

CUSTOMER PROFILE



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ATTRACTING NEW BUSINESS TO THE CITY OF WEST ALLIS THROUGH BPM TECHNOLOGY

West Allis is an industrial and suburban city in Milwaukee County, Wisconsin. Its name was derived from Edward P. Allis, whose Edward P. Allis Company was a large Milwaukee-area manufacturing firm in the late 19th century. In 1901 the Allis company became Allis-Chalmers and in 1902 that company built a large new manufacturing plant west of its existing plant. With the building of the western Allis plant, the area was incorporated as the Village of West Allis, and became the City of West Allis in 1906.

Included among its more well-known residents are Liberace, entertainer and pianist; Dan Jansen, world champion speed skater and Olympic gold medalist; Gottfried Schloemer, designer of the world's first gasoline automobile; and Harvey Kuenn, major league baseball player and manager.

West Allis is a full service community, home to more than 63,000 people. The city provides for public safety, housing assistance, water distribution and disposal, public works, recreation and general government.



Jim Jandovitz

Director of Information Technology and Communications

A CITY ON THE MOVE

Jim Jandovitz is the Director of Information Technology and Communications for the City, which employs a staff of 530 people to address the needs of its citizens. A staff of nine in the IT team supports over 500 computers and 300 vehicles. As a software developer,

terms of both new residents, as well as new businesses. For those new businesses wanting to call West Allis 'home', there needed to be a way to streamline and accelerate the process of obtaining building permits and business applications — and a way to improve coordination and communication both across departments and



Jandovitz designed and implemented a state-wide educational curriculum system used by its technical colleges and public schools. After taking a position with his hometown, Jandovitz was tasked with computerizing the police department's processes and, later, those of the entire City.

West Allis is a city on the move, working on 'turning younger' and encouraging growth in

between the City and its business owners. According to Jandovitz, if you were opening a business in West Allis, you might have to complete variations on the same application for many different departments, as there was limited data sharing between departments. Also, businesses were either forgetting or not informed of further permits and licenses needed, delaying the opening of their businesses. Licenses and permits were also not tied to the businesses

themselves, making it more cumbersome for the City to do renewals. This resulted in many businesses opening without proper permits and licenses. “We also had no real way to keep track of all the current businesses within the city, as we only knew when they applied for occupancy but had no idea when they closed their doors,” Jandovitz explained.

City management was looking into redoing its entire licensing process to make it more efficient, not just to put forms online. “Our goal, when business owners apply for new business permits, is for all the information to flow between departments and eliminate as much paper work as possible — making it easier and more efficient for both the business and the city,” he remarked.

CONDUCTING BUSINESS MORE EFFICIENTLY

Like most cities today, West Allis had to contend with shrinking budgets. It had to become more efficient as a city — and the best way to achieve that was through the use of technology. Jandovitz was approached by the City Council, comprised of Aldermen elected to represent the City’s five districts, to find a way to make the permitting and application process easier — and faster.

Business owners were complaining that it was too difficult to open a new business in West Allis, Jandovitz was told. He started researching online solutions and quickly concluded that the City either had to buy an expensive commercial package that could do some of what it needed but was not customizable — or turn to traditional

in-house software development, which would be expensive and take too long. “Then I discovered business process management (BPM), and discovered that we could analyze our processes and use an intelligent BPM solution like Process Director to build business applications around those processes – and have metrics to show how we improved,” he recalled.



Jandovitz developed his list of criteria. They included the ability to:

- Rapidly create online forms
- Route applications to approvers
- Notify approvers of outstanding tasks
- Easily integrate with existing systems, such as financial, tax, and GIS (geographic information) systems

Initially planning to implement a forms-centric system, Jandovitz quickly realized the advantages of addressing the processes themselves. Concurrently, the City decided it wanted to look at a Lean process approach — becoming more efficient and doing more with less.

Jandovitz made a proposal to the Council which approved purchasing a system. He then issued an RFP to six companies. Over the course of three months the responses were reviewed by a committee consisting of representatives from Public Works, Building Inspection, Planning and Development, IT and the Clerk's Office. The Committee then short-listed three vendors, conducting demos with each. The answer was clear: they chose Process Director.

- Rapid, no-code web application development
- Graphical workflow creation
- Predictive analytics
- Business activity monitoring

As a result of having so many processes needing to be streamlined and automated, the City formed a Steering Committee with representatives from all departments. They met bi-weekly to evaluate automation opportunities, prioritize them, and



THE SEARCH FOR THE BEST SOLUTION

Process Director was selected because it best met the City's key criteria:

- Ease of use
- MS Word based electronic forms creation

determine the resources needed to execute the highest priority programs. Having adopted Process Director, the group proceeded to identify a list of 86 applications. At the top of the list: business occupancy permits, a key part of West

Allis' growth initiative, followed by building inspections.

Recognizing a timely opportunity, Jandovitz developed the first application: the Grass and Weed Code Enforcement process. Completed in May (before the grass started growing), the process was developed to enforce compliance. No longer limited to using email and spreadsheets to follow up on violations, the City took advantage of the new application to streamline billing, automatically generate work orders for grass cutting crews, and integrate with other systems to track complaints from citizens. The system also automatically emails the appropriate Alderman who are informed of code violations in their districts. The Alderman have indicated they appreciate this notification.

A PHASED APPROACH

Next to surface were HR applications such as recruitment, new hire onboarding, employee orientation, ID cards, licenses, and drug testing. The City Clerk's office found a requirement for

common terminology and definitions across 25 different applications, and wanted to eliminate duplicate data.

The building occupancy and weed-and-grass complaint applications are the furthest along. A resident can now go online to submit a weed-and-grass complaint, which is then routed to the Forestry Department. The complaint is reviewed and assigned to an inspector; that inspector performs an inspection from his iPad, and can then issue an order (if violations are found) from the field in real-time. The inspector is also alerted in seven days to return to the property and confirm whether the issue has been corrected. If the violation has not been corrected, a work order for the grass cutting crews is generated at that time from the inspector's iPad. The process then moves to the Finance Department where a bill is generated at the push of a button. All data regarding that complaint and/or violation then resides in a common repository and can be accessed using the property address.

“ If we only saved five minutes per inspection we would be saving tens of thousands of dollars per year. With building inspections alone we anticipate saving almost 3,000 hours or 1.78 positions. And, as people retire we won't be filling those positions which is an additional cost saving. ”

The City is also planning a dog licensing application. Once developed, it will enable owners to generate an online pet license registration and attach a photo of their dog(s) to the license. That information will then flow to the police database so that officers will know which dogs reside at which addresses.

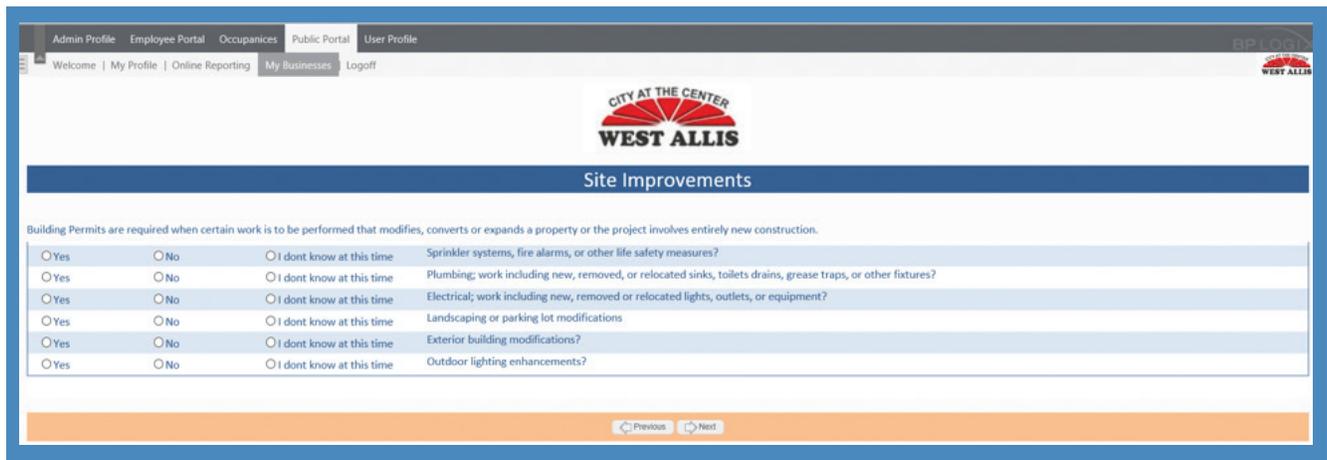
Phase II, planned for late 2015, includes further integration with other City systems as well as expanding the new business application, building permit, and business license processes.

NEW APPS BRING RESULTS

The first application rolled out within three months. “Doing the process itself was the easy

West Allis is also taking advantage of Process Director’s ability to identify bottlenecks in their processes. The Aldermen and other City leaders can base decisions on real data, evaluating, for example, whether Inspector A tends to complete her inspections faster than Inspector B. The City can also use this data to benchmark its performance—say, how long it takes to fill a pothole or mow a lawn—against that of other municipalities.

As expected, there is also a happy cost justification as a result of implementing Process Director. The savings are both in time and employee positions. “If we only saved five minutes per inspection we would be saving tens



part,” commented Jandovitz. “Getting the back end of the process that included integrating with our 3rd party apps, purchasing iPads and training staff took longer. Rolling out this process was much faster than anything we had experienced – and we didn’t need to have programmers do it!,” he declared.

of thousands of dollars per year. With building inspections alone we anticipate saving almost 3,000 hours or 1.78 positions. And, as people retire we won’t be filling those positions which is an additional cost saving,” said Jandovitz.

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CHANGING THE WAY IT DOES BUSINESS

The City of West Allis is planning to use Process Director for all processes within the city over time. Everything that is part of the way that West Allis conducts business and communication with its residents and business owners will have a process behind it. “I've told people we have our money back already,” observed Jandovitz.

According to Jandovitz, “We are bringing people together. HR, for example, loves that we have identified the

routing and approvals needed. In addition, we can use the BPM documents we are creating as training guides. New employees will be able to see exactly how their role fits in to the entire process. We will be creating an official library of documented processes in the city with a BPM

process library. That will become the official process of the city.”

The City of West Allis is changing its processes and the way it conducts business. Managers are looking at all processes – documenting, examining, refining and redefining how they

The screenshot shows a web application interface for the City of West Allis. At the top, there are navigation tabs: Admin Profile, Employee Portal, Occupancies, Public Portal, and User Profile. Below these is a secondary navigation bar with links: Welcome, My Profile, Online Reporting, My Businesses, and Logoff. The main header features the City of West Allis logo and the text "City of West Allis – Applicant Information". A warning message states: "Please complete the following information below completely and accurately. The following information will be the person who will be the main correspondence for this application. This is the contact who will be contacted for any questions for this application. Any communication will be conducted through the email address provided below. If you want to receive paper notices you must select the box below to send any letters and notices via the US Post Office." The form fields include: Application Number (3801), Date (8/12/2015), First Name (Jim), Middle Name (M), Last Name (Jandovitz), Title (President), Address (1100 W Main Ave), Suite/Apt, City (West Allis), State (WI), Zip Code (53227), Phone Number (414 943-5642), Fax Number, and Email (jandovitz@westalliswi.gov). There are also checkboxes for communication preferences: "I want to receive all communications through regular mail in addition to Email.", "Please call me when status of this application changes.", and "Please text message me when status of this application changes at this number." A phone number 414 943-5000 is listed at the bottom.

operate – and looking at how they are issuing permits and applications.

Efficiency, ease of use for end users and two-way communication are all increasing with the deployment of Process Director, in addition

to instantaneous feedback. “Transparency, communication, keeping applicants informed at every step (through email and text messaging) is part of how the new City of West Allis is doing business,” remarked Jandovitz. “Text messaging and social media are how our younger citizens want to communicate – and that is our strategy and methodology for now and into the future,” he concluded.



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