

Unified Government of Wyandotte County and Kansas City Kansas Organization

Organization Assessment

Observations and
Recommendations

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Byron Marshall, Project Director
Scott Meyer, Special Advisor



Management
Partners



Project Scope and Approach

- Conducted a high-level evaluation of the overall organizational structure of the UG and developed recommendations for possible optimization
- Reviewed UG data and documents including budgets, annual comprehensive financial reports, strategic plans, general plans, contracts with service providers, legislative audit reports, memorandums of understandings with bargaining units, and organization charts
- Conducted executive staff interviews with the Mayor, County Administrator and four Assistant County Administrators
- Conducted interviews with directors of most departments (notable exceptions include Human Resources, Legal, Community Corrections, Aging, and Public Health)



Major Observations

Any large, complex organization has opportunities for improvement. However, systemic operational, organizational and executive leadership challenges exist across the Unified Government.

Current organization structure limits synergy between functional units

Strategic and business plans are either, non-existent, underutilized, outdated, or insufficient

Risk exposure of constitutional officers (Sheriff, District Attorney, etc.) with regard to lack of Information Technology coordination results in negative impacts

Opportunities exist for consolidation of functions, and increased collaboration with partner agencies, to realize improved efficiencies and effectiveness

The organization could benefit from more effective communications and does not appear to have a culture of continuous improvement



Opportunities For Improvement

Restructure to take Advantage of the Promise of Unified Government

Develop an Internal and External Strategic Focus

Develop a Culture of Continuous Improvement

Communicate and Coordinate

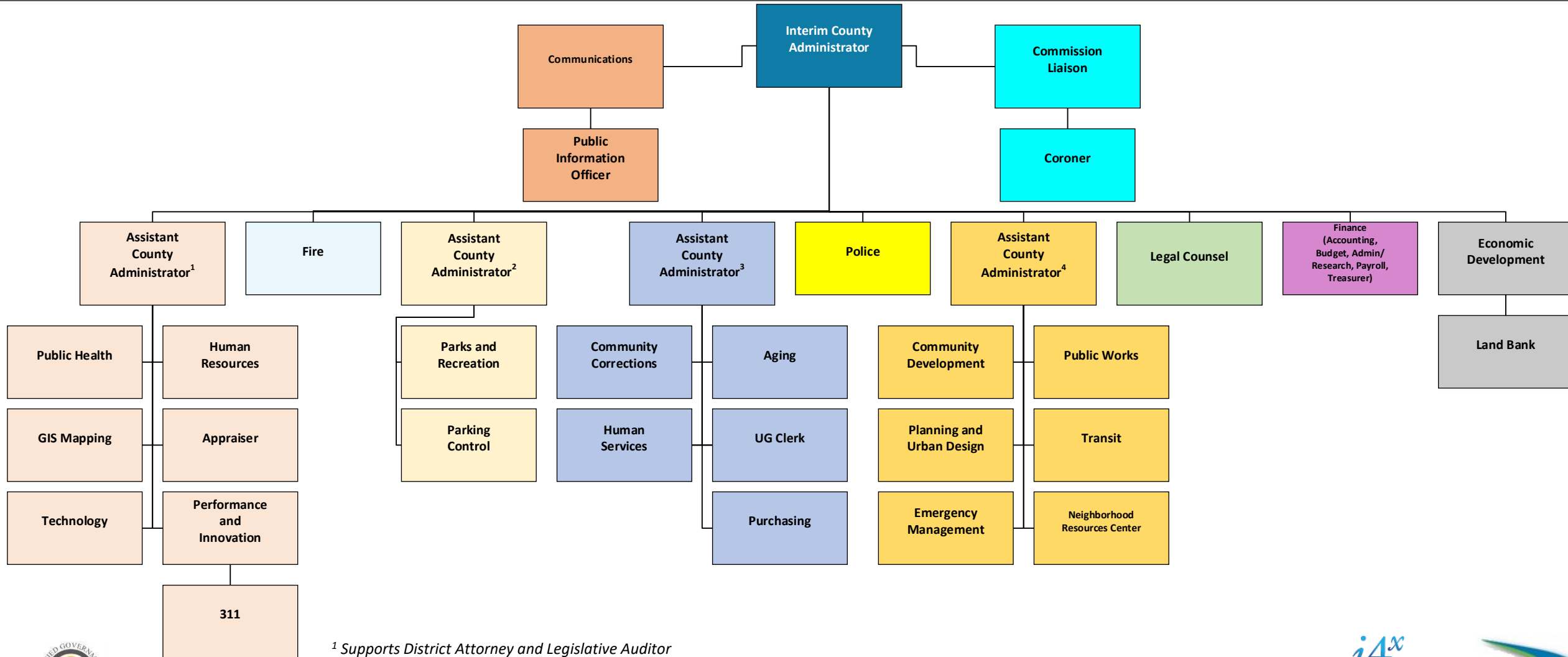


Organization Structure

- UG functions are misaligned exacerbating strategic focus, communication and collaboration issues
- Align complementary / related functions under Assistant County Administrators
 - Administrative Services
 - Public Safety
 - Health Services
 - Economic and Community Development
- Identification of additional functional consolidation opportunities within UG is a priority for organizational improvement

- ✓ Conduct an evaluation of the placement of functional units within departments, and departments within the UG to support efforts to properly align functions in the organization
 - Undertake targeted organizational restructurings to take advantage of synergies and improve coordination

Current Organization Structure



¹ Supports District Attorney and Legislative Auditor

² Supports Sheriff, Election Commissioner, Register of Deeds, and District Court

³ Supports Municipal Court

⁴ Supports Delinquent Tax, Purchasing, Process Servers, Museum, SOAR

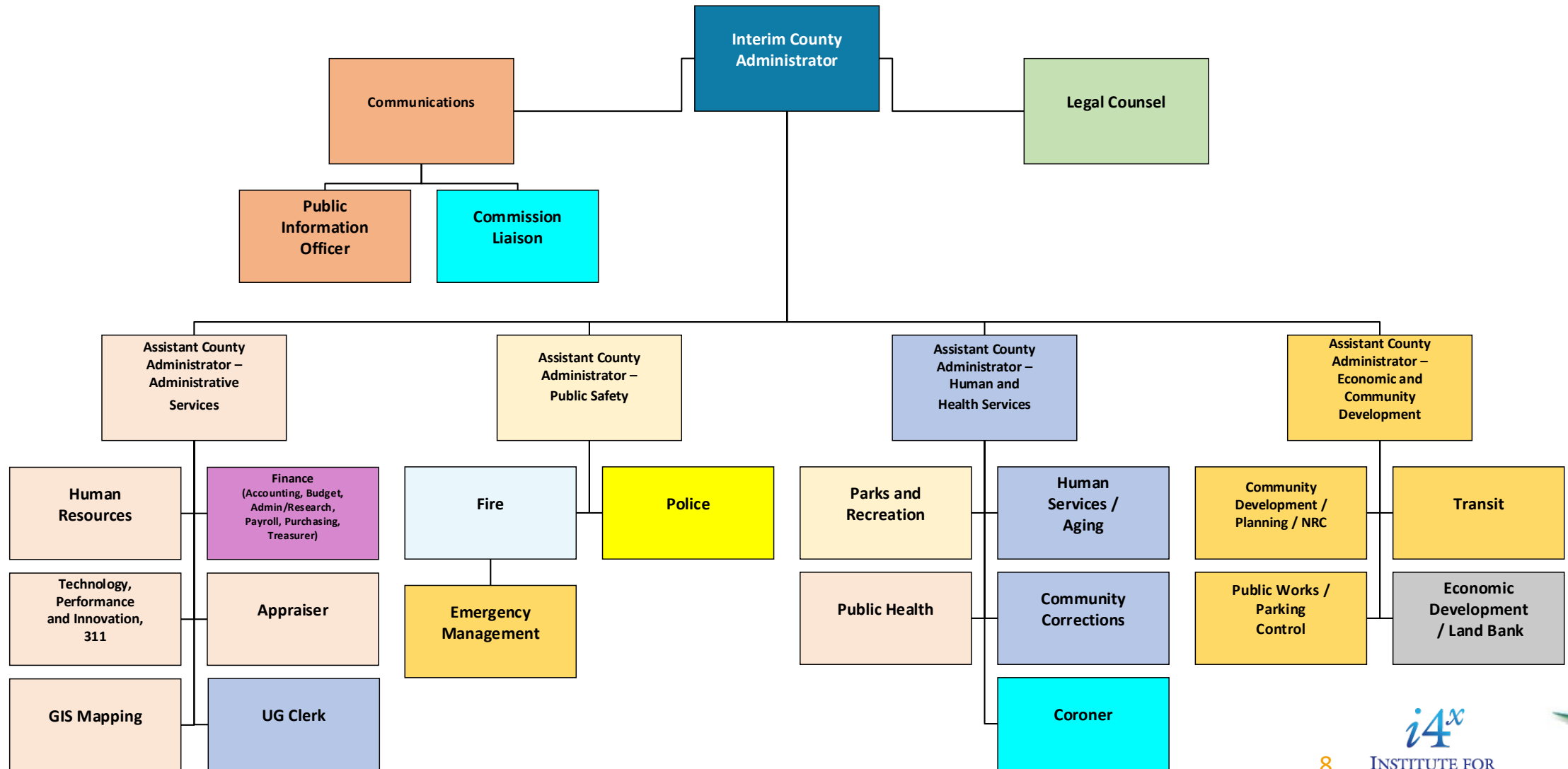


Potential Organization Structure

- Reduce direct reports to the County Administrator from 11 to six
 - Four ACAs, Communication (including PIO and Commission Liaison), and Legal Counsel
- Align internal functions under one ACA
 - Finance (including Purchasing), Human Resources, Technology (including Performance and Innovation), GIS mapping, Appraiser and Clerk
 - This ACA would also support the Election Commissioner, Register of Deeds, and Legislative Auditor
- Align public safety functions under one ACA
 - Police, Fire (with Emergency Management reporting to Fire)
 - This ACA would also support the Sheriff, District Attorney, District Court, and Municipal Court
- Align health services under one ACA
 - Human services (including Aging), Community Corrections, Coroner, Public Health, Parks and Recreation
- Align economic and community development under one ACA
 - Community Development (including Planning and NRC), Public Works (including Parking Control), Economic Development (including Land Bank)
- An additional option would be to hire a Deputy County Administrator that helps coordinate internal operations, allowing the County Administrator to focus at a strategic level and work with the Mayor, Commission, BPU, regional planning commission, schools, the State, the business community, etc.



Potential Organization Structure



Management System

A management system is the array of policies and practices used to plan, manage and assess the work of an organization. It includes the full range of processes that a management team uses to operate the government.

- ✓ Develop a common UG management system integrated with departmental business plans that can be used at the divisional and program level by management staff
- ✓ Train all UG management staff on how to use the management system and participate in the business planning

UG-Wide Strategic Planning

- Initiate a modern multi-year strategic planning process geared to a complex local government like the UG
- The strategic plan should focus both internally and externally. The plans will be integrated but have a somewhat different orientation



- ✓ Design and implement a consistent UG business planning and management system across all organizational units of the government
- ✓ Use the strategic planning process to feed a departmentally based annual business planning process that includes measurable objectives keyed to strategic goals

Economic Development Strategic Plan

- The County does not have a culture of developing formal plans and executing on those plans and measuring results
- Countywide and departmental strategic and business planning, and implementation are needed
- Economic Development and the Land Bank need to develop a proactive strategy for the County

✓ Develop and implement an economic develop strategic plan in coordination with Wyandotte Economic Council, MARC, KCK housing authority and the DPU

Communications Strategy

- Communication in any complex organization is challenging. Some feedback we received includes:
 - Continued improvements in communication between executive leadership
 - Communication from executive leadership to staff needs to continue to improve so that staff are aware of the administration's strategy, goals, and directives
 - Departments work in silos and don't communicate well resulting in duplication of effort and resources and/or gaps in implementation and strategy
- Communication within high-performing teams requires a strategic focus aligned throughout an organization, the free flow of information, a shared agreement that no topic is off-limits, and frequent and respectful interactions among team members and other individuals in the organization

Communications Strategy, continued

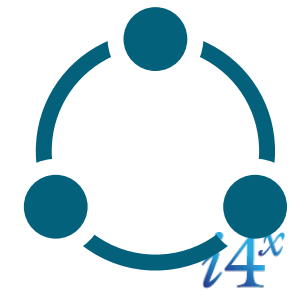
- ✓ Initiate weekly meetings with executive leadership with consistent agendas linked to management plans
- ✓ Develop and implement a communications plan for UG staff to deliver a consistent message and ensure the implementation of key initiatives is ongoing



Development Review

- The development review process involves various departments and divisions that do not effectively coordinate or communicate
- Information available to applicants about the development review process seems to be insufficient for communicating the process and requirements

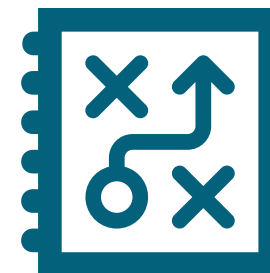
✓ Complete a review and optimization process to improve the development review process to reduce uncertainty for development applicants and increase transparency into the process in conjunction with implementation of Accela system.



Capital Project Delivery

- Public Works, Board of Public Utilities and private utilities exercise limited coordination
- There is limited knowledge of a clear long-term capital management and improvement strategy
 - Any existing strategy has not been communicated well throughout the organization

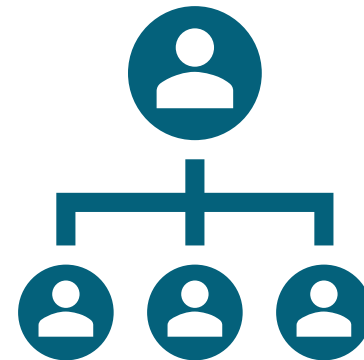
- ✓ Develop a CMIP strategy that is aligned with master planning, economic development, and asset management
- ✓ Implement CIP delivery performance measurement reporting system to improve on-time and within-budget project delivery



Engineering and Utilities

- The UG currently has three separate engineering groups – public works, development, and utilities
- Board of Public Utilities as a separate entity creates duplication
- Wastewater and stormwater share crews but separate management of those crews

- ✓ Consider consolidating one or more engineering organizations to eliminate redundancy and take advantage of economies of scale
- ✓ Explore integrating BPU into the Unified Government
- ✓ Explore combining the management of wastewater and stormwater maintenance and repair



Information Technology

- Information technology needs are not managed in a consistent manner across the government
- Due to the absence of fully centralized IT there are an abundance of disparate enterprise platforms in use that may not all communicate appropriately
- Centralized IT security is essential for decreasing risk exposure to the County



- ✓ Centralize information technology functions to enhance efficiencies, effectiveness, cyber security, and communication
 - Station IT liaisons in departments in rotations but maintain alignment with central IT policies and procedures
 - Develop, adopt and implement UG-wide (including DA, District Court, Sheriff, etc.) IT policies that support cyber security needs
 - Secure cyber insurance
- ✓ Develop an IT master plan which audits the use of various enterprise software across the organization and develop a plan to consolidate and update enterprise software
 - This should include a plan to retire unused software, retire on-premise servers and move to cloud storage, and identify opportunities to reduce paper and automate functions

Fleet

- Consolidation of the management of the fleet function should be considered
 - The fire department currently operates separately from central fleet (except ambulances).



- ✓ Consolidate fleet operations into one operational unit
- ✓ Conduct a fleet utilization study
- ✓ Outsource the fueling function to reduce liability, maintenance costs, and the need to invest in future capital upgrades
- ✓ Develop, implement and enforce a uniform take-home vehicle policy

Purchasing

- Purchasing policies and procedures are often not followed and have not been updated since 2007
- P-card usage seems to be high
- Policy violators should be held accountable



- ✓ Assess current purchasing practices and update the purchasing policy and procedure manual
- ✓ Conduct periodic audits of P-card usage
- ✓ Review merchant category codes (MCC) to identify any needed adjustments

Ongoing Initiatives

- Many initiatives underway that must be completed that will require executive support and strong change management

✓ Establish an executive steering committee to ensure existing initiatives are completed and implemented effectively

Implement new ERP

Implement Accela and Project Docs

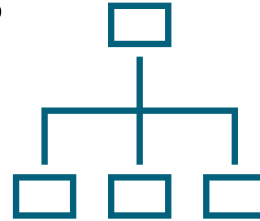
Government Center space assessment and potential reorganization

Update Countywide master plans and area plans



Organization Assessments

- Finance and Human Resources organization assessments are currently ongoing
- This practice should continue throughout the government and continue on a consistent basis
- Implementation plans should be developed with each organization assessment to ensure there is a strategy to fulfill the recommendations for improvement



- ✓ Initiate annual process of assessing a subset of operations to improve effectiveness and efficiency in departments and other organizational units
- ✓ Assessments should review:
 - Business processes to identify areas for improvement
 - Management systems to ensure staff understand and utilize established policies and practices
 - Leadership capacity to pinpoint effectiveness and identify untapped talent within the organization
 - Organizational health to identify improved business practices, prioritize goals, and determine the best allocation of resources

Conclusion

- Opportunity exists to realize the goal of unified government
- County administrator and assistants need support of elected officials
- Leadership and staff need a focused strategy that is aligned throughout the organization
- Change management is imperative to successfully integrating a culture of continuous improvement
- Prudent to tackle short-term, immediate recommendations in the current budget

Thank you!



Byron Marshall | byron@i4xnps.com

Scott Meyer | smeyer@managementpartners.com



Management
Partners

