

Design and Implementation for Code Enforcement Shared Services in Wichita and Sedgwick County

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Section I: Background: Facilitation Proposal

In response to recommendations contained in the June 24, 2011 City of Wichita and Sedgwick County Discovery Team feasibility study, *Metropolitan Area Community Development Services Organization: Discovery Document*, the following facilitation proposal was submitted.



TO: Ron Holt and Donte Martin
FROM: Terry Woodbury, President, Public Square Communities LLC
Shared Services
DATE: July 27, 2011

Public Square Communities LLC (PSC) provided third party facilitation for the development of shared services between Sedgwick County and the City of Wichita, focusing on Code Enforcement services. PSC facilitators were assisted by the Kansas Leadership Center (KLC) in documenting this process as a potential KLC Case Study for distribution to civic leaders and governing bodies.

Deliverables by October 15, 2011

- Identified internal and external stakeholders impacted by Code Enforcement services
- Documented expectations, assets and barriers named by internal and external stakeholders
- An effective process – driven by stakeholders – that designs a shared services model
- Ongoing evaluation which gains real-time feedback from stakeholders on the design process
- An implementation plan enacting, evaluating and fine-tuning Code Enforcement shared services
- (Depending on KLC’s personnel availability Aug 1 – Oct 15), a published Case Study to help other governmental entities and civic leaders accomplish successful, collaborative work

Design and Implementation Process

Step 1 PSC staff interview Ron Holt & Donte Martin to gain insight into feasibility study findings, determine internal & external stakeholders to engage via interviews/meetings/surveys, and outline a tentative strategy for facilitating shared city/county Code Enforcement services.

Step 2 Gather input from key internal & external stakeholders (via interviews, meetings & surveys) to build trust among key players, define expectations & barriers, benchmark current status for evaluation and case study usage, articulate city/county culture differences, and market progress

Step 3 Develop a collaborative Design Team, reflecting the range of stakeholders, to coordinate all aspects of developing, implementing, evaluating and marketing the new service model.

Step 4 Finalize the strategy & timeframe for implementing the new Code Enforcement model.

Step 5 Facilitate design, implementation plan, evaluation & fine-tuning of the Shared Service model.

Note: Throughout all 5 steps, include and assist KLC staff in producing a Case Study.

Section II: Overview of Design Process

STEP 1: INVESTIGATION AND DISCOVERY



Wichita/Sedgwick County Shared Services Design Overview of Stakeholder Listening Sessions

Terry Woodbury & John Nalbandian
September 8, 2011

Between August 23 and September 8, PSC interviewed stakeholders in City and County Code Enforcement. This section provides an overview of these listening sessions.

Participants

In total, 94 individuals participated. Participants included City and County managers, City/County planning director, City and County codes directors, City and County shared service project directors, City building inspectors, County building inspectors, City neighborhood inspectors, Trade Board reps, City and County residential and commercial builders, architects/engineers, Home Builders Associations, Realtors Associations, Neighborhood Associations, and the Chamber of Commerce.

Questions

In the listening sessions, participants responded to the following questions:

- What is driving this effort?
- Is this prospect of change more opportunity or threat?
- Your lessons from prior experience in bringing disparate people/groups together?
- Differences in City/County culture?
- Assets in city/county that help?
- Barriers in city/county that hinder?
- Recommendations for Design Team members?

Participant Responses

Participants identified the following drivers of change, assets and barriers to changes in the delivery of city and county Code Enforcement services.

Drivers of Change	Shared by City and County		
		<ul style="list-style-type: none"> • Public support for streamlining, cutting back and cooperating • History of talk about consolidation • Reduced revenue from extended recession • Employee stress from layoffs and heightened workload 	
Assets	City	County	Shared by City and County
	<ul style="list-style-type: none"> • Specialized trades expertise • Effective trade boards • Best practices used by others • Neighborhood/environmental services • Experience adopting/blending new services (health & environmental) • Readiness to change 	<ul style="list-style-type: none"> • Combination inspectors minimized travel expense • Training incentives • Customer relationships within districts • Service agreements with smaller cities in the county • Readiness to change 	
Barriers	City	County	Shared by City and County
	<ul style="list-style-type: none"> • Delayed response time • Impersonal/automated phone system • Varied interpretations of codes by different inspectors 	<ul style="list-style-type: none"> • Percentage of senior staff • Minimal neighborhood services 	<ul style="list-style-type: none"> • Difference in employee benefits/pension • Fear of loss in identity/quality

STEP 2: DESIGN TEAM

From the stakeholder interviews, individuals were nominated to represent stakeholder groups in code enforcement on a design team charged with developing a new service delivery model. Groups represented on the Team included neighborhood associations, city and county code staffs, trade groups, home builders, and commercial builders.

Design Team Roster			
Name	Representing	Name	Representing
<i>Neighborhood Associations</i>		<i>City Building Inspectors</i>	
Karen Cravens	Neighborhood Associations of Wichita	Tom Kerschen	Building Inspector
<i>Trade Boards</i>		Matt Lee	Building Inspector
Ray Frederick	Plumbing and Gas Fitters Trade Board	Richard Meier	Building Inspector
Butch Kretchmar	Electrical Trade Board	<i>City Neighborhood Inspectors</i>	
Joe Samia	Mechanical Trade Board	JR Cox	Neighborhood Inspector
Gregg Wilhite	Building Trade Board	Deb Legge	Neighborhood Inspector
Ron Means	Plumbing and Gas Fitters Trade Board	John Godwin	Neighborhood Inspector
<i>Well and Waste Water Boards</i>		<i>County Code</i>	
Susan Erlenwein	Wastewater Advisory Board	Sherry Brace	County Code
Cindi Ferguson	Well Water Advisory Board	Verlyn "Bud" Lett	County Code
Moji Fanimokun	Well Water Advisory Board	Tim Wagner	County Code
John Lay	Sign Makers	Irene Hart	County Code
Brent Wooten	Site Engineers		
<i>Builders Associations</i>		<i>Code Administrators</i>	
Wess Galyon	Home Builders Association	Kurt Schroeder	Superintendent of Central Inspection
Bob Simpson	Commercial Builders	Glen Wiltse	Former County Code Director

STEP 3: INFORMATION GATHERING PHASE

At the first Design Team meeting on September 9, the Design Team identified the following 4 functional areas as having potential for improvement: Plan Review, Data Management, Contractor Licenses and Trade Certificates, and Trade Boards. Sub-teams were formed to identify assets, barriers and expectations and seek additional stakeholder and expert input for unifying or streamlining these 4 areas of code enforcement services. Each sub-team held meetings and worked in email forums between meetings of the whole Design Team.

In its second meeting on September 16, the sub-teams reported that they had identified opportunities for improvement. Additionally a fifth sub-team was created to address Neighborhood Code. The sub-teams continued developing recommendations as to how the city and county can improve these areas of code enforcement through a new service model.

On September 29, 4 sub-teams proposed ways to coordinate city/county services that save time and reduce expenses for builders and skilled trades. The fifth sub-team – Neighborhood Code - determined that unique neighborhood codes in each municipality eliminate any opportunity to coordinate services. A Vision sub-team was formed to articulate what the group’s “preferred future” for code enforcement would be.

STEP 4: DESIGN PHASE

On October 6, the Design Team met to finalize the recommendations of the sub-teams, review cost-benefit models and hear from the newly formed Vision sub-team. Through these discussions, the group agreed that:

- a) Long-term progress (implementation timelines) within the areas of data management and combined trade boards drive the achievement of objectives in the other functional areas.
- b) Short term progress in all areas can still be made while data management and trade board implementation takes place.
- c) The best option for all parties involved is for the city’s Office of Central Inspection and the county’s Department of Code Enforcement to create a single entity. A final sub-team, comprised of 1 individual from each of the functional area sub-teams, was formed to conceptualize a new management structure.

Section III: Findings

This section consists of executive summaries composed by each of the sub-teams. Included in the summaries are the sub-teams' findings, recommendations, cost-benefit analyses and ideal implementation timetables the identified service delivery improvements.

1. Neighborhood Code Enforcement

Sub-team Members: Wess Galyon, WABA; Karen Cravens, WIN; JR Cox, OCI; Irene Hart, SGCO Codes.

Summary

The Sub-team met to review the service provided by Neighborhood Inspection (City) and Nuisance Inspection (County), and evaluate whether those services should be considered for inclusion in the Shared Services discussion. It was noted that every jurisdiction has the opportunity to develop and administer these codes to reflect their own community standard; final authority in each jurisdiction is up to Municipal Court, County Court, or District Court.

The Sub-team agreed on the following:

- The current level of service needs to be maintained in each jurisdiction.
- Community standards vary among all jurisdictions; there is not a universally-accepted standard, such as there is with building codes.
- It would be unrealistic to apply the Wichita code countywide, and it would be unrealistic to apply the County code to municipalities.
- We could identify no benefit at this time to combining resources, combining codes, or in co-locating enforcement personnel, and recommend this issue be removed from the current discussion regarding Shared Services.

2. BUILDING AND TRADE BOARDS

Sub-team Members: Tom Kerschen, OCI; Bud Lett SGCO Codes; Ray Frederick, Frederick Plumbing and Heating, Inc; Ron Means, Means Construction Services; Joe Samia, Central Air Conditioning Co.; Tim Wagner, SGCO Codes; Wess Galyon, WABA.

Summary

This sub-team recommends combining the following City and County Boards.

- Board of Building Code Standards & Appeals -- 9 members

- Board of Electrical Code Appeals -- 7 members
- Board of Mechanical Code Appeals -- 7 members
- Board of Plumbing & Gas Code Appeals -- 7 members

Each Board will make code recommendations and hear appeals and variance issues for both the City of Wichita and Sedgwick County.

Efficiencies and Benefits

- One stop for new product and material review
- Consistent code amendments between the City and County
- Fewer man-hours as code review and proposed adoption would only be presented to one Board
- Consistency of construction inspection requirements in City and County

Cost Savings or Expenses

- Should not add cost to the City or County since Boards meet during normal business hours
- We cannot estimate cost savings to our customers since there is no data showing how often or how many customers utilize City and County Boards.

Aggressive Timeline*

- October 2011, legal departments draft ordinances establishing Joint County/City (JCC) Boards
- November 2011, existing boards start meeting jointly to prepare for blending
- January 2012, JCC Boards come on line

* Note: An aggressive timeline requires aggressive action from Council and Commissioners. Any debate or delay will move the timeline. There may also be legal considerations that might alter the timeline.

Combining the City and County Boards has been identified as a necessary gateway for the eventual blending of City and County code enforcement. We feel this step of the process would have a positive outcome for the City, County and their customers.

3. ZONING AND SIGN CODE SUB-TEAM

Sub-team Members: Irene Hart, SGCO Codes; Sherri Brace, SGCO Codes; Deb Legge, OCI; John Lay, George Lay Signs; J.R. Cox, OCI; and Kelly Dixon, SGCO Codes.

Background

The Zoning/Signs Sub-Team met the morning of October 4, 2011. We briefly discussed what zoning and sign code enforcement entails. Zoning code enforcement includes such things as illegal home occupations, illegal land uses, and cars parked in yards/un-surfaced areas, just to name a few. Sign code enforcement includes sign contractor licensing, sign permitting, sign inspections, and removing signs from public rights-of-way.

We discussed the duties and the structure of each group in the area of zoning and sign code enforcement. We discussed the similarities that exist between Sedgwick County code enforcement and City of Wichita code enforcement. We also discussed the other duties that each group has. In the county this includes flood plain management, wastewater, wells, subdivision review, and nuisance codes. In the city, it was noted that there is a demarcation of zoning code enforcement responsibilities, with residential zoning issues being handled by Neighborhood Inspection – Housing staff, and all other zoning issues being handled by the Neighborhood Inspection – Commercial Zoning staff. Commercial Zoning staff also handles all City license approvals, licensed facility life safety inspections, and commercial graffiti.

There was agreement that we enforce the same zoning code, which includes some different requirements for properties located in the city and the county. We also discussed the sign codes, acknowledging that the two codes were different, but similar. It was noted that there are different needs and expectations in the city and the county, and that is what accounts for much of the difference in the codes. There was also discussion about the geographic area involved, and the fact that zoning complaints in the county tend to be county wide, although there are some “pockets” that generate more issues than others. This would make it difficult to coordinate inspection activities.

We did not identify any major barriers to “cooperation” or “sharing”, but opportunities may be rather limited, particularly in zoning code enforcement. It should be noted that this is the first sub-team to actually review and make recommendations for co-operative activities of a code enforcement nature. The other sub-teams, with the exception of Neighborhood Inspection, have not dealt with the inspection and enforcement of codes. However, we were able to indentify four areas which may be able to be “shared”, which are listed in the summary below.

Summary

- The City and the County enforce the same zoning code.
- The County and the City enforce different, but similar sign codes.

- The “inspector skill sets” necessary for enforcing each of the codes is the same.
- No major barriers identified for “cooperation” or “sharing“, possibly more limited opportunities in zoning code enforcement.

The following opportunities have been identified:

- A single Sign Contractor license. This item has already been discussed, and is part of the “License/Trade Certifications sub team” report.
- A single point “one stop shop” for sign permits submittal. This could be facilitated through the contractor portal on Hansen 8, the City’s newly designed (in progress) computer system.
- A single point for reporting of zoning (and possibly sign) complaints. This could be facilitated through the citizen portal on Hansen 8, the City’s newly designed (in progress) computer system.
- Possible “combining” of both sign codes into a new “Wichita-Sedgwick County Unified Sign Code” (?). The new code should be able to recognize the differences that exist between the existing codes.

Cost-Benefit Analysis:

A single Sign Contractor license has been discussed as part of the “License/Trade Certifications Sub-Team” report. This license is included in that report and the recommendation from that report apply to this license.

- **Timeline:** Implementation concurrent with unified contractor licensing initiation.

A single point “one stop shop” for sign permit submittal would benefit the contractor/citizen by providing a single place to file sign permit applications. See “Data Management Report Cost Benefit analysis”. Benefit to the agency depends on adaptation of data management integration, and any associated fees. If the system is a “manual” system (and there may always be some level of this), there may be minimal costs associated with distributing the permits to the appropriate agency.

- **Timeline:** December 1, 2012. Implementation concurrent with unified Hansen 8 initiation.

A single point for reporting of zoning (and possibly sign) complaints would benefit the contractor/citizen by providing a single place to file complaints. See “Data Management Report Cost Benefit analysis”. Benefit to the agency depends on adaptation of data management integration, and any associated fees. If the system is a “manual” system (and there may always be some level of this), there may be minimal costs associated with distributing the complaints to the appropriate agency.

- **Timeline:** December 1, 2012. Implementation concurrent with unified Hansen 8 initiation.

The “combining” of both sign codes would provide the contractors/citizens with a comprehensive, uniform code for sign installations in the City of Wichita, and Sedgwick County. The costs associated with this recommendation are based on review and adoption of a combined code. The estimated cost is \$8,000-10,000, which includes 200 staff hours for the review and adoption process.

- **Timeline:** Six months (June 30, 2012). Review and adoption of unified sign code completed.

4. LICENSES AND CERTIFICATES

Sub-team Members: Matt Lee, OCI; Butch Kretchmar, Ray’s Electric; J.R. Cox, OCI; Glen Wiltse, SGCO Codes; Sherry Brace, SGCO Codes.

Review Current Structure

Employees with licensing expertise from the City and County need to meet and determine which licenses could be combined (where duplication exists), and which few could be eliminated by incorporating the requirements into one broader license. Those with the expertise on the City’s side would be the Chief Inspectors for the trades: plumbing, electrical and mechanical. An employee experienced with the non-trade licenses could help with the others. This could be a permit writer, building inspector, or plans examiner.

- This process should take only 1 day or less.

New Fee Schedule

Next, with guidance from management, the prices for each license need to be determined (suggested). A starting point would be the combined price as shown in Addendum Part B. To make this change more palatable to those affected we could reduce the combined prices by 10 or 20 percent. This would mean a savings to the contractors who had been licensing with both entities, which to the best of our knowledge represents 80 to 90 percent of the licensees. The small percentage that only license with one entity would experience an increase in license fees, but would realize a gain in their potential work area.

Formal Process of Adoption

Next, seek approval from all the boards. Their support of these changes would make passage by elected officials far more likely. The boards only meet once a month, but have been known to meet more frequently for important, time critical agendas.

- Ideally, this process could take 6 weeks, maybe less.

Tweak the proposals per board comments/suggestions if necessary for approval.

Submit the final proposal to the elected bodies.

- This would take 2 weeks to get on agenda and 2 readings to pass. Optimistically it would require 1 month for final passage.

Program the new prices into the computer system.

- This should not consume much time, but it should be given 1 – 2 weeks to work out any bugs.

Assessment of Permit Fees

Part of the package the City passes with license fees includes permit fees. This would be an ideal time to adjust the way fees are determined, and an opportunity to make up for any lost license revenue. Commercial building permit fees are based on the valuation of a project. Currently, both the City and County allow the applicant to just tell us the valuation (cost) of a project. This method is ripe for abuse, and we know with certainty there has been abuse. By understating the cost of a new building a contractor/owner can save hundreds or thousands of dollars. Honest contractors have been subsidizing dishonest contractors for probably as long as this pricing method has been used.

It needs to be noted that these distinctly different valuations are not always due to deceitfulness. Many times it's just an honest mistake in not knowing all the costs that are to be included in valuations.

Research by City staff indicates a majority of jurisdictions across the nation use standardized tables to determine a project's valuation. The table provides an average cost per square foot for all conceivable uses and building types. Using a standardized pricing method like this would help level the playing field between all contractors.

The same organization that produces most model building codes, the International Code Council, also produces a valuation table and it is updated every six months. Another useful table that has been utilized by the City to challenge some obviously low-balled valuations is printed in the periodical *Engineering News Record*. This table also has a multiplier to adjust the square foot costs for each state.

Switching to a new pricing method may lead to unexpected windfalls and/or losses and may require frequent adjustments until the most acceptable pricing method is achieved. Square foot pricing is limited to new construction. Remodel projects would still use the old method of pricing, but staff can usually recognize when the value doesn't appear accurate and will still retain the ability to challenge the valuation.

The City's plan review section has copies of the pricing research report created years ago by staff and it is available to all interested parties.

- Changing the pricing method should allow at least a month for further research and comparisons to past projects. Again, these proposed changes should be run by all the construction boards and the same process as noted above.

5. PLAN REVIEW

Sub-team Members: Susan Erlenwein, SGC0; Richard Meier, OCI; Kurt Schroeder, OCI; Bob Simpson, Simpson Construction Services; Brent Wooten, Baughman Company PA; Wess Galyon, WABA; Gregg Wilhite, Law-Kingdon Architecture; Bud Lett, SGC0 Codes.

Plan Review Sub-team's Detailed Implementation Timeline

NOTE: If a single entity/unified code enforcement service is recommended, alignment of the budget funding models (mix of City and/or County General Revenue Funds, special revenue funding sources and/or federal grants) will be required, and will require the City and County Managers, *and governing bodies*, to revise and approve. The County Code Enforcement budget is funded primarily with County General Fund and contract service agreements, while the OCI budget is funded primarily as an enterprise or "special revenue fund", with some City General Revenue Funds and federal CDBG monies to support Neighborhood Code Enforcement activities. **The 2012 Revised and 2013/2014 City and County budget cycles will begin in about April 2012, culminating with budget adoptions in about mid-August 2012. Based on budget cycles and approvals, 2013, perhaps 2014, may be a realistic time frame for implementation and adoption of a joint budget for a single entity/unified code enforcement service.**

Following is a list of potential services and practices to implement which will improve efficiencies, reduce customer time, improve consistency of services and address costs.

- Develop Service Delivery Model
 - One Stop Shop
 - Conduct preliminary plan/code review

- Requires alignment of codes and base plan review fees. Time is dependent upon Building/Trade Boards, and development/adoption of amended building, fire & trade codes. Anticipate Building/Trade Board realignments (with approvals by governing bodies and governing body appointments) **within 5-8 months. Anticipate the review and development of more closely aligned building, fire and trade codes by end of 2012/early 2013, with recommendations for governing body reviews/adoptions by 1st quarter 2013.**
 - Develop coordinated, published schedules for completion of initial commercial plan reviews and subsequent plan revisions to commercial plans.
 - City/County staffs analyze current commercial plan review staffing levels, plan review workloads and plan review time frames; project future commercial plan review workloads and plans examiner staffing and training requirements **(2-4 months).**
 - **City/County staffs develop coordinated commercial plan review published schedules/targets by 2/15/12; final review and publication of coordinated schedules by 3/15/12 (dependent upon staffing and workload analyses in above bullet item).**
 - Assign project manager for timely internal & external reviews. City and County currently follow this model, but further review and coordination will be necessary, especially since County contracts with many small cities in Sedgwick County to perform commercial plan reviews **(extent of provided plan review services varies by contract with each small city).**
 - Improves predictability of plan review and permitting requirements. **Could follow same timeline as “Requires alignment of codes and base plan review fees” bullet item above.**
 - Coordination of plan review and inspection services would be heavily dependent upon shared data bases **(time is dependent upon software development/implementation and alignment of building/trade codes).**
- Inspections
 - Analyze current workloads **(complete within 45 days).**
 - # daily/weekly/monthly inspections by types and locations.
 - Research past, current and future building trends with stakeholders **(3 months).**
 - Consider type of inspections by trade type, commercial vs. residential, new vs. remodel, etc.
 - Align expertise of inspectors for best flexibility for future permit inspection needs.
 - Move long-term toward more better-trained and certified residential combination inspectors (effective program requires significant

training, synergy & coordination among building inspectors, trade specialty inspectors and contractors).

- Strategically align future needs for full combination residential inspectors and trade specialist inspectors. Concurrent with review of permit and inspection trends identified above, review current inspection staffing expertise/training/certification, and inspector job classifications and certification requirements for future new hires (2 -3 months).
 - A realigned, retooled combination/specialty trade inspector program will take 18- 24 months to implement, given appropriate training and certification funding/programs.
 - May focus trade specialty inspectors primarily on commercial sites.
 - Use staff geographically.
 - Research past mileage/time costs to estimate future savings (3-4 months).
 - Research additional flexibility of geographic assignments and combination inspectors to estimate future cost and time savings to inspectors and contractors (dependent upon implementation of new software, realignment of combination/trade specialty inspector needs and job descriptions, and inspector training/certification requirements/training – see prior bullet points).
 - Uniform quality inspections.
 - Increase inspector training (CEU credits)
 - Requires dedicated funding and additional incentives.
- Look to future trends.
- Correct staffing levels:
 - Correct number of inspectors for residential vs. commercial and combination vs. trade specialty (18 – 24 months for full implementation).
 - Future funding potentials.
 - Research dedicated fees and current permit fee structures for training/certification (3-4 months).
 - Develop amended fee ordinances for review by Building/Trade Boards and review/adoption by governing bodies (5-8 months).

6. DATA MANAGEMENT SUB-TEAM

Sub-committee members: Sherry Brace, SGC0 Codes; Karen Cravens, WIN; Wess Galyon, WABA; Deb Legge, OCI.

Summary

- Both City and County currently use Tidemark software as their data management system. Tidemark is obsolete with no future patches or upgrades available. Support is minimal.
- The City will replace its version of Tidemark with Hansen 8 and the expected “go live” date will occur early in 2012. Hansen is a highly customized solution with robust permitting and contractor licensing components. The project also includes an IVR system, mobile inspection tracking software, and citizen and contractor portals.
- The County conducted a lengthy study to determine the feasibility of developing an in-house solution to replace Tidemark. That project has not gone forward at this time.
- There is an opportunity for the County to use the Hansen 8 software, already developed by the City, with an additional cost for licenses and support as well as data conversion and minor configuration costs.
- MAPD (already a City/County department) will be converting from the City Tidemark system to Hansen 8.
- Data management consistency and data sharing will be *essential* for any shared/combined services.

The team believes that opportunity is ripe for the County to replace their aging software with Hansen 8, by utilizing the City’s already designed and configured Hansen 8 solution.

Benefits

- A one-stop shop for permits, licenses and certificates with customer access through the contractor portal and/or IVR system 24/7 – automated system for inspection scheduling and permit application (not currently possible with County system). Significant time savings to permit examiners and other support staff to process permits, licenses and certificates.
- Significant time saved by inspectors and support staff due to ability to result inspections in the field from the mobile software.
- Immediate notification of inspection results via automatic e-mail to contractors.
- Assignment/reassignment of inspections on the fly, using mobile, allowing for efficiencies of staff time and fuel costs.
- Reduction of phone calls to customer service staff.
- Support staff efficiencies with permit application information entered directly by contractors through the portal.

Timeline

- By **March 1, 2012**: the City will go live with Hansen 8 while an evaluation of County data conversion and customization needs is completed.
- By **May 1, 2012**: a detailed cost analysis of County data conversion costs; customization costs; licensing and support costs; and hardware costs can be completed. Preliminary rough estimates place the cost at upwards of \$200,000 (unknown is the amount of time/dollars for data conversion) with additional licenses of approximately \$70,000 and annual support cost of \$14,000. Hardware costs (laptops, air cards, etc.) are unknown at this time.
- By **December 1, 2012**: configuration changes; County data conversion; and staff training can be completed.

Needed to move the project forward

- **City and County Managers, City Council and County Commissioners** – project approval and funding sources/allocation.
- **City and County IT Departments** – security and firewall issues, access to City network, ongoing IT support responsibility and costs.
- **Hansen Development Team** – data conversion, customization, reports, training.

Section IV: Perception Shift

Change of Perceptions by Design Team Participants

- At the first Design Team meeting, September 9th, participants introduced themselves by sharing **fears or potential losses** they anticipated. These included:
 - County concerns with neighborhood enforcement
 - Unknown changes
 - The short time frame for this design work
 - Loss of quality in services/products
 - Loss of jobs and/or benefits
 - Failure to address these stated fears
 - Loss of individualized service delivery
 - Too little trust and openness among stakeholders

- At the fourth Design meeting October 6th, participants shared **anticipated benefits** from the work being done in their sub-teams. These included:
 - New, stronger relationships
 - Improved services and efficiencies
 - New synergy between provider and customer
 - What was impossible now becoming possible
 - Two large governments being entrepreneurial
 - Already making significant changes
 - Participating in the change
 - Getting past turf issues
 - Keeping a long view of change

- At the last Design Team meeting a week later on October 13th, with sub-teams having completed work on proposed changes and implementation timelines, participants shared any **anxieties** they had about the future. These included:
 - Getting ahead of the budget and political process
 - Losing customer support if implementation of change is too slow
 - New barriers emerging that might block/dominate implementation
 - Who the losers could be
 - Customer acceptance of changes in personnel delivering services
 - Selling these changes to the public and to employees
 - Rigidity surfacing that might threaten the attitude that “everything is possible”
 - Pre-set ideas/expectations that might undercut the process
 - Adequate funds to implement these improvements

Section V: Implementation Plan

At the end of the September 29 retreat the need for a single entity emerged from the functional sub-teams. A sub-team was formed, consisting of 1 person from each of the functional area sub-teams to conceptualize a management and organization structure for a single entity. At the final Design Team meeting on October 13, this sub-team, self-titled the Management/Organization sub-team, provided the following report.

Management/Organization Sub-team Executive Summary

The Management/Organization Sub-Team met briefly on October 6, 2011, and again on October 11, 2011. Present at the October 11 meeting were Tom Kerschen, OCI; Richard Meier, OCI; Bud Lett, SGCO Codes; Sherry Brace, SGCO Codes; Kelly Dixon, SGCO Codes; Tim Wagner, SGCO Codes; and J.R. Cox, OCI.

We discussed our understanding of the task before us, and we decided that discussion of a facility was premature. We then focused on refining the management structure which we began designing on October 6. We discussed the different duties that are performed by each group, and how those would “mesh” together. In addition we briefly discussed the Metropolitan Area Planning Department, which is the one combined department that has consistently been mentioned as a “model”. There was also much discussion regarding building and trade inspections, and utilization of combination inspectors.

Interestingly, during our discussions we identified a possible issue with a requirement for the trade inspection positions. After more discussion, the problem was solved when we came to realize that the requirement for both groups can be satisfied, and with no changes to each group’s requirements being necessary.

We also concentrated on identifying issues for future discussion. The issues we have identified as needing to be addressed, which are neither limited nor conclusive, are listed in the summary below.

Summary

- No **major** barriers to unification identified at this time.
- There are some **very important issues** which must be addressed.
- Important to identify as a single, unified inspection group.

Issues we have identified as needing to be addressed:

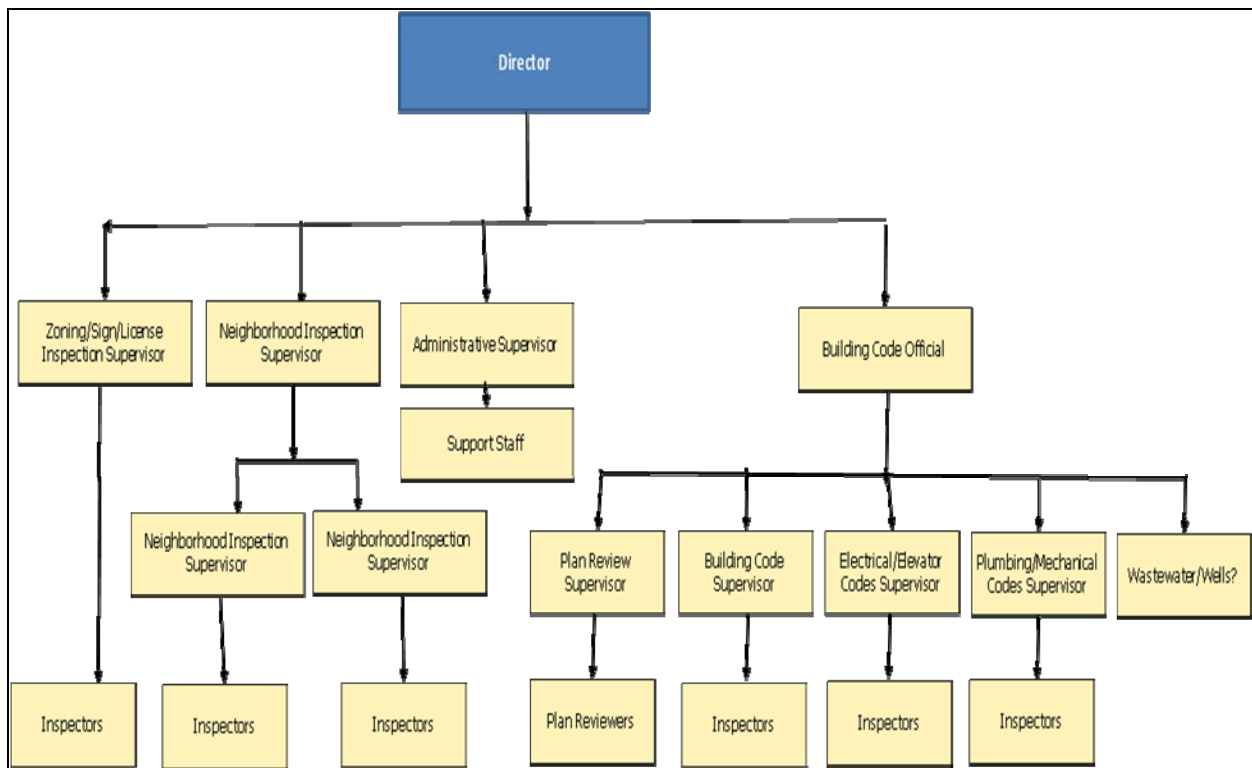
- Department funding.
- Employee compensation, benefits and retirement plans.

- Waste and well water codes enforcement. In the city this is handled by Wichita Public Works-Environmental Services.
- Animal control. In the city this is handled by the Wichita Police Department.
- Floodplain management; resolutions/regulations and possible issues therewith.
- Differing development standards in the city and the county.
- Small City contracts for County services.
- Vehicles, equipment & technology.
- Location – large enough for group.
- Marketing/communication of the unified code enforcement group.

Timeline

Very tentatively December 2013 through January 2014, consistent with the recommendation made during the Design Team meeting of October 6, 2011.

**Envisioned Organizational Structure
Management/Organization Sub-Team Report
Wichita-Sedgwick County Metropolitan Area Code Enforcement Organization Chart**



SECTION VI: NEXT STEPS, IMPLEMENTATION PLANNING PHASE

At its final meeting on October 13, the sub-teams presented their finalized executive summaries and ideal timelines to the whole Design Team (Section 3 of this report). The need for a single entity, as discussed in the previous Team meeting, was confirmed. The issue of accountability in the interim – between the submission of this report and the creation of a new organization – was addressed.

Recognizing their responsibility for driving these changes, the Design Team is willing to continue meeting periodically to measure progress and adjust the implementation strategy accordingly, with Ron Holt and Donte Martin continuing in their roles as Liaisons to the group. The Design Team also recognized the importance of stakeholder engagement in the implementation of the new, single-management entity. The Design Team believes an Advisory Board would help this process, which could function as a sub-group of the Design Team. To help gain political support for the process, the Design Team also suggests that the sub-Teams present their proposals directly to the decision-makers. This could be accomplished through a joint city/county workshop of the City and County elected bodies.

The recommended changes provided in this report are dynamic and interrelated; a change in one functional area will likely affect the other areas but the exact impact is difficult to predict. Many changes will be driven by frontline employees and stakeholders; others depend on statutory and charter requirements, elected officials and the budget process.

Addendum

Part A: September 29th Meeting Notes



Wichita/Sedgwick County Shared Services Design Team Meeting Notes - September 29, 2011

Introductions: Each individual offered a Learning or Observation from the past month's work. Key themes were: spirit of cooperation has grown, defensiveness has diminished, focus is on the customer, public employees are hard-working and committed, the devil is in the details, and much work is yet to be done

Communication to Stakeholders: Communiqué hasn't been delivered in 2 weeks due to back-and-forth city/county process. Terry faulted himself for failing to include Communication managers as stakeholders in this process. They will be invited to next week's session.

Sub-team Reports/Recommendations:

- 1) Neighborhood Services: Key factor is that building inspectors implement national codes & have enforcement power vs. neighborhood inspectors who respond to local/community standards and lack compliance authority. Since each community's standards are unique, unifying city/county (hence multiple communities) isn't feasible. Recommend sub-team be discontinued.
 - **FUTURE ISSUES:** Address Signage & Zoning (violations) as neighborhood-related concerns.
- 2) Licensing/Certification: Discovered that City & County have many similarities.
 - **FUTURE ISSUES:** Synchronize annual vs. bi-annual license sequence, adjust some fees, address revenue impact on those working in only city or county, new data system and unified Trade Boards are critical to success of above proposed changes.
- 3) Trade Boards: Proposing to create single Boards for Building, Electrical, Mechanical, Plumbing. Board make-up is specified by code requirements. Benefits to be gained: time savings for clients, enhanced consistency and quality via unified codes, reduced hours/\$\$ for enforcement.
 - **FUTURE ISSUES:** Develop principles/criteria for nominating individuals to the unified Trade Boards; calculate cost savings of new efficiencies.
- 4) Plan Review: Their "preferred future" includes: one-stop, 3-step process that saves time & \$\$ for the client, integrating with other services in order to produce efficiencies (licensing, data mgmt, uniform code enforcement, increased combo-inspections, training for inspectors, developing local ICC inspector training program).
 - **FUTURE ISSUES:** Analyze/project the number of inspectors needed, cost (especially training) vs. benefit, and future funding model.

- 5) Data Management: system is already changing in both city & county. City's new system opens 1st quarter/2012 which is timely for combining city/count & saving county further development costs. New city provider can add county users @ approx \$84k. Changing data management is key to success in above plans in Licensing/Certification, consistency/efficiency in service delivery, Plan Review, etc . . . AND will determine timing by which above services can be implemented.
- **FUTURE ISSUES:** Estimate conversion costs/savings & long term service benefits.

NEXT MEETING: October 4, 10:00 – 3:00. Location TBA.

- Agenda:
- 1) Sub-teams present 1-page “exec summary” of proposals addressing:
 - a) What’s doable by 10/15 & what’s doable by when ... beyond 10/15,
 - b) Estimate cost/benefit of change
 - 2) Vision team bring “preferred future” statement
 - 3) Project future work & timelines for:
 - a) Accountability for implementing changes;
 - b) combo/specialty inspection; c) management structure, d) pension benefits

Part B: Licenses and Certificates Fee Schedule

Table 1 provides the annual licenses and certificates fee schedule for the city and the bi-annual schedule for the county.

Table 1						
License	City, annual cycle			County, biannual		
	# licenses	fee	TOTAL	# Licenses	fee	TOTAL
Class A	128	\$400	\$51,200	79	\$300	\$23,700
Class B	799	\$200	\$159,800	231	\$250	\$57,750
Class C	293	\$150	\$43,950	161	\$200	\$32,200
Class D	27	\$60	\$1,620	0		\$0
Roof/siding	198	\$60	\$11,880	198	\$200	\$39,600
swim pool	18	\$60	\$1,080	14	\$200	\$2,800
wrecking	11	\$60	\$660	6	\$200	\$1,200
fire sprinkler	30	\$60	\$1,800	14	\$200	\$2,800
Plumbing/drain layer/lawn	462	\$100	\$46,200	281	\$200	\$56,200
AC/Frig/solid fuel	253	\$100	\$25,300			\$0
Mobile home	11	\$0	\$0	10		\$10
Elec/alarm/elev.	250	\$100	\$25,000	260	\$200	\$52,000
Range Hood	0		\$0		\$200	\$200
LP Gas	0		\$0		\$200	\$200
Sign Hangar, annual both	80	\$100	\$8,000	23	\$100	\$2,300
Tower	0		\$0	10	\$200	\$2,000
other	0		\$0	2		
Mechanical, (city is plumb.)	0			170	\$200	\$34,000
wastewater	0			49	\$100	\$4,900
Certifications (2yr cycle, both)	3969	\$20	\$79,380	2112	\$20	\$42,240
TOTALS, certification \$	2560		\$455,870	1508		\$354,100
not numbers						

Table 2 provides a proposed combined fee schedule.

Table 2	
City of Wichita - Sedgwick County License Fees Combined in 2 year cycle	
Type of License	City-County combined, biannual fee
Class A	\$1,100
Class B	\$650
Class C	\$500
Class D	\$120
Roof/siding	\$320
swim pool	\$320
wrecking	\$320
fire sprinkler	\$320
Plumbing/drain layer/lawn	\$400
AC/Frig/solid fuel	\$200
Mobile home, price unknown	\$ -
Elec/alarm/elev.	\$400
Range Hood	\$200
LP Gas	\$200
Sign Hangar, annual both	\$400
Tower	\$200
other, this is a County license	
Mechanical, (city is plumb.)	\$200
wastewater	\$100
Certifications (2yr cycle, both)	\$40

Table 3 provides the city’s annual cost to administer license and certification renewals. By changing to a bi-annual cycle, this cost would be avoided every other year for approximately \$16,801 in savings.

Table 3				
Renewal Processing Break-down				
Licenses Issued 2010	License Type	Estimated Processing Time (minutes)	Total Processing Time in Hours	Total Processing Cost (assumes \$40/hr loaded rate)
1584	Regular	8	211.2	\$8,448.00
976	Trades	8	130	\$5,205.33
2560	Total Renewals			
Re-work (Processing Incomplete Renewal Forms, etc.)				
317	Regular (20%)	5	25	\$1,000.00
97	Trades (10%)	5	8	\$323.33
	Overtime to accommodate rush to make deadline			\$1,825.00
	Total Staff Savings (Bi-annually)			\$16,801.67