

**JOINT MEETING OF ALLEN COUNTY COUNCIL  
AND THE FORT WAYNE COMMON COUNCIL  
MEETING MINUTES  
MAY 31, 2011  
5:30 PM**

The Allen County Council and the Fort Wayne Common Council met on Tuesday, May 31, 2011 at 5:30 p.m. in Rooms A and B of the Allen County Library, Main Branch. The purpose of the meeting was to discuss the proposed funding for the land-use permitting process.

Attending: Robert A. Armstrong, Larry L. Brown, Roy A. Buskirk, Tom A. Harris, Kevin M. Howell, Paul G. Moss, Darren E. Vogt, Martin Bender, Liz Brown, Tom Didier, Karen Goldner, Mitch Harper, Glynn Hines, Tim Pape, John Shoaff, Tim Smith, Beth Malloy and Nelson Peters.

**Darren Vogt:** Good evening and welcome to joint meeting of the Fort Wayne Common Council and the Allen County Council. We are here to discuss the situation with the joint committee work, between the City and the County, on the permitting process. Right now you have an agenda and I will walk through that agenda with you. We will have introductions of me as President of County Council and John Shoaff will be presiding over the meeting. John is the Regulations Committee Chair and that is where the ordinance for the City came from. We will move to the Committee report and after that, we will have some public comment. We have several individuals who are lined up to speak. Then we will have discussion among the Council members and then actions determining next steps by both Councils. Then we will adjourn. Let's hope to keep this meeting as concise as possible. With that, I will turn it over to John.

**John Shoaff:** Thank you, Darren. When we get to the public comment section, we are asking speakers to limit themselves to two minutes each. We have a long agenda and perhaps a long evening ahead of us and that will help us a great deal. I want to start by introducing the members of the Permits Committee who have worked for over a year on this project and are bringing you a proposal tonight. Starting at stage left is Beth Malloy, Deputy Mayor and is representing the Administration. Next are Larry Brown and Roy Buskirk. Roy is the founder and Chairman of this Committee and Roy and Larry represent the County Council. Tom Smith, along with me, represents the City Council. Nelson Peters is our County Commissioner. Therese Brown has also sat in on some of the meetings and has been very helpful. I believe, Nelson, you are going to lead the presentation and then be followed by Beth Malloy.

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**Nelson Peters:** I am and I presume that the podium is the place to be.

**John Shoaff:** Yes, it is the place to be.

**Nelson Peters:** Thank you and good evening to all of you. This is tremendous to see the number of folks in this room tonight who share in a problem in this community and want to see this problem fixed. It is really a unique and historic opportunity tonight for both City and County Councils to get together. I think we did this, certainly in my tenure, only one other time. That was back in about 2005 or 2006. That is when we thought we could come together and resolve a mutual problem. The issue with this problem is that we are both, City and County, facing the exact same issue and we are facing it in equal measure. It is important for us to come together, as we have been able to do as a City and County Council, to discuss ways in which we believe that we can resolve this issue. I am going to kind of jump back and forth in this PowerPoint presentation assuming that I can figure out how to work these buttons and talk about what it is that we have done and some of the things that we have heard. Then I am going to turn it over to Deputy Mayor Beth Malloy to talk about ways that we, as a committee, have come up to resolve some of this issues that we have been able to identify. Before becoming Commissioner in 2005, I heard personally that we had some issues wherein if we could create and find some improvement in our permitting processes, we would open the door for greater and more development in this community. I still hear some of that today. I do think that it is important, just at the outset, for people to recognize that we are not all bad. In fact, 92% of the permits that come through our system are dealt with and issued within a 24-hour period. Here is where the rub comes in and that is with the 8% that we don't get through the door quite as quickly. It takes us, depending on City or County, between 30 and 54 days to get those same permits through the door and get them completed. The real sad news is that 8% represents about \$330 million in annual business in Fort Wayne and Allen County. We recognize that we have some issues that we need to fix when you have something that could potentially be as costly as what that number represents to this community. It is the tougher projects that we seem to get hung up on, the commercial jobs, the industrial jobs and those are the jobs that we need to resign ourselves to getting done and resign ourselves to fixing. There are a couple of concerns that have been identified to us and what the development community is telling us out there. The first really has to deal with process issues. Too many steps in the process, it's too long, too burdensome and too cumbersome to maneuver through. We need to find a way to shorten that process. The other thing that has been identified by the people that we have talked to is the need for a real culture change by those individuals that are directly involved in the permitting process. We have the wrong mindset, in some cases. We need to improve customer relations. There's more interest, we

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are being told, in regulating than there is in providing a specific solution. There really is a reason for that and the reason that we believe the fixes that you will hear about can enhance this process. It really has been tough to get our arms around there are actually seven County departments that deal with permits. There are twelve City departments that deal, many times, with those same permits. So, what have we done up to this point? Back in 2006 or 2007, we completed Plan-It Allen. This was the City and County's first comprehensive land-use program. One of the things suggested was that we work a little more closely on fixing some of the permitting issues. Well, we have integrated City and County Planning Departments and now, as everybody knows, we are moving into Citizens Square so that logistically we can make it that much easier for people to traverse the permitting process. We have had a team of City and County officials who have been meeting for over a year to develop solutions. They have been meeting almost every other week to do that. They will continue to meet until everybody is comfortable that every appropriate improvements have been made. We have heard from the development community. We have heard from builders and contractors and we continue to meet with them on an ongoing basis so that we can ascertain whether or not the improvements identified are in fact fixes to the problems. Out of that came a customer satisfaction survey to help us develop a baseline to really understand how bad or good we are and some of the things that we really need to concentrate on to create those fixes and enhance development within this community. We've worked with the Building Department and its Board to make sure the contractors and developers and builders know that they have a specific place to go to in order to voice their concerns. A lot of the times, a common complaint has been retaliation. We want to ensure that the development community understands that we are all in this together and that there will be no retaliation from anybody involved in the permitting process. I appreciate Dave Fuller's desire to be more open and create some of the transparencies and to allow people to come directly to his Board with any issues that they may have as the first line in the door. We've begun to roll out a software program that we refer to as Accela. It allows outsiders to see where they are in the development process and it allows each of the individual departments to understand who may be carrying the ball in the continuum of the development process. Really, that helps us better understand and it helps departments better understand where some of those bottlenecks may be and allows us a better understanding of how to fix some of those things. We've looked at best practices. We've looked at Evansville and Austin and places like Indianapolis and Marion County to ensure that some of the good things that we hear about some of those permitting processes can be translated into what we are trying to do in Fort Wayne and Allen County. It truly is a unique opportunity today to collaboratively solve a problem that affects both Fort Wayne and Allen County on an equal basis. Things that we've heard from the development community that needs to be

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done in order for us to get to where we need to be to make things easier for business in this community. Real quickly, part of the reason that we are here tonight is to solicit funding for the program. Because we are equal partners, it was decided that they City will ask the City Council for \$700,000 and the County will be asking its County Council for \$700,000 to correct this problem. We do believe that if these funds are approved, we will be able to create a number of the fixes to this issue over the next twelve to eighteen months. With that, let me turn it over to Deputy Mayor Malloy to talk about some of those fixes that have come out of this group.

**Beth Malloy:** Good evening. We started keeping track of what we were hearing from the customer satisfaction survey, which we committed to the folks that responded that they would stay anonymous. Every other month, we have been meeting with a group of developers hosted by Fort Wayne Metals, which was very nice. Additionally, Therese Brown and I snuck into the Building Commission meeting and took notes so that we could hear what people were talking about there. I think the good news is the issues that people were bringing up were consistent. We began to hear trends and some of the same issues over and over again. We felt that we had kind of gotten our arms around a pretty good crowd of our customers who were telling us the ways in which they wanted us to change. Many of these things were actually suggested in the meetings themselves. One of the biggest issues that surfaced in both the customer satisfaction survey and a lot of the regular meetings that we have been having is what is perceived as a lack of consistency as we roll across all nineteen departments, if all nineteen needs to be touched in a specific project and sometime seven in the middle of the same project. Sometimes the interpretations of the statutes weren't the same. That is a problem, of what we have determined, of several issues. One is that we don't have a lot of visibility to the development community. Some of our departments have technology and you can see it on line and a lot of them aren't and they are doing things on paper or on spreadsheets and passing things back and forth. It is kind of hard to see where things get stuck if you don't have a place to look it up. Another one of the issues is internally and we can't see how we are interpreting things either. That is somewhat important so that we can see how people are making decisions. That is an internal communications issue. One of the things we discovered is that while we think a lot of departments have done a really nice job of doing some process streamlining work within their department, there has not been a comprehensive look across all nineteen departments. There is some redundancy there, some unnecessary steps and a handful of things that showed up as a symptom that when one department would be finished working with a customer, the next department would have to take the customer and copy and paste them into their system. That is one simple example that kind of tells you that we are not doing things, across all

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nineteen departments, the same. We determined that we needed to take a comprehensive look at these processes across all of the departments. When we started last fall, Commissioner Peters brought in ITT who offered to do some pro bono work for us and process improvement. It was a good project and we were well on our way to the beginning and starting to identify where we should concentrate. Unfortunately, things turned for them and their resources were no longer available and so they went away. The process work that we need to do should pick up where they left off. Additionally, this is where culture change happens. If we are going to move from somewhere along the continuum of a culture of regulation to a culture of customer service, we need to figure out where we need to be on that continuum. The process project is where those questions get asked. Why do we do it this way? How long have we done it this way? Why can't we do it a different way or being in examples of businesses that have done it a different way. They might not be local government but customer service has been a really big theme in all of the businesses that want our business these days. Those resources though are in the budget, \$150,000 is for, we are calling it, Program Management. It is both process work and project management work. In the private sector, when folks are doing something this complex, this big and this important, they put full-time resources on it and they get them to focus. I think our departments have done somewhat of a yeoman's job, over the last few years, trying to make some time in their day when they are doing their other things. They have been trying to make time and do these things and concentrate but as you all know, in your everyday job, that is a hard thing to do. The two resources are really for focusing on this project and concentrate on it full-time and to have fresh eyes. Somebody from outside of the organization, you can say have you thought about doing that another way. That can be really hard when you are inside the organization and you are really just trying to get your work done. Additionally there is \$50,000 here for customer service change management or culture change training. That is really class work for the folks that are working in our departments. Another one of the issues that surfaced was that the development community wants us to do more business online. I don't know about you but last Christmas I didn't do any Christmas shopping unless I did it on the internet. That is what this is about. They want to be able to pay for things online, they want to be able to use a credit card and they want to be able to schedule an inspection or request online. They want to know when you are coming out like when you get your sofa cleaned and have a four-hour window. They are looking for those kinds of services. They would also like us to communicate changes more predictably. There was a lot of discussion about the fact that rules would change and nobody knew. If you hadn't been downtown to talk to people or picked up the phone to call folks, you might not know that the rules had changed. That has to do with what kinds of information we now have on our web pages for economic development departments. They were interested in a

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code database. The State of Indiana has a code database and you can search and look at the new statutes and you can get notification of when things have changed. There was one person in the Building Commission meeting ask why we couldn't provide a blog or some kind of way for them to ask questions. There are those kinds of things that the development community is ready to use. This is for us to be able to provide it. The web portal is that piece. We have this vision that we have been talking about that, I don't know how many of you have used Turbo Tax but I like the beginning where they have someone like me able to do my own taxes. They are interviewing me upfront and I am describing my situation and telling them about whether I am married or single and if my son is in high school and I am paying tuition. We have a vision that this is how a developer would go in and tell us about your project and then we would tell you how that is going to get done. The approvals that you will need, how much it is going to cost and those kinds of things. We want to be able to provide all application forms online and that seems like an easy, simple low hanging fruit. This is the big piece of it and that is to have all nineteen departments on the same software. That is the only way that we can provide end-to-end visibility to the development community and anybody who wants to do something in their backyard like build a shed. We need to have that ability. The portal is getting us out of our parochial ways of looking at it which is we have nineteen departments and we ought to look and see this all coming together. You don't even have to know what department you are working with. That is kind of the technology, gee whiz, make it easier to see what is going on part. A lot of comments that we heard was when something goes awry, there is no recourse. You can't get hold of anybody, you have to wait a couple of days to get an answer and so personal relationships become very important. If you know the Building Commissioner, you can pick up the phone and get an answer. While that is great and we applaud the Building Commissioner, we want that kind of experience for everybody. What we would like to do is minimize the number of questions that people actually have to ask because our process will be easier to understand. We talked about the culture of customer service and that it is missing. This was actually one of the most popular when we go out and talk to the development community. This is something that they have been clamoring for and asking for and they find to be very important. It is the function of the development expediter and is more than just shepherding through the process and helping them to jump through the hoops. What we are envisioning in the description is that this is a person who straddles both City and County government and the development community. Meaning that this is somebody who can tell us, in government, gee you ought to consider doing that differently and someone who can tell a developer that it is a reasonable role and let's figure out how to get this done. It will take a special set of people to be able to do that. It is a special set of skills. They would probably be only assigned to the bigger projects, of course. For the building of

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a shed in your backyard, you probably won't get an expediter. These are the ones that ITT recognized. It was the \$5 million and up that had the longest cycle time. We may choose to change that number depending on how much business we have and hopefully we have so much business that it won't be so much of an issue. Additionally we have developed an internal review team that we call the SWAT Team. That is Special Weapons and Tactics. The idea there is that there are internal resources that can call a meeting at any time when something gets stuck in another department. If the Building Department is working something and we are stuck with a fire inspection, the Building Commissioner can call a meeting and everyone at the top of the organization that can make exceptions or get someone to make different decisions because interpretations are off, those are SWAT meetings. We are going to have our first one in another week and to talk about an issue that a developer brought to us today. We created the satisfaction measurement and the whole purpose of that was to get a baseline. We need to know where we are starting. We asked eleven questions. All of them had a greater than 30% dissatisfaction rate and so that means that all of them are going to have action plans identified for them for improvements. That is really probably our strongest one. We are putting it everywhere and encouraging everyone that every time that you touch us, every time that you have an interaction with us, please fill one out. We really need to keep track. That is our best and strongest way of keeping track of how we are doing and if we are improving. The Developer Expediter function has been budgeted at \$160,000. That is an annual thing. The rest of the costs are one-time. The Developer Expediter could be renewed annually or not. The vision would be that in another year and a half that things are going so well and no one ever calls these people and that we don't need them anymore. That would be the perfect answer. Many of the things that we heard are that ordinances are burdensome, they're confusing, there are too many and there is overlap. We have sat in meetings and identified areas where we have three departments that issue temp permits. This project would be, in that small example, to take a look at why and who. Do we charge three times? Is it the same temp permit? To answer all of those questions, then we could streamline those things. Let's say, in the worst case, you actually need all three. It would sure be nice to actually be able to do that one time in the process instead of having people come back and back and back and address it three times. That is one example. I think the other things that we want folks to look at are things that don't necessarily fall in to economic development in terms of ordinance. One of the farmers that sells eggs at the farmers market has used the example that it is \$45 for a permit to sell eggs. That is a lot of eggs. I actually Googled and it is like a twenty percent margin and I figured out how many dozens of eggs you would have to sell to clear a profit or break even. Those are things that we need to look at. It is probably an ordinance that made a lot of sense when you weren't doing farmers markets but maybe not so much anymore.

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Again, I don't have answers to those but those are the questions that will come up in this process. We did some interviewing around. Commissioner Peters made some phone calls. John Urbahns and the Community Development Division made some phone calls to find out what these kinds of things cost. We would like to get this project to end at about the same time that the technology rolls out and in eighteen months we are ready to go and can measure how well we did. It ranged from \$300,000 to \$500,000 for this kind of a project. Michigan City, what County is that? Lake County went through this process and they are kind of a good example because they are both urban and rural. One of the suburbs outside of Indianapolis was another one that we took a look at. Here is the timeline. The software licenses, today we have a handful of departments that are actually on Accela. The Building Department, Department of Planning Services and Right of Way are the three departments, off the top of my head that are involved in this process and already on Accela. We have a lot more to get on. We did a cost benefit analysis and found out that it would be cheaper for us to buy what they call an enterprise license. That means that it is unlimited and is opposed to how we have been buying license by license. The other good reason to go to enterprise is that it keeps us from not implementing Accela because it is expensive. You have to come up with the money right up front and that, at times, can make the process not work so well. I put month one because those things need to be paid up front. That is how software companies work. If we want to start that project quickly, they will ask for that payment. Project and Process Management, we discussed, is for the full term of this project. Service Training, which is the customer service training, would be month one through month eighteen and probably ongoing. Part of that training would be to determine where we have weaknesses and what our training plan ought to be. The Web Portal is actually our first big deliverable. We anticipate that this will take six months. We have a meeting next Monday with our contractors who offered to help us with our requirements so that we can design something around them. The Expediter function, estimated at \$160,000, would be for the first year. The Ordinance and Permit Clean project, I am anticipating, would take all eighteen months. It is kind of a behemoth. There are Contingency dollars, I guess for all eighteen months. On the bottom, you can see the timeline of when these things would actually roll out. Outcomes, it is difficult in a project like this when you first start because sometimes one of the reasons that you start it is because you don't have good numbers. We do have a handful. I am calling it the dissatisfaction metric. Right now, each one of the questions is between 32% dissatisfied and up to 47% dissatisfied. Before I came here to work and I had a company who did this kind of work, anytime that we were worse than 30%, it required an action plan and sponsorship from the top to get things improved. Our goal would be not to just get down to 30% because that is not great. Our goal, over time, is to get to a 90% satisfaction rate and 10% dissatisfied. Those are

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timed with deliverables assuming that the Expediter were to start fairly soon and would probably affect the satisfaction, in a lot of cases, and that the portal goes up six months after we start. We want to give it a few months to settle us in and then we can measure it again at nine months. I was hoping for an improvement, at that time. The fifteen months is just that we get better at it and we would probably start seeing changes in ordinances. At eighteen months, we would be finished with the project and I would assume that given a little bit of time to get over the hiccups that happen at the beginning of any go-live, that we would be improved up to 90% satisfaction in twenty-four months. Another benchmark would be to get this project done in eighteen months. We are shooting for fifteen but guessing eighteen because you never know how these things go. Of course, that would be all aspects of this process would be online. Anyone could do business with us without ever having to come downtown unless they wanted to see us. We want to streamline the approval process for the permits that are taking more than 24 hours. Those are the big ones and those are the tough ones. We have some numbers that ITT came up with on how long it takes to route it today, City and County. We are thinking that a reasonable estimate would be that we could come down 20% in twelve months and 25% in twenty-four months. That would put us in line on what I was able to garner from Indianapolis/Marion County in terms of what their goals are. We want to reduce the number of redundant and unnecessary ordinances. This is something that is kind of difficult to know right from the start because we don't know how many we have. We know how many ordinances we have but we don't know how many redundant or old or archaic ones. What we have done there is put a milestone in place that within four months of the beginning of that project, we would come up with a target. We are hoping to see the County's economic growth exceed the State's average by one percent in two years. I should have said, not completion but of going. In two years, we want to see that improvement. We are hoping that people are clamoring to do business here. That's all I've got.

**John Shoaff:** Thank you, Beth. The discussion and questions will follow our speakers. Is this on? Can everybody hear me? Is that better? We have nine speakers, citizens who have signed in with the Clerk's office, who would like to speak. There may be others in the audience that would like to speak and they will be given an opportunity after I have called these nine. The first one is Mike Landram. If you would, give us your name, address and, if you want to, say who you represent if you represent someone but you aren't required to.

**Mike Landram:** Thank you both members of City and County Councils. My name is Mike Landram. I am the President and CEO of the Greater Fort Wayne Chamber of Commerce. I reside at 12504 Haverford Place, Fort Wayne, Indiana 46805. First off, representing the Chamber this evening, the

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organization is made up of 1,650 members to produce about \$18 billion per year in annual sales and employ close to 100,000 employees. Councilman Shoaff, in the earlier introductory remarks, had explained the formation of the Task Force. It has been in place for over fourteen months and the Chamber has watched this group closely. Both Nelson and Beth have done a good job of presenting their findings and centering their findings around some of the key areas for improving for us to advance our community. We know that tonight both Councils will be discussing this ordinance that will enable both the City of Fort Wayne and Allen County government to have their respective planning and development departments to work better together to improve the delivery of services to the end user, the business community. The Chamber and its members are in support of all aspects of this ordinance. Number one, implementing the remaining parts of the Accela software will benefit not just the City and County staffers who will use it on a daily basis but also will provide a web portal for the users of the system to be able to find out what is happening with their project and with their permits as well as entering other data. We think that is pretty exciting. Secondly, the codification of the Fort Wayne and Allen County ordinances into one standard, streamlines hundreds of pages of existing code into some sensible expectation for people to understand. Number three, improving the customer service training for planning staff and creating some type of a user satisfaction survey method should provide feedback for both the performance improvements that the departments are carrying on as well as the process that is being recreated working as intended. Fourthly and lastly, creating the staff position of Expediter that can, for a period of time, provide some leadership to these projects, particularly those that have been victims of the current process. Until the benefits of the first three items that we mentioned have settled in, plus the benefits that we haven't discussed of the co-location to the new Citizens Square, we think that the staffing part can be up for evaluation at a later date. In closing, the Task Force that I mentioned earlier has studied this topic for well over fourteen months and has presented its recommendations. In order for our community to add jobs, investment needs to be encouraged and invited. Time to act is now. We must start the work of creating an environment that is very attractive and appealing for the private sector, whether the private sector is an existing business already established here or a new business checking us out. Our reputation for being open for business and we are here to help you grow must exist. We don't have that credibility today. We must start urgently to work on that and overcome that credibility. I thank you very much.

**John Shoaff:** Thank you, Mike. Is Andy Udris here?

**Andy Udris:** My name is Andy Udris. I am the President of the Fort Wayne Allen County Economic Development Alliance. I am your Economic

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Development Advisor and we are advising you very strongly to support this measure. We think it has tremendous potential to impact not only the quality of service that is provided by Allen County and the City of Fort Wayne but also look at this as a marketing tool. Having fair service or even poor service starts sending a message from company to company, through word of mouth, that we are not very good at what we do. If we had a service that was actually well organized, very efficient and customer friendly, people would start passing that message around and sending the word that we have a very professional and competent building and permitting process. I strongly urge you to go for the latter. That would make my job easier. Today, we had a \$36 million announcement on a major new warehousing facility. We have over \$300 million of economic development projects on the table right now. With this approval, we would immediately be able to hire the Expediter, which I frankly think you will find out, in a year, that it is the best investment that you have ever made. I have done this before, in other communities and I can tell you that this process that has been proposed by the County and the City is very well thought out. It has responded to almost every single question and concern that we had and I think it is well worth the money that you folks are looking at today. I strongly urge you to support this measure.

**John Shoaff:** Thank you, Andy. Bruce Watson?

**Bruce Watson:** Bruce Watson, Facility Director for Fort Wayne Metals. I also represent some of the members of the Task Force that have been helping here and other businesses that have come to me as a sounding board. Fort Wayne Metals has been lucky to grow a lot in the past few years. We have had problems with almost every department in the City and County, at one time or another. Or the most part, it hasn't been a friendly relationship. It has been adversarial. This project would give us a start. We've had some guidance on one project and it has helped us. To have someone like this, the Expediter, for out-of-State and out-of-County business, it would definitely draw people to the area. The customer service part of it that is what we really have to improve. Without growth, there is no need for any of this. We're not growing, these departments aren't necessary. We decided to take our last project out of the County because of the history of problems. Not a good thing to say. We have been trying to work through it but we want to let everybody know that this is why we are doing it. The biggest thing, right now, is we need to get everyone on the same page and work as a partner. If we can have positive feedback, friendly feedback and growth, we can get the County growing, economics up and get more people in here. Thank you.

**John Shoaff:** Thank you, Tad Marsh?

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**Tad Marsh:** Good evening. My name is Tad Marsh and I am here on behalf of the Building and Contractors Association of Northeast Indiana and also known as the BCA. The BCA serves the commercial construction industry of Northeast Indiana. Our membership consists of 254 companies who are contractors, material suppliers, architects and engineers. The BCA has been aware of the obstacles of obtaining land-use permits in Fort Wayne and Allen County for over two decades and has actively tried to address those obstacles. In the late 1980's, the BCA was a strong proponent of the one-stop theory and held several meetings with local government heads, contractors and architects in an attempt to help improve the local permitting process. Since then, there have been several subcommittees formed that have met at different times from the City of Fort Wayne Planning Department to help them improve and expedite the permitting process. These meetings did help some local contractors by educating them on the multiple requirements needed to obtain an improvement location permit. The process has not become streamlined or user-friendly especially to a company coming from out of town and not familiar with the current requirements. I know that, at times, local contractors and developers do not voice their frustrations about the process for fear of retribution because they must regularly work with the Planning staff. Bring the City and County permitting process together with a strong emphasis on better customer service and the use of improved technology makes logical sense in simplifying the process. In the current economic conditions, we as a community need every advantage that we get in drawing new business and expanding existing business. It is vital to the future of Allen County and Fort Wayne. Thank you.

**John Shoaff:** Thank you, Mr. Marsh. Mark Becker.

**Mark Becker:** Thank you Chairman Shoaff and Chairman Vogt and members of Councils. I am here tonight representing the Northeast Indiana Regional Partnership and my name is Mark Becker. I think many of you know that we have been working very hard for the last year and a half or so on a project called Vision 2020. We are trying to understand the issues that are impacting our region's ability to compete for new investment and growth of the industry that we are blessed to have in our region. One of the key areas of that effort was looking at the competitive business climate. The business climate that exists not only in our region but in the State of Indiana overall, looking at our tax structure and other things that regulate the way businesses can operate. The number one issue, I would say, that came out of that discussion was the need for more consistent and streamlined permitting process. There were other issues identified but they were more general in terms of how we need to align our legislative agenda with the priorities coming out of Vision 2020. The one issue that was discussed at length and with passion, I would add, was the issue of streamlining our permitting process. Obviously, in doing this there is

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no silver bullet like in most things. That is why I think we really appreciate and respect the comprehensive nature of the work that has been done here and the proposal that has been put forth for your consideration. A lot of time and effort has been taken as has been discussed already tonight. Obviously technology improvements are needed. A new web portal to make it easier for people to apply and track the process of their permit and technology alone won't do this. We have to look at processes. Beth described that we have nineteen departments that touch this process in the City and the County. It is a very complex process that needs to be looked at and streamlined. We do have to also look at the people side. We have to look at the customer orientation of the staff as they view their role and the culture of the organization that is responsible for overseeing the permitting. In short, we need to position ourselves as the most business friendly region in America. We need to facilitate good development and not constrain it. We need to be positioned as partners in development and not just as regulators in development. With that, the Partnership is pleased to say that they are strongly in favor of the proposal that is in front of you tonight. Thank you.

**John Shoaff:** Thank you, Mark. Pat Sullivan.

**Pat Sullivan:** I am Pat Sullivan and I am here this evening in a couple of different roles. I currently sit on the Board of Directors for the Alliance and I am the Chairman of the Greater Fort Wayne Chamber of Commerce and I am a partner in two businesses located in Fort Wayne. When I became Chairman at the Chamber, one of the things that I wanted to do was to find out what was concerning to our members. What were the priorities that they wanted to address? Consistently, as I met with them, this issue came up. They felt that it was difficult for them to do business in Fort Wayne and Allen County and asked the Chamber's help to get involved in that. I had heard about situations where I think we had lost opportunities for businesses to either expand or establish themselves in Fort Wayne. I was invited, when the Chamber was invited, to serve on the committee for a while because I didn't understand the problem. I didn't understand the challenges. As I sat in that committee, what I realized is that I believe that each person in each department was doing the best that they could. I think that based upon history and how they have done business and the tools that they had available to them, they were giving their best effort. The connection between department and department and old regulations and things that hamstrung them with lack of technology I think was a real challenge. It is disheartening to sit on the Alliance Board, we get to hear about good news and we get to hear about expansions but what our community doesn't get to hear about are the opportunities that we lose, the opportunities that go to different communities simply because they feel that it is too much of a challenge to establish or grow their business in our community. I believe the plan before

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you is a very good plan. I don't think it is perfect but I think we could spend forever looking for perfect to get it done. Every day that we don't move forward with the program, I think is a challenge and opportunities that are lost. I know that there are some questions about an Expediter but I believe in the conversations that I have had with members that it would be critical for somebody who can walk people through the process and help them understand how different governments operate and how different committees need to operate. I think the software would be a big step in the right direction and I think I have heard all kinds of numbers about the amount of ordinances and age of ordinances and all of the challenges that we have and that it would be critical to bring those together. I believe accountability to follow up on it and I would commit to you that the Chamber would stay engaged to help see this program goes through and I ask you to support this. Thank you.

**John Shoaff:** Thank you, Mr. Sullivan. Mike Glinski.

**Mike Glinski:** Good evening Chairmen and Councils. My name is Mike Glinski and I am the Plant Manager at the General Motors Fort Wayne Assembly Plant. I am here tonight in support of streamlining the permitting and routing process for development projects in Fort Wayne and Allen County. Today's business environment is significantly different than the one GM encountered in this region 27 years ago when we first announced our intent to build in Allen County. Advances in technology and communication allowed decisions to be made in days and, in some instances, hours which used to take weeks. To remain competitive, it is imperative that businesses be able to respond quickly to development opportunities. The current permitting and routing process in Fort Wayne and Allen County does not allow business to move quickly. It is cumbersome and must be fixed. That is why GM supports streamlining the process so that it becomes more efficient. By reducing the time and energy it takes to navigate the permitting and routing process, you reduce many of the costs associated with project development. This is money that companies can then reinvest into research and development, employees and production. GM Fort Wayne Assembly Plant supports your efforts to streamline the process. It makes good business sense for the entire community. Providing an efficient permitting and routing system to current and potential, large and small companies, will demonstrate your commitment to expanding the business and employment opportunities available in our region. Thank you.

**John Shoaff:** Thank you, Mr. Glinski. Ben Eisbart.

**Ben Eisbart:** Good evening. My name is Ben Eisbart and I am a Vice President at Steel Dynamics in Fort Wayne, Allen County. I appreciate the

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opportunity of seeing many friendly faces here again. Over the years, as an elected official and appointee by the City and County and a member of the business community, I have witnessed the ebb and flow of economic development within our four borders. For the most part, I have been heartened by the responsiveness by which Allen County and Fort Wayne have demonstrated a pro-business and pro-growth attitude. On a very personal basis, we have just announced a \$38 million investment in Allen County with the help of the County Council. Just about six years ago with OmniSource, a company that was acquired by SDI, we had excellent cooperation with the City and County as we bought the Waterfield Mortgage Building and turned it into a corporate headquarters. That being said however, the fact of life is we can do better. That is the message that we, at the Chamber, concluded after much discussion at our legislative Council as well as at the Board. A smooth, efficient and effective permitting and routing process is essential to both attract and retain business within our borders. State-of-the-art software coupled with project management expertise expedited by an individual from within the development world who speaks the language of development are all critical to enhancing our potential for success as we compete in a global economy. The proposal before you tonight will do just that. That is why I am asking that you strongly consider supporting it and thanks for listening.

**John Shoaff:** Thank you, Ben. Bill Tilken.

**Bill Tilken:** Good evening everyone. It is not my intention to say that I am anti-business. I'm not. I have seen some very good things here tonight as far as ways to move different projects through the system and things that I honestly hadn't thought of. Very excellent ideas but it seems to me that everyone is talking about business and no one is talking about the public. In recent months, weeks and days, I have seen several issues move through the City. I have seen ordinances that rise to the level of ordinance like a Post-It note would. These are things that we need to deal with. I have seen business entities backed up into people's backyards and the only reason it was brought to a question was that the businesses had legal counsel. The resident stood on their own. It seems that with us thinking to move business ahead, which is a great idea because anyone who has been to any of the agencies downtown, just an average citizen, I am sure that anyone sitting at this table can get their answer right away. Go to a counter and try to ask about sewer projects. Go to a counter and try to ask about anything you want to know about how the City works. It is very difficult for the average citizen. It's very difficult to get an answer to even the easiest question so that you can be confirmed that when you go back to your home that you know what you are talking about when you tell your friends and neighbors. No one is talking about that issue.

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It seems to be getting easier and easier for businesses to move into people's backyards.

**John Shoaff:** Excuse me, Mr. Tilkens, you have gone 45 seconds over our time limit. Can you wrap up your thoughts?

**Bill Tilkens:** I will do that, sir, right now.

**John Shoaff:** Thank you.

**Bill Tilkens:** I will ask that when you move the County ahead towards business and the City ahead towards business, look at the strength of Fort Wayne. As always, without fail, it has been its people, always. Thank you.

**John Shoaff:** Thank you. John Kalb.

**John Kalb:** Hi, I am John Kalb and I live at 3720 Mulberry Road in Fort Wayne and in Allen County. I have a couple of questions or a couple of comments and then questions. I think that you people should be looking into this. Is there duplication of work that was to have been done in the past but didn't get done? I am specifically thinking about the work with the BCA, between the County and the City and the high performance government network. A large number of companies that have their businesses in the business of software that you are going to be buying, most of the guys that are good are in California. California's results over the last fifteen years have been pretty decent. Over the last 30 years, Silicon Valley grew like crazy but they got into trouble of spending too much money. Let's be a little cautious about spending money. Two questions then. Will the Project Manager have the authority to get this thing done or is it going to be another thing of we can't do this and can't do that? You have to go to Councils to get something accomplished. The other question I have is will passage of the ordinance at City Council and County Council be the only approval necessary to expend the money that we are talking about? Thank you.

**John Shoaff:** Thank you, Mr. Kalb. That is all of the people that signed in. Is there anyone else, at the last minute that has decided that they would like to speak? Mr. Eberhardt. Unless someone else raises their hand, you will be the last.

**Charles Eberhardt:** Charles Eberhardt, 6906 Elzey Street, Fort Wayne. This Expediter is the best thing that I have heard come up tonight. But, the City and County both have to support that Expediter 100% which means we also have to get all of our codes back together. Let's both agree that we are going

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to support this Expediter so that we can start bringing businesses back here to Fort Wayne. Thank you.

**John Shoaff:** Thank you, Mr. Eberhardt. Now, is there anyone else? Mr. Owens.

**James Owen:** As an old college professor, I wish I could tell you that this is an easy quiz. I wish I could tell you that it is an open-book quiz. It is a hard parlay to bring in. There are two issues. One is the definition of the role and the job and who is responsible for the Expediter. Secondly, I think that the legal and political and planning process of combining the two, City and County, zoning ordinances will be another hard parlay to bring in. I close by saying that I know most of the people at this table and despite the fact that I think this is going to be a hard task to perform and I have great faith that you will do it and do it properly. The balance between the focus, there are some people that missed that you are working on the process and not the substance of the rules and regulations. You are not trying to. In fact, Expediter might not be the right term, maybe Ombudsman or something. I am sure that you have all considered that. But the point here is that it is the process that you are featuring and you would like to move that along more quickly without ignoring the rules. Thank you.

**John Shoaff:** Jim, you are probably right to guess that everybody knows who you are but it is James Owen, for the record.

**James Owen:** Oh, I didn't say.

**John Shoaff:** That's all right. We will do it for you.

**James Owen:** I am Jim Owen and I am an old retread college professor.

**John Shoaff:** All right, can anybody top that? I think, Mr. Co-Chairman, I will call this part of the meeting closed and turn it over to you.

**Darren Vogt:** At this time, what we will do is have questions from Councils to the committee to make sure that we all understand what is before us. To do that, I ask that you give me a sign and I will call on you. Please keep your questions succinct and to the point. We would all like to get out of here. I know some of us have things they would like to attend at 7:05. We will keep this as brief and quick as possible. With that, would anyone like to open up with the first question?

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**Tom Didier:** One thing that I would like to get the answer for is, I like John Kalb's question, will the Project Manager be able to get things done by having that? Do you know, Roy?

**Roy Buskirk:** Yes. I envision that this committee will stay active and that the Expediter and the Project Manager will be responsible to the committee. We would be checking off and grading them as far as the progress being made. We want it to be an outsider and not reporting to any certain department. It would be this committee that would be the one that they would be hired by and fired by.

**Tom Didier:** Okay. I think it was Fort Wayne Metals who asked a question and I sort of wrote it down. I guess I was disheartened but I am in sales and a lot of people who are in sales understand that you don't win everything and you lose some things. I was disheartened that part of them was going to leave Fort Wayne. My question that I wrote down is what do other Counties do that we aren't doing? Why did SDI go across the border into Whitley County when they could have gone into Allen County? What was the holdup and what is this process here that we are doing, what is that going to do to create a company like that to stay on this side of the border instead of going to the other side of the border?

**Roy Buskirk:** Part of the problem has been in the past is the fact that surrounding Counties don't have as many regulations as what we have here in Allen County. Specifically on the SDI issue, which I was involved in finding sites here in Allen County, they chose Whitley County because of the economic funding package that was put together by Allen County at that time. That is way past.

**Tom Didier:** I guess I will use this in layman's terms. If you have an eight-cylinder engine, okay we have nineteen departments, and three of the cylinders aren't working on the same syncopation, the spark plugs aren't working, how is this process going to get all eight cylinders working at the same time? And we are going to have a nice, smooth running machine here instead of, I mean we have been talking about this for a long time, even before I was on City Council. We have been talking about it for ten or fifteen years. How is, by purchasing this \$700,000 on our side and \$700,000 on the County side, that going to make this a well-run machine? How are we going to run on all eight cylinders?

**Roy Buskirk:** I think a lot of your concerns were with the presentation tonight and it is going to be this committees responsibility to make sure that it is an eight-cylinder, smooth running engine when we are done. We put in different items, as the months are going by, that we can give ourselves a

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grade card on as far as more people being satisfied with the permit process, eliminating the days or reducing the number of days that it takes to obtain a permit. This is how we can grade the progress of this committee and the Expediter and Manager. If any other committee member wants to speak up, please do.

**Nelson Peters:** Let me jump in. You will have process improvements that don't exist right now. You will have a culture change that will be more welcoming to those people who want to use the services right now. And you'll have technology that will reach out to people and allow them to do things in a much more convenient manner.

**Tom Didier:** I know there are a lot of other people but I have one last question. Go ahead and answer the one that you were going to.

**Beth Malloy:** If I could add on, I think one of the differences between the way that this project is being approached and maybe the way it was approached the first time out is that we have determined that we don't think we can be successful unless we can dedicate some resources to actually managing it. I think this shows also that we have support from the top. I wasn't here when this was actually implemented but it seemed, from looking at the documentation, that it was a great idea that the Building Department and DPS wanted to do and Right of Way jumped on. Now it is something that we all ought to be doing and we have a lot of sponsorship from the top. That is one big change. I think the professional project management that we want to dedicate to it will have an Executive Committee that Roy has talked about, that will be reporting in on the milestones. There is more structure on how we are trying to manage the rollout.

**Tom Didier:** The last question that I have for you, and then I will let somebody else talk, is after we purchase the software, how easy is it going to be to continue to keep updates? You know technology changes on an almost weekly basis, it seems like anymore. My laptop that I have now is obsolete. How are we going to fund that in the future?

**Beth Malloy:** Right. The beauty of buying a package which is what we've done, a piece of commercial software, is that we pay them to keep it updated. We pay something called maintenance and the maintenance of the software, which is an annual fee, the numbers you see there is the cost for all of the additional licenses we are going to buy. That is a one-time cost and maintenance is ongoing.

**Tom Didier:** How much is the maintenance?

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**Beth Malloy:** It is about \$100,000 a year and that is for both of us.

**Tom Didier:** For both the City and the County.

**Beth Malloy:** Right. That is how we stay up to date.

**Tom Didier:** Okay. I will let somebody else talk.

**Darren Vogt:** We will go to Councilman Bender and then Harris.

**Marty Bender:** Beth or Nelson, the Expediter, is that person going to be a City employee or County employee or do we have that worked out yet? Also, \$160,000 is a pretty healthy chunk of money. Does that include the benefits or is that two people and benefits? How does that work?

**Beth Malloy:** It is an estimate because we are not quite sure how it is going to be with the person that we are looking for. The development community, when we have talked to them, does not want it to be a City or County employee, at least until they feel comfortable that we are serious about it. So, it will likely be an outside person and once we put out an RFP or RFQ or whatever term we put there, will likely that is like the high end. It will likely come in less than that, we are hoping. It would be nice to have more than one because we have so many businesses and so much business that we are going to need it in the beginning. Does that answer your question? It doesn't include benefits.

**Nelson Peters:** I want to underscore one thing and that is that we talk about an individual but it is really an Expediter function. It's the function that will allow businesses to come through the door and traverse the system easier than what they do right now. As Beth suggested, it may be one person or it may be two people. If it is two people, essentially you are looking at a \$50,000 or \$60,000 wage plus benefits to get to the \$160,000.

**Darren Vogt:** Before we go to Councilman Harris, let me interject something that goes along with that. Have you considered whether or not that this could be a company that specializes in urban planning and development and they are willing to contract so that we don't have one employee? We have whoever we need at the time because we have six major projects that come into play. Have you considered something like that in the RFP or RFQ?

**Beth Malloy:** Actually we haven't put an RFP together. I think that's a great idea. I know I have worked with something, I was just sharing with someone today, we did something like this in Chicago and we did an executive loan program that somebody came in for six months. We kept cycling people

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through. They already came with a lot of experience and skills so we didn't have a lot of ramp up time. Open to all models.

**Darren Vogt:** Thank you. Councilman Harris?

**Tom Harris:** My question is in regards to department heads and elected officials. I'm interested to find out what was their reaction and what has their reaction been as both in the City and the County department heads can be told to do something. In the County structure, you have elected officials that may come into play. How do you go about working through some of those and what was their feedback through the process?

**Roy Buskirk:** Very carefully.

**Nelson Peters:** I think, and I could be mistaken, the Surveyor is the only individual in the permitting process that is an elected official. The Surveyor supports what it is that we're trying to do. I believe that City and County department heads want to improve the process just as much as we do. I've not seen anybody go kicking and screaming at this point.

**Roy Buskirk:** We have had several meetings with department heads. Time flies but I would say probably about the first of the year and subcommittees were formed with the department heads to get input back from them on different functions that could be improved in the permit system. It is going to have to be a work in progress, you might say, on some of this. We need the different department heads' input too as this is ongoing. Having an outside individual or company, they are going to have to interview and talk to the departments to gain information to be able to make recommendations for improvement. You asked about the elected officials and I believe that Nelson answered that.

**Tom Harris:** The department heads are doing what they think they're to do. That cultural change that we are talking about, we are going to tell them that it is not okay what you have been doing and you have to do something different. That is going to come from this process.

**Beth Malloy:** Right.

**Tom Harris:** And they are going to be onboard with that process, is that fair?

**Beth Malloy:** Right.

**Larry Brown:** If I might add, my assessment is we have referred to nineteen different departments, seventeen, twenty-seven or wherever they are, those

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departments individually are doing a wonderful job. We have very well educated, very knowledgeable and very capable department heads. We don't have anybody that brings the whole picture together. We have all of these segments. We need to have somebody bring it all together. That is what we are trying to do.

**Tom Harris:** Can I get one more question in?

**Darren Vogt:** One more question.

**Tom Harris:** That deals with the ordinances. Explain a little about how that process is going to work. It's real easy to say that we are going to change, modify and such on ordinances but how is that process going to work?

**Roy Buskirk:** The one thing with this committee, each one of us has worked in certain different areas and I think Nelson, you are the one that made some phone calls and stuff on that as far as improvements and cost on it and what they have done in other Counties.

**Nelson Peters:** Let me address that this way. We went through a long process with Plan-It Allen several years back. It sort of laid out the dictates of what future zoning ought to look like in this community. We've got somebody onboard, right now, working through that. Trying to get these things re-codified and put them in alignment with one another. What we continue to hear from the development community is that it's just not happening quick enough. It is being done. We've got the template to make it happen. It's just a matter of getting someone onboard who can tie those loose ends together.

**Roy Buskirk:** Part of it has been in the fact that the individual has been working in a department where they are receiving other assignments along with this. They are not able to concentrate 100% on this issue and getting the job done.

**Darren Vogt:** Councilman Howell and then Hines.

**Kevin Howell:** As I understand it, this is going to be a standing committee and you guys are going to stay as you are through this whole process.

**Roy Buskirk:** Yes.

**Kevin Howell:** My question is, and I don't know if Ben Eisbart is still here, someone like Ben Eisbart wanted to come back and give you feedback in person as to what is working and what is not working six months in, eighteen

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months in what have you. Will you be taking public feedback from businesses about what is going on?

**Roy Buskirk:** We anticipate continuing to work with the contracting community and also with the departments on getting responses to what has been done? Believe me I am always open for suggestions.

**Kevin Howell:** Will these be regular meetings every ninety days, every six months or how is that going to work? Have you thought about that yet?

**Nelson Peters:** It's every two weeks now.

**Roy Buskirk:** Every two weeks is what we have been meeting.

**Beth Malloy:** In terms of stakeholders to the process, what I think you're talking about is the development community, we have continued our meetings and will continue to meet with Fort Wayne Metals' group of people every other month. We have a similar one with architects and developers every other month.

**Kevin Howell:** So, in general, if any business had a problem here in Allen County, they can come to you at least once a month and say hey I have a problem at this process.

**Beth Malloy:** They can also fill out a customer satisfaction survey which is actually our best way of getting it from anecdotal to facts.

**Kevin Howell:** Okay.

**Roy Buskirk:** There is always the phone too.

**Darren Vogt:** Councilman Howell, is there anything else?

**Kevin Howell:** No, I'm good.

**Darren Vogt:** Councilman Hines.

**Glynn Hines:** Thanks to all of you on the committee for the long hours that you have been putting in and I guess, commit to putting in the future. It's a lot of hard work to get that done but what is the payoff? I think I was really glad to hear Andy mention about the General Mills win, the \$36 million victory. I was really glad to hear Ben as well as Bruce talk about what businesses think about in terms of where they can go in order to leverage their capital in order to get the best bang for the buck in terms of retention

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and attraction. I think at the end of the day when we talk about this whole process, it's as a community, what we can do to retain and attract those businesses for those livable wages and jobs. I think it's amazing, when I first came on Council in 1999 we talked about the Red Ribbon Red Tape Committee and how we could find a better way and we continue to do this. I just want to say to the one gentleman that talked about John Q. Public. I think at that point, it was low-hanging fruit. Today we are talking about a much bigger process. I was glad to see Deputy Mayor Malloy, those benchmarks that you have already set. Not only the timeline but also getting to the 90% satisfaction rate and I was just curious, are you looking to update the community as those dates occur.

**Beth Malloy:** We are hoping, as part of our economic development portal, there will be an online measurement section so people can see where we are at on the project. We will also be posting our results from the customer satisfaction survey.

**Glynn Hines:** What has been the response, to date, to the departments that you are working with? Is there excitement about these potential changes or is there push back?

**Beth Malloy:** The departments?

**Glynn Hines:** Yes.

**Beth Malloy:** I think we are at the beginning of, change is always difficult. That is a trite way of putting it. I think we are at the beginning of that process. People are nervous, excited, wanting to know and relieved in some ways about some of the things that they have wanted to get done. They will have some resources to get it done. That is the good side. This will be hard. This is hard in every City and County. This is a very difficult process.

**Darren Vogt:** Councilman Harper and then Goldner.

**Mitch Harper:** This is kind of a good tie-in, in terms of customer satisfaction measurements. Has the committee looked at having a third party do that satisfaction survey? Sometimes or oftentimes in private business, you would hire someone who is not part of the process because you may very well get: One, a guarantee the respondent's anonymity and; Two, they are more likely to send in a response and are more likely to be direct. I understand that you have had folks that submitted information and it probably took a little courage on their part if they have been concerned about retaliation. Has there been some thought given to having a third party do the customer satisfaction to encourage more responses and more candid ones?

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**Beth Malloy:** Yes. The Chamber was actually working on finding someone to do it. We wanted the first benchmark to be customer satisfaction. We thought we had the ability to create surveys. The City and the County invested in a survey tool. We have turned off the ability to know who has submitted. Right now, the responses to that, some people actually put their name on it and so it was no longer anonymous. That is one of the ways that we did that and it was really just to get us going and to establish a baseline. It is certainly something that we could look at.

**Nelson Peters:** Let me just add this. I think that if there wasn't the consistency that we have seen in some of the responses, then I think it would be even more appropriate to go to the outside. The things we hear continue to recur and so that tells us that there are some issues that we need to work on. Not that somebody coming in from the outside won't expose other things but we have enough on our plate with the things that we are hearing now.

**Mitch Harper:** One other thing. Go ahead Councilman Goldner.

**Karen Goldner:** Okay, thanks. Deputy Mayor Malloy, you've got a lot experience in working in other communities on this kind of work among other things. I guess my first question is have you seen, in your work directly or other examples, communities that have attempted a large software deployment such as what we are anticipating with Accela, who were able to successfully do that without strong project management resources being dedicated to it?

**Beth Malloy:** Usually my business would get called in after the failures. The failures tend to be for the same reasons. There is lack of sponsorship from the top. There has been no process work or to look at how we do business to kind of clean that up so we ended up automating a bad way of doing business faster, getting to a bad decision quicker. And there has been a lack of project management or they have had somebody part-time on it. Then it is really hard to make those deadlines. Those tend to be, over and over again, the three things that are the reasons that things fail.

**Karen Goldner:** Okay. My last question is if we implement what the committee is proposing, where would you place us relative to other communities and best practices? Do we get up into the top quarter or are we still in the middle or where are we?

**Beth Malloy:** When we implement?

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**Karen Goldner:** If we did everything that you are suggesting and we do it right, does that get us to average or does it get us to really good or where would you rate that?

**Beth Malloy:** I would suggest that if we do it the way it is laid out, it's a best practice or it is a good practice. Best practice, who knows what that is? But it is a good practice and the ones that succeed are the ones who put resources on it for the period of time in the project and then they go away.

**Karen Goldner:** Thank you.

**Roy Buskirk:** We would be the best place in the State to do business. That's the attitude.

**Karen Goldner:** Okay.

**Darren Vogt:** Councilwoman Brown and then Harris.

**Liz Brown:** I guess just a few preliminary comments that will lead into my concern with the benchmarks that have been set. We had several of you were here and I think Councilman Pape chaired the Red Tape Committee we had which...

**Tim Pape:** Councilman Hines.

**Liz Brown:** Councilman Hines chaired it?

**Roy Buskirk:** Crawford, Hines and Talarico.

**Liz Brown:** You were all on Council and were members of that and I guess my concern is, at the time, Mayor Richard and Arlene, Six Sigma experts that were trained at the time, this result that we are aiming for is exactly what in 2006 they checked the box that we had done. We've done the customer service, we've streamlined, it was difficult to do business in the City, we've cut down the number of permits, et cetera, et cetera. Obviously I am a little bit more concerned about not spending the money for the software but the implementation of this. Also in 2007 before Councilman Harper, and I thank him for having this joint meeting and it is very valuable, the County spent almost \$1.5 million for the Accela purchase based on a Memorandum of Understanding from the City to bring departments together and work together. The Building Department came on, the Health Department came on and DPS because it wasn't a joint system yet. We still can't submit permits online. We still can't see where someone's plan is in the process. In 2008, the City spent almost a half a million dollars on Accela for just two departments,

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Neighborhood Code and Right of Way. At the time, three years ago, it was stated that for example Right of Way issued about 3,000 permits a year would be able to, after implementation, you could submit online. As of today, you can download the form from online but you still have to either fax it in, mail it in or walk it in. Having a Project Manager or a Development Expediter are different terms that were used six years ago or three years ago but my concern is that there is not a strategy. I agree with you about sponsorship from the top. Mayor Henry was the one when we spent a half a million dollars three years ago for Neighborhood Code and Right of Way to come online and they haven't. They have not fulfilled what they said they would do at the table. Quite frankly, three years ago it was much more specific in the ordinance at the table and at the discussion, as to what was going to happen when we approved that appropriation, which had been budgeted in 2007 by the previous Council. So, I guess I am not comfortable with this new idea tonight and I went to the briefing, which is not mandatory or required, that this committee that was created by Roy Buskirk, not at the behest of the Mayor or the Commissioners, that this committee would now be in charge of the Project Manager and the Development Expediter the hiring and overseeing of them. Is that right?

**Roy Buskirk:** Yes.

**Liz Brown:** So you will hire them? They will report to this body?

**Roy Buskirk:** That is correct.

**Liz Brown:** And the Project Manager?

**Roy Buskirk:** Correct.

**Liz Brown:** The Project Manager is the one implementing the software systems across the board.

**Roy Buskirk:** They would be under this committee's guidance. The one big thing is the fact that they would be 100% dedicated to getting this done. I think part of the problem in the past has been that people have gotten off onto other projects and have not been able to dedicate 100% towards getting a solution to some of these problems.

**Liz Brown:** I don't have any question about, although I do question the job description of the Expediter. What was presented tonight by Deputy Mayor Malloy is not what is listed here in terms of how they are going to sort of span City and County departments and the expertise that they bring to the table. But my concern is this ad hoc committee now has this authority. We will be

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giving you, a basically not-to-exceed amount, for you to go out and hire a person or as many people as you chose for expediting and for the Project Manager, to last a year and a half spanning election times and everything else and they will only report to you.

**Roy Buskirk:** Right. That is the reason for the makeup of the committee with two County Council and two City Council, the Mayor's Office and the Commissioners' Office. Every facet in what you are saying is needed for approval and is involved in that committee. Sure, a lot of the power would be because of the authority coming from the individual Councils and the Commissioners' Office and the Mayor's Office.

**Liz Brown:** Have you created a Memorandum of Understanding as we have for 9-1-1 and DPS to determine votes, absentia, quorums and things like that?

**Larry Brown:** Not yet. Remember, all six of us are you. In other words, Tom and John are City Council. Roy and I are County Council.

**Liz Brown:** But what does that mean, Larry? Does that mean that if a majority of City Council says we don't want Tom and John to hire this person, they are our proxies?

**Larry Brown:** City Council doesn't have a majority.

**Liz Brown:** I am saying, are our representatives, are they our City Council proxies?

**Larry Brown:** I guess we need to address this in our Memorandum of Understanding. You bring up a good point that we probably need to do that.

**Liz Brown:** We've had that with 9-1-1. We've had that with DPS. The Plan Commission brings members to and we are now, all of us who sit on the governing board, Kim Bowman's boss. There are clear agreements in terms of who sits on that, on what's a quorum and who votes and all of that. We are the ones who set her benchmarks. You are asking us tonight to vote for an appropriation to hand it to six individuals who will then determine the benchmarks and standards going forward.

**Roy Buskirk:** I think part of it would be, Liz, that yes you might say it is correct for the first funding of it. Obviously, if there is any additional funding needed, then that is when you would step in. As far as being able to grade that individual, the Expediter or Project Manager, we feel that it needs to be outside of the normal course of action with the Department Heads, Elected

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Officials or whomever from the Economic Development departments having any type of control over these individuals.

**Liz Brown:** But you all are Elected Officials and so there are Elected Officials that have control. You are not completely away from the process.

**Roy Buskirk:** You could say that.

**Nelson Peters:** It is a matter of checks and balances. I think your point is well taken. I do know that there has been some discussion at the County Council level, as an example, to put the funds in a specific fund overseen by County Council. I certainly envision going back to County Council, at various stages of the process, to get the money to do what we need to do. I don't know if City Council can do the same thing or not.

**Liz Brown:** So, on the County side, if the County allocates their share of the roughly \$1.5 million budget for this process, they will allocate it to a fund and as you or who, only you can come to them? Could it be John and Tom or whoever and someone will come to County Council and ask for an appropriation as the hires are made or the software is bought et cetera.

**Nelson Peters:** I am sure that the County officials will do it based on the recommendation of the committee and whatever the next steps are.

**Liz Brown:** I would personally feel a lot more comfortable if the Memorandum of Understanding, particularly because this was never envisioned in the briefing or the ordinance if these details had been worked out ahead of time. My concern is, is the software purchase that we made three years ago purported to do some of this and it wasn't done. I am not saying that you all won't be the overseers but we now know, and I am glad to hear it, for over ten years we have had problems doing business in Allen County and Fort Wayne. And it seems to have been, from my point of view, very difficult to make that a public statement. In fact, I believe that some Council thought it was inappropriate to make that statement public but yet we have businesses saying that they haven't located here and actually, as recently as January, moved out because of how difficult it has been to do business. My concern, going forward, in talking about this Accela system that we purchased three years ago, at the time came with a bill of \$28,000 a month in maintenance fees or a year. So now is it an additional \$50,000?

**Beth Malloy:** I don't know how many licenses we had at the time. It is price per license. When you add licenses, you pay more maintenance fees. I don't have the original amount here.

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**Liz Brown:** So you don't know if the \$50,000 billed to the City will be all or in addition to what we are already paying?

**Beth Malloy:** Oh, it's all. They fixed it at \$100,000 a year.

**Liz Brown:** Will that enterprise license not just cover the sign-off agencies ability to sign off and be on line but will it cover the agencies, I like to say the backroom, because like Right of Way for example. They are not online.

**Beth Malloy:** They are on Accela.

**Liz Brown:** But they are not online. When we purchased it, the point was for them to be online.

**Beth Malloy:** I understand.

**Liz Brown:** There are two different issues. Everyone can go on Google and share a document. You will now be able to see where the development plan is in process and so the Fire Department, as you mentioned, can check off online and everyone will see the Fire Department checked off online or the Surveyor's Office. But the difference is if the Fire Department or the Surveyor's Office or Right of Way is still dealing in paper, which obviously Right of Way still is because their forms are downloadable by PDF and you have to print them off but who is making sure that the office is automated as well?

**Beth Malloy:** The Project Manager that we are hiring.

**Roy Buskirk:** As part of the Project Manager's job, when we met with IT, one of the problems has been, and I don't want to keep repeating the same thing, that they don't have anybody that has been working 100% on the Accela program. The Building Department was supposed to be on Accela over the weekend, what, eighteen months ago. They still haven't got it worked out. That is one of the first efforts and emphasis that we are going to have to do. Someone is going to have to get the Accela program straightened out. Right now, it is not and I will be the first to admit it.

**Liz Brown:** The County purchased that four years ago.

**Beth Malloy:** The online portion of Accela recently became available. It actually became available last year and so we needed to upgrade to the new version. There were some issues with the mapping GIS component that delayed our ability to actually implement it. My understanding is now that the Building Department can be online, Right of Way could be online and all

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we need to do is bring somebody in and kind of get us online. They are using the software but it is not visible yet on the internet.

**Liz Brown:** I understand. I know that is why it took almost a year for Code and DPS to work out the kinks. Both of them worked out the kinks themselves and it took almost a year because there was an Accela upgrade in process. When we purchased Accela three years ago, we were purchasing it because then it had the capability to put everyone online. That is not something that came with the upgrade.

**Beth Malloy:** I believe it is. It is the citizen access piece that was not available until last year. That is my understanding. They may have had to delay it and thought it was going to be available. If I can be so bold as to chalk that up to also we didn't have anybody managing that project. Ricky Orr has done an amazing job of using it in Right of Way but he also has a job in Right of Way. He has kind of been the champion for getting that going but he is not full-time to get that thing done and managing the tasks and making sure that people are following up and things like that.

**Liz Brown:** Well then I have a question about the zoning ordinances and regulations. I am on the Plan Commission now and we're not, the governing board, is not looking at this codification process. All we are doing is aligning zoning in the City and County so that people can see what residential in the County means versus residential in the City. This is a whole different thing. The allocation for half a million dollars, who or what entity, are you going to be in charge of that as well?

**Roy Buskirk:** Yes.

**Nelson Peters:** Likely be responsible for putting together an RFP to find out what that real cost is. We've been told it is between \$300,000 and \$500,000. We've been told some people that we could talk to and help us put together an RFP. Ultimately, I see the responsibility for that allocation back in much the way I suggested before. I see going in front of the County Council and saying that the RFP has been sent out, here is what we've got going and we need the money now.

**Liz Brown:** But my question is, so the committee will also have oversight over that expenditure?

**Nelson Peters:** Yes.

**Liz Brown:** And whoever you hire?

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**Nelson Peters:** Yes.

**Liz Brown:** So who is going to create the RFP for that? You are or the committee is?

**Nelson Peters:** Yep.

**Roy Buskirk:** We would have assistance by somebody to actually prepare the document.

**Liz Brown:** How are you going to write the specs that you are looking for? Are you looking for a legal firm? Are you looking for a consultant? We did the downtown design guidelines and an architectural consultant was hired. What kind of entity are you even looking for?

**Roy Buskirk:** That would be on some other Counties that have gone through this and have done that. We would use their example.

**Liz Brown:** But who is the entity that you will be hiring?

**Roy Buskirk:** The one was a law firm wasn't it Nelson?

**Nelson Peters:** Are you talking to write the RFP or to actually do the work?

**Liz Brown:** Are you hiring someone to write the RFP as well?

**Nelson Peters:** I don't see that.

**Liz Brown:** Who are you looking for? You said you don't know. You said a law firm.

**Nelson Peters:** There are some folks who have done this work, for instance down at Baker and Daniels in Indianapolis.

**Liz Brown:** So you are looking at a law firm.

**Nelson Peters:** That is just as an example.

**Liz Brown:** Well, I mean it matters because we are not just looking at overlap or laws that are redundant. When you started this, Roy, you said what ordinances can we delete that are redundant or we don't need? You've always said there is more regulation here because of our rivers and whatever. Are we looking at someone with business expertise like the Developer Expediter

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person who has expertise on what is actually necessary? That is not necessarily a law firm's task.

**Beth Malloy:** I am not sure that we would specify that we are looking for a law firm in the RFP. We would probably specify the list of experiences and we evaluate all comers, the folks who responded to the RFP. Baker and Daniels in Indianapolis may have expertise in that. Other firms that might be public planning firms might have expertise in that. The RFP won't specify the kind of firm they were coming from but the kind of experience they've got.

**Liz Brown:** So, again, we would appropriate half a million dollars or our share, half, and then you would decide how you are going to spend it. That is all I have.

**Darren Vogt:** Down the line here, Harris, Goldner and then Pape.

**Tom Harris:** I too want to applaud the group for taking action and the time and commitment that you have put into this. When I ran for office this last year, I heard from a great number of people that stated they were very concerned about this. I think we need to do something and are headed in that direction. I think everybody wants to move forward on that. However, some of the questions that Liz has brought up have been a little bit of a concern. The business community, probably more than anybody, is going to know in six months to a year that things haven't changed. Everybody in the room knows that government easily plows lots on money into fixing problems but six months, a year or three years later, we're not there. The challenge that I think all of us have is to make sure that there are efficiencies and then outcomes, not just that we are going to be doing these things in six months or a year. But what are the outcomes? What do we want to see beyond the perception of a problem, what kind of benefits? The additional economic development growth needs to be happening. Those things, I think, need to be some kind of benchmarks in here as well. Trying to establish those benchmarks are important and who is going to be doing that? Some of that will be the Expediter/Project Manager. When we hire that individual and they come onboard and they say that there is no way that we are going to do this in eighteen months, what happens? I mean then we are into a three-year process because they say we can't do this and it is too big. If the Project Manager is going to do the assessment of trying to fix this stuff, what happens when that happens? Then we have a perception in the community that we have plowed a lot of money into a problem and now it is not going to get done as fast as we had hoped.

**Larry Brown:** I have a comment to that. By putting the money into a fund within County Council, you haven't spent a penny to find that out. We've

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made the commitment but we haven't spent the money. You still have control.

**Beth Malloy:** The other comment I might make is that we have done some research. We interviewed some people and asked how long this kind of project should take. My experience as a consultant has been that this is how long this project should take. I certainly feel accountable. I said fifteen months and they said no way. Eighteen okay, and we changed it. We listened to the experts, who were giving us advice, and that is how these numbers came up. They weren't pulled out of the air, necessarily.

**Nelson Peters:** Doing nothing, at this point, is not an alternative.

**Tom Harris:** I understand and I think all of us agree. I think that those benchmarks ought to be clarified both from an internal standpoint but also to the business community to say these are the things we are shooting for so that when we hit them, everyone knows that we are on track. If they need to be longer or whatever, we need to hit those benchmarks.

**Darren Vogt:** Councilman Goldner.

**Karen Goldner:** Thanks. Clearly there are high expectations and I share the applause of the others at the table for the six of you that have been putting it together and are going to continue to work on it. It is probably the most important issue, I think, if you are going to say that there is one local government issue that is most important facing this community and this is it. I wanted to follow up on two things. The first is don't you think and I will call it the grading system to utilize some of Councilwoman Brown's language, for this overall system it should be outside of the governing body of the Plan Commission because that is one of the systems? There are other systems, Right of Way, Building Department and City Utilities and so forth, that are not within the Planning Department's responsibility and so doesn't that make sense to you that your group should be separate? I'm seeing nods.

**Larry Brown:** Absolutely.

**Roy Buskirk:** Yes, amen, I don't know what you want me to say.

**Karen Goldner:** I was waiting for an amen from you, Roy, so good. The second thing, and I really don't want to answer a question but I am just going to because I am the person who was involved in the improvement location permit process in 2002 and 2003 when the Department of Economic Development did this. Let me just give you the answers to that question that has been talked around. Unfortunately none of you six were directly involved

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in that. This was a process that was a Green Belt Project that was undertaken by one of the Department of Economic Development's staff people to evaluate the ILP process which is just one process involving many departments but one process of the planning process. An important one but only one. It did not involve top level City and County leadership. It simply did not and that is just the fact of it. It was extremely limited in scope. It was done on the cheap. Heather Presley did it while doing another full-time job. She programmed, she wrote the Access database that was used so that we wouldn't have to spend money on ACS. We only had internal resources. All of the people that were involved in this process, there were people from all of the different departments were doing it effectively on their own time because none of their other tasks had been reduced. There was no accountability built into the system and no ongoing follow through. Once it was done, there were great improvements in the short-term. I think those improvements, Mr. Kalb mentioned at our last City Council meeting. I don't remember the numbers but it was a dramatic decrease in the number of days to get an ILP issued. That lasted for a little while and then everything just sort of wandered off. It did not involve any attention to the online resources or computer resources of other departments. In other words, the Fire Department wasn't on the same network. This was back when networks mattered because there was no web. Heather didn't know how to program HTML and so we had to use the resources that we had. The Fire Department, for instance, couldn't directly access the system. Certainly the development community couldn't access the system. There was a lack of expert project management. We were making this up as we went. Again, expert management would have required money and we didn't want to do it with any money. It was certainly not a joint effort. It was certainly not the City and County working together. There were County departments that were involved in this and they participated very well but again, there was no leadership. There was also no ongoing engagement of the stakeholders. The business community was involved in the upfront discussions but they were not involved as it went forward because there were no particular resources, process or structure for that to happen. I think that example is a really good one to bring up and I am glad that Mr. Kalb did it last week and I am glad that we talked about it tonight. It is exactly the reason why we need to do what this committee is proposing. It is exactly the reason. When you don't put adequate resources to the task, resources of both money and technology and people, and you don't have a continual feedback loop built into it, that's right you are going to fail. You're going to have some short-term success and then everybody is going to pat themselves on the back and say "Well we did that". Then it is sort of just going to go away and you are not going to have sustained improvements. That is what we need, sustained improvements and that is what I hear from people tonight. I think that is appropriate. I really applaud not only the work that you have done but the willingness of this task force has shown to say you

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know what, we think this is so important that we think it is worth spending some money on. We think this is so important that it isn't something that we should tell someone else to do. I mean, Rick Orr is not only full-time in Right of Way, for the love of Pete, he runs the budget process for the Public Works Department. We have a lot of staff people who are working at 100%, 105% or 110% of capacity and to say to them well now you have to figure out how to be a computer programmer on top of it. That's a recipe for failure. The problems that we had with the Accela rollout, and I was involved in that with Neighborhood Code because there was a particular problem in my district that was delayed because Neighborhood Code effectively shut down for two months because the software was being so badly deployed. It was due to a lack of resources allocated for project management. Look, I would like for all of this to be free. I would like to lose twenty pounds and still eat cheesecake. We all have stuff that we want but that is not realistic. I think what this committee has done has really excellently spelled out the issues to be addressed. I think we have heard that from the representatives of the public and business community that spoke tonight. I think there is no reason why we shouldn't move forward with it. That is all I have Mr. Chairman.

**Darren Vogt:** Thank you. Councilman Pape.

**Tim Pape:** Thank you, Mr. Chairman. I was stunned to see the proposal and you all are getting it done. Thank you. Twelve years as a City Councilman, nothing has happened this long term and comprehensive. Of course, this is the beginning. I have two requests for you all to consider. I do not expect any response at all. You are welcome to give it but I don't expect it. Two requests to consider. One is there is going to be an eighteen month or so rollout. There are going to be a lot of decisions and a lot of work that the committee is going to be doing. I'd ask you to consider some way to communicate and report back timeframe. I don't care if that is coming to the Councils' tables. I don't care if it is an invitation to come and just get updated. I'd ask you to consider it and it would be very helpful to move the process along. My second request is that I want to make a continual process improvement continual. Another way to say that is permanent. I don't know how you do that and I don't know if you all have figured that out and I don't understand it in here. When members of the committee, starting an initiative is a lot of times an individual passion and energy as a lot of you all have had and shown and the business community has shown. But how we make sure in one year, five years, ten years and we have moved onto pressing matters, we feel like we have accomplished something, we don't want to slip back. We want to continue to be the best place in the Midwest to do business. How do we make sure that it's a true process that is truly permanent and isn't dependent upon individual initiative, energy and attention? I just ask that maybe at some

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point maybe have a more permanent answer to that or one that I can understand. Thank you.

**Roy Buskirk:** Can I respond to a couple of comments that were made?

**Darren Vogt:** Sure. Let's make sure that we keep our questions.

**Roy Buskirk:** In response to getting information or reports, ask your Council members that are on the committee to give a report at every Council meeting or once a month or whatever. Eighteen months, you are going to see some results to this before the eighteen months are up. We are looking at benchmarks that are six months, nine months, twelve months and fifteen months to be able to see progress being made in this. That's it, thank you.

**Darren Vogt:** Councilman Brown, do you have another question?

**Liz Brown:** I do.

**Glynn Hines:** The only thing I am going to say to Roy is that I would even go a step further and not only reporting back to us but some of the expert advisors that came before the mic. They could come before Council and say that it is going well or it sucks. I would like to hear from them.

**Roy Buskirk:** I like your language.

**Glynn Hines:** I would like to hear directly, in a timeline, that tells us this is going pretty good or it's not. That's all.

**Tom Didier:** Can I go back to what Tim said. I like what Tim is saying there because it is kind of like what I said earlier. Every 15,000 miles you have to give your car a tune-up. I am doing it in laymen's terms. We want to constantly look at this thing and make sure that it is running like a well-oiled machine and that there are no bumps in the road. We can talk the talk but let's walk the walk. I appreciate, trust me, what you are doing especially with all of the time commitments that you have with everything else. I appreciate all that you are doing.

**Darren Vogt:** I am going to briefly interrupt here. In the interest of time, let's keep these to questions and getting factual information out and staying on task with where we are at right now. Councilwoman Brown.

**Liz Brown:** When we bought Accela three years ago, we also bought Munis, the financial system. Does anyone know if we had a Project Manager for the implementation of that system?

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**Karen Goldner:** I see nodding.

**Beth Malloy:** My understanding is that we bought Project Management from Munis.

**Liz Brown:** So that was part of the package but not with Accela. What is Atos' participation in this? Are you tasking them with anything?

**Nelson Peters:** They have been at the table but I can't tell you specifically. I know they have been working with Joel Carboni who is serving us right now and serving us very well in this project. Again, as has been stated, it would be great to see him as Project Manager. He's got other things that he's got to do too. I can tell you that he has been working with Atos on the web portal development, on timelines and on the entire project rollout.

**Liz Brown:** Is he an Atos employee right now?

**Nelson Peters:** No he isn't.

**Roy Buskirk:** He is a County employee.

**Liz Brown:** So he is working but I am talking about Atos in terms of implementation.

**Nelson Peters:** He is working with them.

**Liz Brown:** But are we going to have to pay because Atos, the way we work is a process that we pay for. Are we going to have to pay Atos more as this is implemented? Do we have all of the servers that we need now?

**Beth Malloy:** There is no more hardware but that is the budget for Atos for both the portal and I asked them for estimates for a Project Manager and I asked them for estimates for the Process person.

**Liz Brown:** So you may be hiring them right from Atos?

**Beth Malloy:** Maybe. They are one of the options.

**Roy Buskirk:** Possibility.

**Liz Brown:** So you may not put it out to bid.

**Beth Malloy:** No, we will put it out to bid and they may respond.

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**Roy Buskirk:** Right.

**Liz Brown:** And then is your group, as you will be appropriating money, will you be having public hearings?

**Roy Buskirk:** I wouldn't say that we will be appropriating the money.

**Liz Brown:** Who is going to set the salary, for example?

**Beth Malloy:** It is not an employee, it is a contract.

**Liz Brown:** Well, you will decide the contract and you may or may not bring it to the appropriate Councils but if it is under a certain dollar amount you won't be coming to City Council. I don't know how County Council works. So, are you going to have public hearings when you have these discussions about the hiring and letting of contracts?

**Beth Malloy:** I don't think so. I think all of the contracts that would be implemented would be over the City Council limits. I don't know what the County Council limits are. We've had discussions that this would have to come down to Council once we chose.

**Liz Brown:** Not all of them are over \$75,000.

**Roy Buskirk:** County Council's limit is what, a penny?

**Darren Vogt:** We control the money and they have to come before us.

**Liz Brown:** No matter how much?

**Roy Buskirk:** No matter how much.

**Liz Brown:** But that is not the case for us. That's all I have.

**Darren Vogt:** Are there any further questions before I turn it over? Councilman Harper? Councilman Moss, do you have anything?

**Mitch Harper:** Just to clarify from the very beginning, we talked about the 92% and the 8%. Ninety-two percent of the permits are issued within the 24 hours and 8% represents over \$60 million worth of investment. Those aren't the same 8%. I am sure that if other Council member's experiences are like mine, dealing with constituents that have problems with obtaining building permits and going through a very lengthy process and being sent back

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through the process with their small contractor, there certainly are a lot of just regular folks who are struggling to get a building permit for a rather small project and caught up in confusion. I think some of the media coverage has maybe given that impression but, you don't have to comment, just to confirm that. The task force, itself, if I hear the sentiment properly is that you want to make that a permanent part to bring this forward and to steer it home. We don't have either a Memorandum of Understanding and there is nothing contained within this ordinance which simply talks about the money. There is a lot of language within the "Whereas" clauses but the actual part of the ordinance is only talking about the money. Should we have a Memorandum of Understanding, an interlocal governmental agreement or mere ordinances passed that codifies this task force going forward?

**Nelson Peters:** That's fair.

**Mitch Harper:** What kind of timetable can we expect on that agreement? This doesn't even actually appropriate the money, this ordinance tonight. I think people should be clear that this is not an appropriation ordinance because there has not followed the statutory guidelines for public notice and ten-day hearing. That appropriation is going to have to come at a later date. This is almost sort of putting a benediction on the task force report rather than putting the rubber on the road. For those of us who have heard from lots of people over the years and have been concerned about other delays, we have had kind of a tour of past City failures, if you will, in terms of streamlining the process. What is the timetable and how can we avoid delay that has occurred to this point?

**Nelson Peters:** We've got two templates that have already been established, one through 9-1-1 and the other through the Department of Planning Services. Actually there is a third through Emergency Management. If we could borrow some language from either of those, it's only going to take two out of three Commissioners to make that happen on the County side. I would defer to the City for whatever approvals are necessary there.

**Mitch Harper:** Can you negotiate that within the next two weeks to get this done before June?

**Nelson Peters:** I don't see why not.

**Tom Didier:** You are talking before the end of June, Mitch?

**Mitch Harper:** For introduction this month and for disposal before the end of the month. We have, essentially, and I have been talking about it and I am glad to see benchmarks on the Power Point presentation. They weren't part of

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what was provided earlier. The key parts of this and the meat of it are yet to be before us. I say let's get this done before the end of June and that requires the task force and the two executives to get the lead out themselves. To put it in frank terms and that is why I think having this joint meeting has been a very good thing to have this sort of discussion. I also think getting the task force put together through interlocal agreement or through a Memorandum of Understanding and approved by the Council and get this done quickly is that we also try to mirror image how the money is handled, City Council is handling it the same way that County Council is handling it.

**Darren Vogt:** Councilman Moss.

**Paul Moss:** You reference a 92% success rate for 24 hours. It also appears as though you did some research into other communities and how they have fared and best practices and things of that nature. What is the best practice percentage? Is it 100%? Is that the expected outcome? Where do we stand now at 92%? Ninety-two percent, at least when I was in school, was pretty good.

**Nelson Peters:** I think the real key to that is not to focus on the 92% as much as it is the time as which it takes to complete the 8%. What we did find in other communities, as I stated before, we are looking at between 30 and 54 days right now to get permits through on the other 8%. What is happening in other communities with their other 8% or whatever that number is for the hard-to-do project are getting them through in 15 to 30 days.

**Paul Moss:** So for those of us that tend to have a bit of a jaundiced view because we have been through this many times before in terms of basically throwing money into, what I believe is a systemic problem, over-regulated society, what is the specific metric that you're looking at for that 8% eighteen months down the road that we can look at?

**Liz Brown:** That is customer satisfaction.

**Beth Malloy:** That is customer satisfaction.

Everybody talking over each other.

**Darren Vogt:** Hold on, I just want to do this one time. Let's not talk over each other because we do have minutes being recorded and we want to make sure that we don't talk over each other.

**Nelson Peters:** Here is the answer real quick. Streamline the approval process for permits that are taking more than 24 hours, decrease the amount

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of time by 20% in 12 months and 25% in 24 months. That is the metric for that.

**Paul Moss:** Okay. Then the other question that I have is that it sounds like we are going to essentially allocate, in total, \$500,000 for the IT component. Not the IT component but the codification thing which could go to a law firm that has some experience in that regard. Then there is \$160,000, I believe, for the Expediter that could be who knows how many people. It could be one person earning an awfully generous salary relative to other salaries in City and County government. That is correct that basically these are going to be contract items, \$500,000 and \$160,000.

**Nelson Peters:** Right.

**Paul Moss:** I assume the \$160,000 could be ongoing. What other components of the \$1.4 million will be ongoing, to your best estimate?

**Beth Malloy:** Can I go back to the slide? The ones with the asterisk are one-time. The Expediter could be ongoing. On the slide, that is something that should be approved because it's likely a contract. The rest of them, we assumed, are one-time. The maintenance cost is for the software and is \$100,000 a year for both.

**Darren Vogt:** The portion of that missing is the software licenses which would be \$100,000 and the maintenance of it.

**Paul Moss:** Thank you.

**Larry Brown:** That's total.

**Darren Vogt:** Right. Split between two. Are there any other questions? Councilwoman Goldner.

**Karen Goldner:** I don't know what the right procedure is in a joint meeting so I was going to make a motion.

**Darren Vogt:** If you want to hang on a second that would be great. At this point, if there is no further discussion, what I will do is turn it back over to Councilman Shoaff for City Council because they have an official meeting today and are able to do actions today if necessary.

**John Shoaff:** I think that is appropriate and is proper. City Council is now in session.

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**Karen Goldner:** I would like to move for the passage of Bill number S110509.

**John Shoaff:** There is a motion. Is there a second?

**Tim Pape:** Second.

**John Shoaff:** There is a motion and a second. Is there discussion amongst the Council members? I think I should confine this to City Council members. Councilman Didier and then Councilwoman Brown.

**Tom Didier:** John, I understand and I want to get this thing, the ball rolling and everything like that. Mitch, in the aspects of doing the Memorandum of Understanding, the County isn't meeting until the 17<sup>th</sup>.

**Darren Vogt:** No, the 16<sup>th</sup>.

**Tom Didier:** Okay the 16<sup>th</sup>. Whether we appropriate the money tonight or we wait another two weeks I guess I am looking at it from that perspective because if we can get all of the other stuff done.

**Mitch Harper:** This is not even an appropriation. This is something else which I am not sure how we tell folks to go forward.

**Tim Pape:** Does Mr. Harper have the floor?

**Tom Didier:** I apologize.

**John Shoaff:** He was trying to answer a question but let's do this properly.

**Tom Didier:** I will let him answer my question.

**John Shoaff:** Councilman Harper, you may answer the question.

**Mitch Harper:** I am not sure procedurally, how approval tonight of this ordinance allows the going forward of spending money because there is no money appropriated. This was purported to be an appropriation ordinance but it is not. It was dropped in and there was an attempt to schedule within seven days and an appropriation ordinance requires a ten-day window following legal publication. I am not sure what would be accomplished by passing this other than sort of giving a benediction over this process. The real work would have to occur later. That's kind of one of the questions that I talked about. The business community has been under the impression that there is something really important happening with this. This isn't where the rubber hits the road. That's approving the task force and having a real

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appropriation as opposed to what this is which simply talks about \$700,000 without actually approving the money. I think some of the CFO's of business, and I can see a couple sitting out there tonight, understand this.

**John Shoaff:** Let's stay on point here. Those that have something to say directly to question and Councilman Didier, because you brought it up, you can respond.

**Tom Didier:** My whole thing, with this process, I am definitely in favor of moving forward but it is no different than any contract. I give a contract to a customer and I ask that customer okay I am going to give you this contract but it is not correct. Let's put it this way, it is not done correctly. The customer is not going to sign that. He is not going to be comfortable with that. I am all for this process and I think this is exactly what we are looking for. At least it is a start. It is something that we haven't done in basically twelve years. I still go back to what is two more weeks is we can get this thing done all correctly. If we can get the Memorandum of Understanding done, again, the County Council is not voting on this until the 16<sup>th</sup> and it is only the 31<sup>st</sup>. I am all for this but I think there should be some patience involved in here before we make a rash decision and making a vote. I will tell you right now that I will vote no on this only because I think it needs to be done correctly. I mean that is my whole gist. Patience needs to be involved here.

**John Shoaff:** On the question of propriety and timing and that narrow issue. Councilman Goldner, you want to say something?

**Karen Goldner:** Mr. Chairman, I strongly disagree with the statement that Councilman Harper made that this is not important because I think it is terribly important. I think that what we are talking about, to some extent, is different maybe between government stuff and how the rest of the world operates. There are lots of things that are going to need to be done after this ordinance is passed to put things into affect. Lots of things. We've been talking about those things tonight. This ordinance is the first step. This ordinance is the first official opportunity that we have as a City Council to be able to say yeah we support this. And we want to see all of the other things happen. It's not like giving somebody, Councilman, an indirect contract. It's like saying here is the contract and there are additional things that will come later and we will work those things out. Believe me I do that in my business. You get an agreement on the terms and that's what this is. What this is saying to the community is that we think this is important and we want to move ahead. What is wrong with another two weeks? We have already waited two weeks and now in two more weeks, I am confident that we will have other reasons because it won't be perfect. Councilman, if I can finish, as

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somebody said this evening and I don't remember which speaker, this isn't perfect. We don't live in a perfect world and if we wait for this to become perfect, we will never do it, ever. That is why I think we need to move ahead with it so that the rest of these very important details can be worked out. At least we can make a statement to the community that we believe this is important enough to move ahead with. The metrics here keep changing. I don't mean the metrics on the screen there. I mean the standard for what this needs to be and I am not sure what would satisfy everyone. That is why I am making the motion and I would like us to vote on it.

**Mitch Harper:** That is misrepresentation of what I said. I can vote for this tonight and would intend to. The language is merely preparatory. It is not a legal affect and we have to do other things to really put it into affect. I've got no problem voting for it. The trouble is what has been told to the community is not what is in this ordinance. It is not an appropriation and it doesn't appropriate money. It has a lot of "Whereas" clauses but the effective language as Mr. Lanka reported yesterday in the Journal, there are no benchmarks contained in the key parts of this ordinance. It's more of an expression of the Council. I think it is very important to get this process done. This ordinance doesn't do it. It's an expression of the Council but the real language that is the engine to drive this process is not before us tonight. This was a hastily drawn, incomplete ordinance. I've got to say when you say that I said it wasn't important, as one of the guys who is one of my heroes says "There you go again" because I can vote for this. I want there to be a follow-up immediately in June of real language that gets something real done with real guidelines and real benchmarks. That's not before us but I can vote for it.

**Tim Pape:** Point of information, Chair.

**John Shoaff:** Point of information takes precedence. Go ahead.

**Tim Pape:** The motion is for final passage of the ordinance. If we do not sustain enough votes, the ordinance will fail and it doesn't come before us in two weeks. Correct?

**John Shoaff:** That would be correct.

**Tim Pape:** There is no opportunity to vote yes in two weeks, correct?

**John Shoaff:** That would be correct.

**Tom Didier:** I get your picture.

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**John Shoaff:** Councilwoman Brown, back to you. You have been waiting very patiently.

**Liz Brown:** Thank you for noting that. I guess my point of information is what are we purporting to pass tonight? Merely a resolution in support of, again, multiple times the City Council saying too much red tape and we think we should cut it and we are going to work out the details in the future. And, allocate money in the future. Is that what we are being asked to vote on tonight?

**John Shoaff:** It would appear to me...

**Liz Brown:** We are acknowledging that there is a problem.

**John Shoaff:** Yes, definitely.

**Tom Didier:** Houston, we have a problem.

**John Shoaff:** Councilman Pape makes a good point. If we vote this down, we might block the road toward continuing to determine a resolution of the many details that remain to be worked out.

**Liz Brown:** Actually, not necessarily. If we really wanted to do this right, when your task force introduces the Memorandum of Understanding, we can vote on it. When we have a legal public hearing to appropriate the money, we can vote on it. This resolution, whether it passes or fails, doesn't change any of that. It doesn't make those things happen. The votes we submit tonight do not make those things automatically happen. And if by some chance the resolution, ordinance or whatever it is that we pass or don't pass tonight doesn't affect that. Passing the ordinance tonight, because it doesn't really say anything, it just says "Gee, golly, thanks we all just sat here tonight and we all finally agree publicly that it really stinks to do business in Allen County and Fort Wayne" and we are all now beholden to fix it. Right now, whether we vote on it or not, my understanding is that no money will be allocated at least on the City side and you guys are a lot tighter, kudos to you, than the City is. Nothing can be done until you all figure out how you are going to run it.

**John Shoaff:** Before I go back to Councilman Pape, is there anybody who hasn't spoken? Councilman Pape.

**Tim Pape:** Yeah, Mr. Chair. I understand that this ordinance that we are voting on is in fact an ordinance. It was drafted by legal counsel. It was reviewed by the City's legal counsel. It received a vote of eight of nine Council

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members for introduction. Certainly a Council member is entitled to their own individual opinion as to whether it is sufficient or what its impact or affect is but it has passed all legal muster and all legal hurdles in the process that we have for introduction. It stands before this body as an ordinance, an effective law and ordinance of this community if passed. I call the question.

**Liz Brown:** I don't...

**John Shoaff:** There is a call for the question.

**Liz Brown:** Point of information.

**John Shoaff:** Are you objecting for the call for the question?

**Liz Brown:** I need to know what we are voting on.

**John Shoaff:** Excuse me.

**Liz Brown:** Yes, I guess I am.

**Karen Goldner:** Do you want a copy of the ordinance?

**Liz Brown:** No. Thank you, I know that. What do you purport, Councilman Pape, what will the affect be when we vote tonight?

**John Shoaff:** Excuse me but procedurally the question has been called. If you object, and I take your comments as an objection, it becomes a motion that is un-debatable and must pass by two-thirds majority. So, I will call for the vote on the question. We better have a show of hands, Madam Clerk. Let's have a show of right hands of those in favor of calling the question.

**Sandy Kennedy:** One, two, three, four, five, six, seven. You've got it.

**John Shoaff:** Seven is more than two-thirds majority. The question has been called and therefore we are now voting on the main motion which is a motion to pass the ordinance S110509 that is before you.

**Tom Didier:** Roll call vote.

**John Shoaff:** By our rules, a single person can call for a roll call vote.

**Sandy Kennedy:** Councilman Bender.

**Marty Bender:** Yes for passage.

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**Sandy Kennedy:** Councilwoman Brown.

**Liz Brown:** Yes, I vote on the resolution to approve cutting red tape.

**Sandy Kennedy:** Councilman Didier.

**Tom Didier:** I vote yes.

**Sandy Kennedy:** Councilwoman Goldner.

**Karen Goldner:** Yes.

**Sandy Kennedy:** Councilman Harper.

**Mitch Harper:** Yes and just a moment to explain. I agree that this is an ordinance and it is a proper ordinance introduced but this is an ordinance that is not the doughnut but the hole. For the taxpayers of Fort Wayne and for the business community, let's get an ordinance before us that is the doughnut. I vote aye.

**Sandy Kennedy:** Councilman Hines.

**Glynn Hines:** Yes.

**Sandy Kennedy:** Councilman Pape.

**Tim Pape:** It's a filling doughnut. Yes.

**Sandy Kennedy:** Councilman Shoaff.

**John Shoaff:** Yes.

**Sandy Kennedy:** Councilman Smith.

**Tom Smith:** Yes.

**Sandy Kennedy:** Nine ayes.

**John Shoaff:** Now, if I may, I am sure everyone would be relieved if I made a ruling that any other discussion would be out of order. We will deal with the other issues in our own chambers.

**Tim Pape:** Move to adjourn the City Council meeting, Councilman Shoaff.

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**Karen Goldner:** Second.

**John Shoaff:** All of those in favor of adjourning the City Council meeting say aye. Okay, it passes. We are adjourned Mr. Co-Chairman.

**Roy Buskirk:** We haven't adjourned the meeting though, right?

**Darren Vogt:** No.

**Roy Buskirk:** I would request, and you will see how simple the County does things, I make a request that we have a straw vote on this to show the community that we are in support of funding this project and that we will have a meeting of mutual understanding with the City? We can vote on that at a later time. This is just a straw vote.

**Darren Vogt:** So you are asking for a motion on a straw vote?

**Roy Buskirk:** We always leave it up to you, Darren, to word this correctly.

**Darren Vogt:** I can't make a motion, as Chair.

**Roy Buskirk:** I made the motion, you word it right.

**Darren Vogt:** There is a motion on the floor for us to show support for eliminating red tape and the work that this committee has done. Is there a second?

**Bob Armstrong:** Second.

**Darren Vogt:** All those in favor please signify by saying aye. All those opposed same sign. The motion carries.

Meeting was adjourned.