



WATERBURY
Development Corporation

CENTRALIZED PERMIT



By: Avery Gaddis

Wednesday, August 16, 2006



WATERBURY
Development Corporation

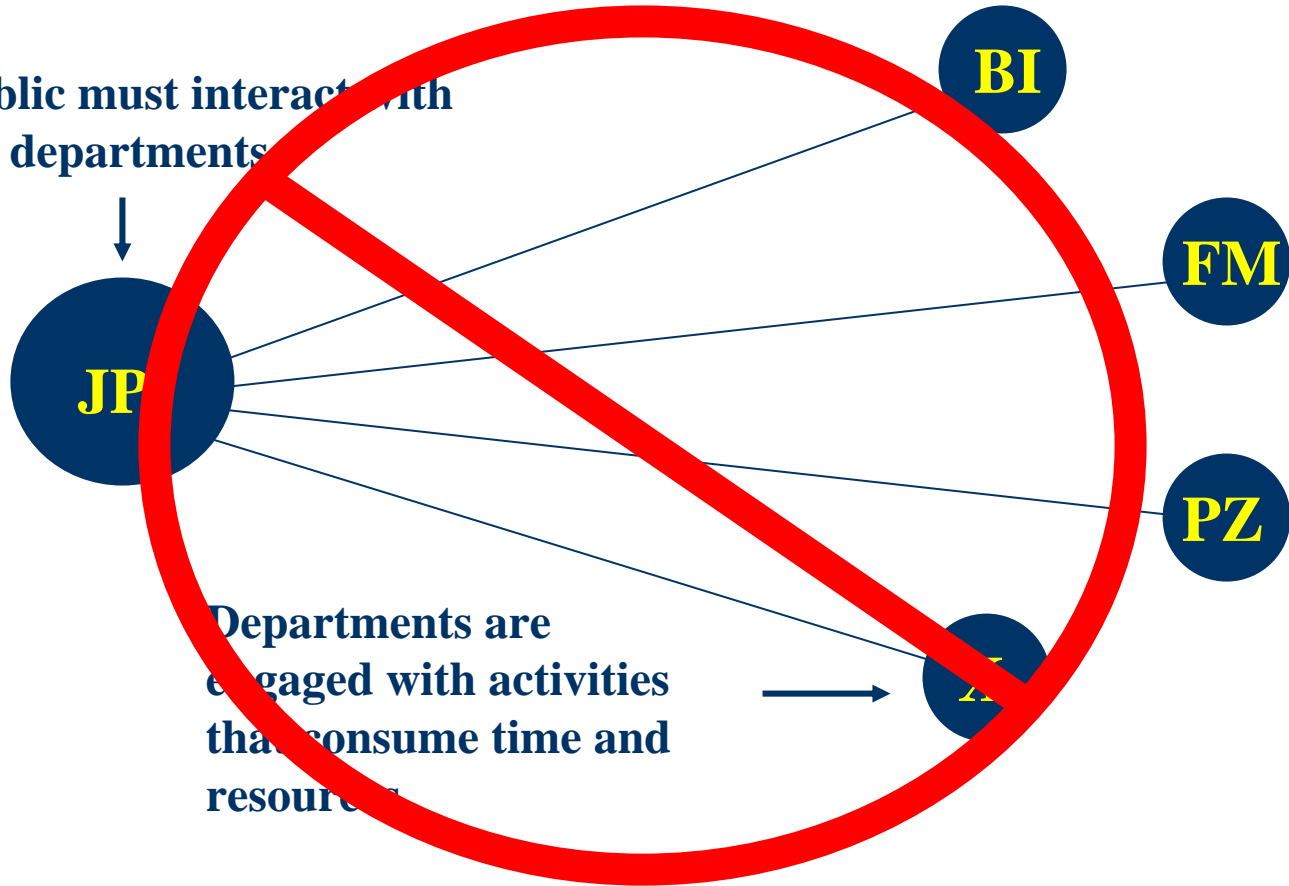
WHY DOES WATERBURY NEED A PERMIT CENTER?

- **Address departmental inefficiencies**
- **Increase accountability**
- **Create a customer friendly environment**
- **Enhance City's competitive position**



CURRENT ARRANGEMENT

Joe Public must interact with several departments

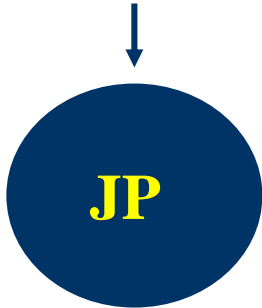


Departments are engaged with activities that consume time and resources

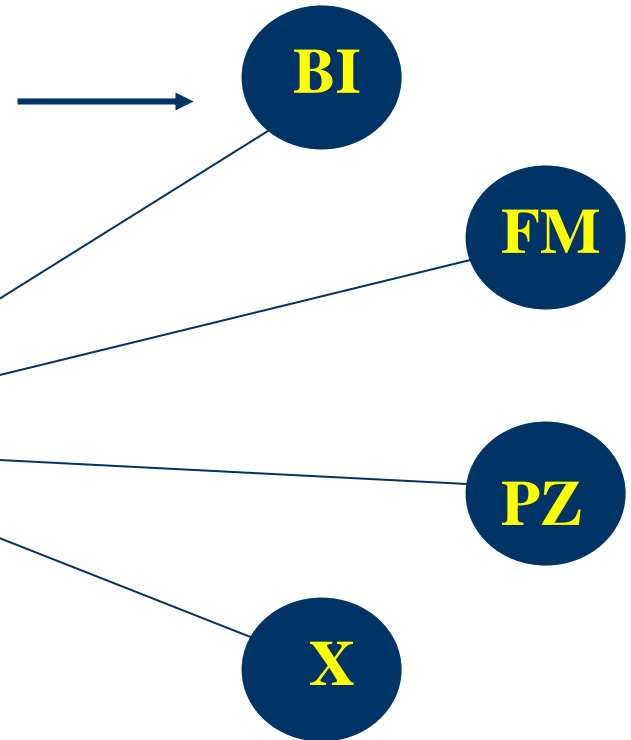


PERMIT CENTER

Joe Public only
interacts with 1
department.



Personnel can focus
their attention on
primary duties.



Permit Center
functions as a central
clearing house.



METHODOLOGY

Examined towns and municipalities with permit centers to assess “best practices.”

Attended site visits and conducted personal interviews, during which the following questions were addressed:

- **Were consultants used?**
- **How many employees staff the PC?**



METHODOLOGY II

- **What is the proximity of essential personnel to one another?**
- **What is the workflow arrangement?**
- **What permits are administered through the center?**
- **What software application/s are used and who is the vendor?**
- **How was initial employee training managed?**
- **What impediments threatened successful implementation?**
- **How long did it take to implement the permit center?**
- **How was post-implementation assessment conducted?**



MAJOR CONSTRAINTS

- **Lack of support**
- **Lack of financial resources**
- **Change-averse employees**
- **Lack of alignment between departments**
- **Wrong personnel assigned to Working Group**



RECOMMENDATIONS

- **Obtain Executive and Legislative approval**
- **Create Ordinance**
- **Establish cross-functional working group**
- **Hire Director**
- **Negotiate and design workflow schematic**
- **Incorporate Permit Center into City Hall project**



RECOMMENDATIONS II

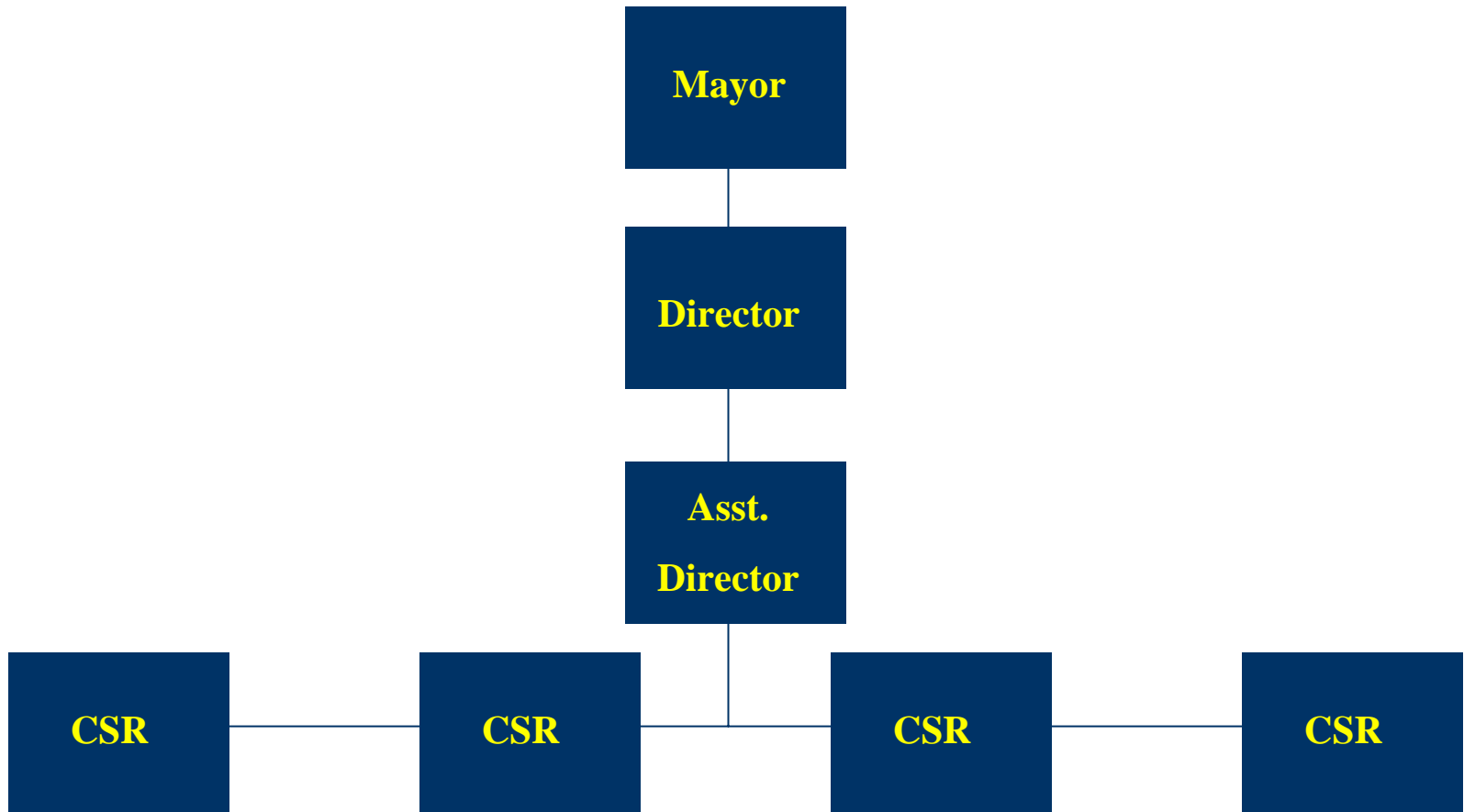
- **Determine staffing levels and required resources**
- **Procure appropriate software and technology**
- **Provide employee training**
- **Educate stakeholders**
- **Open Permit Center**
- **Monitor and adjust**

KEY POINTS

- **No consultants**
- **Inexpensive**
- **An asset**
- **Model department**



ORGANIZATIONAL CHART





PROJECTED COSTS*

- **Y1 \$294,320.00**
- **Y2 \$50,820.00**
- **Y3 \$51,820.00**
- **Y4 \$52,320.00**
- **Y5 \$60,320.00**

Salaries and wages not included.



ESTIMATED TIMELINE

