



LUESA Code Enforcement Update

Board of County Commissioners

February 7, 2017

Today's Update

- Code Enforcement Workload
- Gartner Study Progress
- Customer Service Highlights
- Phase III Realignment Proposal
- Position Enhancement Proposal



Code Enforcement Workload

	FY 2014	FY 2015	FY 2016	FY 2017*
Permits				
-Residential	51,325	56,192	56,559	58,450*
-Commercial	30,968	33,032	29,690	30,400*
-Other	5,867	5,689	3,949	3,800*
-Total	88,160	94,913	90,198	92,650*
Inspections				
-Total	242,371	265,429	265,520	280,200*

* Estimated based on current trends



Gartner Study Progress

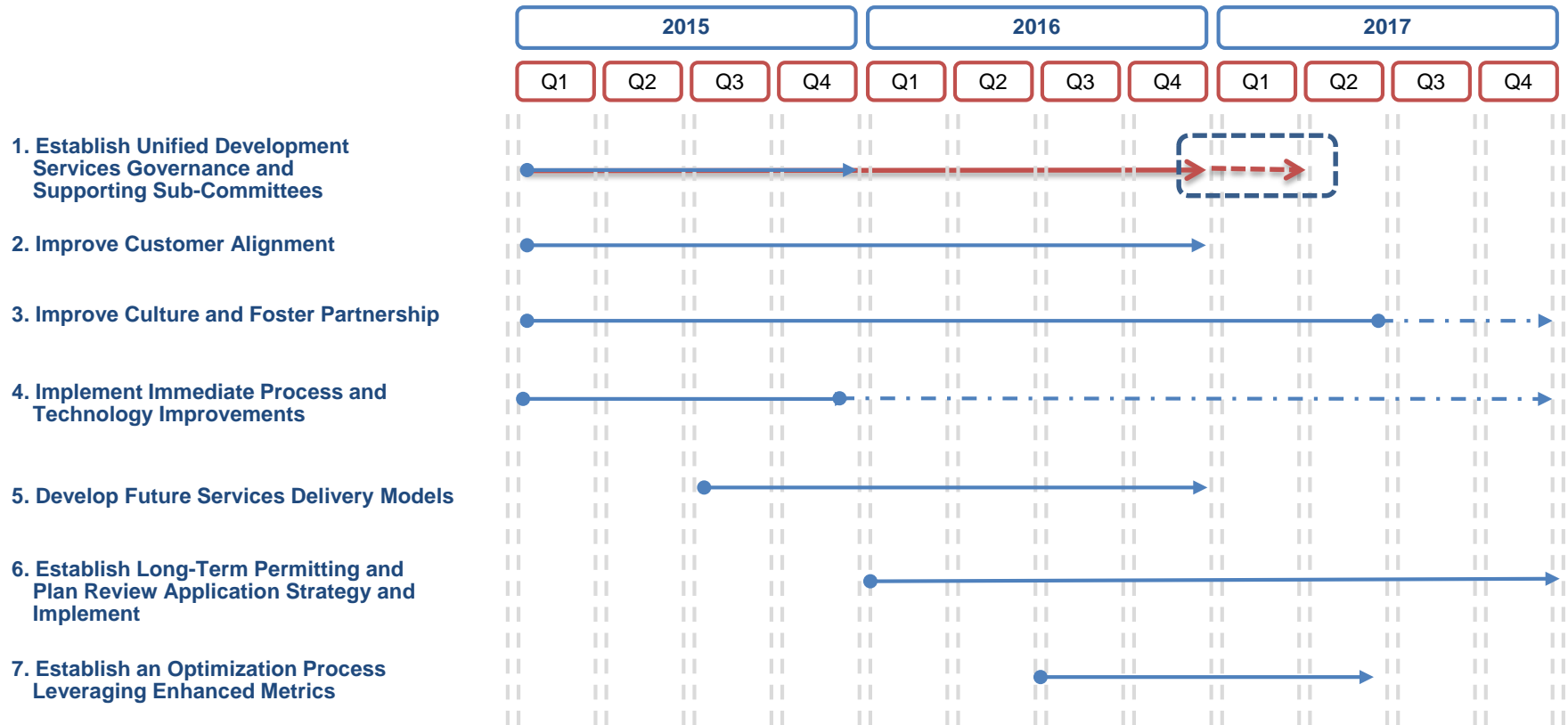


Gartner Recommendations - Phase I

1. Establish Unified Development Services Governance and Supporting Sub-Committees
2. Improve Customer Alignment
3. Improve Culture and Foster Partnership
4. Implement Immediate Process and Technology Improvements
5. Develop Future Services Delivery Models
6. Establish Long-Term Permitting and Plan Review Application Strategy and Implement
7. Establish an Optimization Process Leveraging Enhanced Metrics



Timeline



Gartner Recommendations - Phase II

- 1) Transition...to a **single application initiation and submission process and point of entry** that intakes all application types.
- 2) Implement a mechanism, such as an online wizard, that **assists new or uneducated Customers through the application process.**
- 3) Implement an **automated zoning check** (where possible)
- 4) Trigger **automated zoning reviews** to execute at the time of building permit application submission.



Gartner Recommendations - Phase II

(continued)

- 5) Transition...to a **collaborative, concurrent and entirely electronic plan review process**.
- **Collaborative**: Reviewers should be able to see all sets of plans, each other's plan review comments, and communicate internally to address any issues.
 - **Concurrent**: Plan review should occur concurrently across all plan reviewers, reducing the issue of a Customer proceeding through building development without addressing land development concerns.
 - **Electronic**: Charlotte Water and NCDOT currently conduct their reviews manually on paper plans.
- 6) **Require application pre-submittal meetings** for the most complex, risky project types (currently they are optional for all projects).



Gartner Recommendations - Phase II

(continued)

- 7) **Rebrand the names** of premium services, such as expedited plan review and inspection services.. to reduce Customer confusion with the options available to them.
- 8) **Transition** to have both the City and the County operate on a **First-In, First-Out plan review process** that is associated with realistic, predictable performance metrics to reduce inconsistencies and improve the plan review process. The County may need to consider a hybrid approach for a period of time to support the transition (where some projects follow FIFO and others follow OnSchedule).
- 9) **Standardize the inspection request process** across all inspecting agencies to initiate from one submission point.



Customer Service Center Highlights



2016 Customer Summary Data

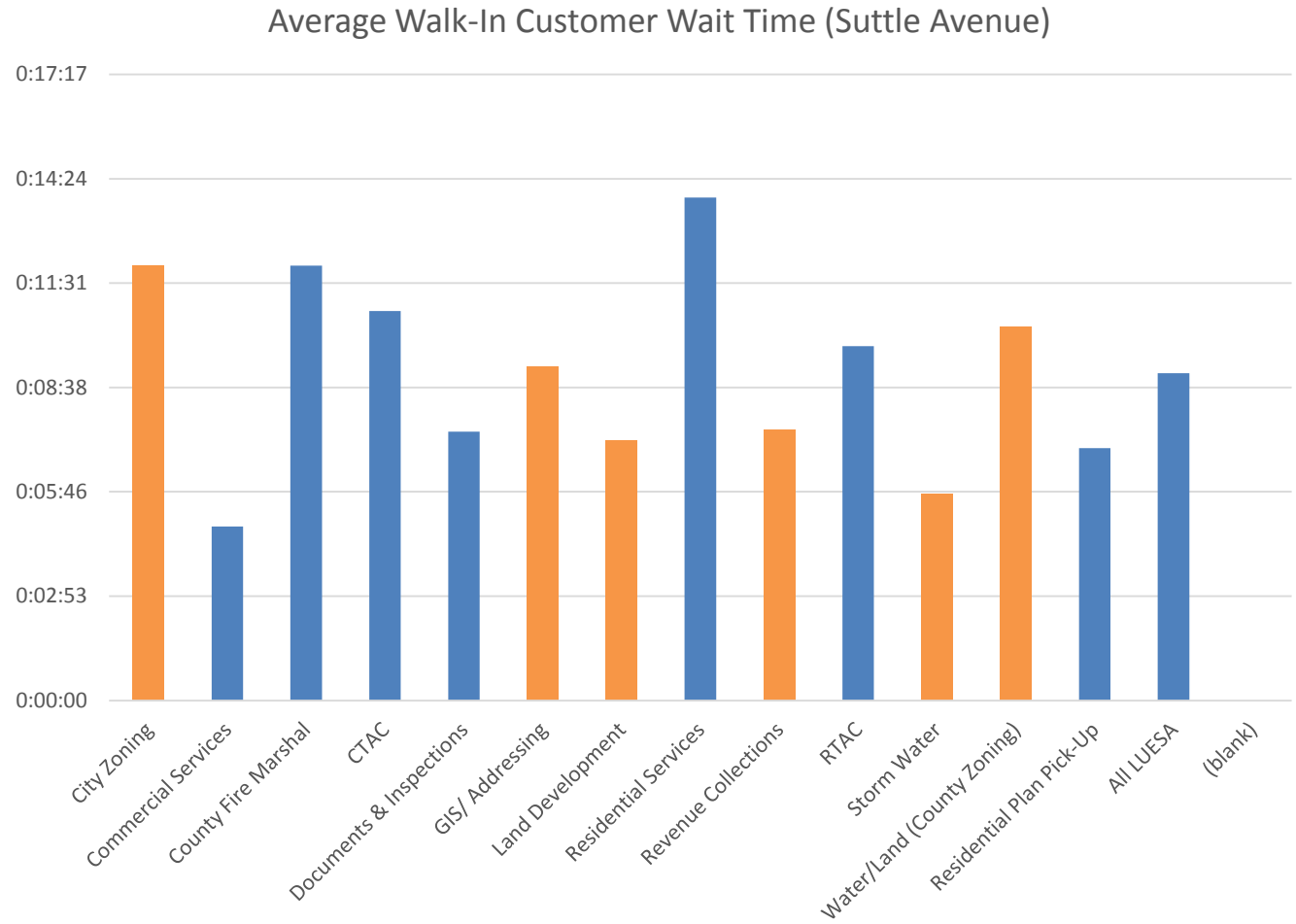
Walk-In Customers				
	Oct	Nov	Dec	Q2 – FY17
Customer Volume (Customer Service Assistance)	1324	1149	1340	3813
Customer Volume (Code Enforcement Service Point Customers)	1420	1315	1228	3963
Customer Volume (LUESA Service Point Customers)	2342	2126	2084	6552

Phone Calls				
	October	November	December	Q2 – FY17
Inbound Calls (CSC)	2071	2112	1674	5857
Avg. Inbound Call Time (CSC)	0:01:58	0:02:26	0:02:18	0:02:14
Inbound Calls (Code Enforcement)	9341	9148	7937	26426



Service Point Average Wait Time (Oct-Dec 2016)

Average Walk-In Customer Wait Time (LUESA)	
Service Point	Time
City Zoning	0:12:00
Commercial Services	0:04:48
County Fire Marshal	0:12:00
CTAC	0:10:45
Documents & Inspections	0:07:25
GIS/ Addressing	0:09:13
Land Development	0:07:11
Residential Plan Pick-Up	0:06:58
Residential Services	0:13:53
Revenue Collections	0:07:29
RTAC	0:09:47
Storm Water	0:05:42
Water/Land (County Zoning)	0:10:18
All LUESA	0:09:02





Mecklenburg County Code Enforcement Customer Service Center Measures

(BDC approved metrics)

Monthly Reporting

- Walk in customers: All LUESA/Code Enforcement/CSC *(track and report)*
- Phone: calls to CSC/total and average per day *(track and report)*
- Phone: calls to Code Enforcement/total and average per day *(track and report)*

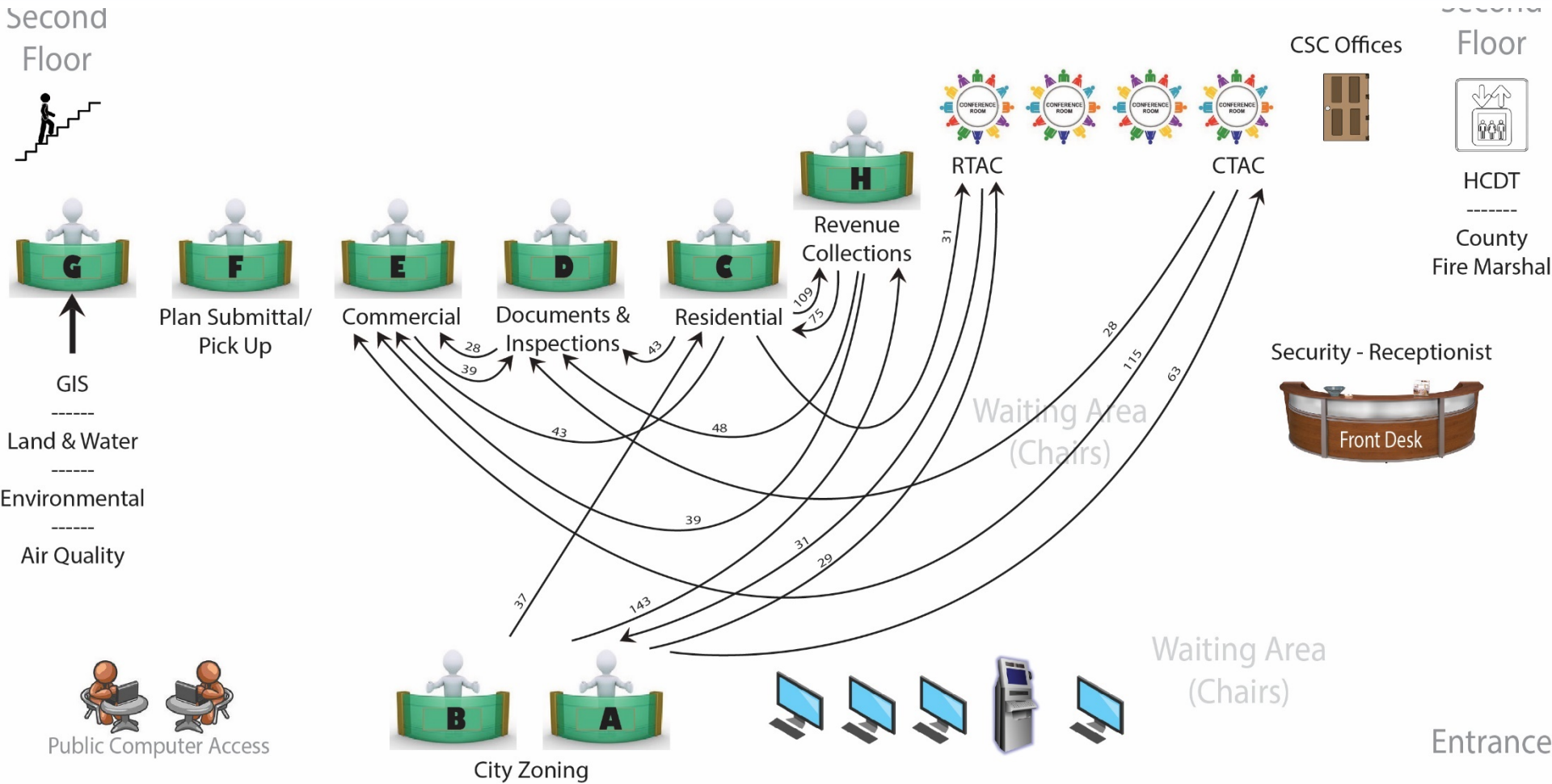
Quarterly Reporting

- Walk in customers average wait time: All LUESA/Code Enforcement/by Service Point *(>15 minutes)*
- Walk in customers average interaction time: All LUESA/Code Enforcement/by Service Point *(track and report)*
- Phone: average wait time *(>5 minutes)*, average talk time *(track and report)*

Semi Annual

- Phone: Customer Service Center & Code Enforcement answer rate *(track and report)*
- Customer Service Center satisfaction survey *(track and report)*
- Open Counter stats (TBD)

Customer Transfer Data



Phase III Realignment Proposal



Background

- “Team-based” delivery model adopted in 2010.
- Building Information Modeling (BIM)- Integrated Project Delivery model piloted in 2012.
- BDC endorsed the “Project-Centric” service delivery model in 2014.
- Customer Service Center model with Liaisons introduced in 2015.
- Mega/Multi-Family inspection team introduced in 2015



Implementation Timeline

Phase I

- **July 2014 – June 2015**
- Define Mega Project Thresholds
- Create Mega Inspection Team

Phase II

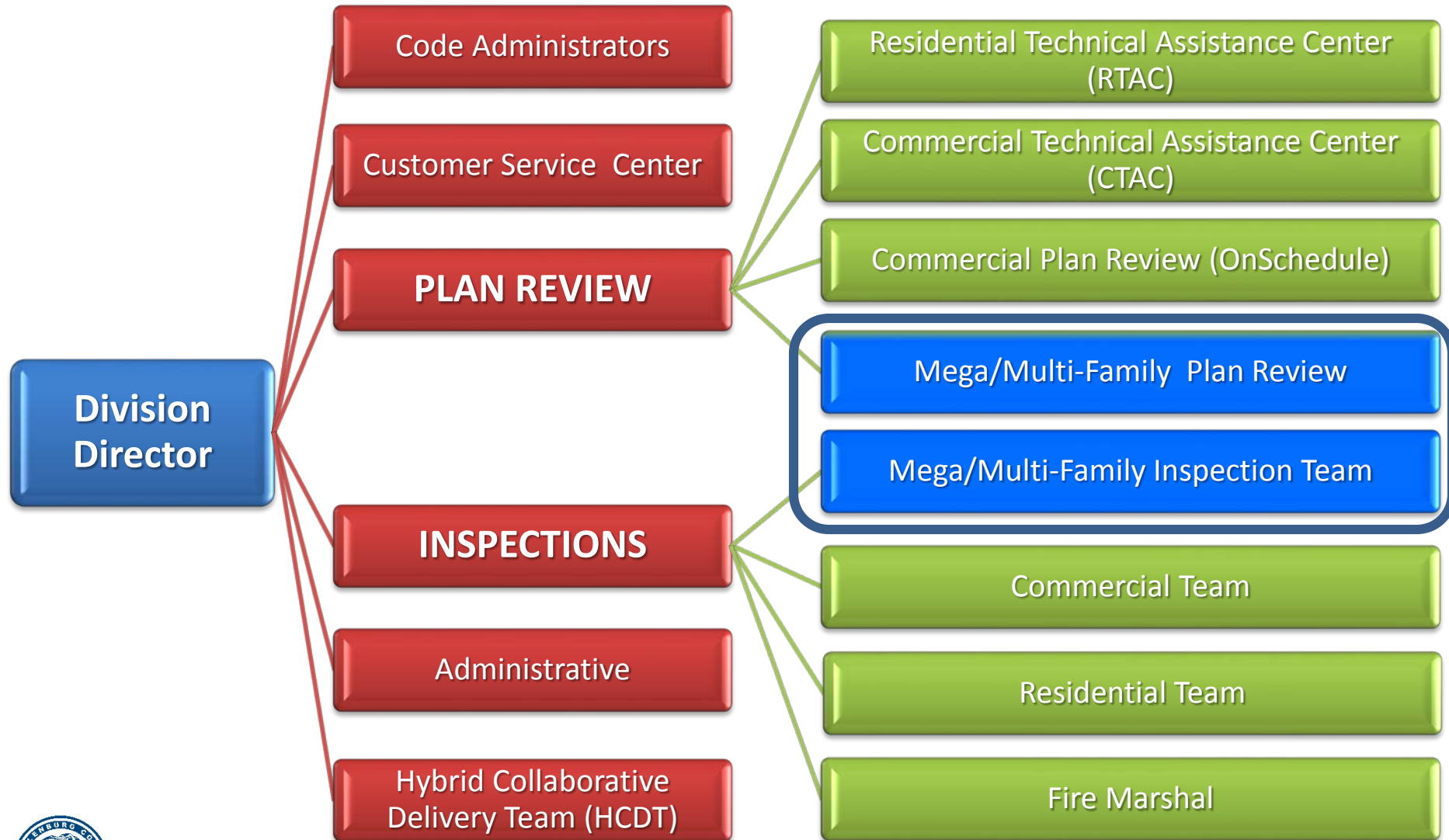
- **July 2015 – June 2016**
- Realign Inspection Teams from North & South to Commercial & Residential Teams

Phase III

- **July 2017**
- **Combine Mega Plan Review and Mega/Multi-Family Inspection teams**
- **“Project-team” Approach to Service**



Current & Proposed Organizational Structure



Benefits of Realignment

- Reduce inconsistencies between Plan Review and Inspection
- “Project-Team” approach to service delivery – Same team provides both services
- Project Manager serves as “Project Advocate”
- Focus on project success
- Increase transparency, communication and accountability



Position Enhancement Request



Proposed Enhancements

- Mega/Multi-Family Team – 10 positions
 - Inspections Teams – 10 positions
 - Inspector I program – 5 positions
 - Administrative positions – 1 position
 - **Total Request –26 position increase**
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- Associated costs for space configuration, furniture and equipment
 - Will be submitted for the next BOCC meeting agenda



Staffing and Customer Demand

WORKLOAD	FY07	FY10/FY11	FY13	FY14	FY15	FY16	FY17
FTE's	242	130	165	175	215	245	245
Permits	96,000+	66,000+	81,000+	88,000+	88,000+	92,000+	92,000+ Est. 5 months avg.
BEMP Inspections	370,000+	160,000+	208,000	247,000	247,000	265,000+	280,000+ Est. 5 month Avg.
Commercial Plan Review	14,000+	7,000+	14,000+	12,700	12,700	14000+	14,000+

FTE	Full-Time Employees (FTEs)	Enhancements (FTEs)
July 1, 2008	242	
May 4, 2010	130	
August 2011 – November 2013	175	45
July 2014	215	40
January 2015	245	30
Proposed Request	270	26



Questions

