Functional Consolidation

Austin Inter-City Visit
September 27, 2011
Mecklenburg County
**Charlotte/Mecklenburg Functional Consolidations**

<table>
<thead>
<tr>
<th>Year</th>
<th>Services</th>
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</thead>
<tbody>
<tr>
<td>1960</td>
<td>City/County Schools</td>
</tr>
<tr>
<td>1972</td>
<td>City/County Water &amp; Sewer</td>
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<tr>
<td>1983</td>
<td>Building Inspections, Animal Control, and Rideshare</td>
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<tr>
<td>1984</td>
<td>Water &amp; Sewer with Towns</td>
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<tr>
<td>1993</td>
<td>Police Departments</td>
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<tr>
<td>1993</td>
<td>Parks Departments</td>
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<tr>
<td>1995</td>
<td>Data Processing Mainframe</td>
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<tr>
<td>1998</td>
<td>Specialized Transportation/Vanpool/Bus/Carpool</td>
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</tbody>
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Charlotte/Mecklenburg
Functional Consolidations

1999  Transit
2001  Radio Communications
2005  311 (consolidated) created
2008  Fleet Maintenance
### Other Examples of Consolidated or Non-Duplicated Services

<table>
<thead>
<tr>
<th><strong>County</strong></th>
<th><strong>City</strong></th>
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</thead>
<tbody>
<tr>
<td>- Building Permitting &amp; Inspection</td>
<td>- Community Relations</td>
</tr>
<tr>
<td>- Elections</td>
<td>- Emergency Management</td>
</tr>
<tr>
<td>- Historic Landmarks</td>
<td>- Insurance &amp; Risk Management</td>
</tr>
<tr>
<td>- Solid Waste Disposal</td>
<td>- Planning</td>
</tr>
<tr>
<td>- Storm Water (major streams)</td>
<td>- Procurement</td>
</tr>
<tr>
<td>- Tax Collection</td>
<td>- Storm Water (minor streams)</td>
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<tr>
<td>- Tax Listing</td>
<td>- Specialized Transportation/Transit</td>
</tr>
<tr>
<td>- Veteran Services</td>
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</tbody>
</table>
City/County Coordination

- City/County/Schools Administration co-located in Gov’t Center
- Meeting Chamber used by City, County & School Board
- TV Studio
- Print Shop
- Joint Website
- Gov’t Channel
City/County Coordination

- GIS data base; Mainframe; Internet Service
- City staff cabinets include County staff
- Land use planning
  - Planning Liaison Committee (Political)
  - Joint Use Task Force (Staff)
- Facilities co-located (Police/Library; Environmental Lab)
Joint Economic Development Projects

- Cultural Arts Center
- Baseball/Uptown Park/ Redevelopment
- Mixed use development/County greenway
Property Ledger

- 2001 City/County property Ledger
- System of credits and debits to transfer property without payment of cash
- Property valued at fair market
- The net difference cannot exceed $5 million
Lessons Learned on Functional Consolidations
Set the Framework

- How do the missions differ?
- What are the expectations of the State?
- What makes a good candidate for consolidation?
  - Duplication?
  - Customer service issues?
  - Cost savings, avoidance?
  - Potential for competition or privatization?
How to Organize

- Community input
- Potential customer benefits
- Revenue/Funding issues
- Assess budget and size of operations
- Assess employees, competency, experience, expertise
Be Practical

- Get some successes before you tackle the hardest ones
- Agree on process up front
- Involve stakeholders
- Communicate internally and externally
- Move expeditiously
- Cost savings is usually not the driving force
- Productivity
Purpose

- Citizen Focused
  - Tax equity issues
  - Ease of access to service
- Mission Related – Is it core to mission?
  - Helps determine who operates a consolidated function
  - Answer for competing funding requests
  - Is one service-provider stronger than another?
Experience Shows

- Sometimes the small ones are harder
- Sometimes it takes a second round
- Regional changes
- Opportunities exist within one organization to consolidate functions
Questions and Answers