**BUILDING WITH OUR VETERANS**

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**Steps to Innovation**
- Reframe the question
- Brainstorm bad ideas
- Rethink the assumptions

**Roadmap to Success**
- Embrace Challenges
- Create Opportunities
- Think Collaboration
- Embrace Innovation

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**Continue the Discussion...**

What is your Organization's "One Thing" (Persistent challenge, Long-term issue, etc.)

What is the ideal future state of the problem?

Is your community assisting unemployed or underemployed veterans?

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**PATHWAY TO ACTION**

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**Vision Space**
**Solution Space**
**Problem Space**
**Design Space**

**Implementation Space**
- Pilot the Program
- Define Roles and Expectations
- Measure Results
- Analyze Lessons Learned

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*Interaction Associates, Inc. 2012*
Does the program accept veterans who lack construction experience into the program? Absolutely, they are fast learners and also opportunities to learn about the program prior to applying. We do not rule anyone out.

How was the program funded? The Department Land Use and Environmental Services funded the program in its entirety, about $200,000/year. Includes hourly pay and tuition from community college.

How did you defend the program cost to customers? The program did not require a fee adjustment. We reallocated money rather than raise customer fees because ultimately it met our future customer needs.

Have you found other effective models to brainstorm creative solutions? Most importantly, listen to customers. We also conducted focus groups of customers and received input from advisory board. Adapt models however it helps get to your goal.

If program participants do not receive a job offer, what happens? We would provide a collaborative communication between county and community college to help them get to the next step. Participants are also able to apply for any other code enforcement positions.

What was the cost per participant? $20,000/participant.

How many participants did not complete the program? In year one, ten participants started the program and six completed. However, the reasons for leaving were often unique and circumstantial.