



BAY CITY

MINUTES • MARCH 24, 2016

Council Chambers

Special Meeting

5:30 PM

1901 5TH STREET
BAY CITY, TX 77414

1. CALL TO ORDER & CERTIFICATION OF QUORUM

Attendee Name	Title	Status	Arrived
Mark Bricker	Mayor	Present	
Julie Estlinbaum	Mayor Pro-Tem	Present	
William Cornman	Councilman	Present	
Chrystal Folse	Councilwoman	Present	
Steven Johnson	Councilman	Present	
Carolyn Thames	Councilwoman	Present	

2. REGULAR ITEMS FOR DISCUSSION, CONSIDERATION AND/OR APPROVAL:

1. Report

REVIEW, DISCUSS AND/OR APPROVE THE PROPOSAL PRESENTED BY INSTITUTE FOR BUILDING TECHNOLOGY SAFETY IN REGARDS TO THE ASSESSMENT OF THE BUILDING DEPARTMENT AND PRESENTATION OF FINDINGS, AND DIRECT STAFF AS NECESSARY.

Dustin Hodges, Executive Assistant

Michael Henderson of IBTS provided an overview of why the company was before City Council.

Eric Cruz of IBTS reviewed a presentation, which explained the system that would be used to help with efficiency.

Council had questions regarding the information in the presentation. Mayor Pro Tem Estlinbaum asked what did the numbers meant in the graphs presented. It was explained that it was the average amount of fees collected by the City.

Councilman Cornman pointed out that there were some shocking things contained within the presentation; for example, 6,000 new people, 2,000 new homes, etc. Steve Traina of ITBS explained why and what they used to calculate the numbers. Councilwoman Thames asked where they received their information, and Mr. Traina stated from interviews with staff.

Councilman Cornman commented that the fees that were being proposed were extremely high. It was explained that the proposed fees were based on ICC and IBC Fees, and it was then reduced by 35% for this community. Councilman Cornman asked where the closest office was and how many people were there. Mr. Traina stated that the closest office was Kemah and there were 18 people in the office.

Councilman Cornman asked what percentage they received from the fees, and Mr. Traina stated that it depends.

Councilwoman Folse stated that this was not what she was expecting. She stated

that she was expecting them to follow the employees around. She added that they seemed similar to Bureau Veritas. Mr. Traina stated that they were different from Bureau Veritas. Bureau Veritas was for profit and came in and charged the City.

Councilman Cornman asked how would they help with customer service and streamlining contractors. Mr. Cruz explained that they would conduct public hearings and have an open dialogue, and would communicate what would be happening, and what could be expected.

Councilwoman Thames asked if the City hired them, would the City need Bureau Veritas, and Mr. Traina stated no. Councilwoman Thames also asked if the City hired them, would the City need a Building Inspector, and Mr. Traina stated that would be up to the City.

Councilman Cornman asked for a list of who IBTS had this type of relationship with. It was the consensus of Council that they wanted a breakdown of the fees.

Council suggested that IBTS review their fees and get with CDC to shore up their numbers. Council also suggested that they meet again after IBTS fine tuned things, then meet without them and discuss it amongst themselves.

Council will meet again at 5:30 p.m. on April 14, 2016.

3. ITEMS / COMMENTS & MAYOR AND COUNCIL MEMBERS

4. ADJOURNMENT

AGENDA NOTICES:

Action by Council Authorized:

The City Council may vote and/or act upon any item within this Agenda. The Council reserves the right to retire into executive session concerning any of the items listed on this Agenda, pursuant to and in accordance with Texas Government Code Section 551.071, to seek the advice of its attorney about pending or contemplated litigation, settlement offer or on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas conflict with the Open Meetings Act and may invoke this right where the City Attorney, the Mayor or a majority of the Governing Body deems an executive session is necessary to allow privileged consultation between the City Attorney and the governing body, if considered necessary and legally justified under the Open Meetings Act. The City Attorney may appear in person, or appear in executive session by conference call in accordance with applicable state law.

Attendance By Other Elected or Appointed Officials:

It is anticipated that members of other city board, commissions and/or committees may attend the meeting in numbers that may constitute a quorum of the other city boards, commissions and/or committees. Notice is hereby given that the meeting, to the extent required by law, is also noticed as a meeting of the other boards, commissions and/or committees of the City, whose members may be Agenda City Council August 8, 2013 in attendance. The members of the boards, commissions and/or committees may participate in discussions on the same items listed on the agenda, which occur at the meeting, but no action will be taken by such in attendance unless such item and action is specifically provided for on an agenda for that board, commission or committee subject to the Texas Open Meetings Act.

Executive Sessions Authorized:

This agenda has been reviewed and approved by the City's legal counsel and the presence of any subject in any Executive Session portion of the agenda constitutes a written interpretation of Texas Government Code Chapter 551 by legal counsel for the governmental body and constitutes an opinion by the attorney that the items discussed therein may be legally discussed in the closed portion of the

meeting considering available opinions of a court of record and opinions of the Texas Attorney General known to the attorney. This provision has been added to this agenda with the intent to meet all elements necessary to satisfy Texas Government Code Chapter 551.144(c) and the meeting is conducted by all participants in reliance on this opinion.

This is to certify that the above notice of a Special Called Meeting was posted on the front window of the City Hall of the City of Bay City, Texas on Friday, March 18, 2016, before 5:30 p.m. Any questions concerning the above items, please contact Mayor Mark A. Bricker at (979) 245-2137.

Rhonda Clegg
City Secretary



City Council
1901 5Th Street
Bay City, TX 77414

SCHEDULED

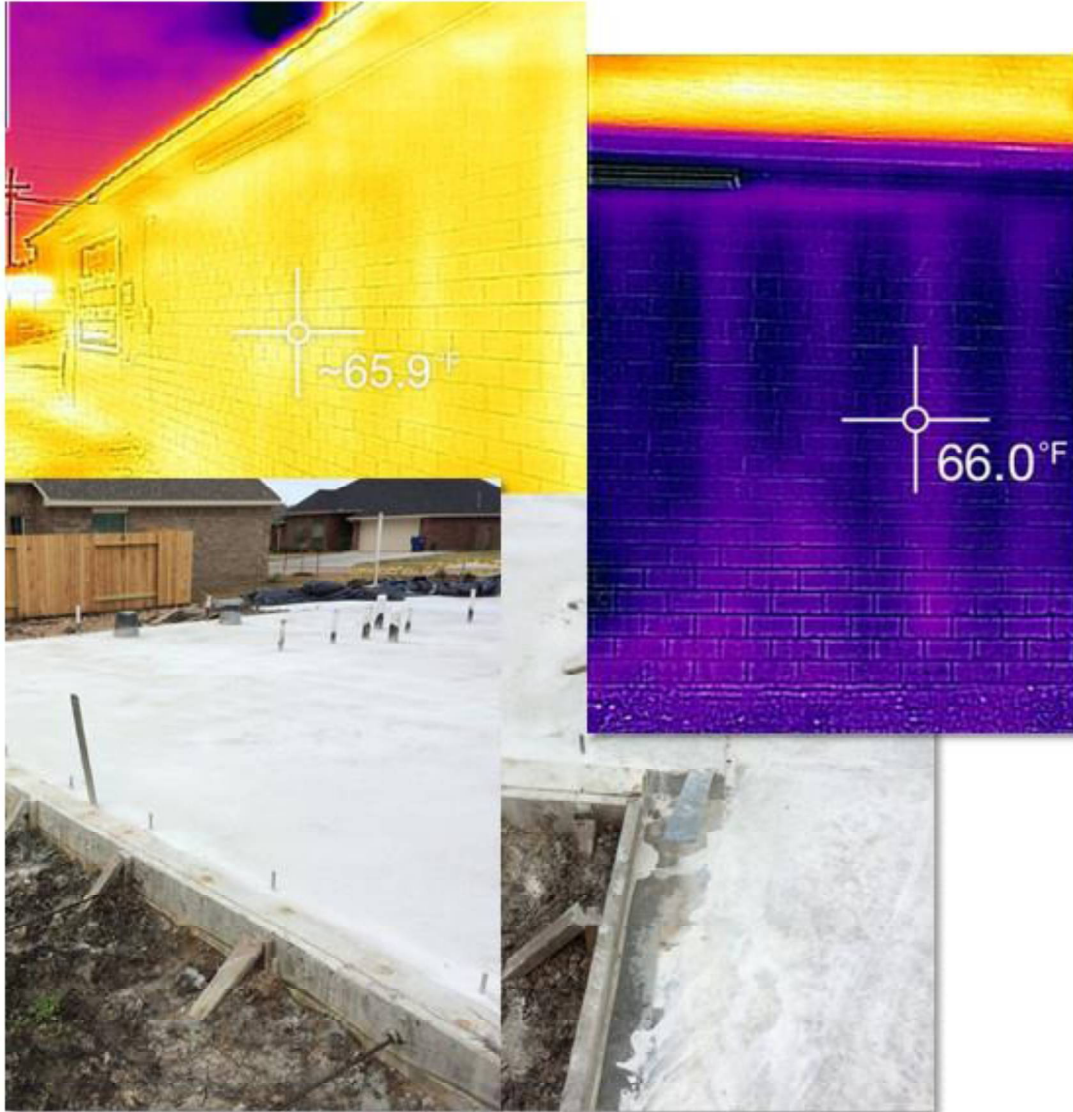
Meeting: 03/24/16 05:30 PM
Department: City Secretary
Category: Report
Prepared By: Rhonda Clegg
Initiator: Rhonda Clegg
Sponsors:
DOC ID: 2251

DISCUSSION ITEM (ID # 2251)

**REVIEW, DISCUSS AND/OR APPROVE THE PROPOSAL
PRESENTED BY INSTITUTE FOR BUILDING TECHNOLOGY
SAFETY IN REGARDS TO THE ASSESSMENT OF THE
BUILDING DEPARTMENT AND PRESENTATION OF
FINDINGS, AND DIRECT STAFF AS NECESSARY.**



BUILDING DEPARTMENT ASSESSMENT



MASTER REPORT

City of Bay City, Texas

Issued: March 17, 2016



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March 17, 2016

Mayor, Mark Bricker and City Council
City of Bay City, TX
1901 5th Street
Bay City, TX 77414

Subject: BUILDING DEPARTMENT ASSESSMENT MASTER REPORT

Dear Mark Bricker and Council,

This Master Report presents the results of an IBTS Building Department Assessment requested by the Mayor and the City Council of the City of Bay City, TX. The report discusses findings and defines recommendations, including estimates of the cost of implementation, for necessary actions associated with those findings.

IBTS staff evaluated the details of building department processes and procedures. The study focused on efficiency, increased customer satisfaction, fee schedule review, and regional analysis to develop recommendations to streamline processes and prepare for the anticipated high growth the City anticipates from new industrial activity. Assuredly, the two new chemical plants and the additional reactor at the South Texas Nuclear Generating Station are going to dramatically accelerate growth in the City. Current operations cannot support this growth.

While presenting information related to Texas municipalities and the region as a whole, this report focuses on actions needed to meeting the City's goals of full-featured shared or contracted services with distinct and measurable advantages that benefit the City, its citizens, and their community.

Master Report Findings describe indicators of the condition of departmental processes that deliver the following services:

- Intake and Permitting
- Inspection Services
- Plan Review
- Code Enforcement, (Compliance) Services
- Fee Schedules
- Information Technology

Recommendations describe suggested actions and associated costs that are to be presented to, discussed, and considered by the Mayor and City Council of the City of Bay City, TX.

IBTS would like to thank the City of Bay City staff for their participation in this study. All involved staff contributed information, expertise, and insight with professionalism and courtesy.

Sincerely,

Eric Cruz
Program Manager
IBTS

Wayne Champion, CBO
Plans Examiner/ Building Inspector
IBTS



I. EXECUTIVE SUMMARY

At the request of the Mayor and City Council of the City of Bay City, TX, IBTS conducted a Building Department Assessment on February 1-2, 2016, to determine the efficiency, processes, staffing, and fees associated with each organizational element of the Public Works Department, comparing City operations with similarly-sized Texas municipalities and neighboring jurisdictions.

Summary of Findings

Based on interviews of staff, observation of occurring operations, review of records, and research of other Texas jurisdictions, IBTS found the following:

Current Operational Review

For many years, growth in the City has been very slow and demand for permit inspections has been only a few dozen per month.

The city is currently utilizing a multi-layered permitting application process. There are certain certifications that the staff needs to obtain to meet current code demands. The current staff is organized and resourced only to serve current demands.

The current permit structure is not self-servicing. The structure is actually subsidized by the existing tax base. Due to this, the City cannot support a greater permit and plan review rate other than what the City currently provides.

Near-term and Long-term Needs Assessment

The new South Texas Nuclear Generating Station and the two new chemical plants are anticipated to bring approximately 6,000 direct jobs to the area. These new residents will create new business growth on top of the facilities being added. In direct reaction to this demand, even more residents will be drawn to the community.

In round terms, the community is likely to gain more than 2,000 homes and a supporting number of businesses driving the need for thousands of permit inspections and supporting plan review demands each year.

This assessment offers a framework for support and fees to assure that the community can meet this demand flexibly expanding and as the construction and operation phase stabilizes to reduce activity without demanding additional tax revenue. This assessment also assures that long term construction players in the community are not unduly burdened.

Summary of Recommendations

Based on the foregoing findings, IBTS makes the following recommendations for consideration to increase the efficiency and effectiveness of City building regulation services:

- IBTS will condense the permits;
- IBTS will assist in the training and certification process for current staff;
- IBTS will assist in staff augmentation or hiring for additional services needed in the code compliance sector;



- IBTS is proposing revising the current permit fee structure to provide:
 - o Existing fees on a routine schedule (within 4 weeks) at the current rate and
 - o Offering accelerated permitting rate structure that will assure that new construction permits above the current activity level are serviced rapidly and that the inspectors providing these services are fully expert for all code inspections needed.



II. Building Department Assessment Findings

The IBTS Program Manager/ Subject Matter Expert, Eric Cruz, and Certified Building Official/ Plans Examiner, Wayne Champion interviewed City staff, observed occurring operations, reviewed City records, and researched similar operations in similarly-sized and neighboring jurisdictions in developing the following findings.

A. Intake and Permitting

Summary 'Intake and Permitting' Finding:

IBTS met with several of the staff that are tasked with the current intake procedures for obtaining a permit and collecting their associated fees. This task is performed by Kathy Rawlings. Kathy has been trained as a Permit Technician but has not taken the ICC certification, as of yet. There is a form for each individual discipline of permitting. There are 9-10 permitting forms. There are several forms which should be combined for all residential and commercial building permit applications. These are the Building, Mechanical, Electrical and Plumbing application forms.

Study 'Intake and Permitting' Observations and Conclusions:

Kathy Rawlings does have the necessary skills needed to be efficient and productive in this role. She is performing additional Public Works administration tasks, as part of her duties as well. At the current activity level this is appropriate. For anticipated growth, she needs to focus on the permit intake processing and payments for the building department only.

IBTS has reviewed the forms and believe they can be condensed to 6 forms.

There are several applications that should stand alone as they are not typically part of the standard residential and/or commercial building permit. These are the Sign, Pool, Mobile Home, and Fire Suppression Systems permits. Also, the Certificate of Occupancy should be a stand-alone permit.

There is no work flow procedure to manage the permitting process, control storage of documents, and to assure all steps are followed and recorded. Applying GovMotus to this process will substantially improve the permitting and permit management process of the City while providing a state of the art historical permitting and archiving process for the community with cloud based data storage.

B. Inspections

Summary 'Inspections' Finding:

During the initial visit, IBTS accompanied the current and only building inspector, Otis Justice, on two inspections. Mr. Justice was quite knowledgeable of the codes. He is and was very professional in his interactions with the clients. He used a personal electronic handheld device to enter his comments and emailed them to the client, as well as to Kathy, for her recording of the inspections. Otis is currently working on a residential and commercial inspection checklist to be provided to the contractors, which will be available at the administrative counter, as well as online, at the City of Bay City, TX website.



Study ‘Inspections’ Observations and Conclusions:

Because the staff is already utilizing a form of electronic inspection tracking, transferring to the GovMotus and/or eInspection software, which is proprietary to IBTS, would likely be relatively seamless.

C. Plan Review

Summary ‘Plan Review’ Finding:

Otis appears to be reviewing plans for compliance to the adopted code and turning them around in about one week to 10 business days. IBTS was only presented one set of plans to review during our building department assessment. The plans provided were for a balcony addition to a downtown commercial building. These plans were engineers’ renderings, at best. They were not sufficient to do a complete and thorough plan review.

These plans were missing many key and necessary components essential for a proper review, i.e. footing plans and details, fastening details to the existing structure, etc., etc.

Study ‘Plan Review’ Observations and Conclusions:

Otis is currently working on a residential and commercial plan review checklist to be provided to the developers, citizens and contractors. These checklists will be available at the administrative counter, as well as online, at the City of Bay City, TX website.

This checklist should be issued to the developers, contractors and citizens with the requirement that it be included with the submittal in order for plans to be accepted at the administrative counter by Kathy. Kathy will need to verify this checklist is completed by the architect, engineer, contractor, homeowner or developer before the plans are accepted to be reviewed by Otis and/ or others.

With proper operating instructions and an updated checklist this area of focus will be less stressful and much more productive in the future.

IBTS recommends that the critical plan review process be outsourced immediately as this is the crucial first step of assuring that construction projects in the City are planned and eventually carried out meeting current building technology standards under the supervision of a professional engineer, registered architect or Certified Building Official (CBO). Failure to carry out a proper plan review to this standard creates unnecessary liability for all parties involved in new construction and risk for the builder and eventual owner.

D. Code Compliance and Enforcement

Summary ‘Code Compliance and Enforcement’ Finding:

IBTS was informed that there were previously two additional resources utilized for code compliance and code enforcement duties. These two staff members were working part time to assist the building department and part time on serving other entities in the city. These two code compliance staff members have now been permanently assigned to full time positions at the Police Department and no longer assist the Building Department with any services, leaving all of these duties to Otis.



Otis has been doing these code compliance inspections and drive-by monitoring for code violations to the city ordinances, along with his building inspection duties.

Study ‘Code Compliance and Enforcement’ Observations and Conclusions:

IBTS has confirmed through observation and with the staff that the department cannot meet current staffing requirements and that the capability to augment up to one full time code compliance inspector is essential.

Upcoming development in the City from new industrial facilities will overwhelm the City’s current capability, causing lost business to the City and reducing growth to the tax base. As already noted, the addition of 6,000 new jobs implies 2,000 or more new homes and a consequent growth in business establishments. This growth will create the need for thousands of new inspections annually for some period of time and at the close of this growth activity will remain significantly higher than it has been historically.

IBTS recommends engaging with a reputable company, like IBTS, to provide augmentation capability to meet this approaching demand.

E. Fee Schedules

Summary ‘Fee Schedule’ Finding:

IBTS examined the City of Bay City’s current permit fee schedule against the surrounding communities and they relatively mirror the fees in those jurisdictions. The jurisdictions in Texas with similar population size were also compared against the City’s current permit fee schedule and were found to be comparable to the jurisdictions charging the lowest fees. Bay City is far below other jurisdictions assessing the lowest fees, permits valued at \$100,000-\$500,000 average \$512.79 for the first \$100,000 while the other three jurisdictions all charge \$3,233 for the first \$100,000.

The City’s permit fee schedule was also compared to the Building Valuation Data report, dated August, 2015, which is provided by the International Code Council to provide stakeholders regular updated average nationwide costs per square foot for all types of construction, which can be used, with the formula provided to help in determining jurisdictional fees for permits. A chart with the average fees and footages is provided with this assessment, for comparison purposes.

The current pricing is assuredly being subsidized by the City’s tax base. The fact that staff has been moved out of permitting into other services creating a shortfall demonstrates this condition. In a permitting activity that is fully self-funded, communities tend to naturally fully staff because it undermines the revenue production of the activity and dampens economic activity. Thus a correctly priced permitting activity becomes a growth engine for the community because it accelerates business construction. A permitting department that fully covers the services provided helps assure that permitting capacity is optimized for rapid turn-around of plan review, building inspections, and other department supported inspections supporting economic growth and vibrancy.

Since most new construction is incremental to the City’s operating activities, fees should be entirely borne by new permitted construction requirements, as it is not equitable to the tax payers to bear this cost. IBTS submits that this is sufficient justification for this choice.



Study 'Fee Schedule' Observations and Conclusions:

Included in this building department assessment is our proposed fee schedule to cover the residential and commercial fees. These would be a complete "pass-through" to the builders and developers and would not add any burden to the City's budget. However, acknowledging the long serving construction resources in the community, IBTS recommends that the existing subsidized rates coexist as "routine" services with a deliver schedule of 4 weeks. In this way, builders can choose to accelerate their permitting with the "fully funded" rates or wait and continue to get the existing rates. For some permit activity, IBTS anticipates "routine" rates will prove to be the standard, but for most "accelerated" rates will dominate because: 1) they are a normal part of construction, and 2) time literally is money. This step will end the cannibalization of permitting resources that is currently occurring. These accelerated rates will be based on the International Code Council's, (ICC) Building Valuation Data. The routine rates will be set as the current rates being utilized by the department.

To date the city has lost an estimated \$26,517.20 in revenue determined by the project valuation and fee report from data collected 10/1/2014-9/30/2015.

Based on the fee schedule the city is currently working under, it is projected the city will lose an estimated \$2,562,764.68 in 2016 and a loss of \$3,049,689.97 in 2017 in total permit fees collection. This projection is based on an average growth of four thousand citizens per year.

F. Information Technology

Summary 'Information Technology' Finding:

IBTS met with the IT Director, Jennifer Gresham. IBTS discussed the need for methods to make payments online for contractors, homeowners and developers. The city is currently engaged in the utilization of Seamless doc. (<http://www.seamlessdocs.com/>) and soon Seamless Pay, (<http://seamlessgov.com/seamlesspay>).

Study 'Information Technology' Observations and Conclusions:

IBTS discussed the necessity of file sharing for the Building Department, for Otis and Kathy, and for IBTS. Their documents should be housed locally but also on a remote or cloud based server. This redundancy will provide the City peace of mind knowing there is always access to these files.

IBTS suggested Dropbox (www.dropbox.com) as a file sharing e-site. There are several other staff within the City who use this site. IBTS currently utilizes this platform with support staff for many projects across the U.S.

Jennifer informed us that the City is currently using City Works in the Public Works Department and for the FY 2017 could be using it City wide. IBTS discussed other services that can be provided for the City like GovMotus and/or eInspection.



III. BUILDING DEPARTMENT ASSESSMENT RECOMMENDATIONS

Recommendations of actions, required timelines, and cost estimates are presented for three sequential stages of Building Department Services improvement for the City of Bay City. Implementation of any or all of these recommendations is dependent upon discussion with and concurrence by the Mayor and the City Council.

- **Stage 1** – Permit consolidation, Wayne Champion becoming the Certified Building Official on an interim basis. IBTS takes responsibility for all plan review for both commercial and residential. The utilization of eInspection and/or GovMotus. The development and agreeance of a standard checklist for the following: Plan Review, Building Inspections, Residential Inspections, Certificate of Occupancy, etc.

At the same time, IBTS recommends permit and plan review pricing be immediately revised with “routine” (the current rate structure) and “accelerated” rates.

WHEN Immediately

- **Stage 2** – Provide the necessary training for Kathy to obtain her permit technician certification and for Otis to earn his necessary building inspector certifications.

Staff augmentation, add an Inspector for compliance officer and an administrative assistant.

WHEN 30-60 days

- **Stage 3** – Separation from Public Works Department. IBTS would assume responsibility and all other roles of the building department; aligning the interest of the City of Bay City, Texas and IBTS. IBTS will define the procedures needed to scale up as the City develops and grows.

WHEN 150+ days / New FY 2017



STAGE 1

Summary 'Stage 1' Recommendation, Timeline, and Initial Cost Estimate: (from Executive Summary)

Features:

- The City of Bay City and IBTS establishing Wayne Champion as their interim Building official for accelerated inspections. Wayne will be in charge of all aspects of the building official duties for the City and as the AHJ, (Authority Having Jurisdiction) shall render interpretations of the code where code discrepancies arise.
- Wayne Champion will be the exclusive plan examiner for both "accelerated" residential and commercial work.
 - o Most, if not all, of the plan review can be done remotely utilizing Dropbox to share files.
 - o After the initial time required on site at the Bay City Building Department to establish SOP's for plan intake, scheduling and reporting of inspections and familiarizing staff with eInspection or Gov Motus and duties, most of the Building Official duties will also be able to be performed remotely, with personal site visits only as required.
- The City of Bay City and IBTS will agree on a permitting format for condensing of the general permits from four to just one.
- The City of Bay City and IBTS will agree on a definitive criteria for a checklist for the department.
- The City of Bay City will get log in access to IBTS' eInspection or GovMotus site to schedule inspections.
- At the same time, IBTS recommends permit and plan review pricing be immediately revised with "routine" (the current rate structure) and "accelerated" rates.

Advantages and Benefits:

- By having a certified building official in place, the City will have the benefits of being represented by someone trained and knowledgeable in the building codes, oversee the review of building plans, calculations and specifications for proposed structures, establish estimated values of proposed construction, resolve interpretation issues for inspections of buildings under construction and existing buildings for compliance with the adopted codes. He will also prepare and maintain records of plans, inspections, letters and reports prepared or used in connection with all building inspections, and respond to questions from property owners, contractors and builders.
- Outsourcing plan review frees up time for Kathy for her administrative work and Otis to do field inspections. Cost can be recognized through the city and then will serve as a pass through to IBTS.
- Condensing the permits will simplify administration intake and tracking.
- This will give the City a different method of pay structure by condensing the fees for the other permits.
- Agreeing on and creating this checklist will not only simplify the intake process, but will make tracking and processing the plan review more efficient.
 - o Knowing all the criteria has been addressed prior to logging the set pf plans as "ready for review", this process will not delay any time for the contractor, homeowner or developer.



And the City can start the clock on the turn-around time.

- Using eInspection or GovMotus for the requesting of inspections and other defined scheduled processes will allow for tracking and ease for the administration and users.
 - o Anyone with access can log into the system and request an inspection.
 - o Defined user access can export tracking for many different areas of scheduled process, drawn inspection, staged inspections, and plan review.
- Net Cost Impact to the City is \$0.00 because all additional activities are for the self-funding “accelerated” rate scale items.

STAGE 2

Features:

- IBTS can work with and assist in the development and training for the staff in the City.
- Otis was certified and is currently pursuing his re-certification of the ICC residential and commercial combination inspector certifications.
- Kathy is trained as a permit technician. She should further pursue getting the certification.
- Staff augmentation, add an Inspector for compliance officer and an administrative assistant. IBTS can supply additional staff for schedulers, inspectors, administrative assistants and compliance officers as required to maintain schedules.

Advantages and Benefits:

- Otis being trained is ideal, because not being certified does not provide him the authorization to enforce.
- Kathy being certified will give her true understanding of the legal aspects, administration, and plan/site development for the department.
- Access to augmented staff with the “accelerated” permit fee schedule will posture the City to meet upcoming growth needs.
- Having additional resources and/or flexible resources decreases the stress in a busy department.
- IBTS suggests the use of flexible staff that can be scheduled to come in and assist as needed until the full time staff can be implemented.
- Net Cost Impact to the City is \$0.00 because all activities are for the “accelerated” permit fee schedule.

STAGE 3

Features:

- The City of Bay City’s “building department” separates from the Public Works department prior to the end of the fiscal year 2016.
- The City’s new Building Department will operate as a separate, stand-alone department under the direction of the Mayor, Public Works director or as determined by the Council.
- Beginning in fiscal year 2017 the Building Department will branch out of the City proper and roll



under the direction of IBTS.

- IBTS will function as the sole Building Department for the City of Bay City.
- IBTS will work under the Cities jurisdiction.
- The City of Bay City will still retain their ordinances and IBTS will adhere to them.
- IBTS will perform all of the required duties and obligations as the official Building Department of the City of Bay City, Texas.

Advantages and Benefits:

- A stand-alone department with its own budget, structure and policies.
- IBTS will work to develop new department standard operating procedures, (SOPs).
- An in house and remote standalone department with its own budget, structure and policies.
- IBTS will work to implement our core department standard operating procedures, (SOPs) under the authority of the Mayor and/or City Council.
- The net cost to the City on an ongoing basis is \$0.00 because costs will be covered by the “accelerated” permit and plan review fee structure. IBTS recommends a transition fee of \$100,000 to support scanning and storing all existing records, transferring all responsibilities, supporting any training for transitioning staff, and coordinating with City Departments and leadership.
 - o IBTS proposes that IBTS and Bay City approach the new industrial facilities and ask them to voluntarily support this cost or alternately the City may have the authority to place and assessment.
 - o Because IBTS is a not for profit entity, a voluntary contribution can easily be accepted and applied to this end or the City may accept the funds and pay IBTS on completing milestones.



IV. APPENDIX PAGES

Appendix A–Bay City Fee Comparison Charts

Attachment A-IBTS's Recommendation for Bay City Building Department Fees

(Analysis shows averages and estimated lose in revenue for 2016 and 2017)



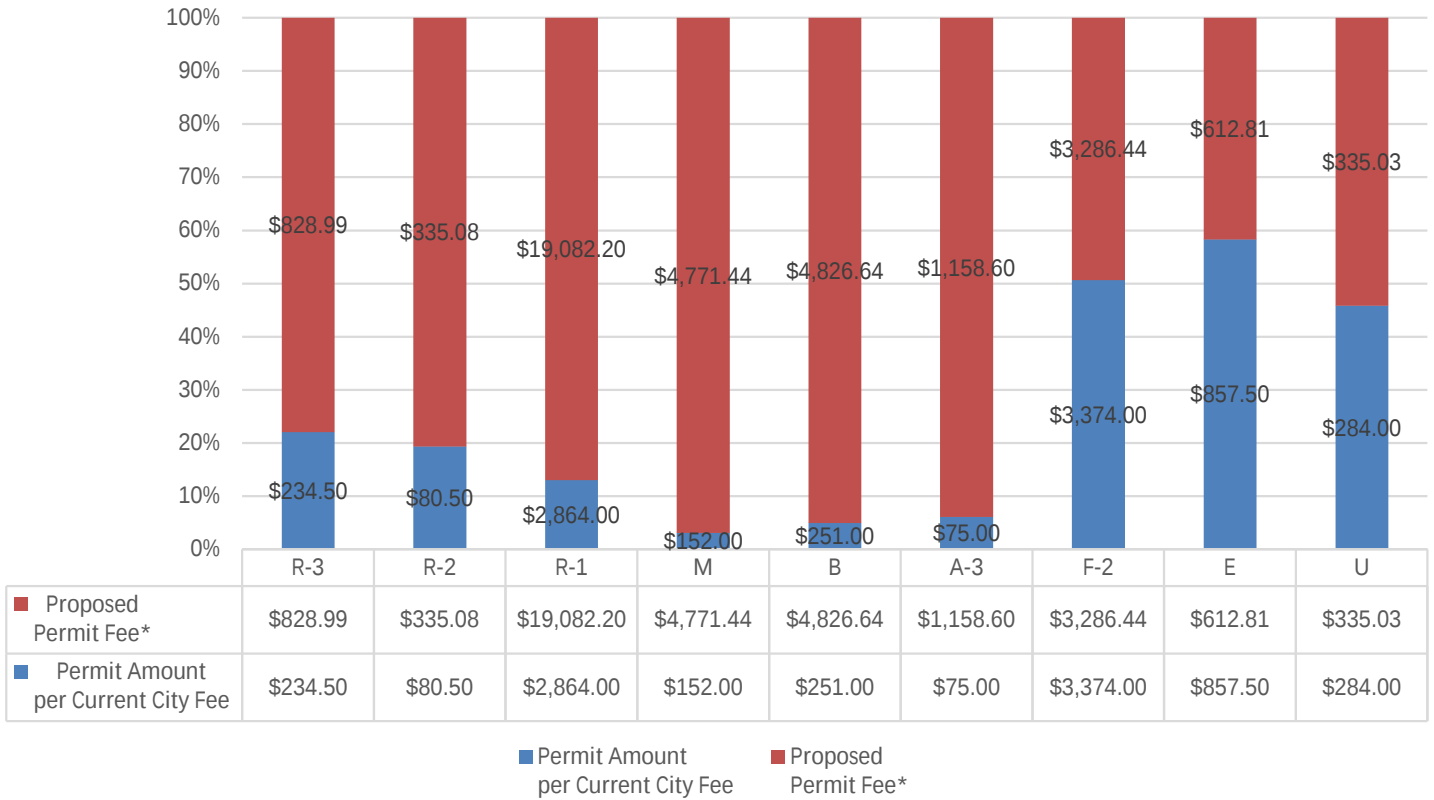
Bay City Building Department Permit Fee Analysis and Comparison Chart
(Based on the Building Code Recap/Project Valuation and Fee Report 10/01/2014-9/30/2015)

Project Valuation	Occupancy Type	Permits Issued	2016 23% Increase	2016 Increase Total	2017 19% Increase	2017 Increase Total	Average Permit Value	Permit Amount per Current City Fee	Actual Amount Collected	Average Amount Collected	Square Footage Based on the 2012 ICC Schedule for Type VB Construction	Estimated Average Square Footage	Proposed Permit Fee*	Difference in Collection of Fees	2016 Estimated Fees (Collected Based on Population increase of 4025/23%)	2017 Estimated Fees (Collected Based on Population increase of 4025/19%)
\$6,917,157.23	R-3	181	42	223	42	265	\$38,216.34	\$234.50	\$57,543.72	\$317.92	339.26	2453-a	\$828.99	-\$511.07	-\$113,779.51	-\$135,397.62
\$531,380.00	R-2	47	11	58	11	69	\$11,305.95	\$80.50	\$12,674.24	\$269.66	109.31	1080-a	\$335.08	-\$65.42	-\$3,781.93	-\$4,500.50
\$12,309,316.00	R-1	14	3	17	3	20	\$879,236.86	\$2,864.00	\$43,351.72	\$3,096.55	327.00	48,000-b	\$19,082.20	-\$15,985.65	-\$275,272.89	-\$327,574.74
\$1,255,182.00	M	51	12	63	12	75	\$24,611.41	\$152.00	\$7,017.70	\$137.60	278.54	18,000-c	\$4,771.44	-\$4,633.84	-\$290,680.78	-\$345,910.13
\$13,904,329.26	B	324	75	399	76	474	\$42,914.60	\$251.00	\$40,893.79	\$126.21	346.76	13,000-d	\$4,826.64	-\$4,700.43	-\$1,873,215.36	-\$2,229,126.28
\$63,500.00	A-3	6	1	7	1	9	\$10,583.33	\$75.00	\$652.00	\$108.66	68.51	2500-e	\$1,158.60	-\$1,049.94	-\$7,748.56	-\$9,220.78
\$7,582,947.00	F-2	7	2	9	2	10	\$1,083,278.14	\$3,374.00	\$23,695.59	\$3,385.08	16,810.65	17000-e	\$3,286.44	\$98.64	\$849.29	\$1,010.66
\$2,174,911.00	E	11	3	14	3	16	\$197,719.18	\$857.50	\$13,602.05	\$1,236.55	1,451.90	1500-e	\$612.81	\$623.74	\$8,439.20	\$10,042.65
\$1,010,233.33	U	21	5	26	5	31	\$48,106.35	\$284.00	\$877.85	\$41.80	10,301.15	2500-e	\$335.03	-\$293.23	-\$7,574.13	-\$9,013.22
Total Potential Estimated Revenue Lost														-\$26,517.20	-\$2,562,764.68	-\$3,049,689.97

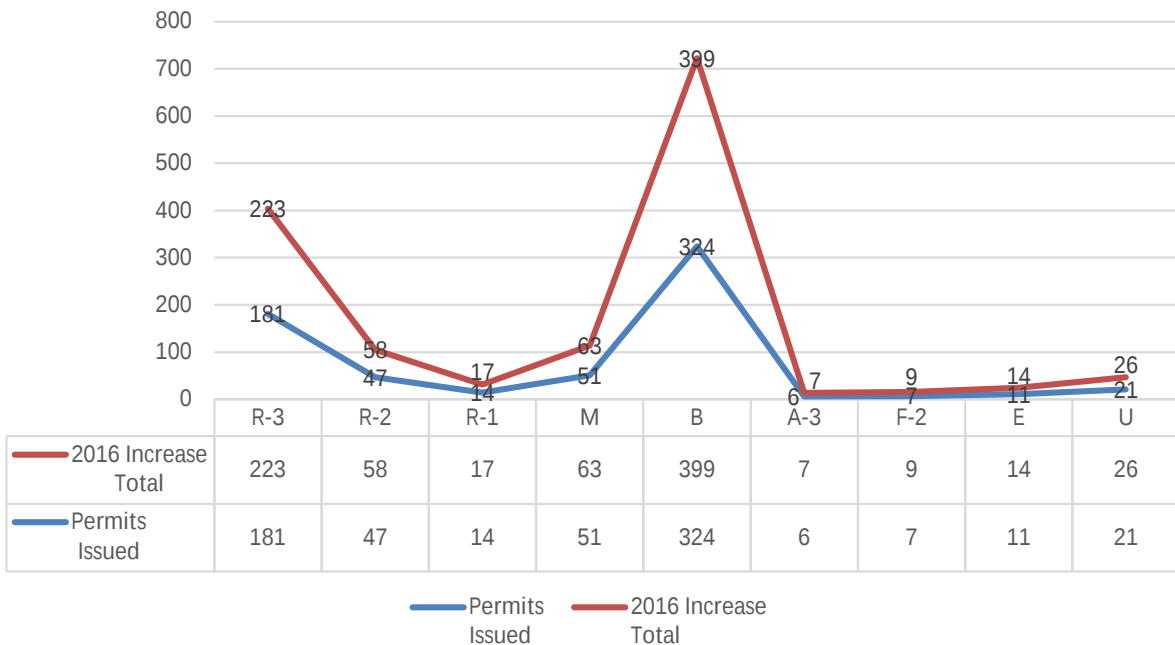
*-Based on 65% of 2016 Building Department budget of \$195,217 being covered by permit fees.
a-Based on U.S.Census Bureau.
b-Based on Google search of average size of new hotels in U.S.
c-Based on Google search of average size of new commercial in U.S.
d-Based on Google search of average size of new shops in U.S (www.costar.com) December 2015.
e-Estimated



Permit Fees



Permit Issued





Attachment B-Bay City Building Department Fee Comparison Analysis with Surrounding Jurisdictions

IBTS Building Department Assessment Fee Comparison Chart (Surrounding Communities)				
BAY CITY, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$1,000.00	\$20.00		
\$1,001.00	\$50,000.00	\$20.00/1st \$1,000	\$5.50	\$1,000.00
\$50,001.00	\$100,000.00	\$289.00/1st \$50,000	\$4.50	\$1,000.00
\$100,001.00	\$500,000.00	\$514.50/1st \$100,000	\$3.50	\$1,000.00
\$500,000.00	And More	\$1914.00/1st \$500,000	\$2.50	\$1,000.00
ANGLETON, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$1,000.00	\$20.00		
\$1,000.00	\$50,000.00	\$20/1st \$1,000	\$5.00	\$1,000.00
\$50,000.00	\$100,000.00	\$260/1st \$50,000	\$4.00	\$1,000.00
\$100,000.00	\$500,000.00	\$460/1st \$100,000	\$3.00	\$1,000.00
\$500,000.00	And More	\$1660/1st \$500,000	\$2.00	\$1,000.00
EL CAMPO, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$1,000.00	\$25.00		
\$1,001.00	\$50,000.00	\$25.00/1st \$1,000	\$6.00	\$1,000.00
\$50,001.00	\$100,000.00	\$319.00/1st \$50,000	\$5.00	\$1,000.00
\$100,001.00	\$500,000.00	\$564.00/1st \$100,000	\$4.00	\$1,000.00
\$500,001.00	And More	\$2160.00/1st \$500,000	\$3.00	\$1,000.00



Attachment B-Bay City Building Department Fee Comparison Analysis with Surrounding Jurisdictions, Continued

LAKE JACKSON, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$1,000.00	\$15.00		
\$1,000.00	\$50,000.00	\$15.00/1st \$1000	\$5.00	\$1,000.00
\$50,000.00	\$100,000.00	\$260.00/1st \$50,000	\$4.00	\$1,000.00
\$100,001.00	\$500,000.00	\$460.00/1st \$100,000	\$3.00	\$1,000.00
\$500,000.00	And More	\$1660.00/1st \$500,000	\$2.00	\$1,000.00
WHARTON, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$1,000.00	\$20.00		
\$1,000.00	\$50,000.00	\$20/1st \$1,000	\$6.00	\$1,000.00
\$50,001.00	\$100,000.00	\$314.00/1st \$50,000	\$5.00	\$1,000.00
\$100,001.00	\$500,000.00	\$564.00/1st \$100,000	\$4.00	\$1,000.00
\$500,001.00	And More	\$2164.00/1st \$500,000	\$3.00	\$1,000.00
CONVERSE, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$1,000.00	\$25.00		
\$1,001.00	\$50,000.00	\$25.00/1st \$1,000	\$6.00	\$1,000.00
\$50,001.00	\$100,000.00	\$319.00/1st \$50,001	\$5.00	\$1,000.00
\$100,001.00	\$500,000.00	\$564.00/1st \$100,001	\$4.00	\$1,000.00
\$500,001.00	\$1,000,000.00	\$2160.00/1st \$500,001	\$3.00	\$1,000.00
BELLAIRE, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$4,999.99	\$65.00		
\$5,000.00	\$99,999.99	\$65.00/1st \$5000	\$5.60	\$1,000.00
\$100,000.00	\$499,999.99	\$602.00/1st \$100,000	\$3.40	\$1,000.00
\$500,000.00	\$999,999.99	\$1960.00/1st \$500,000	\$2.88	\$1,000.00
\$1,000,000.00	And More	\$1660.00/1st \$1,000,000	\$2.00	\$1,000.00



Attachment B-Bay City Building Department Fee Comparison Analysis with Surrounding Jurisdictions, Continued

ROSENBURG, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$1,000.00	\$15.00		
\$1,001.00	\$50,000.00	\$15.00/1st \$1,000	\$5.00	\$1,000.00
\$50,001.00	\$100,000.00	\$260.00/1st \$50,001	\$4.00	\$1,000.00
\$100,001.00	\$500,000.00	\$460.00/1st \$100,001	\$3.00	\$1,000.00
\$500,001.00	\$1,000,000.00	\$2418.50/1st \$500,001	\$2.00	\$1,000.00
NEEDVILLE, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$1,000.00	\$25.00		
\$1,001.00	\$50,000.00	\$25.00/1st \$1,000	\$5.00	\$1,000.00
\$50,001.00	\$100,000.00	\$300.00/1st \$50,001	\$4.00	\$1,000.00
\$100,001.00	\$500,000.00	\$500.00/1st \$100,001	\$3.00	\$1,000.00
\$500,001.00	\$1,000,000.00	\$1700.00/1st \$500,001	\$2.00	\$1,000.00



Attachment C-Bay City Building Department Fee Comparison Analysis with Texas Jurisdictions w/15k-25k Population

IBTS Building Department Assessment Fee Comparison Chart (Texas Communities 15-25k Population)				
BAY CITY, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$1,000.00	\$20.00		
\$1,001.00	\$50,000.00	\$20.00/1st \$1,000	\$5.50	\$1,000.00
\$50,001.00	\$100,000.00	\$289.50/1st \$50,000	\$4.50	\$1,000.00
\$100,001.00	\$500,000.00	\$514.50/1st \$100,000	\$3.50	\$1,000.00
\$500,001.00	And Up	\$1914.00/1st \$500,000	\$2.50	\$1,000.00
COLLEYVILLE, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$500.00	\$23.50		
\$501.00	\$2,000.00	\$23.50/1st \$500	\$3.05	\$100.00
\$2,001.00	\$25,000.00	\$69.25/1st \$2,000	\$14.00	\$1,000.00
\$25,001.00	\$50,000.00	\$391.75/1st \$25,000	\$10.10	\$1,000.00
\$50,001.00	\$100,000.00	\$643.75/1st \$50,000	\$7.00	\$1,000.00
\$100,001.00	\$500,000.00	\$993.75/1st \$100,000	\$5.60	\$1,000.00
\$500,001.00	\$1,000,000.00	\$3233.75/1st \$500,000	\$4.75	\$1,000.00
\$1,000,001.00	And Up	\$5608.75/1st \$1,000,000	\$3.65	\$1,000.00
CORSICANA, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$2,000.00	\$20.00		
\$2,001.00	\$15,000.00	\$25.00/1st \$2,002	\$6.00	\$1,000.00
\$15,001.00	\$50,000.00	\$103.00/1st \$15,001	\$5.00	\$1,000.00
\$50,001.00	\$100,000.00	285.00/1st \$50,001	\$4.00	\$1,000.00
\$100,001.00	\$500,000.00	\$490.00/1st \$100,001	\$2.00	\$1,000.00
\$500,001.00	And Up	\$1550.00/1st \$500,001	\$1.50	\$1,000.00



Attachment C-Bay City Building Department Fee Comparison Analysis with Texas Jurisdictions w/15k-25k Population, Continued

MIDLOTHIAN, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$500.00	\$23.50		
\$501.00	\$2,000.00	\$23.50/1st \$500	\$3.05	\$100.00
\$2,001.00	\$25,000.00	\$69.25/1st \$2,000	\$14.00	\$1,000.00
\$25,001.00	\$50,000.00	\$391.75/1st \$25,000	\$10.10	\$1,000.00
\$50,001.00	\$100,000.00	\$643.75/1st \$50,000	\$7.00	\$1,000.00
\$100,001.00	\$500,000.00	\$993.75/1st \$100,000	\$5.60	\$1,000.00
\$500,001.00	\$1,000,000.00	\$3233.75/1st \$500,000	\$4.75	\$1,000.00
\$1,000,001.00	And Up	\$5608.75/1st \$1,000,000	\$3.65	\$1,000.00
HUTTO, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$5,000.00	\$25.00		
\$5,001.00	\$10,000.00	\$76.92		
\$10,001.00	\$25,000.00	\$99.69/1st \$10,000	\$7.70	\$1,000.00
\$25,001.00	\$50,000.00	\$215.19/1st \$25,000	\$5.56	\$1,000.00
\$50,001.00	\$100,000.00	\$354.19/1st \$50,000	\$3.85	\$1,000.00
\$100,001.00	\$500,000.00	\$546.69/1st \$100,000	\$3.08	\$1,000.00
\$500,001.00	\$1,000,000.00	\$1778.69/1st \$500,000	\$2.62	\$1,000.00
\$1,000,001.00	And Up	\$3088.69/1st \$1,000,000	\$1.74	\$1,000.00
STAFFORD, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$1,000.00	\$50.00		
\$1,001.00	\$50,000.00	\$50.00/1st \$1,000	\$6.00	\$1,000.00
\$50,001.00	\$100,000.00	\$300.00/1st \$50,001	\$5.00	\$1,000.00
\$100,001.00	\$500,000.00	\$500.00/1st \$100,001	\$4.00	\$1,000.00
\$500,001.00	\$1,000,000.00	\$2000.00/1st \$500,001	\$3.00	\$1,000.00
WAUTAUGA, TX				
VALUATION		BASE PERMIT FEE	INCREMENT	PER
\$1.00	\$500.00	\$23.50		
\$501.00	\$2,000.00	\$23.50/1st \$500	\$3.05	\$100.00
\$2,001.00	\$25,000.00	\$83.25/1st \$2,000	\$14.00	\$1,000.00
\$25,001.00	\$50,000.00	\$401.35/1st \$25,000	\$10.10	\$1,000.00
\$50,001.00	\$100,000.00	\$650.75/1st \$50,000	\$7.00	\$1,000.00
\$100,001.00	\$500,000.00	\$993.75/1st \$100,000	\$5.60	\$1,000.00
\$500,001.00	\$1,000,000.00	\$3233.75/1st \$500,000	\$4.75	\$1,000.00
\$1,000,001.00	And Up	\$5608.75/1st \$1,000,000	\$3.65	\$1,000.00



Appendix B—PROPOSED Residential and Commercial Inspection Fee Schedule Matrix

CITY OF BAY CITY, TEXAS FEE SCHEDULE 2016-2017

SERVICES TO BE PROVIDED	COST	UNIT	ACTIVITY THAT MAY BE INCLUDED, BUT NOT LIMITED TO THE FOLLOW
INITIAL INSPECTION	\$ 750.00	EA	Initial assessment of the dwelling
WORK WRITE UP (WWU)- RESIDENTIAL	\$ 750.00	EA	Cost estimate of the assed dwelling
WORK WRITE UP (WWU)- COMMERCIAL	\$ 950.00	EA	Cost estimate of the assed dwelling
WORK WRITE UP (WWU)- MULTI-FAMILY	\$ 750.00	EA	Cost estimate of the assed dwelling
REVISED WWU	\$ 275.00	EA	Revisions to the initial submitted WWU
CONSTRUCTION MANAGEMENT	\$ 225.00	HR	Onsite Construction management, Change Order Review, RFIs, Specification Review
PROGRESS INSPECTION	\$ 275.00	EA	Inspection based on set schedule during construction
PAY POINT INSPECTION	\$ 275.00	EA	Inspection based on draw request
SEPTIC SYSTEM INSPECTION	\$ 675.00	EA	Inspect existing Septic System
VALUE ENGINEERING CONSULTING	\$ 150.00	HR	Review project cost, bids and proposals to efficiently spend funding
CITIZEN/ STAFF CONSULTATION	\$ 150.00	HR	Counter questions from Citizens, Staff and Elected Officials questions, etc.
PUBLIC MEETINGS AND HEARINGS	\$ 100.00	HR	Board, Building Department, P&Z, etc.
PERMIT ISSUANCE	\$ 100.00	HR	Assisting City Staff and Managers
RESIDENTIAL INSPECTIONS	\$ 275.00	EA	On site inspections generated by permits or complaints
COMMERCIAL INSPECTIONS	\$ 350.00	EA	On site inspections generated by permits or complaints
RE-INSPECTIONS (COMMERCIAL AND RESIDENTIAL)	\$ 200.00	EA	If inspection fails, or not ready at scheduled time the reinspection fee applies.
PROPERTY MAINTENANCE INSPECTIONS	\$ 225.00	EA	Code enforcement inspections
DANGEROUS/ ABANDONED BUILDINGS CONDEMINGS	\$ 350.00	EA	The permit holder is also responsible for FedEx, UPS, USPS charges.
LICENSED PROFESSIONALS AND SERVICES	\$ 300.00	HR	Professional Engineer/Architect Services if Desired
BLOWER DOOR TESTING	\$ 650.00	EA	Per Unit upon request from city or other
ENERGY STAR CERTIFICATE	\$ 650.00	EA	Per Unit upon request from city or other
INTERNATIONAL CODE COUNCIL TRAINING	\$ 200.00	HR	Onsite or by webinar training for ICC training for energy, commercial and resid code
TRAVEL AND LODGING	GSA RATES + 10%, (SUBJECT TO CHANGE)	GSA RATES, (SUBJECT TO CHANGE)	
MILEAGE	GSA RATES, (SUBJECT TO CHANGE)	GSA RATES, (SUBJECT TO CHANGE)	

Attachment: City of Bay City Building Department Assessment (2251 : Building Department)



Appendix C – PROPOSED Plan Review Fee Schedule Matrix

IBTS will perform an initial non-structural plan review and provide written comments regarding compliance with applicable building codes and/or provide a recommendation to approve. After initial review, IBTS will make any additional reviews necessary to complete or for compliance of the proposed plans. IBTS will bill at a rate of one-hundred-fifty per hour, \$150.00/hr.

After initial review, the jurisdiction will assume ownership of review and perform follow up reviews as necessary to approve plans for construction. IBTS will review plans for compliance with requirements for building use, construction type, height and area limitations, and occupancy limits; fire wall and separations; means of egress; and triggers for sprinkler requirements (not including sprinkler or fire alarm shop drawings). IBTS will review to ensure that electrical, mechanical and plumbing plans and energy plans/calculations are provided and substantially complete to allow for use by inspection staff. IBTS will include standard jurisdiction comments based on construction as provided.

IBTS will set up Dropbox file folder for the City and IBTS to share plans. IBTS will be the account holder for this folder. IBTS will upload completed plan review comment(s). If a Dropbox folder is not being utilized, IBTS will require two sets of approved plans and supporting documents necessary for review to be sent to one of our plan review service centers. IBTS will pay return shipping via USPS or similar Ground Transportation on plan sets up to 10 pounds. Larger plan sets or non-standard format plans will be shipped at cost plus 15%.

IBTS will complete all reviews within 10 business days of receipt.

IBTS will provide customized quotes on all large commercial projects that exceed 25,000 sq. ft. All custom quotes will not exceed our standard price list provided and prices will be provided to the client upon request by the City.

Pricing listed below is good through March 1, 2017



RESIDENTIAL		
PLAN REVIEW	SQ.FT.	FEE
New Construction	0 - 3,000	\$ 275.00
	3,001 - 5,000	\$ 375.00
	>5,001	\$ 475.00
New Modular	ALL	\$ 150.00
New Manufactured Housing		\$ -
New Addition / Remodel	0 - 2000	\$ 375.00
	2001 - 5000	\$ 550.00
	5001 >	\$ 750.00
New Detached Accessory Structure	>500	\$ 125.00
New Portable Building	>500	\$ 125.00
Structure Relocation (Move)	ALL	\$ 200.00
Swimming Pool		\$ 150.00
Flood Plain Determination Reviews		\$ 105.00
High Wind Reviews		\$ 150.00
INSPECTIONS	SQ.FT.	FEE
New Construction	ALL	\$ 800.00
New Modular		\$ 500.00
New Manufactured Housing		\$ 275.00
New Addition / Remodel		\$ 550.00
New Detached Accessory Structure		\$ 450.00
New Portable Building		\$ 200.00
Structure Relocation (Move)		\$ 300.00
Swimming Pool		\$ 350.00
Temporary Pole		\$ 135.00
Flood Elevated Structures		\$ 150.00
High Wind Inspections		\$ 200.00
MISCELLANEOUS	SQ.FT.	FEE
Residential Permit Fee	ALL	\$ 175.00
1st Re-Inspection		n/c
2nd Re-Inspection		\$ 150.00
3rd Re- Inspection		\$ 250.00
Roofing Inspection		\$ 150.00
Electrical Meter Change		\$ 150.00
Individual Trade Inspection		\$ 150.00



COMMERCIAL BUILDING CODE & ACCESSIBILITY

GROUPS	OCCUPANCY	SQUARE FOOTAGE		PLAN REVIEW FEE (INCLUDES 1 REJ. REVIEW)	GROUPS	OCCUPANCY	SQUARE FOOTAGE		PLAN REVIEW FEE (INCLUDES 1 REJ. REVIEW)
		Minimum	Maximum						
A	ASSEMBLY	0	2,500	\$ 350.00	E & I-4	EDUCATIONAL & DAYCARE	0	5,000	\$ 60
		2,501	4,500	\$ 600.00			5,001	10,000	\$ 1,00
		4,501	10,000	\$ 1,250.00			10,001	30,000	\$ 1,80
		10,001	50,000	\$ 1,750.00			30,001	80,000	\$ 2,95
		50,001	100,000	\$ 3,050.00			80,001	150,000	\$ 4,75
		100,000	300,000	\$ 4,300.00			150,001	300,000	\$ 7,65
		300,001 +		\$4,300 +.05 sq. ft. over 300,000			300,001 +		\$7,500 +.05 sq. ft. over 300,000
I-2, I-3	HEALTH CARE, INSTITUTIONAL OR DETENTION (Includes Limited Care & Assisted Living)	0	2,000	\$ 300.00	F1, F2, S1, S2 & U	INDUSTRIAL OR STORAGE	0	10,000	\$ 60
		2,001	5,000	\$ 550.00			10,001	20,000	
		5,001	10,000	\$ 1,250.00			20,001	50,000	
		10,001	20,000	\$ 1,550.00			50,001	100,000	
		20,001	30,000	\$ 2,400.00			100,001	200,000	
		30,001	50,000	\$ 3,350.00			200,001 +		\$600 +.05 sq. ft. over 200,000
		50,001	100,000	\$ 4,150.00	H1, H2, H3, H4 & H5	HIGH HAZARD	0	2,000	\$ 75
		100,001	300,000	\$ 5,350.00			2,001	5,000	\$ 1,05
		300,001 +		\$5,350 +.05 sq. ft. over 300,000			5,001 +		\$1,050 +.05 sq. ft. over 5,000
M & B	BUSINESS OR MERCANTILE	0	3,000	\$ 400.00	R1, R2, R3, R4, I-1	HOTELS, DORMS, APARTMENTS, LODGING, ROOMING, RESIDENTIAL CARE FACILITIES	0	2,500	\$ 45
		3,001	10,000	\$ 800.00			2,501	10,000	\$ 1,05
		10,001	30,000	\$ 1,450.00			10,001	30,000	\$ 1,65
		30,001	80,000	\$ 2,150.00			30,001	50,000	\$ 2,80
		80,001	150,000	\$ 2,900.00			50,001	150,000	\$ 3,55
		150,001	300,000	\$ 4,550.00			150,001	300,000	\$ 5,30
		300,001 +		\$4,550 +.05 sq. ft. over 300,000			300,001 +		\$5,300 +.05 sq. ft. over 300,000



Appendix D – Resumes

ERIC CRUZ

PROGRAM MANAGER/ SR. TECHNICAL ADVISOR/ PROGRAM SUBJECT MATTER EXPERT, (SME)

QUALIFICATION SUMMARY

Mr. Cruz manages a wide range of construction and rehabilitation projects for which he conducts and supervises damage assessments, develops property standards, provides quality control and monitoring, and administers the procurement processes. He has extensive experience managing damage assessments and estimates for Community Development Block Grant (CDBG) disaster relief projects in Texas, North Dakota, Georgia and Illinois. In addition to his experience with building department assessments and building code compliance, Americans with Disabilities Act (ADA) and Texas Accessibility Standards (TAS) compliance projects, onsite inspections, construction administration and management, and cost estimating, Mr. Cruz's experience as an architect has proved especially valuable for major building restoration and historic compliance.

EDUCATION

B.S., Interior Design, Emphasis in Architecture, Stephen F. Austin State University, Nacogdoches, TX, 2004.

CERTIFICATIONS

Associate Member of the American Institute for Architects

HQS Certified Inspector

Lead Based Paint Certified Risk Assessor and Inspector

Texas Housing and Community Affairs Qualified Inspector

International Code Council trained

Project Management Profession trained

PROFESSIONAL EXPERIENCE

Texas Operations, IBTS, Houston, TX, Program Manager

2010–Present

Mr. Cruz oversees CDBG-funded and disaster recovery programs for residential and commercial projects in New York, Colorado, Georgia, North Dakota, Texas and Illinois. He implements and conducts Damage Inspections, Property Assessments and Historic Preservation Inspections ensuring compliance to program policy and procedures manuals. He develops and maintains Database Pricing Structures, Minimum Property Standards and Contractor Specification for all programs utilizing Cost Estimating, bid package development and Construction Management; Historic Preservation, Contractor and Program Specifications and Quality Control; Asbestos and Lead-based paint Risk Assessment and removal management; ADA and TAS building code compliance; International Code Council (ICC) training and code compliance; and LEED certified project compliance.

He is managing a barrier-free housing rehabilitation project for veterans and others under Texas'



Amy Young Barrier Removal Program of the Texas Department of Community Housing and Affairs.

He is closely involved in Building Department Services for IBTS in several municipalities and jurisdictions in Texas. He works to evaluate and assess department needs. His areas of proficiency are in residential and commercial inspections, residential and commercial plan review using remote and electronic file transfers.

He is a leader in IBTS's start up and implementation for new projects. He collaborates with the new team to build the trust and confidence within the team, while staying focused on the clients' needs for program compliance.

He was one of the commencement leaders landing IBTS in the New York City Build it Back Program, including the newly awarded Department of Design and Construction, (DDC) Program. He developed the initial Contractor Specifications, Minimum Property Standards and Pricing Database for the program. He continues to support and collaborate to maintain these documents. Working to implement innovation and creativity in our inspection process, he worked side by side with Consultants and in house Technical Services to develop and user test an online portal application for inspection, tracking and repository. He worked with other key IBTS staff to interview, train and develop the necessary skills needed for new hires to work in the program. He continues to serve the program as a Sr. Technical Advisor for Inspections, Assessments, RFIs and Elevations of homes.

Eubanks Group Architects, Houston and Galveston, TX, Project Manager

2008–2010

Mr. Cruz coordinated historic commercial and hotel building restoration projects for the Hurricane Ike Disaster Recovery Programs of the City of Galveston, TX. This included the Davidson Ballroom, Old Galveston Square, the Stand District historic buildings and restaurants, and the Hotels Galvez, Harbor House and Tremont.

Mr. Cruz also provided architectural, interior design and project management services for commercial, residential and municipal clients including high rise interior remodels, the Chiller Building addition, Olympia Grill at Pier 21, Luigi's Ristorante, Sea Wolf Pavilion and the LEED Certified Park Board Plaza.

Magee Architects, L.P., Ft. Worth, TX, Architect Intern, Interior Design

2005–2008

Mr. Cruz provided architectural services for multi-million dollar residential homes and numerous commercial projects including the Bowles Life Center, which won the 2007 Fort Worth American Institute of Architects Merit Award. He also serviced municipal clients (Mansfield City Hall, Mansfield Fire Station 4, and Burleson Fire Station 3), as well as Industrial clients FW Transport and CAR Transport. Prior to this, Mr. Cruz interned with GSBS Architects in North Richland Hills, Texas (2005) and the Planning and Zoning Department of the City of Nacogdoches (2003-2004). He assisted in providing site development and master plans for cities and municipalities throughout the metropolitan region and construction documents and schematic retail designs for Starbucks, Ross, Dollar General and others. As a project manager and trainer at Mitel Networks, Inc. (Dallas - Fort Worth, 2002-2005) he provided network programming and communications for coordinating field engineers and installation crews.

Creative Designs, Arlington, TX, Owner/Designer

2004–2010

Mr. Cruz provided architectural and interior design services for both residential and commercial



clients.

ADDITIONAL COURSES.

ICC Residential Combination Inspector training

PMP bootcamp

AIA ARE study vignettes

ADA/ TAS vignettes

TDHCA vignettes



Robert Wayne Champion

Certified Building Official and Plans Examiner

Qualification

Mr. Champion has worked on a wide range of services for IBTS. He has been involved in the assessment and inspections for military housing inspection and coordination. Mr. Champion continues to assist in remote plan review for multiple division in IBTS. His experience has proved valuable in setting up new building department services throughout the US acting as the remote or appointed Building Official.

Certifications

ICC Certified Building Official
 ICC Combination Commercial Inspector
 ICC Commercial Mechanical Inspector
 NEC/ICC Commercial Electrical Inspector
 ICC Building plans Examiner
 ICC Commercial Plumbing Inspector
 ICC Accessibility Inspector/Plans Examiner
 IRC Residential Electrical Inspector
 IRC Combination Residential Building Inspector
 IRC Residential Mechanical Inspector
 ICC Mechanical Plans Examiner
 UMC Residential Mechanical Inspector
 UPC Residential Plumbing Inspector
 UBC Residential Building Inspector
 UBC/NEC Residential Electrical Inspector
 UBC Building Plans Examiner
 UBC Commercial Building Inspector
 UBC/NEC Commercial Electrical Inspector



UMC Commercial Mechanical

UPC Commercial Plumbing

IRC Residential Building Inspector

IRC Residential Plumbing Inspector

Professional Experience

***Southern Group Military Housing, IBTS, Ashburn, VA, Building Official/Plans Examiner/
Lead Inspector 2011-Present***

Mr. Champion's responsibilities include managing and maintaining the Southern Group Military Housing building department as Certified Building Official. Review building construction plans and analyzing structural engineering calculations and specifications for compliance with the adopted ICC building, energy, plumbing, mechanical and accessibility codes for commercial projects in Texas. Evaluating test reports including the soil analysis reports and performing civil and vertical inspections for compliance with the approved codes. He also oversaw the inspection staff at all of the military installations affiliated with the "Southern Group"; which includes, but is not limited to training of the staff. Mr. Champion also reach out to various building departments in the southeast region of the United States to offer the services of "IBTS" to assist in their building department duties.

KB Homes, Las Vegas, NV, Forward Planning Coordinator 2010-2010

Mr. Champion worked with the in-house architectural staff and the project managers to coordinate the requirements of the building codes and amendments of the various jurisdictions to expedite the plan review process for new home projects throughout the Las Vegas Valley. His expertise in plan review and building inspections was vital in identifying potential code violations and make the required changes, prior to plan submittal. After his preliminary review, several projects were approved without any corrections required. In the course of his daily activities, he used many standard types of office equipment and computer programs including Word, Excel, Power Point, Buzzsaw and Project Dox to electronically submit and track plans.

Clark County Development Services, Las Vegas, NV, Building Plans Examiner II 2008-2010

Mr. Champion assisted at the front counter, cheerfully greeting the customers and taking in and logging/tracking the progress of plans for residential, commercial, and industrial projects, as well as reviewing and approving many residential and small commercial projects, at the counter, while the customer waited. In this capacity, he worked in tandem with the engineering staff as well as the planning and zoning personnel to expedite same day plan reviews. Mr.



Champion was also available to co-workers who needed assistance with clarification of code issues, to help enable them to complete their plan reviews. Participate on the IRC and IECC code adoption team for the local amendments to the 2009 I-codes. Participate in several informational outreaches, such as Neighborhood Night Out, Evenings in the Park, and trade show/expos at various venues throughout the Las Vegas Valley to answer code related questions to the public, as well as builders and developers.

PFS Corporation, Cottage Grove, WI, Commercial/Residential Plan Review 2007-2008

As the majority of plan reviews were electronic, Mr. Champion endeavored to make frequent telephone contact with the customers, in order build relationships to enable timely turnaround of projects. He reviewed and examined routine and complex plans, engineering calculations and designs for structural, mechanical, electrical, plumbing, fire safety, energy efficiency and accessibility submitted by prefabrication and modular developers nationwide under various federal, state and local codes. He assisted co-workers with code commentary and interpretation in order to complete their projects. Designed and prepared a trade show display to attract new business and attended shows, to represent the company. Mr. Champion consulted with engineers, contractors and architects regarding code applications and building construction methods and materials.

Navy/Midwest Off-Base Military Housing, IBTS, Great Lakes, IL, Building Inspector 2006-2007

This project involved the complete demolition and re-development of more than 1100 new homes and town homes and clubhouses at off-base housing communities at Great Lakes, Ft. Sheridan and Glenview NAS. This included all of the underground utilities as well as testing and treating the soils to achieve minimum bearing capacities within the parameters of the current geotechnical guidelines prepared by the civil engineer. Mr. Champion worked closely with the soils engineer, underground utilities contractor, paving contractor, general contractor, on-site utilities, Department of Defense and the surrounding jurisdictions, in connecting to their utilities. His responsibilities included managing and maintaining the building department as Certified Building Official. Review building construction plans and analyzes structural engineering calculations and specifications for compliance with the adopted ICC building, energy, plumbing, mechanical and accessibility codes for commercial, and one and two family construction. Evaluate test reports including the soil analysis reports. Perform civil and vertical inspections on various installations. At a company-wide training seminar he prepared and taught classes on Residential Underground and Rough (top-out) Plumbing Inspections based on the 2003 IRC, and on Soils Preparation and Site Pad Certification. Mr. Champion conferred with architects, engineers, contractors and developers to expedite projects utilizing state and local laws, codes and regulations. He entered inspection requests, scheduling and tracking utilizing computerized e-inspection process.



***City of North Las Vegas, North Las Vegas, NV, Residential/Commercial Building
Inspector/ Plan Reviewer***

2001-2005

During Mr. Champion's employment at the City of North Las Vegas, the Las Vegas Valley was experiencing tremendous growth. In order to assure all of the required inspections and maintain the rapid, fast-paced schedule, the City contracted out his services to a developer whose production rate was to complete at least one house per day. The average amount of homes, per release, for this developer was 30 and they were scheduled to start two releases per month. As the on-site inspector, Mr. Champion was on-call 24 hours a day, 7 days a week. In order to maintain this rapid pace, he coordinated meetings with the general contractor and all of the sub-contractors in order to formulate a feasible schedule for inspection requests and also to set the parameters and expectations to be met in order to pass inspections and move the process along without un-necessary delays. The meetings were invaluable as it put the superintendents in a position to demand more diligent compliance with the various sub-contractors having their work "ready" when an inspection was requested. On the days that he was able to finish his inspections a little early, Mr. Champion would go into the office and assist with over-the-counter plan reviews.

Education

ICC/IAS: Building Department Accreditation Lead Evaluator Course

ICC/IAEI: Low Voltage and Limited Energy Wiring Systems

ICC/IAEI: Commercial Electrical Inspections

ICC/IAEI: NEC Fundamentals-Application and use of the NEC

ICC/IAEI: Analysis of Changes-2011 NEC

ICC/IAEI: One and Two-Family Dwelling Electrical Systems-2008 NEC

ICC: Extreme Plan Review and Inspections (Prescriptive)

ICC: Extreme II: Plan Review and Inspections (Performance)

ICC: Combustion Air and Venting of Gas Burning Appliances

ICC: 2006 Water and Fuel Gas Piping-Sizing and Installation

ICC: Extreme I Plan Review and Inspections (Prescriptive)

ICC: Building Areas, Mixed Areas and Mixed Occupancies

ICC: Commercial Plan Review-Plumbing, Mechanical and Electrical

ICC: Commercial Plan Review-Building

Texas DLRD: Texas Accessibility Academy



ICC: Plan Review Institute

NV Office of Energy: Inspection for Compliance with the 2003 IECC

ICC/IAEI: Electrical Requirements for Health Care Facilities (NEC Article 517)

ICC: Masonry Quality and Field Practices

ICC: Structural Details

ICC: Managing Disaster and Post Earthquake Evaluation



Joseph W. Conry

ICC Certified Residential Code Inspector

Qualification Summary

Mr. Conry has assisted in damage assessment inspection for our CDBG and CDBG-DR programs. He has been actively involved in our construction management and residential code inspections across the US. He has added his field expertise in assisting in inspection implication techniques.

Education

General Studies, Pearland High School, Pearland, TX, Graduated 1967

General Studies, Southwest Texas Jr. College, Houston, TX, attending year 1969

Professional Experience

IBTS, Kemah, TX, Residential Construction/Code Inspector

2011-Present

Mr. Conry conducts construction phase inspections to ensure compliance to program specifications, construction plans, and IRC code requirements. He inspects rehab houses to ensure compliance to program specifications and IRC code requirements.

Burgess Construction Consultants, Houston, TX, Construction Consultant

2004-2008

Mr. Conry inspected and reported on all phases of the construction of residential dwellings, he advised on specific problems in the construction process and he taught superintendents in the field correct construction techniques. Mr. Conry inspected and reported on a consulting basis to the builder on occupied home construction complaints by homeowners. He also ensured code compliance to IRC standards.

Home Zone Inspections, Humble, TX, Owner/Operator

2002-2004

Mr. Conry owned and operated a home inspection company doing TREC inspections

International Airport Projects, Riyadh, Saudi Arabia, Safety Specialist & Superintendent of Crafts

1990-2001



Mr. Conry conducted safety audits and inspections on construction projects at the airport facilities and within the King Khalid Airport perimeter. Monitored the Fire Safety Dept. of the airports Fire Dept. for compliance to NFPA requirements. Monitored triage area and crash site at simulated crash exercises for compliance to NFPA standards. He was also responsible for assignment of daily work orders, quality of work performed and hiring and firing of the masonry, paint, and plumbing personnel located at the King Khaled International Airport.

***American Skylines Management Co., Houston, TX, Manager of Make Ready Department
1988-1990***

Mr. Conry awarded contracts on all repairs on for sale and for lease homes in the Houston, Odessa, and New Orleans offices. He performed field inspections to ensure quality repairs and review billing to ensure compliance to contract requirements. Mr. Champion was also responsible for hiring and firing of contractors and branch office Repair Coordinators.

***Jefferson Homes, Woodlands, TX, Construction Superintendent
1980-1988***

Mr. Conry was responsible for the construction of track and semi-custom single family dwellings.



Phillip Smith

ICC Certified Residential Code Inspector

Qualification Summary

Mr. Smith has 14 years of experience in the built environment, including performance of energy inspections and building performance audits, stage and foundation inspections, post-pour inspections, frame evaluation, steel and wood frame construction, CMU masonry inspection, and HUD compliance inspections 92051 and 52580/a.

Education

HAZMAT/HAZWOPER Training, Hobbs, New Mexico, 1993

Certifications

ICC Certified Combination Inspector #5320731

ICC Certified Energy Inspector #5320731

TREC Inspector #20190

Professional Experience

IBTS, Houston, TX, Inspector

2011-Present

Mr. Smith conducts construction phase inspections to ensure compliance to program specifications, construction plans, and IRC code requirements. He assists IBTS in the inspection of rehabilitation and reconstruction inspections of homes to ensure compliance to program specifications and IRC code requirements. Mr. Smith has been actively involved in our CDBG and CDBG-DR efforts utilizing his expertise in code and inspections procedures.

Nortex Engineering, Keller, TX, Inspector

2011

Mr. Smith inspected slabs for conformance to plans, construction codes, and Post-Tension Institute. He performed elongation inspections on post-tension slabs after proper stressing times, post-pour inspections (slab elevation surveys) on slabs after pour, and evaluated frames for structural integrity and conformance to plans.



Contract, Code Inspector

2004-2011

Mr. Smith performed the following inspections/tasks;

- Inspect slabs for conformance to plans, construction codes, and Post-Tension Institute
- Stage inspections include foundation, framing & mechanicals, and finals
- Foundations include conventional and post-tension slab on grade installations
- Steel and wood frame construction. CMU masonry inspection
- Energy inspections and building performance audits
- IECC energy inspections
- LEED sustainability auditing and documentation
- Surveyed rough and final grades for proper drainage
- Performed levelness testing on slabs
- Inspected all phases of construction of public works and private development projects
- HUD compliance inspections 92051 and 52580/a, and prepare reports to send to originators
- Monitored subcontractors to ensure adherence to contract, plans, specifications and OSHA standards at GSA contracted projects. Created reports and completed daily inspection logs for the government (DOI)
- Approved by major warranty companies: 2-10, HBW, Structure, Home of Texas

Bayer Chemical, INC., Baytown, TX, QA/QC Laboratory Supervisor

2003-2007

Mr. Smith successfully supervised and trained a staff of 2 Laboratory Technicians with assigned and scheduled work, and directed personnel with regard to quality control methods and laboratory procedures. He participated in the hiring process of laboratory personnel through interviewing and evaluating candidate's resumes. He collaborated with engineers, management, and vendors to ensure accurate and timely development of quality control methods and testing procedures. Mr. Smith conducted feasibility and cost/benefit assessments of laboratory operations and equipment to decrease cost of operations and increase productivity. He researched, selected and coordinated the purchase and installation of major laboratory equipment. Performed quality control analyses on hydrazine, hydrazone, and azine in a production laboratory environment. He analyzed plant process feeds, and by-products by IC, GC, and auto-titrators to assess suitability for use or disposal, also developed IC, GC, and auto-titrator methods. Mr. Smith maintained and troubleshooted all laboratory equipment and monitor inventory levels and quality of chemicals and supplies by interaction with the SAP/R2 database while improving relationships with laboratory Vendors to aid in timely resolution of problems.

Shell Research and Development, Houston, TX, Research Technician

1997-1998

Mr. Smith operated a two stage adiabatic pilot plant and maintained several flow-through micro-reactors that were dedicated to iron oxide catalyst testing on ethylbenzene dehydrogenation to styrene. He analyzed pilot plant and reactor yielded by GC (HP



5890,6890). He ran BET surface area and pore volume (mercury and nitrogen) by Micromeritics surface analyzers. He performed pore size characterization analyses by Jeol SEM, t-plot and t/f-plot analyses in FCC catalysts, SQC and made adjustments when necessary, and ran particle size by Coulter, Horiba, and Brinkmann instrumentation.



Kenneth D. Garrett

Corporate QA/QC/ Construction Management/ Construction Inspections

Qualification Summary

Mr. Garrett has over 26 years of construction experience, with special perspective as a home builder and construction consultant. He has experience in plan development, estimating, specification writing and scopes of work. Proficient in Energy Star and LEED programs and knowledgeable about OSHA requirements for the construction industry, he also has extensive experience in construction monitoring and quality assurance. An organized, highly motivated, and detail-directed problem solver, Mr. Garrett has a proven ability to work with field staff as well as corporate management. In addition, he has training experience that varies from one-on-one mentoring to groups of over 500.

Education

Construction Engineering Technology, University of Arkansas, Little Rock, Arkansas, Graduated 1982

Certifications

ICC Certified Residential Building Inspector

ICC Certified Residential Electrical Inspector

ICC Certified Residential Plumbing Inspector

ICC Certified Residential Mechanical Inspector (Combination Inspector)

Professional Real Estate Inspector (Texas) Post-Tensioning Institute Design and Installation

Simpson Strong-Tie Wall Bracing for Code Compliance

Storm Water Pollution Prevention Plan (SWPPP) trained

Professional Experience

IBTS, Texas, QA/QC for Construction Management and Inspections

2010-Present

Currently Project Manager for the City of Galveston Housing Disaster Recovery Program and the Harris County Housing Disaster Recovery Program for the rehabilitation or reconstruction of homes damaged by Hurricane Ike. Oversees overall production and



operation of the project including the Work Write-ups, Progress Payment Inspections, and Code Inspections. Responsible for frequent contact with contractor management to ensure a complete understanding of the deliverables and meeting all specified deadlines. Other key responsibilities include: supervise the field operations, staff, projects, and be responsible for billing, contract modifications, provide personnel management to promote excellence in delivery of services and efficiency in operations, responsible for coordination with IT, HR, accounting, and BD/Marketing in consultation with the Director, write and submit technically and financially sound proposals, negotiate contracts, and implement contracts, develop recommendations for adjustments in the staffing, assist in staff augmentation and recruiting, develop and implement work plans to carry out field operations including code compliance inspections and quality assurance audits, assess corporate risk in the field operations by taking steps to mitigate them in consultation with the Director, provide to the Inspectors and support staff clear and adequate direction, promote continued training/certifications and oversee their access to tools/equipment to carry out assigned work, establish and maintain effective working relationships with clients, field inspectors and support staff, ensure the sustained financial viability of field operations through the development, implementation and day to day management of short and long term financial plans and appropriate risk management.

Quest Real Estate Support Services, Frisco, TX, Owner

2009-Present

Provides consulting services to home building companies. Quality Assurance programs for volume home builders. Offers evaluation of new home construction in all stages for homebuilders and homebuyers. Provides home buyer or seller evaluations of property for compliance with Texas Real Estate Commission guidelines and industry standards. Completes compliance inspections for HUD, HQS, and Home Builder Warranty companies. Led construction training for Home Builder field managers/superintendents and trade partners. Completed OSHA compliance inspections for builders.

Centex Homes Corporation, Dallas, TX, Corporate Director of Construction Compliance/Construction Technology

2003-2009

Corporate Construction Operations Review (COR) for division compliance with model codes, industry standards. Reviewed division field operations for compliance with OSHA requirements. Provided training, direction, and technical support to division management and field staff regarding code requirements, industry standards, product use and installations, the new Centex Energy Advantage Program requirements, and other assistance as needed. Captured and presented Best Practices to divisions and posted on the Centex internal SharePoint website. Provided direction to division to improve PONC, reduce VPOs and improve overall operations. Recommended changes that would result in reductions in B&M costs without sacrificing quality. Assisted in the development of the Centex Home Warranty Program's warranty standards. Instrumental in achieving J.D. Power rankings of highest in New-Home Quality in 7 Markets, the most by any builders surveyed in 2008. Provided the "playbook" for use in the implementation of the Centex Energy Advantage



program, a minimum energy efficiency requirement for homes constructed after November 1, 2008. Provided support to Corporate EVP of Operations with technical issues regarding the use of materials and construction practices that might affect the overall quality and future claims exposure for the company. (PEX water supply dezincification, Mexi-plank siding, HVAC sizing, Corrugated Stainless Steel Tubing bonding and installation)

Quest Builder Support Services (Consulting), Frisco, TX, Owner

1994-2003

Provided consulting and Quality Assurance inspections for volume home builders from foundation through final walk-through. Clients included Beazer Homes, Centex Homes, KB Homes, Legacy Homes, Ryland Homes, and Reeves-Williams Construction (Memphis, TN). Offered technical training to Superintendents (Field Managers) and subcontractors based on results observed during field reviews or requested by builder management. Assisted home builders in reducing cost by eliminating unnecessary construction spending and reducing jobsite waste. Initial structural evaluations of Ryland Homes Dallas Division structural warranty claims to determine if a Major Structural Defect was present as outlined by their warranty documents. Worked with the builder, homeowner, and engineers in completing repair of structural damage and any consequential damage. Performed all Centex Homes Construction Operations Reviews (CORs) throughout the United States. Assisted homebuilders with claims-related issues when a third party was needed to assist in the assessment of damage and repair.

Ryland Homes, Dallas, TX, Warranty Manager

2000-2001

Worked with Division President, VP Construction Operations, Area Construction Managers, and Customer Service Manager to evaluate major warranty claim issues and determine best course of action. Provided training for construction personnel, including in-house classroom training and testing and on-site training to field personnel and warranty managers. Scheduled and implemented major structural warranty repairs with outside consultants and engineers, including geotechnical and structural evaluations, and repairs performed by foundation repair companies. Responsible for completion of repairs to homes under the builder's warranty.

Quest Construction Company, Dallas, TX, Owner

1994-1996

Single family home builder and general contractor. Developed and approved house plans, performed material and labor estimates, and hired subcontractor base. Responsible for all stages of home building from foundation through homebuyer closings.

Home Owner's Warranty Corporation, United States, Senior Construction Risk



Manager

1989-1994

Provided construction reviews for volume and national account builders throughout the United States in my assigned regions. Presented evaluation of risk associated with construction performance of member builders. Presented construction training for builder members and nonmembers through the Home Builder Associations local councils. All Local Councils were required to hold a minimum of two training seminars per year. Provided in-house training to National Account Builders including Ryland Homes, Centex Homes, Squires Homes (Beazer Homes), and others. Performed underwriting for a limited time during a management transition and revisions to the construction department. Assisted the claims department with issues requiring construction knowledge and expertise beyond the claim representative's abilities, typically structural-related issues involving foundation or framing damage.

Ken Garret Construction Company, Little Rock, AR, Owner

1983-1989

General Contractor for an investment company, Real Properties. Home builder of single family detached, and contractor for light commercial construction. Responsible for sales, site selection, plan designs (personally drafted plans), estimating for materials and labor costs, and all other aspects of building, through completion of the homes.

Little Rock District Corps of Engineers, Little Rock, AR, Supervision and Inspection, Construction Operations Division

1981-1983

Completed plan review and worked with General Contractors regarding compliance and change orders on awarded Corps construction contracts. Completed inspections of Corps construction projects, including storage facilities, roadways, bridges, and other related construction activities within the district. Performed reviews of contractors that were high bid on construction contracts for adequate qualifications to perform the defined work. Worked with 8A (minority) contractors to ensure compliance of materials and installations per the required plans and specifications.