



Allen County/ Fort Wayne

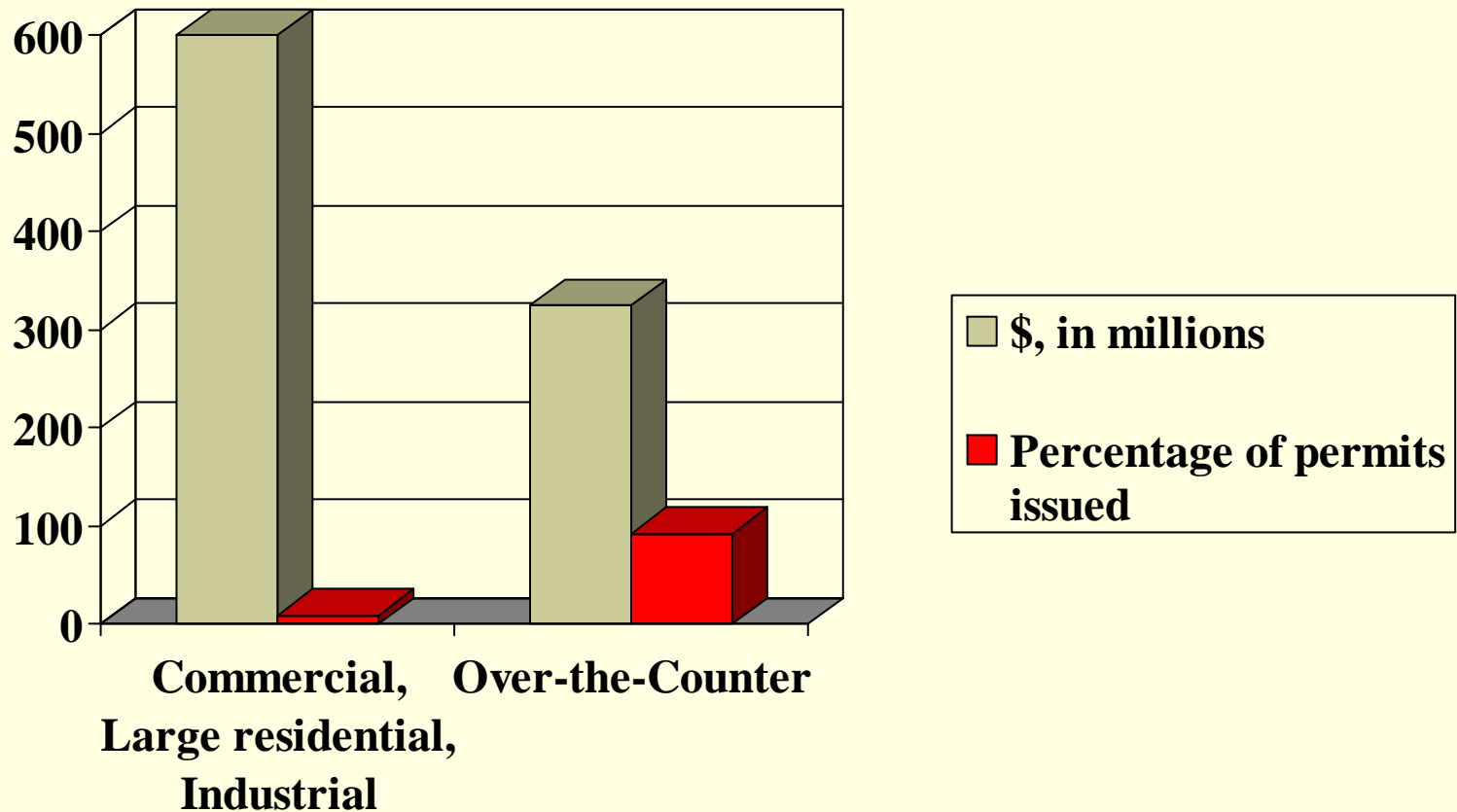
Streamlined permitting:
A plan shaped by
business, for business

ENGAGE • INNOVATE • PERFORM

Making Fort Wayne Allen County more welcoming for business

- Commissioners, deputy mayor began holding bi-monthly meetings with contractor and developer/owner focus groups to collect feedback and apprise of status (Jan.)
- Developed satisfaction survey based on focus group input
 - Sent to ABC, BCA, focus groups to develop baseline
 - Posted on web pages of departments involved in process
 - 80 responses thus far
 - Will provide baseline for future measurements
 - Now on all web pages, in paper copy at front desks
 - Internal process meetings to review results and develop action plans
- Building Commission held special meeting to collect input from contractors;
 - Approximately 40 in attendance
 - documented that feedback (April)
 - Another meeting being planned
- Researched best practices (Oct-ongoing)
 - White papers, conference calls with Evansville and Austin, online websites, visit to Indianapolis/Marion County developer meeting

8% of the permits issued from 2008-2010 resulted in 65% of the dollars invested. This proposal was shaped by that 8%, but will ensure a better experience for everyone.



This investment represents less than .5% of the annual revenue during a period of lower starts due to the recession. This project will help position us for the improving economy.

What the development community told us

- A culture change is necessary to improve customer service
- We suffer from a lack of consistency both in application and interpretation of rules between departments and sometimes even between projects
- We do not provide regular, predictable communication of changes and rules
- We do not provide what has become de rigueur in other industries
 - Conducting business online
 - Good communication skills
 - There is a feeling that people are punished if a complaint is lodged
 - It is difficult to contact people when there are questions, causing delays
- There is no recourse when one disagrees with a decision
- Personal relationships are important to have if you want to be successful.
- The ordinances/resolutions/statutes are burdensome / hard to keep up with / confusion over what is required or desired
 - Many permits and departments (19) that need to touch a complex project

Hillside Rentals	C3 Construction	Current Mechanical	E&V Construction	Roussel Concrete
W&W Electric	Fort Wayne Metals	SweetCars	MSKTD	
Martin Riley	Northeastern Development		Grinsfelder & Associates	

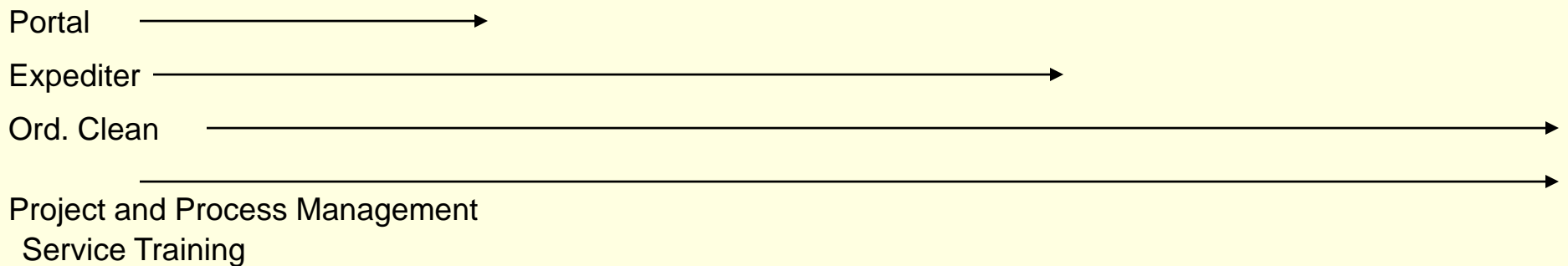
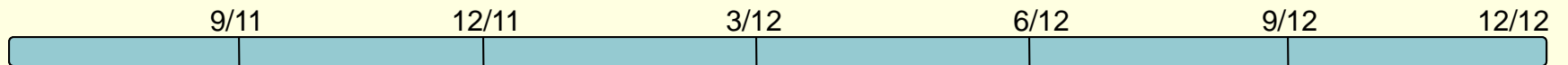
Issues Surfaced	Solutions identified	Budget
Interpretation of rules between departments and sometimes even between projects is inconsistent	A comprehensive look at processes across all departments involved in development process is needed to provide consistency, performance metrics, and transparency of decisions. Customer service culture change.	\$150K Program Management (process engineering and project management:) \$50K Customer service/ culture change
Conduct more business online; i.e. check status, pay, get updates on changes, print permits, request and schedule services; Communicate changes more predictably; Respond to questions more quickly	<ol style="list-style-type: none"> 1. All 19 departments that participate in routing process should be on the same software 2. Develop an online web portal from beginning to end of process 3. Add a blog, FAQ or chat capability so routine questions can be handled quickly 4. Provide all applications and forms online 5. Develop a searchable code database 	Software / Web development \$75K Accela Licenses \$380K Contingency \$85K
There is no recourse when things go awry; Personal relationships are paramount for success; Culture of customer service is missing	<ol style="list-style-type: none"> 1. Create the function of development expeditor to shepherd complex and important projects 2. Develop an internal review for less complex projects (SWAT) 3. Create satisfaction measurement and process 4. Integrate contracting/developer teams in project 	Development Expeditor Function \$160K
Ordinances are burdensome, confusing; too many permits; lots of overlap	Speed the ongoing project to clean up, align ordinances by adding resources temporarily; determine how many and which permits are overlapped, outdated, not needed etc.	Permitting Review and Re-codification /Ordinance initiative \$500K

Total budget amounts to \$1.4M

Timeline, costs and metrics

	Budget	Timeframe
*Software Licenses	\$380K	Month 1
*Project & Process Mgmt	\$150K	Month 1 - Month 18
*Service Training	\$ 50K	Month 1 - Month 18
*Web Portal	\$ 75K	Month 1 - Month 6
Expediter Function	\$160K	Month 1 - Month 12
*Ordinance/Permit Clean	\$500K	Month 1 - Month 18
*Contingency	\$ 85K	Month 1-Month 18

* One time costs



Benchmarks: Outcomes and Goals

- Decrease dissatisfaction metric to below 30% for each question asked on survey in 9 months, 20% in 15 months and 10% in 24 months.
- Fully deploy customer-facing technology to facilitate all facets of the permitting process in 18 months. Apply, submit, review, pay online
- Streamline the approval process for permits that are taking more than 24 hours. Decrease the amount of time by 20% in 12 months and 25% in 24 months.
- Reduce the number of redundant and unnecessary ordinances, the number of which to be determined within 4 months of ordinance sub-project kickoff.
- County economic growth to exceed state's average by 1% in two years from date of completion.



Questions and Discussion