> These are small commercial projects (short refers to what we call "short log" and we can plan review quicker). Generally they are minor additions or tenant improvements/remodels of existing office spaces.</p> <p><b>Residential:</b> Most non-tract residential projects fall in this category, from custom homes to garages/carpools and larger residential additions.</p> <p><b>Residential Standard:</b> This is really residential standard plans, which are what most tract builders use, meaning they have a set of plans covering 4 or 5 models, then they build several homes of each model within a tract.</p> <p><b>Residential Short:</b> As with commercial short, this is minor residential work, from small remodels or additions to block walls, etc.</p> <p><b>Revisions:</b> These are changes that require plan review for an existing, permitted job. Includes all scope of work, but again is only changes to previously approved plans for a currently permitted project.</p>																

## Appendix - Jurisdictional Comparisons

### Failure Factors and Factors of Success for Future Vision

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#### ■ Failure Factors

- Proceeding without involving key stakeholders both external and internal
- Ignoring the 80/20 rule - 80% people / 20% technology and process
- Ignoring the  $\frac{1}{3} / \frac{1}{3} / \frac{1}{3}$  rule of internal change
- Addressing problems in piecemeal fashion
- “Perfection can be the enemy of good”

#### ■ Success Factors

- Involve key external & internal stakeholders in meaningful and ongoing role of consulting/oversight
- People, people, people then process & technology
- Use the willing to engage those on the fence then bring in the naysayers
- Walk around in your customers shoes
- Recognize & deal with the bottom feeders as distinct from all other customers

## Appendix - Jurisdictional Comparisons

### Case Study: City of Chicago

- Aldermanic System: equivalent to 50 ‘mini governments’; sign offs needed for any permit. Each Alderman has their own office, staff, and process.
- Chicago is not part of the Uniform Code Family – one of the last ‘custom’ building code in the United States.
- Surrounding jurisdictions all decide independently what code to adopt as a result there are dozens of codes in use in the State; some no longer even published.
- Two major efforts involving hundreds of professional volunteers trying to create a code alignment failed for political reasons.
- Leadership of the Building Department is Political, not Qualification based. The Building Commissioner more likely to be attorney than a design professional
- The “Chicago Way” is found only in Chicago – extremely complex, unique, as customer unfriendly as exists anywhere in the United States.
- Yet development and building goes on. The primary tool that is used by the private sector to navigate this environment: Permit Expeditors: a ‘Quasi professional’ title, chartered by the City.
- Chicago is **NOT** an example of a ‘good’ system; but rather an example of how even in the most customer unfriendly environment systems can be developed – or will evolve - to allow customers to find a path to success.



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## Appendix - Jurisdictional Comparisons

### Case Study: City of Sacramento

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- 1997: After retirement of a well-liked building official who had served for over two decades, Sacramento became over the next several years something of a revolving door of leadership in processing permits, leading to a crisis situation where private investment in the community's building stock came to a near standstill due to extended permit processing time and customer service disconnects.
- Crisis mode led to a blue ribbon Commission chartered by the Mayor, which over the course of a year of public hearings and review of decades worth of failed efforts of reform developed 33 specific recommendations.
- The Number One recommendation: Charter a new entity to consider the entire process: the Development Oversight Commission

Excerpt from charter...

***“Problem Statement***

**The City should work to become more customer friendly to builders, homeowners and developers, to avoid creating a potential barrier to economic development.”**

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## Appendix - Jurisdictional Comparisons

### Case Study: City of Sacramento Development Oversight Commission

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#### Vision

- A development friendly City. A City where:
  - Standards are high.
  - Staff are well trained and professional.
  - Applicants and builders feel they are being treated with courtesy and fairness.
  - Public Counter service is world class
  - Applicants consistently receive timely processing of their application.
  - Applicants can easily access City information to obtain status of their projects.
  - City staff are proactive about sharing information related to policies, procedures, processes and interpretation of standards.
  - Applicants have a partnership role with City staff.
  - Building inspection practices are consistent.

#### Mission

- Provide a forum for discussion of development related challenges to improving the City's image.
- Recommend improvements to the City's processes.
- Provide meaningful feedback to the Mayor and City Manager on performance of the City's development processes (entitlement application, planning commission, environmental review, public works and utilities infrastructure, fire code, building code plan check, design review, Public counter, payment of fees, other agency compliance, field inspection, entitlement conditioning compliance, etc.)
- Visit successful planning/building operations to observe and report back
- Conduct public meetings to facilitate outreach.

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## Appendix - Jurisdictional Comparisons

### Case Study: City of Sacramento Development Oversight Commission

- Process unfolded over several years and included
  - Empowering Staff to help shape more effective and efficient processes
  - Staff incentives and programs
  - Customer outreach
  - Workshops that brought all stakeholders together in professionally facilitated sessions that included breakouts that found common ground and principles
  - Charter
    - Composition of the Commission
    - First Phase Timeline
    - First Phase Tasks
    - First Phase Deliverables
- Commissioners had recognition and responsibility and were integrated into the City's Team
- The Business Card of Every City person had the Agreed on Operating Principles on it - principles that came out of the facilitated workshops



#### **OPERATING PRINCIPLES:**

**GET THE CUSTOMER TO SUCCESS**

**PROMOTE SAFETY, LIVABILITY & ECONOMIC VITALITY**

**VALUE OUR CO-WORKERS AND CUSTOMERS**

**HELP LINE: 916-808-5656**

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## Appendix - Jurisdictional Comparisons

### Case Study: City of Sacramento Development Oversight Commission

- Every department employee wore a lanyard with the agreed on Mission and Principles
- And yes ... some staffing shifts were necessary along the way

Sacramento Business Journal - March 31, 2008  
<http://sacramento.bizjournals.com/sacramento/stories/2008/03/31/focus1.html>

#### SACRAMENTO BUSINESS JOURNAL

Friday, March 28, 2008

### Sacramento shoots to No. 1 on building department survey

City reaps rewards after years of analyzing, restructuring procedures

Sacramento Business Journal - by Michael Shaw Staff writer

After three years spent restructuring how it handles development applications, the city of Sacramento has gone from worst to first in an annual Business Journal survey of developers, contractors, architects and engineers. The city ranked last in the first survey conducted in 2003.

The favorable reviews come after sweeping reforms in both the city's procedures and in how it relates to the real estate professionals who are its customers and clients.

"A lot of people think it's very, very difficult to change government," said city manager Ray Kerridge, who noted that Sacramento officials had eyed the survey as a benchmark to track their progress. "We did change government. The basis of the whole thing is customer service."

"I'm proud of our city," added Mayor Heather Fargo. "It shows we have made the right moves."

Kerridge said the city will find it more challenging to maintain its position at the top during the current period of economic downturn, staff layoffs and a budget shortfall.

Other big movers on this year's survey include Woodland and Davis; each jumped four positions higher than last year's ranking among the 16 communities rated.



**Mission:**  
 City of Sacramento will be the most livable city in America

**Operating Principles:**

- Get the Customer to Success
- Promote safety, livability, and economic vitality
- We value our customers and our co-workers

**What does "Get the Customer to Success" mean?**

- It is an attitude rather than just an action. It is choosing to be a **problem solver** and **facilitator** rather than a regulator.
- It is being **accountable** for your actions and treating the customer **fairly**.
- It means to continually look for ways to **streamline** our processes to reduce time, confusion, redundancies, and save energy, money.... **continuous improvement**.
- It means that we operate as one **transparent** and seamless organization. Our customers do not see us as different departments but as the "City of Sacramento".

The **City** is **COMmitted**  
**Accountable / transparent**  
**Streamlined Services to o**

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## Contacts

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