Analysis of the Building and Land Use Process

MAMARONECK, NEW YORK

REVISED DRAFT

matrix consulting group

May 30, 2018

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CHAPTER 1: EXECUTIVE SUMMARY

This executive summary provides an overview of the approaches used in the Building and Land Use Process study and summarizes the key findings, conclusions and recommendations contained in this report.

1 INTRODUCTION

The Village of Mamaroneck, New York hired the Matrix Consulting Group to conduct an evaluation of the Village's Building Department. This study also focused on the review, permitting, and inspection activities in the Village's Planning Department and the roles of Department of Public Works (Village Engineer), and land use boards involved in reviewing, approving, and inspecting development projects.

The purpose of the study was to assess the performance, efficiency, and customer services associated with building and land use applications and inspection activities. Based on this assessment, the project team developed a set of recommendations for changes related to the process, technology, public engagement, and staff training aimed at improving operations, while ensuring the integrity of Village's objectives of safe and appropriate development.

2 STUDY METHODOLOGY

As part of this study, the project team took a phased approached that included the following activities:

- Conducted detailed interviews with all staff in the Building Department, along with other individuals involved in the review and permitting process: Village Engineer, Village Clerk – Treasurer, Village Administration, Consultant Engineer, Attorney, and Planner.
- Phone interviews were conducted with various Board of Trustee, Planning Board, Harbor Coastal Zone Management Commission, Zoning Board of Appeals, and Architectural Review Board members.
- Collected and analyzed data and sample reports regarding services provided, the volume of workload, and the time frames in which the work is completed.
- Conducted a stakeholder online survey, three stakeholder / public meetings, and follow-up phone interviews with prior customers.

- Conducted a best practices comparison that gauged current practices in the Village against a set of "best management practices" the consultants have compiled from their work across the United States.

These activities provided an in-depth understanding of the Village's building and land use operations and served as the foundation for conducting an analysis of the review and permitting opportunities for the Village of Mamaroneck, resulting in the recommendations in this report.

3 KEY STRENGTHS

Several aspects of Mamaroneck's review and permitting operations are representative of best practice. These include the following:

- The Village utilizes a Consultant Engineer to review plans in conjunction with the Village Engineer, resulting in improved review time frames. Also, other engineering specialties are available through this contracted service.

- Staff memos to land use boards are comprehensive and include in-depth analysis and research.

- Building Department applications are available online and include checklists.

- Customers are typically provided a 30-minute (or less) timeframe to expect the arrival of the inspector.

- The Village is in the process of upgrading its' permitting software to the newest version of Municity.

4 KEY THEMES

The overall findings of this assessment can be summarized by the following key themes that emerged from the evaluation of the development review and permitting process:

- The Building Department should make better use of technology to allow for online submission of applications, along with the issuance of permits. Also, the permitting software should be used to track performance metrics and workload distribution. It should be noted that all recommendations made related to the permitting tracking system or software, is applicable in Municity 5. During the project, the Village indicated they had agreed to purchase Municity 5. The project team talked with a sales representative to confirm that Municity 5 had the functionality necessary to implement the recommendations in this report.

- The Building Department website should be updated to include more information related to the application and review process for permits.
- Village should adopt review timelines and develop performance metrics related to the review process.
- Standards should be adopted to ensure consistency in the review process (e.g. application completeness review, agenda deadlines, packet development and submittals, etc.).
- The information related to applications, permits, and code complaints that is available through the Village's website should be increased and expanded.
- Additional training should be provided to all staff and land use board members.

The following section outlines specific recommendations, which are spelled out in more detail in the body of the report. Recommendations should be viewed as approaches to enhance the current level of service, enable staff to work more efficiently, and provide for a more streamlined approach to the building and land development process.

5 SUMMARY OF RECOMMENDATIONS

The following table provides a summary of the key findings and recommendations contained in this report. Recommendations are listed in the order they appear in the report. The suggested timeframe for implementation takes into consideration the relative priority of the item and the ability to implement. Please note that some items, while perhaps higher priority for improvement, can only be accomplished after certain other recommendations have been implemented. Recommended software functionality recommendations are feasible with the Municity 5 software system.

Recommendation	Priority	Suggested Time Frame
Implement digital application submission for all Building Department applications.	Medium	12 months
Implement initial and on-going permitting software training.	High	Immediate upon implementing new software
Template applicable forms in the permitting system. Examples may include review comment letter, permit, certificate of occupancy, complaint letter, notice of violations, etc.	Medium	6 months
Develop and implement a frequently asked questions resource manual along with standardized templates and operating procedures for the permitting software system.	High	6 months

Recommendation	Priority	Suggested Time Frame
Incorporate application status and tracking for the applicant through their online account through the permitting software.	Medium	6 months
Allow the general public to track the application status through the online permitting portal (and GIS) systems. Also, incorporating historical permit information for each parcel.	High	3 – 6 months
Include legal counsel in the weekly new application review meetings.	High	Immediately
Personnel engaged in plans review should utilize plan checklists to ensure consistency of review.	High	3 months
All permits should be issued electronically. The practice of sending permits out via mail should be discontinued.	High	Immediately
Implement review timeline standards based on the application type and track this information on a quarterly and annual basis.	High	3 months
Continue to develop the Building Department's web site to include more information about the application and review process.	High	6 months
Village staff should provide an introduction and general overview of each application before the applicant or public is permitted to speak at public meetings / hearings.	High	Immediately
Additional training should be provided to all members of the Planning Board, HCZCM, Zoning Board of Appeals, and the Architectural Review Board on their respective role in the review process.	High	Immediately
Accepting only complete applications and ensuring legal counsel review of the initial application will minimize the number of incomplete or improper applications coming before land use boards.	High	Immediately
Transition to "action" meeting minutes and embed a video link to each meeting in the online minute document.	High	Immediately
The Assistant Building Inspectors should increase the amount of time allocated conducting plan reviews including conducting additional reviews for commercial development plans.	Medium	6 – 12 months
The Assistant Building Inspectors should increase their productive time by performing code enforcement inspections.	High	Immediately
Establish a quality control program for building inspectors and code enforcement officers to ensure consistency in the process and follow-up.	High	6 – 12 months
Establish and publish quarterly training agendas. Assign Building Inspectors and Code Enforcement Officers as presenters, and have them prepare outlines for their presentation. Bring in outside industry training where appropriate.	Medium	12 – 18 months

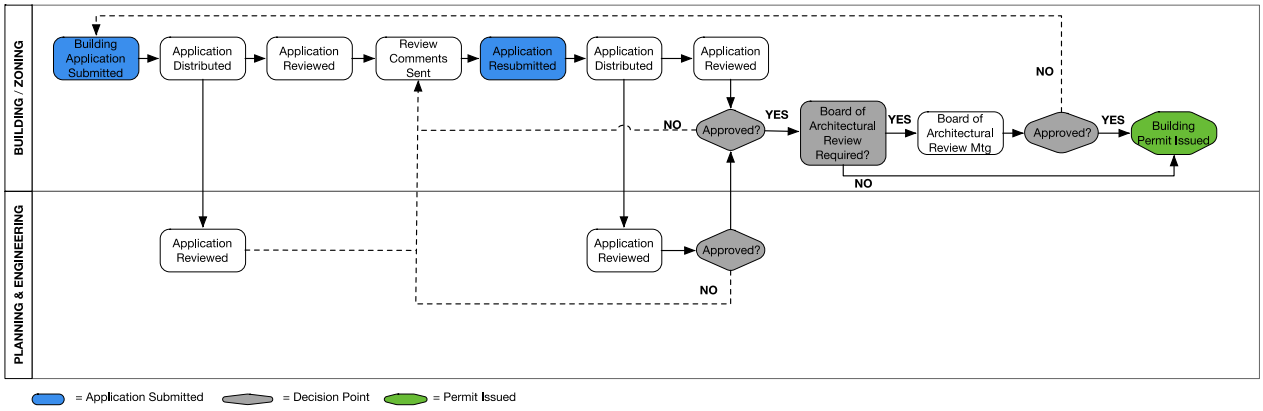
Recommendation	Priority	Suggested Time Frame
Assure that all training received at seminars or courses outside the Village are reviewed in-house before use to see that it applies to local use and meets policies set forth by the Building Inspector.	High	6 months
The Village should provide guidance to Code Enforcement Officers regarding case priorities, as well as guidelines in the pursuit of violations that do not meet the thresholds established for high priority cases.	High	3 months
The Building Inspector should ensure that workload data is properly and consistently entered into the Municity system.	High	Immediately
The Building Department should develop and implement both a plan review resubmittal fee and a reinspection fee.	Medium	6 months
A comprehensive policies and procedures manual should be developed for all major work functions and services provided by the Building Department. A copy of the manual should be available to each employee, and updated at a minimum on an annual basis.	High	6 – 9 months
The Building Department should adopt a set of performance measures and report its performance on a periodic basis.	High	12 months
Clearly define the Village Planner's roles and responsibilities with an emphasis on reviewing land use applications and focusing efforts on land use and long-range planning.	High	3 months
Create the position of Zoning Administrator to transition zoning official duties from the Building Inspector. Zoning Administrator duties would include reviewing zoning related applications, conducting zoning inspections and complaint investigations.	Medium	12 - 18 months
Transition the Consultant Planner's role to perform economic development related tasks. Additionally, this position should serve as a liaison to potential developers and guide them through the application process.	High	6 – 12 months

Each of these recommendations is discussed in greater detail in the following chapters.

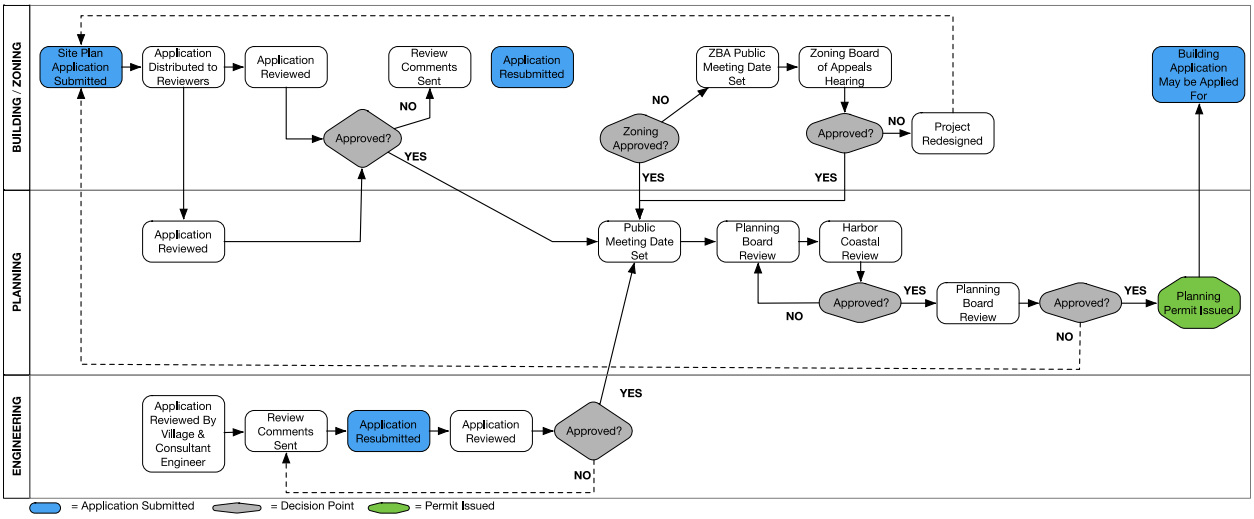
CHAPTER 2: APPLICATION REVIEW PROCESS

This chapter of the report provides an assessment of the application and permitting process, exclusive of analysis of the Land Use Board process, which will be discussed in greater detail in the following chapter. Analysis and recommendations will focus on overall improvements to the application, permitting, and inspection process to streamline the process and to improve overall customer service. In order to better understand the current process, the following two flowcharts summarize the building permit and site / land use application process:

Building Permit Application Process



Site Plan and Land Use Application Process



The submission process is similar for both application types, however the review and approval process is much different. This chapter will focus on the application and review process, with the exception of review and approval by the land use boards.

1 THE APPLICATION PROCESS SHOULD TRANSITION TO AN ALL DIGITAL SUBMISSION PROCESS.

The current application process is completed in its entirety in person with paper based applications. The applicant must physically come to the Building Department counter to submit a paper application. Utilizing a digital submission process, will allow for a more efficient process for the applicant and staff. Considering that the Village has recently digitized all Building related files, transitioning to a digital submission will help minimize the requirement to scan future applications and supporting materials. Secondly, by converting to an all-digital submittal, the permitting software system can track applicable review timelines, provide digital access to outside reviewers (consultant engineer, legal counsel, etc.) and allow reviewers to see all review comments. Ultimately, digital applications will reduce the overall review timeline. Digital application submittals provide several benefits:

- All reviewers are reviewing the same application and plan sets. Reducing the likelihood that outside reviewers are not reviewing the most up-to-date application or not receiving the complete application.
- Reviewers have access to the complete application, not what is deemed necessary for their specific review. (e.g. zoning can review building plan sets to ensure compliance with site layout.)
- Reviewers can review the application at their respective offices. Eliminating the need to review the application at the Building Department.
- Review comments can be seen by all reviewers, potentially reducing redundant comments.
- Weekly staff meetings may be more streamlined as reviewers should be more prepared and will focus on key issues.
- Reviewers may track the application process more easily and identify the reasons why an application is delayed in the process.
- Increased accountability of reviewers, as all reviewers can easily track application progress. The permitting system should be able to send notification of a new application received and reminders for pending action items.
- Eliminates the need to digitize applications and plan sets after approval.
- Digital applications reduce negative environmental impacts associated with paper applications.

Transitioning to an all-digital submission process should result in increased efficiency in the review process, reduce the number of plan sets needed for review, increase coordination and accountability of all review entities. Also, historical documentation of applications and permits may easily be linked to a particular parcel (or address / business, etc.), creating a historical digital "paper trail" for future applications. Digital application submittals should include a representative workflow in order for staff to track the progress of the application, but also identify respective tasks for completions. Finally, digital submission will reduce the likelihood that applications are misplaced or lost. Implementing these recommended changes, will allow for a smooth transition for staff. Digital application submission is the logical next step as the Department transitions to a new permitting software. However, there are several steps that are required to make this transition easier and will be discussed in the following subsection. Municity 5 is capable of processing the submission of applications through an online portal.

It should be noted, that electronic application submissions may not be achievable by applicants, as some homeowners may not have ready access to computers completely understand the application projects. The Building Department may allow in person, paper based applications for homeowners. In order to properly account for the processing time associated with a paper application, the Village may consider adopting higher application and permit fees for these application types.

Recommendation: Implement digital application submission for all Building Department applications.

2 TO IMPROVE CONSISTENCY IN THE PERMITTING PROCESS, ENHANCEMENTS TO THE PERMITTING SYSTEM SHOULD BE COMPLETED.

As discussed previously, the Building Department is in the process of updating its permitting system. As part of this update, now is the appropriate time to implement several steps to further advance the consistency for each reviewer and subsequently the applicant. It is important to incorporate a unified approach to the permitting system to provide similar outcomes for staff, applicant, and relevant decision-making bodies. In order to achieve greater efficiency and consistency, the permitting system should incorporate the following elements:

Function	Description
Application Submission	All applications should be submitted electronically through a customer portal that requires a customer profile within the software system.
Intake	Record application intake in the software. Application should be reviewed at this time by intake staff and either initially accepted or rejected.
Acceptance	Plan reviewers review the applications for completeness. Note "acceptance" in software. This should be completed within 24-hours of submission.
Distribution	Application is distributed electronically to all reviewers with a target date for review completion. Important review dates noted in software.

Function	Description
Review	Reviewers enter review comments into the software. All reviewers should provide comments or indicate “no comment”, “no issues” or “approved” in comments. If there are no comments, reviewer should have ability to check a box indicating their part of this review is complete.
Comment Letter	Assigned project manager (varies depending on application type) consolidates comments into a single document, which is stored in the permitting system and associated with the application. Comment letter is then sent to the applicant electronically, preferably through the software system.
Resubmission	Record intake of complete electronic resubmission. Plans are attached to original application. Resubmissions are reviewed for completeness within 24-hours of submission.
Redistribution	Application is re-distributed electronically to those reviewers who previously had comments.
Issuance	After all comments have been addressed and application is approved (administratively or by commission / board). Applicable permits are issued, with conditions of approval noted in the software. Permits are distributed electronically.
Project Management	Software is used to track key “to do” items such as bonds, primary and secondary permits, erosion control plans, fire permits, etc. Also, software is used to track application deadlines such as review and public notice deadlines.
Staff Reports	Software is used to develop and electronically distribute staff reports to applicable boards and commissions. All staff report and relevant project information is transmitted electronically to board / commission members. Staff reports should include applicable documentation or plan sets and distributed electronically to all members.
Templates	Software should include templates for each type of document, permit, letter, staff reports, etc. that is generated from the system. This will provide uniformity for documents provided to the public.
Inspections	Software list all required inspections for permits issued. Inspection results are entered into the software. Inspections results may be automatically emailed to the applicant.
As-built and Record Drawings	The applicant provides as-built or record drawings electronically, which are uploaded into the software system, GIS (if applicable) and attaches to the final permit record.
Certificate of Occupancy	A certificate of occupancy should be issued from the software system after all departments/divisions have signed off. A certificate of occupancy cannot be issued until all sign offs has been completed.
Complaint Investigations	Information should be gathered from the complainant (if provided), and automatic status updates should be emailed to the complainant after the initial investigation and final outcome of any investigations. Secondly, standardized letters / notice of violations, etc. forms should be templated in the software system and used for official correspondence.

Incorporating the elements discussed in the previous table will ensure consistency in the application review process for all individuals involved. Secondly, it provides access to all

application documentation. However, in order for the permitting software to be used effectively, it is important for staff to receive proper training. As new elements of the software system are released or new system is implemented, all staff should receive sufficient training on how to use the software. Based on staff interviews, it was clear that staff had differing skill levels and comfortability with the current software system. In addition, it is important for staff to know how to effectively use the permitting system and to have similar levels of ability to process applications.

By providing adequate upfront training and periodic on-going training each year, staff will become more comfortable with the software and greater efficiencies will be achieved. In addition to providing increased software training opportunities, a frequently asked questions (FAQ) document should be provided in order for staff to quickly troubleshoot common problems with the permitting software. A FAQ should also be posted for the customer portal to reduce the need for frustrated customers to contact staff to resolve common issues.

Recommendation: Implement initial and on-going permitting software training.

Recommendation: Template applicable forms in the permitting system. Examples may include review comment letter, permit, certificate of occupancy, complaint letter, notice of violations, etc.

Recommendation: Develop and implement a frequently asked questions resource manual along with standardized templates and operating procedures for the permitting software system.

3 APPLICANTS AND THE GENERAL PUBLIC SHOULD BE ABLE TO TRACK THE APPLICATION PROCESS ONLINE.

Transitioning to a digital submission process should provide the applicant with the ability to track their application throughout the review process. Each applicant should be required to register to submit an application, generating the ability to track the review process workflow. The applicant should have access to clearly see when review comments are due from staff, when the application is scheduled for a commission / board meeting, etc. This will provide greater transparency to the applicant related to when they should expect to receive feedback from the Village. This approach also provides accountability to staff to meet deadlines. Allowing the applicant to track the progress of their application in the software system is best practice.

Secondly, the general public should be able to search the permitting system's online portal by address (or application number) in order to see any open applications for a particular parcel or business. The public should be provided a high-level overview of the project. Elements that should be included are application number, application type, applicant name, review status (e.g. application under staff review, awaiting board decision, permitted, under construction, etc.), relevant public meeting dates, permit issued, and certificate of occupancy issued. Providing this high level of information to the

public, will provide greater transparency to the public by allowing them to search for permits and to provide general application information. Many agencies have incorporated this general information into their permitting and / or GIS online portals with great success. Secondly, the public should be able to search by address for historic building permit and development related files. Further increasing the availability of information to the general public through the online portal.

Overall, the applicant and general public should be able to track applications through an online portal at a minimum through the permitting software portal. This will provide more information to the applicant and public, while minimizing the impact on staff by reducing the number of inquiries. Municity 5 is capable of allowing applicants to create an account to track their application's progress. Furthermore, the capability exist for historic permit data to be tied to each parcel and access may be granted to the public to search for records by address, permit number or by map.

Recommendation: Incorporate application status and tracking for the applicant through their online account through the permitting software.

Recommendation: Allow the general public to track the application status through the online permitting portal (and GIS) systems. Also, incorporating historical permit information for each parcel.

4 BUILDING DEPARTMENT STAFF SHOULD EXPAND THE PARTICIPANTS OF THE WEEKLY APPLICATION REVIEW MEETING.

Currently, individuals who are responsible for reviewing applications meet on Tuesday of each week to discuss new applications received. Individuals included in these weekly review meetings include the Building Inspector, Village Planner (or Consultant Planner), Village Engineer, Consulting Engineer, and Assistant Building Inspector as needed. However, due to the complexity of many of the projects that go before one or multiple land use boards, the Village's Land Use Attorney consultants should attend these weekly meetings.

Involving legal counsel at the beginning of each project will help identify potential legal concerns in advance of application review and prior to public meetings. This is a critical step to streamlining the application process. Incorporating legal counsel review at the beginning will ensure the application has all the required documentation, identify issues to be addressed at time of resubmittal, and help guide the application to applicable boards or commissions as required. Due to the complexity of the land use board process, legal counsel should attend the weekly Building Department review meeting.

Recommendation: Include legal counsel in the weekly new application review meetings.

5 THE DEPARTMENT SHOULD UTILIZE PLAN CHECKLISTS FOR ALL PLAN REVIEWS.

Plan checklists are not formally and consistently used by all personnel conducting plan reviews. These should not only be utilized and made part of the application file, but should be routinely reviewed in order to ensure that they incorporate any code changes. Moreover, plans review personnel should utilize the plan checklist to ensure consistency of review, as well as to inform applicants regarding the points that will be examined during review.

The application submission checklist should be used to confirm that all applicable documentation has been submitted with each application. The submission checklist will include a section for both the applicant and staff to ensure that all documentation has been submitted. Subsequently, staff should review the application at time of submittal and confirm proper documentation. In the absence of all applicable documentation the application should not be accepted until staff deems it complete.

Recommendations: Personnel engaged in plans review should utilize plan checklists to ensure consistency of review.

6 ALL PERMITS SHOULD BE ISSUED THROUGH THE PERMITTING SOFTWARE SYSTEM.

Similar to the application submittal process, the issuance of permits is primarily paper based. However, some staff members will send an electronic copy of the permit in addition to the paper copy. Office Assistants are responsible for the issuance of permits and will either send the permit via mail or have the applicant pick up the permit in office. In order to expedite the process and to cut down on the mailing of permits, all permits should be issued electronically. Electronic permit issuance can be completed in the absence of using the permitting system, by having the Building Inspector (or designee) electronically sign all permits and transmit through email. Once the Village implements digital plan submittal, all permits should be issued through the permitting software and the applicant should receive an email indicating a permit is available through their online permitting system account. This effort will continue the consolidation of all applicable documentation in one permit file associated with an address in the permitting software system. The current version of Municity creates a PDF version of the permit which may be emailed to the applicant versus being mailed.

Recommendation: All permits should be issued electronically. The practice of sending permits out via mail should be discontinued.

7 THE VILLAGE SHOULD FORMALLY ADOPT APPLICATION REVIEW AND COMPLAINT INVESTIGATION TIMELINES.

The Village has not adopted minimal timelines associated with the processing, review, and issuance of permits. Additionally, staff are provided with very little guidance related to the turnaround time associated with investigating Code Enforcement and Building related complaints. The project team received feedback in the stakeholder survey and focus groups related to frustrations on timeliness of application review. Moreover, several citizens expressed concerns about the status of code enforcement complaints and how quickly investigations are conducted. With limited guidance related to how timeliness is defined, there is limited accountability and limited ability to set expectations from the public regarding appropriate service delivery.

In order to increase transparency with applicants and the community, the Village should adopt ordinances related to the timeliness of processing complete applications and investigating code complaints. Adopted review timelines provide the applicant and the community a reasonable timeframe to expect initial feedback. Incorporating review timeliness in the Village's Code of Ordinance will clearly show the Village's commitment to provide services within an established timeline. Adopted timelines should be posted on the Village's Building Department website and in the permitting system online portal at the time of application. It is important to note that best practice indicates various review time periods based on the project type. The project team has provided examples from previous clients related to the timeliness of application review and complaint investigations. However, it should be noted that the project team feels that these "example" timelines are reasonable for the review of these permit types for the Village.

Sample Review Timelines

Type	Initial Response (Plan Review Comments or Inspection) (In Business Days)
1 or 2 Family Residential Renovation	5
1 or 2 Family New Construction	7
Sign Permits	7
Commercial Interior Tenant Finish Out	5
Commercial Renovation	10
New Commercial or Industrial Building	21
Zoning Permit	5
Building Trade (HVAC, Plumbing, Electrical)	1
Fire Alarm	14
Building Inspections	1
Code Complaint – Life Safety	1
Code Complaint – Non-Life Safety	2
Resubmittal Review - Commercial	7
Resubmittal Review	5 days or less (depending on application type)

Establishing timelines will set expectations for the applicant while also providing performance measures for management. Timelines will allow for staff to prioritize work, while also informing the applicant at the time of submittal when they can expect to receive

initial feedback from the Village. However, in order to properly track review timelines, it is important for the permitting software to capture the completion of workload tasks such as: comment letter sent; permit issuance date; building inspection requested and completed, etc. With the incorporation of a new version of the permitting system, the Village should have the ability to readily capture review timeline data. This information should be reviewed by the Building Inspector and Village management staff on a regular basis in order to track the timeliness of project and task completion. Furthermore, adopted review timelines should be published on the Village's website and on the application.

Recommendation: Implement review timeline standards based on the application type and track this information on a quarterly and annual basis.

8 THE DEPARTMENT SHOULD ENHANCE THE UTILITY OF ITS WEB SITE.

The Building Department's is easily located on the Village's web site, and offers visitors and potential applicants a variety of information, including the following:

- Hours of Operation
- Applications
- Electrical Systems in Flood Damaged Structures (E-Bulletin from State of New York)
- Village GIS maps
- New York State Building Code (link was non-functional as of the date of this writing)
- Staff Directory
- National Flood Insurance Program and Community Rating System
- Flood Insurance Rate Map
- Historical Codes
- Zoning and Building Ordinances
- Planning Department Information
- Dig Safe Link
- Frequently Asked Questions
- SEQRA Forms
- Request to Review a File

The Department should continue its efforts to publish information about the building permit process on its web site. Additional information that should be published is presented below.

- More extensive introductions and descriptions about the permitting process. Separate instructions should be available for homeowner projects versus larger projects.

- Plan Review timelines, by permit type, for initial review and resubmittals,

- Inspection completion targets or building and trades inspections, and code enforcement inspections,
- Utility for scheduling plan review appointments or receiving code interpretations.
- Utility for issuing simple trade permits with the option to process payment on-line.
- Utility for estimating building permit fees.
- FAQ section for plan review and inspection requests.
- Information on recent code changes
- Update all permit applications and forms to fillable PDF format in the absences of online submission of applications through the permitting software.

The Department should prepare and document a clear communication plan for customer information on the website and organize it effectively. Doing so will reduce the number of general information related phone calls, and will redirect customers to the information available on-line.

Recommendation: Continue to develop the Building Department's web site to include more information about the application and review process.

CHAPTER 3: THE LAND USE BOARDS AND RELATED PROCESSES ANALYSIS

This chapter of the report will focus on the land use boards and related processes. Currently, most land use applications are required to go before the Planning Board and the Harbor and Coastal Zone Management Commission (HCZMC), while non-compliant zoning issues are reviewed by the Zoning Board of Appeals. It should be noted that some special permits may go to the Zoning Board of Appeals and certain marine structures and perimeter permit applications may go only to HCZMC. Each board is responsible for reviewing certain aspects of the application. The HCZMC is responsible for ensuring each application is compliant with 44 adopted standards, while the Planning Board is responsible for approving site plan related issues. The Zoning Board of Appeals hears cases related to the zoning appeals process and primarily handle zoning related issues.

Historical workload data was provided for 2015 and 2016 related to the number of applications that went before each of the land use boards. The following table presents the historical workload:

Land Use Board Applications

Type	2015	2016	% Change
Land Use Applications	30	36	20.0%
Zoning Board of Appeals	32	32	0.0%
HCZMC	17	31	82.4%
Total Applications	**79**	**99**	**25.3%**

Presented in the table above, the overall number of land use applications increased 20% from 2015 to 2016. However, almost all the increase in workload was related to cases heard by the HCZMC – where the number of applications from 2015 to 2016 increased 82%.

In order to understand the process and any potential issues, the project team received feedback from members of respective boards and commissions, user feedback in the form of a customer survey and stakeholder meetings, and reviewed video of previous meetings. Many of the comments received varied, however, it was clear that several issues existed relating to the process and roles of the Planning Board and HCZMC. The following concerns were presented by numerous individuals and observed by the project team:

- Board / commission members requested information or requirements outside of their respective board / commission's purview.

- Incomplete applications were on the meeting agenda and occasionally presented.

- Village staff are not always readily present at meetings.
- Applications (and hearings) were continued over multiple meetings for various reasons.
- Meeting minutes are not always prepared within two-week statutory requirement.

Each of the issues identified above will be discussed in greater detail in the following sections, with other analysis and recommendations.

1 VILLAGE STAFF SHOULD PROVIDE AN APPLICATION OVERVIEW TO THE BOARD / COMMISSION.

During review of several meetings, it was clear that when an application comes before a board or commission, the applicant provides an overview of their project and or request. While it is important for the applicant to have the ability to present their application and their intention, it is important for Village staff to present information related to staff's review and findings. ~~and recommendations~~. The current meeting format places Village staff in a reactive role to respond to questions from appointed officials. This approach is challenging to appointed officials, staff, and the applicant. In order to provide consistency during the meeting process, Village staff should provide consistent and standardized information to the board / commission, followed by a presentation by the applicant. Village staff should provide: an overview of the application, including what action the applicant is seeking; whether the request is consistent with the adopted comprehensive plan (or other guiding planning documents; a map with the applicant location and surrounding uses; other relevant information; and outline the staff recommendation.

Incorporating this standardized approach to initial application presentation, will provide relevant and consistent information to the appointed officials and the public. This approach provides important general project information and provide the same information for all projects. Secondly, it will allow for questions and answers between appointed officials and staff before the applicant shares their application. Furthermore, by providing this general background information, it will help inform the public about the project and guide a more productive public comment session.

Best practice indicates that staff should provide decision-makers and the public with a general overview of each application that is presented in a public meeting. This provides a consistent approach to each application and provides relevant application information to appointed officials in a proactive manner that is intended to streamline the meeting. Secondly, it requires appropriate staff representation at each meeting, who are responsible for answering application related questions.

Recommendation: Village staff should provide an introduction and general overview of each application before the applicant or public is permitted to speak.

2 APPOINTED OFFICIALS SHOULD BE PROVIDED ADDITIONAL TRAINING TO FULLY UNDERSTAND THEIR RESPECTIVE ROLES AND RESPONSIBILITIES.

Based on review of prior Planning Board and HCZCM meetings and comments received from various sources, it was apparent that appointed officials requested information or changes to the application that were outside of their respective jurisdiction. Many of these requests focused on design aesthetics or environmental tests that are not required by statue or ordinance. In order to preserve the integrity of the process and the roles that each board or commission plays in the ultimate review and approval of applications, it is important that respective boards or commissions take actions consistent with their delegated authority.

For example, the Planning Board should not request changes related to the exterior building material, as that responsibility is within the authority of the Architectural Review Board. Similarly, the Architectural Review Board has no jurisdiction over environmental consistency as that is responsibility has been delegated to the HCZCM. When boards and commissions exceed their authority, especially in areas that are clearly regulated by other boards or commission, it makes the Village more susceptible to legal action and creates undue hardship on the applicant. Additionally, it complicates the process for the applicant, staff, and the community.

In order to maintain the integrity of the process and respective roles, appointed board and commission members should be required to participate in additional training beyond state minimum requirements. Additional training should reinforce appointed official's role in the review and approval process. Secondly, it is important for Village staff and legal counsel to remind officials after meetings when they begin to request information or base approvals (or denials) on information that is not governed by their respective body. Proper training is paramount for appointed officials to understand their role and governing authority in the land use and development process. Staff reports could also indicate what actions are appropriately before the board / commission for consideration.

It should be noted that legal counsel and staff currently provide advice to board and commission members on their roles and responsibility. However, it is up to individual members of the respective body to make decisions consistent with this advice. Regardless, it is clear when boards or commissions go beyond their delegated functions (e.g. HCZMC comments on design aesthetics) this creates additional hardships for the applicant, staff, and the respective decision making bodies.

Recommendation: Additional training should be provided to all members of the Planning Board, HCZCM, Zoning Board of Appeals, and the Architectural Review Board on their respective role and authority in the review process.

3 CHANGES TO THE APPLICATION SUBMITTAL AND REVIEW PROCESS WILL RESOLVE THE ISSUE OF INCOMPLETE APPLICATIONS COMING BEFORE LAND USE BOARDS.

Another issue that was identified by reviewing prior land use board meetings, and also mentioned by several officials and the public, was that incomplete applications were being placed on agendas for board / commission review and action. In conjunction with incomplete applications, there were references to the applicant and / or staff not knowing what type of application are required for a particular project.

These two issues provide a multitude of problems that negatively impact the efficiency and integrity of the review process. Secondly, this requires multiple public meetings for the applicant, the community, and staff. In the previous chapter, it was recommended to change to a digital application submittal. In conjunction with the digital application submittal, it was recommended that staff review the application for completeness before the application could be accepted. Thirdly, the use of application checklist (applicant and staff) was recommended to ensure that all application requirements were provided. It was recommended that non-complete applications not be accepted by the Village. Additionally, the inclusion of legal counsel at weekly review meeting with Village staff will enable them to review the application and to determine any potential issues early in the review process. Incorporating these new steps into the review process will prevent incomplete applications from being submitted and more importantly allow legal counsel the ability to review the application and verify that this is the appropriate application for the applicant's desired actions.

Adding these additional steps to the process require additional staff (and outside consultants) review time, but it will prevent incomplete applications from being placed on the agenda and allow only applications ready for a determination to be heard by the Board/Commission. An additional benefit would be a reduction in the number of continued agenda items which will also reduce the number of times that the applicant and public must show up because an application is scheduled on the agenda.

Recommendation: Accepting only complete applications and ensuring legal counsel review of the initial application will minimize the number of incomplete or improper applications coming before land use boards.

4 MEETING MINUTES SHOULD TRANSITIONED TO TRUE ACTION MINUTES AND SUPPLEMENTED BY VIDEO OF MEETING.

The State of New York provides statutory requirement that all public meeting minutes must be completed within two weeks of the meeting. However, this requirement is not consistently being for the Village's land use boards. Also, it was noted that the land use board minutes are classified as essentially "verbatim" minutes, which provide a great level of detail related to the discussions held for each meeting. However, the Village is greatly exceeding the requirements of state statue. In Chapter 7, Section 106 of the NY State Public Officer Law, the following requirements related to meeting minutes are stated:

> *"1. Minutes shall be taken at all open meetings of a public body which shall consist of a record or summary of all motions, proposals, resolutions and any other matter formally voted upon and the vote thereon.*

2. Minutes shall be taken at executive sessions of any action that is taken by formal vote which shall consist of a record or summary of the final determination of such action, and the date and vote thereon; provided, however, that such summary need not include any matter which is not required to be made public by the freedom of information law as added by article six of this chapter.
3. Minutes of meetings of all public bodies shall be available to the public in accordance with the provisions of the freedom of information law within two weeks from the date of such meeting except that minutes taken pursuant to subdivision two hereof shall be available to the public within one week from the date of the executive session."

Considering the fact that staff is struggling to meet the statutory guideline of meeting minute completion within two weeks, changes are recommended. Primarily, the Village should transition to true "action" minutes which provide a summary of the agenda items, motions, proposals, resolutions, or other items that are voted on or action taken. This will significantly reduce the amount of time dedicated to the creation of meeting minutes. In order to provide additional information related to each public meeting, the Village should provide a link to each meeting video recording embedded in the minutes that are posted online. This will provide the public with adequate access to previous public meetings and subsequent minutes. While also meeting state statutory guidelines of compiling meeting minutes for all public meetings.

Recommendation: Transition to true "action" meeting minutes and embed a video link to each meeting in the online minute document.

CHAPTER 4: INSPECTIONAL SERVICES ANALYSIS

This chapter of the report analyzes the inspectional services operations provided by the Building Department.

1 THE ASSISTANT BUILDING INSPECTORS HAVE THE CAPACITY TO ASSUME A GREATER WORKLOAD.

The project team collected inspectional workload data for the Building Inspections unit within the Building Department for the years 2014 through 2016. The number of inspections, by type, are presented in the following table.

Inspection Type	2014	2015	2016
Concrete Slabs	23	30	27
Certif. of Occupancy	724	672	699
Footing	92	144	112
Framing	205	221	228
Gas	133	153	184
Insulation	134	154	159
Oil Tank	44	115	73
Plumbing	149	244	165
Underground Plumbing	23	17	30
Other	506	492	798
Total	**2,033**	**2,242**	**2,475**

As can be seen, there has been a general sustained increase in the numbers of inspections over the three-year period, which has resulted in a nearly 22% increase in the total number of inspections accomplished by the two Assistant Building Inspectors. However, the building inspections workload itself is well below that required of two full time personnel.

The table below provides the total number of inspections over the three-year period, and calculates the average number that were conducted on a daily basis, making allowances for time off due to vacation, illness and training/certification.

Description	2014	2015	2016
A. Total Number of Inspections	2,033	2,242	2,475
B. Annual Avail. Inspector Work Days (52 weeks X 5 days per week) X 2 Staff	520	520	520
C. Vacation Allowance	30	30	30
D. Sick Time Allowance	20	20	20
E. Holidays	20	20	20
F. Training/Certification Allowance	4	4	4
G. Available Days (B-(C+D+E+F))	446	446	446
H. Inspections per Work Day (A/F)	**4.6**	**5.0**	**5.5**

As the table shows, the two Assistant Building Inspectors are each currently averaging slightly more than five (5) inspections per day, which is well below the benchmark target of 10 to 12 inspections daily.

However, the Assistant Building Inspectors also perform plan reviews, and this also consumes their time. Typically, Assistant Building Inspectors perform small scale projects, while the Building Inspector review commercial and industrial applications. Although the project team does not possess data relating to the numbers of plan reviews performed, we did collect data relating to the numbers of permits issued that typically require plans review, and has presented these in the table below:

Permit Type	2014	2015	2016
Additions	30	45	32
Fence	29	23	28
New 1 or 2 Family Residential	10	4	8
Residential Alterations / Renovations	142	151	155
Solar	5	31	34
Historical Certificate of Occupancy	16	13	24
Sign	9	15	18
Total	**241**	**282**	**299**

The table shows that there has been an increasing number of permits issued for which plan review is required from 2014 to 2016. The primary "drivers" of workload for the Assistant Building Inspectors are the additions, residential alterations/renovations and the new 1 and 2 family residences, with other permit types requiring less time. In the project team's experience, 1 and 2 family homes consume about 7.5 hours per 2,000 square feet, with additions and residential alterations/renovations consuming about 1.75 hours per 200 square feet. If it can be assumed that these averages are reflective of the experience in Mamaroneck, then the following table provides an estimated number of hours consumed in 2016 for plans review for these types of permits.

Permit	2016 Permits	Hours per Plan Review	Total Hours
Additions	32	1.75	56.0
New 1 or 2 Family	8	7.50	60.0
Residential Alterations / Renovations	155	1.75	271.3
Total	**195**	**NA**	**387.3**

It is estimated that the three permit types shown require 387 hours of plan review time from the Assistant Building Inspectors. Assuming that all other types of permits require, on average, one hour of review time, this adds another 104 hours, for a total of approximately 491 hours. This is approximately 1.1 hours per day for both Assistant Building Inspectors, or slightly more than 30 minutes per day per employee.

Combined with the approximately five building inspections each Assistant Building Inspector is accomplishing on average, the one-half hour of plans review indicates that there is excess capacity within this unit of the Department. The project team does not recommend the elimination of an Inspector, but rather that they begin to assume a greater

percentage of the commercial plan review currently performed by the Chief Building Inspector who also directs the operations of the Department's other units. This workload has increased in recent years, and is generally more complex and time consuming than the reviews currently performed by the Assistant Building Inspectors. The gradual transfer of these plans from the Chief Building Inspector to the two Assistant Building Inspectors will not only release time for a greater amount of supervision over the Department, but should also be viewed as an important element in the Department's succession planning. In order for Assistant Building Inspectors to conduct more commercial related plan review, the Village should provide the means necessary for staff to achieve proper certification if needed and maintain certifications once achieve.

In addition to assuming a greater role in the review of commercial development plans, the project team recommends that the two Assistant Building Inspectors conduct code enforcement inspections as well. The Department may elect to utilize the Inspectors to conduct targeted sweeps in the Village, or to assign them to general code enforcement. The Village has enacted an ordinance that prohibits the use of gas-powered leaf blowers from May through October, and during the project team's ride-alongs, there were several violations of the ordinance that may indicate that it is not fully understood. Additional assistance in the enforcement of the ordinance may be a valuable use of time by the Assistant Building Inspectors.

Recommendation: The Assistant Building Inspectors should increase the amount of time allocated conducting plan reviews including conducting additional reviews for commercial development plans.

Recommendation: The Assistant Building Inspectors should increase their productive time by performing code enforcement inspections.

2 THE DEPARTMENT SHOULD IMPLEMENT AN INSPECTION QUALITY CONTROL PROGRAM

Although feedback from specific residents may not be representative of the satisfaction levels of the community as a whole, the project team did receive some written comments from residents that indicated that there are certain instances in which building inspections may be administered inconsistently. A related complaint was the lack of communication with residents when they make complaints. A quality control program would ensure that consistency is being achieved, and assurance of expected employee performance.

Regardless of the pervasiveness, or even the validity, of the noted issues, the project team recommends that the Building Inspector ride for at least one-half day each quarter with each Assistant Building Inspector to observe their inspection procedures and communications with customers. The Building Inspector should visit major projects periodically alone to review the results of their inspections and visit with job leaders to review their customer service demeanor.

During ride-alongs and interviews with Code Enforcement Officers, it was apparent that there are differences in inspectional approaches between the two Officers, which can also be confusing to residents and businesses. These differences relate to the degree of documentation of findings, and the sometimes-differing manners in which the Officers address issues in the field. The Village needs to ensure that all employees are addressing issues in a consistent manner.

Additionally, internal guidelines should be established to address follow up timelines with individuals who submit building and / or code complaints. While recommended software enhancements will provide more accessible information to the public, the inspector / officer should communicate initial findings and next steps to the complainant in the same manner in which the complaint was received (e.g. return phone call if complaint received via phone, etc.). This revised approach will provide both accountability and transparency to the complaint process for the Village, further increasing the level of customer service provided to the community.

Recommendation: Establish a quality control program for building inspectors and code enforcement officers to ensure consistency in the process and follow-up.

3 THE DEPARTMENT SHOULD ENHANCE THE EXTENT OF TRAINING FOR BUILDING INSPECTORS

Ongoing training is essential to maintain staff proficiency, consistency and uniform interpretation and application of codes enforced.

Sending individual Building Inspectors and Code Enforcement Officers to classes presented outside of the Village is encouraged. It is equally important that the staff share the information received from seminars and classes, and that all agree on the use of each subject. Individual Building Inspectors who receive information learned from outside the organization need to verify how it is going to be utilized in the Village through team learning and sharing. Placing priority on training, sharing of information, and agreement on interpretations should contribute to the issue of consistency.

Coordination and consistency can be enhanced by periodic meetings between the Fire Inspector, Building Inspectors and Code Enforcement Officers, and all personnel who participate in the development process, to review operations and contribute to efficient delivery of services. Involving everyone who serves in the development process will assure that all good ideas are heard and will allow everyone to participate. This kind of effort will give all personnel the opportunity to be involved, provide input and take ownership for the process.

In order to share information learned in respective training classes and seminars and to discuss current issues, all individuals tasked with completing inspections should meet quarterly. During each quarterly meeting, inspection staff shall develop an agenda related to specific topic areas. Topic areas may be related to recent training received, current and recent issues seen in the field, new and proposed ordinances, or other applicable

topics. Also, quarterly meetings may be used to meet with local industry representatives for an open dialogue between the Village and industry. The intent of quarterly meetings is to gain and share knowledge between staff and possibly those in the development community.

Also, all applicable professional employees should be provided the opportunity to attend regional and national trade conferences to further their skillsets. The Building Department should properly budget for regional / national training conferences each year. Ideally, staff would attend on a rotating basis so that someone is attending each annual conference. For example, an inspector should attend respective national conference once every three years based on current staffing levels.

Recommendation: Establish and publish quarterly training agendas. Assign Building Inspectors and Code Enforcement Officers as presenters, and have them prepare outlines for their presentation. Bring in outside industry training where appropriate.

Recommendation: Assure that all training received at seminars or courses outside the Village are reviewed in-house before use to see that it applies to local use and meets policies set forth by the Building Inspector.

4 THE DEPARTMENT AND VILLAGE SHOULD ENSURE A CONSISTENT APPROACH TO CODE VIOLATIONS.

Interviews indicate that there are differences in the manners in which the two Code Enforcement Officers handle and document code violations. One Officer approaches potential code violations by first attempting to gain compliance through verbal information and persuasion, and the other documents most violations with a Notice of Violation, which is entered into the Municity software system.

It is important to note that neither approach is necessary better than the other but the Village should be consistent in the approach utilized to ensure fairness for residents. However, the Department has clearly not established a policy regarding which is the preferred method, with some violators given formal violation notices for the same violation that another Officer may address conversationally.

The project team recommends that the Department establish a policy that outlines the priorities of cases that are consistently applied by Code Enforcement Officers. Included in this policy would be timelines for initial investigation and resolving the issue (e.g. investigation priority cases within 24-hours of receiving complaint). Examples may include the following:

1. Priority Cases
Violations that present a threat to public health and safety
Violations affecting the environment (e.g., storm drainage, wetlands, etc.)
Substandard housing
Non-permitted construction
Land use or zoning violations

Properties at which there have been multiple complaints
2. Non-Priority Cases
Nuisances
Landscape maintenance
Land use or zoning violations
Illegal signs
Inoperable vehicles
Cases that do not fall within one of the priority designations above

Code Enforcement Officers must be given some discretion in the enforcement of codes, as not all situations are the same. The same violation in two separate instances may legitimately be addressed in two different manners, and Officers must be able to exercise the appropriate level of enforcement action. However, it is also true that this discretion should come with some guidelines that are promulgated by Department, and Village, management that address instances in which non-priority violations may escalate to higher priority.

A suggested set of criteria may include the following:

- The actions by the violator were, in the judgment of the Officer, deliberate and intentional.
- The violation causes financial harm to an individual or to the Village.
- The violator has profited from the violation.
- The magnitude of the violation is significant, either by geographical area or by intent.
- The violation has existed for a lengthy amount of time, or the violator has historically persisted in committing the type of violation under review.
- There is little likelihood of obtaining voluntary compliance.
- The violation is flagrant and visible.

In addition to prioritizing the complaint by type and hazard, it is important to standardized the approach to gaining compliance. The following tables presents a few examples of how the Village may gain compliance through voluntary and mandatory means.

Enforcement Levels
Obtaining voluntary compliance through verbal and written notice
Issuing a stop work order
Permit revocation
Citation Issuance and prosecution in court if required
Physical abatement by Code Enforcement Officers or Village contractor

Even with these set of guidelines, there will be differences in application and interpretation on the parts of Code Enforcement Officers (or Building Inspectors). However, with a formally-adopted set of priorities and guidelines, the enforcement of Village codes will become more uniform over time.

Recommendation: The Village should provide guidance to Code Enforcement Officers regarding case priorities, as well as guidelines in the pursuit of violations that do not meet the thresholds established for high priority cases.

5 THE DEPARTMENT SHOULD ENSURE THE CONSISTENT RECORDING OF WORKLOADS IN MUNICITY.

The Department's Building Inspectors and Code Enforcement Officers record their work activities in the Municity software system. Therefore, as a Building Inspector completes a building inspection of a certain type, it will be entered as, for example, "Plumbing" to denote the fact that the Inspector completed a plumbing inspection. Likewise, when a Code Enforcement Officer investigates a complaint, it is entered as, "Complaint Investigation." At the end of the month, the totals are summarized by Municity, and a report is generated that shows the totals for each type of inspection or code investigation, as it was entered into the system.

The project team noted several issues with the data, and these are noted below:

- The workload reports do not distinguish between Code Enforcement and Building Inspections workloads, but rather list each activity in alphabetical order. Therefore, for example, it is difficult to know whether a "Follow Up" activity was related to a building inspection or a code investigation.

- The reports do not list the Inspector or Code Enforcement Officer who performed the activity.

- Data entry into Municity does not follow any established protocol, and relies on the accuracy of staff to describe the activity performed. As an example, there are two separate task categories for "Complaint Investigation" and "Compliant Investigation." It is clear that staff are manually typing the type into the system, instead of selecting from predetermined fields.

- There are no recorded times for completion of any task. It is therefore not possible to determine, for example, how long a particular code compliance case took to reach closure.

The reliability of the data is critical in enabling management to make inferences about individual and collective productivity, however this is being inhibited by the manner in which data are entered into the Municity system. The Department should ensure the consistent recording of workload data into the system. The direction should be provided

by the Building Inspector, who should also monitor the reliability of the data on a periodic basis.

Recommendation: The Building Inspector should ensure that work activity data are properly and consistently entered into the Municity system.

6 THE DEPARTMENT SHOULD IMPLEMENT A FEE FOR MULTIPLE PLAN REVIEWS AND REINSPECTIONS.

From time to time, and despite the best efforts of plans review and building inspections personnel, permit applicants repeatedly fail to address all plan review comments provided by the Village. This may be due to a variety of factors, including misunderstandings, oversight, lack of sufficient expertise, and sometimes even inattentiveness or disregard to the recommendations made by the Building Department. In these cases, it is common for municipalities to implement a resubmittal or reinspection fee.

The time expended by plan reviews and inspections personnel is valuable, and continuing to correct the same errors represents an opportunity cost to the Department, as it prohibits the use of time for more productive purposes. Building Department personnel are not only responsible for ensuring that construction complies with all applicable state and local building codes, however, there is also an educational element to the job, and this should not be overlooked. Therefore, Department personnel should have some discretion in implementing any resubmittal or reinspection fee based on the perception of good-faith efforts made by the customer to implement recommended changes to plans or construction. However, the Department should codify its authority to implement the re-submittal or reinspection fee as is required.

The project team recommends that the Building Department adopt a policy of allowing the first resubmittal or reinspection free of charge, with the second and subsequent resubmittals being subject to a plan review resubmittal fee and/or reinspection fee. The resubmittal fee or reinspection fee should be reasonable related to the time that it will take to perform the review or reinspection.

Recommendation: The Building Department should develop and implement both a plan review resubmittal fee and a reinspection fee.

7 THE DEPARTMENT SHOULD DEVELOP A POLICIES AND PROCEDURES MANUAL FOR BUILDING INSPECTION AND PLAN REVIEW.

The Department has not developed a formal policies and procedures manual that addresses each important aspect of its operations. Although current personnel have clear understandings of their roles in the organization, it is important that these roles be documented not only for future Department personnel, but to ensure consistency of performance by all current personnel as well.

The Department staff should develop an electronic manual for employees which lists office management duties and who is responsible. The manual should include instructions on how to use the manual, detailed definitions of procedures or processes, directions regarding when and where to get help, and any other necessary resources and references (software manuals, important phone numbers, etc.). Examples of items to be included in the manual are shown below.

Function	Policies and Procedure Information
Permit Processing	• Overview of processes required from start to finish on application submittals • Application submittal checklists and requirements • Protocol for answering the phones, scheduling appointments • Policies for rejecting incomplete submittals • Process for fee calculations and collecting money • Procedures for packaging and routing plan submittals • Plan routing matrix by type of project and department requiring review
Plan Review	• Plan Review Checklists • Case management duties for plan review staff • Cycle review times by type of project • Customer service goals such as response times for email and phone inquiries • Frequently Asked Questions • Common Code interpretations • Policies regarding communication with customers
Code Enforcement	• Case management • Complaint response and documentation • Handling requests for extension • Handling of notifications to interested parties • Scope of inspection and expectations of privacy • Handling of juvenile contacts • Obtaining consent for initial inspection • Pursuit of anonymous complaints

An employee manual will provide a quick reference for employees to answer questions, back each other up in the case of absence, and gain a comprehensive understanding of the Building Department's operations. In addition, it provides the Building Inspector a method for standardizing operating procedures and developing measures of accountability to those procedures for staff. The Building Inspector should also work with Assistant Building Inspectors and Code Enforcement Officers to update the manuals on at least an annual basis.

Recommendation: A comprehensive policies and procedures manual should be developed for all major work functions and services provided by the Building Department. A copy of the manual should be available to each employee, and updated at a minimum on an annual basis.

8 THE DEPARTMENT SHOULD DOCUMENT AND REPORT PERFORMANCE MEASURES

A performance management program provides a means for organizations to collect and make use of data that both inform external readers of the efficiency and effectiveness of the work performed by the organization, as well as assist internal managers in making refinements to the services provided.

Performance measurement has been topical in public organizations for many years, however in many organizations, it has been relegated to a rote reporting effort that reflects workloads, but not the efficiency and effectiveness of the work performed. The residents of the Village are not involved in the daily operations of the Building Department, but they do have an interest in assessing whether their tax dollars are being efficiently and effectively used. A well-designed performance measurement and management program should provide all readers with the ability to quickly assess how well an organization is performing.

There are many benefits to performance management, which include the following:

- **Improved ability to identify and pinpoint strengths and deficiencies.** In some cases, there may be a perception that performance management will expose the weaknesses of an organization, and to a degree, this is true. However, achieving excellence many times involves identifying weaknesses so that they can be improved upon. Alternatively, however, a performance management program can successfully identify the areas in which the organization excels, and both of these outcomes are useful for managers.

- **Improved ability to make informed decisions.** Whether managers are concerned with improving internal processes or attempting to determine whether to insource or outsource a particular function, analyzing data and, importantly, trends in these data, can inform the decision-making process.

- **Encouragement of managers and staff.** To the extent that performance exceeds targeted levels, these successes should be highlighted, not only internally but externally as well.

- **Reinforcement of what is important to the organization.** It has been said that "what gets measured, gets done." The decisions regarding which measures are used are therefore critical ones, as they define what the Department believes are important aspects of its operations, and staff align their efforts with these performance measures.

A well-designed performance management program should not devolve into a system of rote reporting, but rather it should be a continuous process of analysis, learning and change. The following graphic illustrates the cyclical nature of performance management.



The graph serves to illustrate the concept that performance measurement is not a linear process whereby a routine set of measures is reported by staff who simply report the results up to managers, who then assemble them into a report for consumption and review at the next higher level. The process of performance management should be just that: it should be a method by which continuous learning takes place in the organization over an extended period of time.

The Department has not historically reported its performance against a defined set of measures. Therefore, the number of measures selected should be limited to three to five per division. The project team recommends that the Department consider a set of performance measures for Building Inspections and Code Enforcement that include the following:

Building Inspections	Code Enforcement
• Percent of commercial plan reviews completed by target date **(90%)** • Percent of residential plan reviews completed by target date **(90%)** • Average number of inspections completed per Inspector per day **(Minimum of 8)** • Percent of inspection requests performed within 24 hours **(99%)**	• Percent of cases closed within 30 days **(75%)** - within 60 days **(85%)** - within 90 days **(95%)** • Average age of open cases **(50 days)** • Percent of cases resulting in issuance of "Order to Appear in Court" **(less than 5%)** • Median time to resolution for public nuisance case **(15 days)**

For the measures to have meaning, the Department must establish expected targets for performance, and the project team has included suggested starting points for these targets in bold in the table. These may need to be amended as the Department's documented experience requires, however the goals should always be viewed as "stretch" targets, meaning that they should provide incentives to employees to continuously improve.

In addition to establishing performance metrics, it is important to educate the public about performance targets in order to provide realistic expectations. Conversely, it is important to share goals and outcomes through the Village's website, social media, and public meetings in order to provide a greater level of transparency. By providing Building Department workload data and performance metrics to the public, it shows the magnitude of the work completed and the associated timeliness of completion.

Recommendation: The Building Department should adopt a set of performance measures and report its performance on a periodic basis.

CHAPTER 5: PLANNING AND ZONING ANALYSIS

Services related to land use development and long-range planning in the Village has primarily been conducted by various individuals in the Village. For the past decade, the Building Inspector has served as the Village's Zoning Administrator. Additionally, the Village has utilized the services of a consultant planner to provide additional staff support for land development functions. In 2017, the Village created the position of Village Planner to provide an increased focus on land development and long-range planning efforts. During this transition, the Village has retained the services of the consultant planner to provide continuation of services. This chapter will focus on analysis and recommendations related to the land development and long-range planning efforts of the Village.

1 THE ROLE OF THE VILLAGE PLANNER SHOULD BE CLEARLY DEFINED.

With the recent creation of the Village Planner position, the Village Planner and Consultant Planner have similar responsibilities. Currently, both positions are responsible for coordination of the land use planning application review, including environmental, stormwater, coastal, and site plan reviews. Additionally, Planning staff is responsible for the primary review of special permits, subdivision, telecommunication, and wetland applications. In addition, both Planners are responsible for preparing environmental and coastal assessment for Village projects along with participating in long range planning efforts. Moreover, the Village and Consultant Planners are the primary staff support for the Planning Board and HCZCM, while supporting the Zoning Board of Appeals if applicable. While many of these duties are shared between both positions, these activities are typically associated with the Village Planner in most other agencies.

However, due to the unique skillset of the current Village Planner, this position is also responsible for updating the Village's GIS website, providing technical support to the Building Department, preparing grant applications, and participating in other special projects throughout the Village. Also, both Planners participating in economic development activities for the Village, which is typical for most smaller jurisdictions. The Village and Consultant Planner perform a wide range of activities and task within the Village.

As discussed previously in the chapter related to land use boards, the amount of workload has increased over the past two years. The following table represents the number of applications that were presented to land use boards and commissions:

Land Use Board Applications

Type	2015	2016	% Change
Land Use Applications	30	36	20.0%
Zoning Board of Appeals	32	32	0.0%
HCZMC	17	31	82.4%
Total Applications	**79**	**99**	**25.3%**

Based on the workload related to the Land Use Board applications, it is clear that one planner is sufficient to perform the duties associated in reviewing these applications. However, it is clear that some ancillary duties associated with the Village and Consultant Planners should be shifted to other personnel. In order to clearly define the Village Planner's role, the following tasks should be assigned:

- Review all planning and land use applications, exclusive of zoning.
- Serve as staff representative to Planning Board and HCZMC.
- Prepare land use resolution and ordinance text amendments.
- Participate in long range planning projects.
- Conduct environmental and coastal assessments for Village projects in conjunction with respective Village staff.
- Update GIS for planning and building related projects only. All other GIS responsibilities should be performed by Information Technology or respective departments staff.

Clearly defining the Village Planner roles will provide increase customer service to the public and applicant. Also, the Village Planner will be able to focus on more planning and land use related activities, while limiting being pulled on multiple special projects. However, it should be noted that this recommendation must be implemented in conjunction with other recommendations made in this chapter, especially those related to the Consultant Planner.

Recommendation: Clearly define the Village Planner's roles and responsibilities with an emphasis on reviewing land use applications and focusing efforts on land use and long-range planning.

2 ZONING RELATED DUTIES SHOULD TRANSITION TO A DEDICATED ZONING ADMINISTRATOR THAT FOCUSES ON ZONING REVIEW AND COMPLIANCE.

Currently, the Building Inspector services as the Zoning Administrator for the Village. In the project team's experience this is not the norm, as most zoning related activities fall under the Planning Department. However, noting that the Village just recently created the position of Village Planner, the Building Department is clearly in unchartered territory related to performing planning functions with Village and Consultant staff. Considering that much of the development in the Village is redevelopment and infill, many zoning issues arise on various applications. Moreover, in feedback received from the public and from land use board members, there was concern related to zoning compliance and enforcement. In order to better serve the public and lessen the administrative responsibility of the Building Inspector, it is recommended to the create the position of Zoning Administrator.

A Zoning Administrator will provide the Village with a dedicated position to focus on zoning related issues. Currently, zoning related compliance investigations and follow up is the responsibility of Code Enforcement Officers or Assistant Building Inspectors. However, best practice indicates that zoning compliance issues should be investigated by a Zoning Administrator. Moreover, Building Department staff do not generally conduct zoning or site plan related inspections. The new position of Zoning Administrator should have the following roles and responsibilities:

- Review and process all zoning related applications.
- Review planning application for applicable zoning compliance.
- Serve as staff representative to the Zoning Board of Appeals.
- Perform zoning inspections for all active permits.
- Conduct zoning related complaint investigations in conjunction with Code Enforcement Officers.
- Assist Village Planner in reviewing land use and site plan applications. Also assist on special projects as assigned.

Creating the position of Zoning Administrator will provide a dedicated staff member to conduct zoning related application review and inspections. Providing inspection services that are not readily completed by the Building Inspector currently. Secondly, the Zoning Administrator will assist Code Enforcement in conducting zoning related complaint investigations and achieving compliance. The Zoning Administrator will help improve the efficiency of reviewing zoning applications. Moreover, the Zoning Administrator will provide dedicated personnel to the Zoning Board of Appeals and reduce the burden of the Building Inspector attending multiple land use board meetings each month.

Additionally, the Building Inspector workload will be reduced, further freeing them to focus on conducting building application review and providing increased administrative oversight and direction to the Building Department. In order to create the position of Zoning Administrator, the Village may have to update adopted ordinances to ensure that the Building Inspector has the ability to authorize a staff member to serve as the Village's Zoning Officer.

Recommendation: Create the position of Zoning Administrator to transition zoning official duties from the Building Inspector. Zoning Administrator duties would include reviewing zoning related applications, conducting zoning inspections and complaint investigations.

3 THE CONSULTANT PLANNER ROLE SHOULD BE REVISED TO FOCUS ON ECONOMIC DEVELOPMENT ACTIVITIES.

As discussed previously, the Village has utilized the services of a Consultant Planner to serve as the Village Planner. With the recent creation of a Village Planner position within the Building Department, it is important to transition the Consultant Planner's role. As Westchester County and the Village continue to experience redevelopment, it is important for the Village to have an advocate for economic development activities. The Village and Consultant Planner currently assists the Village in economic development activities, although in an unofficial capacity. In order to position the Village well for future growth, it is important for the Village to be proactive in their approach to economic development. Transitioning the Consultant Planner to Economic Development liaison, will help promote the benefits of businesses relocating to the Village. Also, considering the general complexity of the regulatory environment related to most development activities in West Chester County, it is important to utilize the skillset of the Consultant Planner to guide potential developers through the development and review process. Further emphasizing the Village's commitment to providing enhanced customer service and distinguishing themselves from other regional jurisdictions.

Recommendation: Transition the Consultant Planner's role to perform economic development related tasks. Additionally, this position should serve as a liaison to potential developers and guide them through the application process.

APPENDIX A: PROFILE OF THE BUILDING AND LAND USE PROCESS

1. INTRODUCTION

This document provides a descriptive profile of the departments, divisions, commissions and boards associated with the Village of Mamaroneck's building and land use processes. The purpose of this profile is to document the existing organizational structure, staffing allocations, processes, workload, and technologies being used by the Village of Mamaroneck for the building and land use processes. This profile is descriptive only. It summarizes the current "as is" state, it does not contain analysis of operations or recommendations.

Data contained in the profile were developed based on the work conducted by the project team to date, including:

- Interviews with management and staff in the Village.
- Collection of various data describing organization and staffing patterns, workloads and service levels, etc.
- Review of various documents and reports which the Village provided to the project team.

This descriptive profile does not attempt to recapitulate all organizational and operational facets of the building and land use process. For example, duties and responsibilities and tasks performed are not at the job description level. Rather, the profile reflects a summary of our understanding of the organization and process, which is foundational for issues identification and analysis as part of the study.

This profile will be reviewed for accuracy and completeness with Village staff. Once finalized it will serve as a factual basis for the project team's understanding of the

organization, process, staffing, and operations. The following is an organizational chart of the Building and Land Use process.

2. ORGANIZATION, ROLES, AND RESPONSIBILITIES

The following sections provide a summary of the current organizational structure, staffing allocations, roles and responsibilities for each position involved in the building and land use review process.

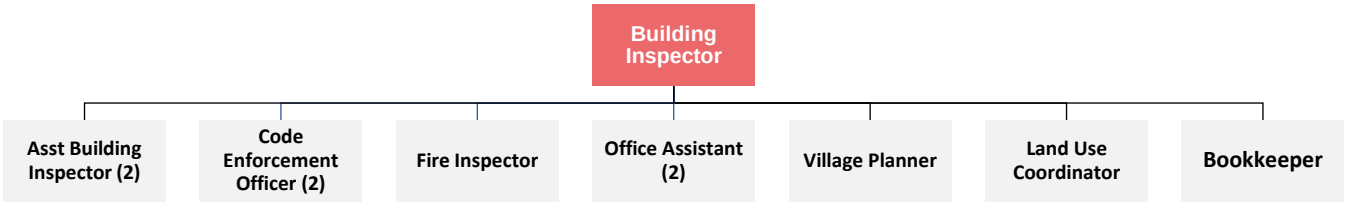
The majority of the building and land use application review process is managed within the Building Department. While the Building Department is primarily responsible for management of the land use and building review process, several other departments in the Village, along with outside consultants are also involved in application review. The table below illustrates the key roles of each department and division in the building and land use process.

	Mamaroneck, New York	
	Primary	Support
Building	Reviews all building and zoning applications. Responsible for conducting building inspections within the village, including all fire inspections. Responsible for code enforcement operations in the Village (property maintenance, building, sidewalk cafes, etc.). Attends ZBA meetings.	Planning related duties.
Planning	Special permits, wireless communication, site plans, subdivisions, staff Planning Board, ~~Zoning Board,~~ and Harbor Coastal Zoning Commission.	Economic development, zoning, code enforcement.
Village Engineer	Reviews site plans for compliance with public infrastructure use and ordinances. (e.g. water, sewer, stormwater, right-of-way, and traffic)	Provides engineering services for internal Village projects.
Consultant Engineering (Contracted)	Serves as technical advisor to Planning Board and Harbor and Coastal Zone Management Commission	

(A) Building Department

The Building Department is primarily responsible for the review and issuance of all building, zoning and land use related permits. The following chart presents the organizational structure of the Building Department.

Organizational Chart of Building Department



The following table summarizes key roles and responsibilities of each position within the Department with substantial involvement in the various land use processes.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Curr.	Auth.	
Building Department			
Building Inspector	1	1	• Responsible for overall administration and leadership of the Building and Planning Department. • Serves as the Chief Building Official. • Serves as the Zoning Officer. • Is the floodplain administrator for the Village. • Reviews and signs off on all building and zoning related permits. • Conducts building inspections as required.
Assistant Building Inspector	2	2	• Responsible for conducting building plan reviews. • Perform building inspections (building, plumbing, and some HVAC inspections. Assist Code Enforcement with erosion and sediment control inspections. • Responds to inquiries from contractors and public regarding code requirements and issues. • Enters inspection results into Municity Permitting Software. • Provide backup to Building Inspector for building related matters. • Assists Fire Inspector with plan review and inspections.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Curr.	Auth.	
Fire Inspector	1	1	• Conducts building and site plan reviews for compliance with adopted NY State Fire Code. • Performs inspections related to fire alarm and sprinkler systems. Enters results in the Municity system. • Completes Type I restaurant and hood ventilation inspections. • Reviews and conducts annual fire alarm and fire suppression system inspections.
Code Enforcement Officer	2	2	• Performs investigation and enforcement of property maintenance, building codes, housing, sediment and erosion control, and enforce all village adopted codes. • Responsible for reviewing all sign applications. • Conducts sidewalk café application reviews and inspections.
Office Assistant	2	2	• Serves as front counter staff for the Building Department. • Accepts all building and land use applications. Including reviewing the application for required forms and processing payments. • Issues building permits. • Responsible for administration of the permitting software system, including initial input of new applications into system. • Schedules inspections for Building and Fire Inspectors and Code Enforcement Officers. • Serves as clerk to the Board of Architectural Review. Prepares public notices, agendas, and packets for meetings. Responsible for completion of meeting minutes.
Bookkeeper	0	1	• Manages escrow accounts related to applicants to Village Land Use Boards. Including the billing and posting of escrow fees. • Prepares deposits and daily reconciliation for Building Department financial transactions. • Coordinates with staff and Land Use Coordinator on land use board agenda preparations.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities
	Curr.	Auth.	
Planning Department			
Village Planner	1	1	• Coordinates land use planning application review, including environmental, stormwater, coastal, and site plan reviews. Primarily reviews: special permits, subdivision, telecommunication and wetland applications. • Completes special projects as assigned. • Responsible for maintaining and updating the Village's GIS system. • Performs grant writing duties as assigned. • Revises and prepares environmental and coastal assessments for internal Village projects.
Consultant Planner (Contracted Position)	0.6	0.6	• Assists in review of land use and site plan applications. • Assists in economic development related activities for the Village. • Provides support to special and long-range planning projects. • Prepares resolutions for projects that are approved.
Land Use Coordinator	1	1	• Serves as clerk to the Planning and Zoning Boards, and the Harbor Coastal Zone Management Commission. • Prepares public notices, create agendas and meeting packets for boards and commission. • Prepares board and commission meeting minutes for all boards and commission. • Serves as public counter staff for the Planning Division. • Assists Office Assistant in responding to Freedom of Information Act requests.

(B) OTHER DEPARTMENTS AND CONTRACTED SERVICES

The following departments and / or contracted staff review development related applications and permits for issues relevant to their operational areas. In addition to the Consultant Planner who resides with Planning Division staff, the Village utilizes the services of a Consultant Engineer who reports to the Village Engineer and a Contracted Attorney.

Unit / Position(s)	No. of Positions		Key Roles and Responsibilities (Permitting)
	Curr.	Auth.	
Village Engineer	1	1	• Reviews plans sets to ensure compliance for water, sewage, stormwater, access, and other public infrastructure related issues. Including roadway, traffic, public right-of-way compliance. • Provides engineering services for capital improvement projects for the Village. • A Consultant Engineer under the guidance and direction of the Village Engineer reviews plan sets with compliance to adopted engineering, stormwater, and other drainage related ordinances. Serves as technical advisor to Planning Board and Harbor and Coastal Zone Management Commission.
Contracted Attorney			• Provides legal counsel to the Planning and Zoning Boards, and Harbor and Coastal Zone Management Commission.

3. APPLICATIONS AND PERMITS

The table below lists the specific permits issued by the Village, and indicates which divisions or departments are responsible for reviewing each of the permit types.

Permit / Application	Building	Planning	Zoning	Engineer
Site Plans	X	X	X	X
Wetlands	X	X		X
Wireless Telecommunications	X	X	X	
Subdivision	X	X		X
Special Permits	X	X	X	
Building	X	X	X	
Signs	X		X	
Zoning / Variances	X		X	
Flood Development	X	X	X	X
Stormwater Permit	X	X		X
Dumpster Permit	X			
Demolition Permit	X	X		
Fire Prevention	X			
Change of Use Permit	X	X	X	X

4. LOCAL STATUTES AND ORDINANCES

The following table summarizes the key statutes, ordinances, and regulations enforced by the Building Department and other applicable review entities as part of the building and land use process.

Statute, Ordinance, or Regulation (Local Only)	Department(s) Utilizing	Issues Regulated
Chapter 6 – Architectural Review Board	Building / Planning	Design standards
Chapter 58 – Planning Review Board	Building / Planning	Subdivisions, site plans
Chapter 120 - Blasting	Building / Engineer	Blasting regulations and requirements
Chapter 126 – Building Code Administration and Enforcement	Building	Building permits, inspections, certificate of occupancy, fire safety, code enforcement
Chapter 150 – Dance Halls / Cabarets	Building / Planning	Dance halls and cabaret locations and hour of operations, inspections, and licensing
Chapter 164 – Electrical Standards	Building	Electrical permits and inspections, standards
Chapter 172 Building / Engineering Excavations	Building / Engineering	Excavation and dirt work
Chapter 186 – Flood Damage Prevention	Building / Engineering	Flood way and flood zone regulations including development standards
Chapter 200 – Garbage, Rubbish, and Refuse	Building	Placement of trash receptacles, and collection of discarded items
Chapter 218 – Historic Preservation	Building / Planning	Historic designation, preservation and development standards
Chapter 234 – Laundries and Dry Cleaning	Building	Licensing and operations of laundries and dry-cleaning operations
Chapter 238 – Littering	Building – Code Enforcement	Enforcement of public littering and placement of trash receptacles
Chapter 240 – Management of Coastal Zone and Harbor	Planning	Regulations on development in Coastal Zone.
Chapter 246 – Motels	Building	Licensing and location of temporary housing.
Chapter 248 – Multiple Dwellings	Building / Planning	Defines multi-family housing based on NY state ordinances
Chapter 254 – Noise	Building – Code Enforcement	Regulate excessive noise devices

Statute, Ordinance, or Regulation (Local Only)	Department(s) Utilizing	Issues Regulated
Chapter 278 – Plumbing Standards	Building	Plumbing permits, inspections, and standards
Chapter 280 – Property Maintenance	Building – Code Enforcement	Property maintenance standards and regulations
Chapter 285 – Sidewalk Cafes	Building – Code Enforcement	Sidewalk Café locations and permitting
Chapter 286 – Signs	Building – Code Enforcement	Sign regulations
Chapter 294 – Stormwater Management and Erosion and Sediment Control	Building / Engineering	Stormwater, runoff, and erosion.
Chapter 300 – Swimming Pools	Building	Swimming pools for residential use
Chapter 342 - Zoning	Building / Planning	Zoning and land use
Chapter A348 – Subdivision Regulations	Building / Planning / Engineering	Subdivision of property

5. WORKLOAD

The Village provided workload data for 2014-2016 for applications submitted, permits issued, inspections completed, and code enforcement complaints. The following charts present a summary of the various workload data related to the development process.

Building Applications Submitted (2014 – 2016)

	2014	2015	2016	% Change
Applications	611	550	558	-9%

The number of applications received has decreased approximately 8% since 2014.

The following chart shows the number of permits issued, by type, from 2014 to 2016.

Building Related Permits Issued (2014 – 2016)

Permits	2014	2015	2016	% Change
Additions	30	45	32	7%
Commercial Alterations / Renovations	28	39	57	104%

Permits	2014	2015	2016	% Change
Electrical	300	333	361	20%
Fence	29	23	28	-3%
Fire	15	16	13	-13%
Flood Development	100	61	36	-64%
Historical Certificate of Occupancy	16	13	24	50%
Mechanical	57	51	60	5%
New Commercial / Industrial	4	0	10	150%
New 1 or 2 Family	10	4	8	-20%
Oil Tank	43	45	37	-14%
Plumbing	214	308	345	61%
Residential Alterations / Renovations	142	151	155	9%
Roof	66	50	65	-2%
Sign	9	15	18	100%
Solar Panel	5	31	34	580%
SWPPP	22	11	16	-27%
Other	157	105	102	-35%
Total	**1,247**	**1,301**	**1,401**	**12%**

The number of permits issued has steadily increased since 2014. This represents a 12.3% increase in the number of permits issued since 2014.

Another workload indicator is the number of inspections completed. The following table presents the historic workload related to inspections.

Inspections Completed (2014 - 2016)

Inspections	2014	2015	2016	% Change
Code Enforcement - Property Maintenance	15	171	183	1120%
Certification	243	248	291	20%
Complaint Investigation	480	284	251	-48%
Concrete Slabs	23	30	27	17%
Drywells	22	30	42	91%
Exterior Property	14	262	121	764%
Certificate of Occupancy	724	672	699	-3%
Fire	623	2,358	91	-85%
Footing	92	144	112	22%

Inspections	2014	2015	2016	% Change
Framing	205	221	228	11%
Gas	133	153	184	38%
Insulation	134	154	159	19%
Oil Tank	44	115	73	66%
Plumbing	149	244	165	11%
Silt Fencing	13	31	50	285%
Underground Plumbing	23	17	30	30%
Other	506	492	798	58%
Total	**3,443**	**5,626**	**3,504**	**2%**

Between 2014 and 2016, the number of inspections completed rose slightly. However, the number of inspections completed in 2015 was nearly two thirds higher than the other years. This drastic increase in 2015 is primarily associated with a large spike in the number of fire inspections, especially related to carbon monoxide inspections completed (1,438).

The workload related to code enforcement operations is presented in the following table:

Code Enforcement Workload (2014 - 2016)

Complaints	2014	2015	2016	% Change
Complaints Created	858	1,090	848	-1%
Court Appearance	247	316	145	-41%

The number of code enforcement complaints has remained steady between 2014 and 2016, while spiking slightly in 2015. However, the number of court appearances related to code enforcement has decreased in 2016.

Finally, another indicator of activity for the building related activities is the revenue collected related to permitting, inspection, and compliance. The following table presents the fees collected since 2014.

Fees Collected (2014 – 2016)

	2014	2015	2016	% Change
Fees Collected	$823,824	$999,315	$1,276,897	55%

Fees collected has increased approximately 55% since 2014.

In addition to the building related applications, permits, and inspections several land use related applications were presented before various boards and commissions. The following table presents this historic workload data.

2015 – 2016 Board and Commission Applications

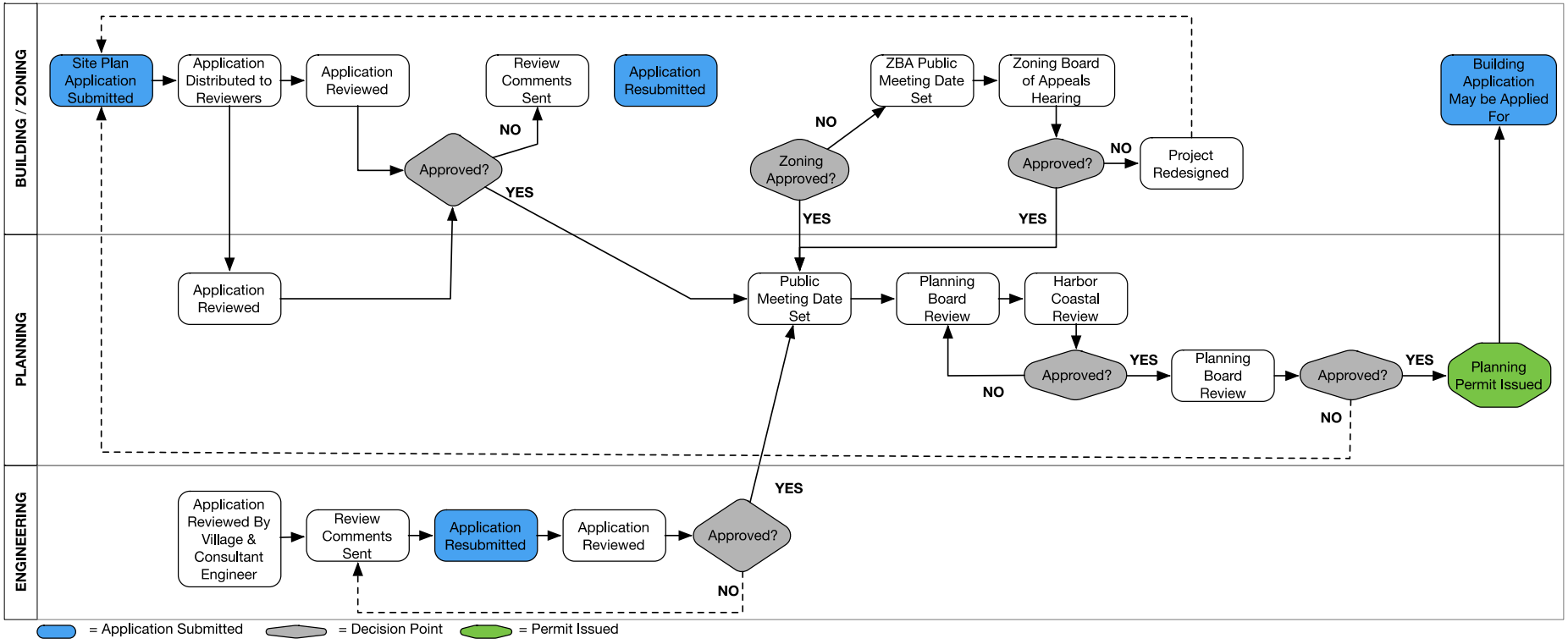
Type	2015	2016	% Change
Land Use Applications	30	36	20.0%
Zoning Board of Appeals	32	32	0.0%
HCZMC	17	31	82.4%
Architectural Review Board	133	141	6.0%

Similar to building applications and permits, the number of applications going increased as well. Most notably the Harbor and Coastal Zone Management Commission applications increased the greatest percentage.

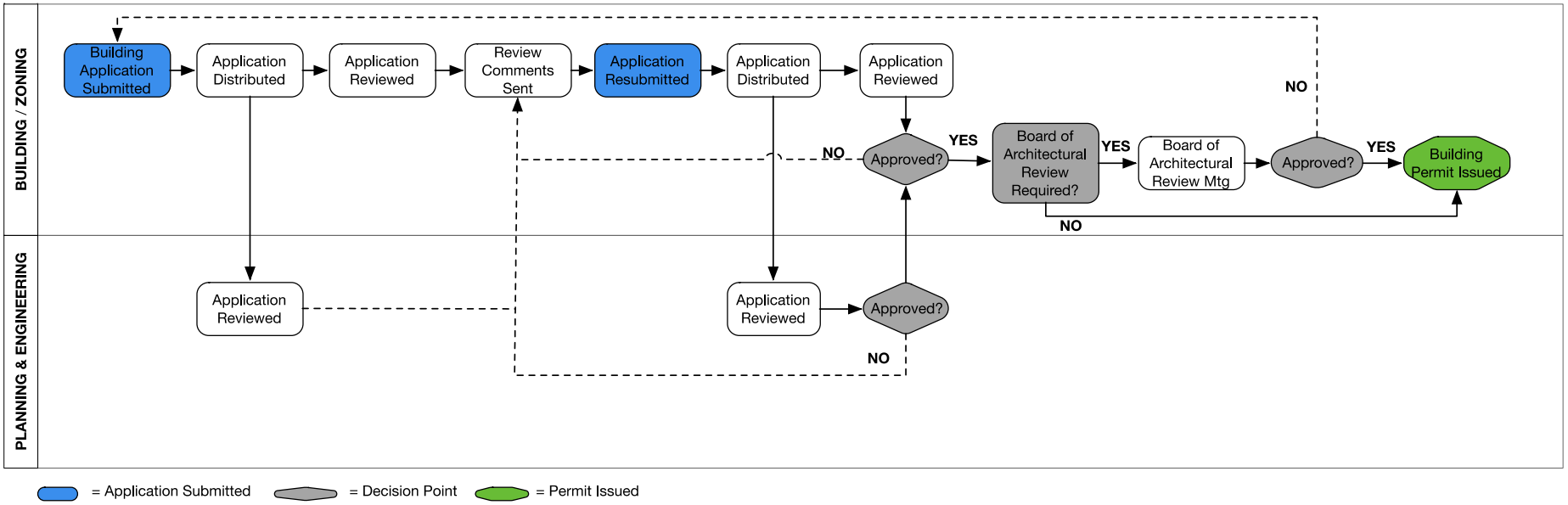
6. PROCESS

All building and planning applications originate in the Building Department. The application review process is similar for most application types. Below is an overview of the basic process by which plans are taken in, distributed, reviewed, and subsequently permitted. Included in the diagrams below is a process flow for site plans and applications that go before various boards and commissions. Secondly a process flow diagram is shown for major building permits.

Site Plan and Land Use Application Process



Building Permit Application Process



7. TECHNOLOGY

The major software systems used for permitting-related activities are listed below.

Software	Department(s) Utilizing	Purpose / Utilization
Municity 3*	Building and Planning	Used as permitting and code enforcement software.
ArcGIS 10.5	Building and Planning	GIS, includes links to Property Tax Assessment, Building Permits, floodplain, and Land Records
Laserfiche	Building and Planning	Is used as parcel and historical permit database and is linked to Municity software.

Note: * started the process of upgrading to Municity 5 during this project. Implementation date to be determined.

APPENDIX B: BEST MANAGEMENT PRACTICE ASSESSMENT

1. INTRODUCTION

The process review study of the Village of Mamaroneck Building Department is designed to evaluate current practices related to permitting and development review activities. As part of the study's process, the project team completed this assessment of Building Department operations compared to industry best practices. This assessment is designed to identify areas of strength as well as improvement opportunities in the Village's permitting and inspection operations.

2. BEST MANAGEMENT PRACTICES ASSESSMENT

In order to make proper assessments of the development review and inspection process, the project team developed a set of performance measures which we call "best management practices" (BMPs), methods or techniques found to effective, practical, efficient, and customer-friendly in regulating the land use and development process in similar municipalities across the Country. The BMPs were derived from the project team's experience reviewing and working with permitting and land use agencies, as well as industry standards from research and professional organizations that promote efficient and effective practices in the planning, land use and permitting industries.

The measures utilized represent ways to identify strengths and improvement opportunities—BMPs are used as a precursor to the development of an issues list of key improvement opportunities. This assessment can be utilized to not only compare current operations to best practices, but more importantly to help identify key issues that will be further discussed in the Draft Report. There are no formal recommendations contained

in this BMP assessment report; however, there are potential improvements insights offered that are worth consideration and further discussion and analysis.

The analysis includes the following:

- Statements of effective practices (BMPs).
- Identification of the strengths of Mamaroneck's departments in following these practices.
- Identification of preliminary issues for further analysis prior to the development of specific recommendations.

The BMP analysis is one of several tools that will be used to identify recommended reforms.

(1) Summary of Key Issues Determined from the Assessment.

Although the Best Management Practices process is designed largely to identify improvement opportunities, it is also an opportunity to identify elements of the process that are working well. Below are some of these strengths:

- The Village utilizes a Consultant Engineer to review plans in conjunction with the Village Engineer, resulting in improved review time frames. Also, other engineering specialties are available through this contracted service.
- Staff memos to land use boards are comprehensive and include in-depth analysis and research.
- Building Department applications are available online and include checklists.
- Customers are typically provided a 30-minute (or less) time frame to expect the arrival of the inspector.

The comparison of the Village's current practices to best management practices also identified several areas where improvements could be made. Some of the most notable opportunities for improvement are listed below:

- Utilize technology for digital submission and review of applications. Additionally, incorporate electronic issuances of building permits. All applications should be updated to a fillable PDF format.
- Formalized review timelines should be established by application type.
- Information on the Village's website that show the overall review process and timeline is lacking. Additionally, what permits may be issued administratively versus going before a board/commission should be incorporated on the website.

(2) Best Management Practices Assessment.

The following table presents the list of best management practices used by the project team, as well as their determination of the Village's operations against each standard, whether a strength or an opportunity for improvement.

Best Management Practice	Strengths	Opportunities for Improvement
MANAGEMENT AND ADMNISTRATION		
1. The Village has goals, objectives, and performance measures for building permitting and land use activities.		Performance measures should be developed and adopted. Additionally, all performance measures should be placed on Building Department webpage so customers are aware of processing timelines.
2. For permits that require review by more than one division, each reviewer has plan review targets / standards that they must meet.		Formalize review timelines for internal and contracted reviewers.
3. Managers routinely review performance (speed, efficiency) of the permitting process.	Managers currently conduct the majority of application reviews (except simple permits). Building Official periodically reviews the number of "over the counter" permits issued.	
4. Managers and staff have access to clear and accurate reports showing current workload, timelines, and other measures of performance.	Building Office Assistant develops a monthly report on the number of applications, permits, and inspections processed.	Prepare monthly report that shows historic data trends along with current month statistics. Post monthly reports online.

Best Management Practice	Strengths	Opportunities for Improvement
5. There are well-documented policies and procedures in place to govern the actions of employees.	While there is a lack of formalized policies in place, staff are very aware of their respective role in the process.	Formalize polices related to the development review process. Including review timelines.
6. The department has backup plans in place to ensure service delivery in the event of the absence of key staff.	Inspectors are cross-trained, along with the ability of Code Enforcement Officers to perform some building related inspections.	Office Assistants should be cross-trained to process new applications and input into permitting software.
7. Staff meetings are held monthly to update staff on new policies, procedures, and processes.		Implement a monthly staff meeting to discuss workload, process, and happenings in the development community.
8. Land Use Board members receive on-going training opportunities.	Planning and Zoning Board members meet the minimum requirement of 4-hours of annual training.	Incorporate in-house training for all land use boards to ensure members understand their role in the process. Additional training should be provided to new members to apprise them of their role and responsibilities.
CUSTOMER INFORMATION AND INTERACTION		
9. Customer satisfaction related to permitting and land use is regularly monitored.		Conduct an annual customer survey as a means to receive feedback from customers. Ideally, this would be an electronic survey that is distributed to previous year's customers.
10. The village provides easy-to-understand and attractive guides to the planning, building permit, inspections, and Certificate of Occupancy process. The village web site includes a virtual "one stop shop" that provides an overview of all permitting requirements and links to permitting requirements by department or division.	All relevant application forms are located on the Building Department's webpage.	Create a development guide that includes frequently asked questions. This information should be made available on the Village's webpage and include links to applications, process diagrams, timelines, public meeting schedules, etc.

Best Management Practice	Strengths	Opportunities for Improvement
11. All development staff are available at a single, easy to access location.	Currently, all staff are co-located.	Office area should be redesigned to incorporate one public counter for the Department. Due to volume of customers, ideally operations would be on lower level of facility. Current location is not ADA accessible.
12. Fee schedules are published and regularly updated	A fee schedule is included in the Village's adopted codes found online (Chapter 347A). Fee schedule was last updated in May 2016. However, this is not easily found by searching "fee schedule".	Create a dedicated fee schedule that is accessible on the Building Department's webpage. Additionally, it should be linked to the Treasurer's webpage.
13. The Village reaches out to the business and development community through periodic communications.		Create a quarterly newsletter that includes information on development related projects and news, recent statistical information, and / or proposed development regulations changes. Also, the Village should create a current project webpage that includes current development projects that are under review / construction. This webpage may also include current infrastructure or development projects initiated by the Village.
14. The Village regularly obtains input from the business and development community on issues related to development review and permitting.		Meet with the development community on a quarterly basis to discuss recent events or proposed code or ordinance changes. This will allow open dialogue between the Village and the development community.

Best Management Practice	Strengths	Opportunities for Improvement
15. The Village's policies/website clearly identify what applications can be approved administratively versus approval by Board or Commission.	All land use applications must go before applicable boards and commissions.	As part of the development guide, permits that may be approved administratively (land use and building) should be clearly identified. Consideration should be given to expanding the number and type of applications that are approved administratively.
16. The Village provides clear and comprehensive checklists identifying all items required to be submitted for each application type.	Checklist are provided as part of application.	Create fillable forms for all checklist. Include checkbox for applicant and staff to verify that all requirements have been meet at application submittal.
17. Application forms are available on-line and can be filled out electronically.	All applications are online and located on the Building Department webpage.	All applications should in a fillable PDF format.
18. Submittal deadlines and public hearing meeting dates are published online.		Publish applicable public meeting calendars on the Village's website. Additionally, the calendar should include submittal deadlines in order to be considered for a certain meeting date.
19. Applications may be submitted electronically, may be viewed on-line once submitted, and are distributed electronically.		Incorporate electronic application submission. Software system should allow for the applicant to track progress online.
20. The Village's long-term plans and land development code are available on-line.	Currently, this information is on the Village's webpages.	A direct link should be provided to the adopted Village code from all Building Department webpages. Currently, customers must navigate the Village's third-party host website (General Code) by starting at the Country level, then by state, and finally navigating numerous jurisdictions before finding the Village's code. This requires multiple steps and may create issues with customers going to the wrong jurisdiction.

Best Management Practice	Strengths	Opportunities for Improvement
PROCESSES		
21. Permitting intake staff are certified permit technicians.	Current staff have significant experience in the Village's Building Department.	Consider certifying Office Assistants as Permit Technicians through the International Code Council.
22. Permit technicians review applications for completeness at time of submittal.	A cursory review for completeness is completed at time of application acceptance.	
23. Cycle time objectives for plan checking are clearly established.		Need to establish clear review timelines based on application types.
24. The department uses a case management approach to oversee the review of all applications. This approach includes use of a project manager who coordinates reviews with all applicable departments.	Due to the limited size of the Department, the Building Official serves as the case manager for each major application, unless designated to other staff member.	
25. Preapplication meetings are held for major projects.	Currently, utilizing this approach for major projects. All applicable staff members are present at preapplication meetings. Including land use counsel members recently implemented.	
26. A formal Development Review Committee is responsible for ensuring that plans address all Village requirements.	No formal committee exist, but applicable reviewers meet regularly on large projects, and meet as needed for all other projects. Additionally, the Building Official, Village Engineer, and Consultant Engineer meet weekly to review new applications and revisions to existing applications.	

Best Management Practice	Strengths	Opportunities for Improvement
27. Plans are reviewed concurrently to avoid delays.	Currently, The Village is utilizing this approach. Consultant Engineer sends comments directly to the Engineer of record to correct issues while other staff are reviewing the application. This facilitates quicker response from applicant, but limits availability of comments to other reviewers.	Ideally, all review comments should be consolidated and sent in one review comment letter to ensure consistency. Engineering comments should be incorporated into the permitting software.
28. All review comments are incorporated into a single comment letter and distributed to applicant by project manager.	Review comments are compiled into a single document and sent to the applicant, with the exception of Engineering comments. The Village Engineer (or Consultant) works directly with the applicant's engineer to address issues.	
29. Project review/comment letters provide reference to checklist and/or code reference.		All review comments (including Planning Board, Harbor and Coastal Zone Management Commission, Architectural Review Board, etc.) should reference either application checklist requirements, or adopted local or state ordinances.
30. Resubmittals and projects requiring minimal review (e.g., small residential projects) are given priority in the review queue.		Incorporating review timelines will create mechanism for prioritizing reviews. Ideally, resubmittal review time periods will be less than new applications.
31. For re-submitted plans, reviewers focus on ensuring that comments have been addressed, not issues that should have been brought up in initial review.	Currently utilizing this approach. *Feedback from prior customers will be desired to confirm this is happening.*	

Best Management Practice	Strengths	Opportunities for Improvement
32. Staff reports to respective Boards and Commissions are thorough and include staff recommendation.	Staff memos are comprehensive. They provide extensive analysis and reference to applicable codes and ordinances.	Examples provided included several holes related to comments needed from either the Village Engineer or Engineering Consultant. All department's comments should be included in consolidated staff memo / report.
33. Simple permits (e.g., basic electrical, mechanical, and plumbing permits and minor building alterations) can be issued on the spot with no review, subject to inspection.	Simple permits are issued within 24 hours of submission.	Simple permits should be issued immediately if in person.
34. Customers are given an approximate time to expect their inspector.	Currently utilizing this approach, by providing a 30-minute window for inspector arrival. .	Expand the posted time periods in which inspectors typically conduct inspections.
35. Applicants can request inspections up to 5 pm on the day before; next day inspections are available for 100 % of requests.	Generally, meeting this deadline. However, inspections are scheduled by Office Assistants and office hours only go until 4:30pm. Inspections may be performed next day, if inspectors are available.	
36. An automated voice-activated (or online) inspection request system is utilized to receive inspections with linkage to the permit information system.	Inspections are schedule by an Office Assistant or Inspector.	Inspections should be scheduled through online portal.
37. Combination reviewers/ inspectors are used to reduce the need for multiple inspectors at a single project within a short time period when inspections for different trades are needed at the same time.	Inspectors are cross-trained to perform building, plumbing, and most mechanical inspections.	Consideration should be given to hiring a combination inspector that can perform electrical inspections, as staff turnover allows.

Best Management Practice	Strengths	Opportunities for Improvement
38. The department charges a re-inspection fee to encourage builders to make sure work is complete and ready to inspect at time of inspection.		The Department does not charge a re-inspection fee. Consideration should be given to charge a re-inspection fee for excessive re-inspections (e.g. greater than two inspections for same issue, etc.).
39. Completion of inspections on a building permit automatically triggers CO process.		The completion of inspections does not always trigger the automatic issuance of a CO or CC. There is also a list of actions associated with permits that may include final cost affidavit, CO/CC fee, or other professional certifications that may be required. All of the items that are required to complete any permit are listed and presented to the applicant when they pick up the building permit and plans.
40. An inspector holds a pre-construction meeting for all projects requiring erosion control measures.	All applications that require a SWPPP are required to have a pre-construction meeting.	
41. The division contracts out for services where required expertise is not available in-house.	Currently, utilizing this approach for electrical inspections and engineering review (as required).	Utilize a combination inspector to perform in-house electrical inspections.
TECHNOLOGY		
42. Applicants can apply, pay for, and receive permits, some instantly, using an on-line portal.		Updating permitting software that includes electronic submission of applications.
43. Applicants and Village staff can look up status of a permit, including comments from reviewers, on-line or using the software.	Building Department staff can look up the status of a permit in the permitting software system.	In conjunction with online permit submittals, permitting software shall have the capability for the applicant to track the status of their application.

Best Management Practice	Strengths	Opportunities for Improvement
44. Permit tracking software is used to manage the permit intake, review, and issuance process as well as related inspections.	Permitting software is used to track application submittal and issuance of permit. Inspections are logged in the software system.	Permitting software should be used to route digital plan sets and monitor application process. Currently, only hard copy applications are submitted and then are distributed to reviewers.
45. All plan review comments are entered into the system and available to other reviewers, permit techs, and applicants (via the front end).	Building review comments are associated with application file in permitting software. Engineering comments are incorporated separately.	
46. The permitting system electronically routes applications to all reviewers, who can also electronically approve, disapprove, and provide comments.		With the implementation of electronic application submission, the permitting software system should be utilized to distribute application (or notice of application) to all review staff.
47. The department has an IT strategic plan that includes a schedule and funding to expand permitting and GIS software functionality. Permitting IT initiatives are coordinated across departments.		Department in conjunction with IT staff should develop a plan for updating permitting software and maintenance of GIS layers.
48. Permitting software includes a link between permitting activities and GIS parcel layer.	Currently utilizing this approach.	
49. A single system is used to track planning, inspection services and engineering, information so that there is a consolidated source of data on activities by address.	All development applications are incorporated into permitting software.	
50. The Village has developed a plan to implement a paperless system for all stages of permitting and land use review.		Implement a paperless application process for all application types.

Best Management Practice	Strengths	Opportunities for Improvement
51. As-built plans are submitted in PDF format and attached to the permit record in the permitting software.	All documentation is digitized and stored electronically either in the permitting software system or LaserFiche.	Require as-built drawings to be submitted in PDF format. Attach plan set to applicable building permit and address file.
52. The permitting system generates clear, user friendly reports on permitting activity which can be posted to the internet.	Monthly reports are generated by staff, which summarizes monthly statistics.	Create historical workload reports and post online.
53. Members of the public can look up zoning information, flood zones, and other pertinent information using Web GIS.	Currently utilizing this approach.	
54. Inspectors enter inspection results and correction items in the field via tablet and have it instantly available and viewable on-line.		Although inspectors have access to tablets in the field to facilitate data entry, this is typically performed in the office, with manual notes transcribed into Municity.
55. Historical information on properties, including code enforcement, permitting, zoning, land use, flood, and related issues is available on-line.	Information is available digitally to internal staff either through the permitting software system of LaserFiche.	Historical parcel information should be made available online to the public. Currently, some duplication exists between the permitting software and Laserfiche.

APPENDIX C: CUSTOMER AND STAKEHOLDER SURVEY ANALYSIS

As part of the Matrix Consulting Group's review of the Building Department for the Village of Mamaroneck, the project team distributed an anonymous survey to the Department's customers and stakeholders. The survey was designed to learn about customer's experiences and gauge their opinion on a number of topics related to the operations of the Department and potential improvement opportunities. This report summarizes the results of the survey. The survey asked three types of questions:

- **General questions:** At the beginning of the survey, respondents were asked to provide some information about the type and frequency of interactions that they have with the Building Department. These responses are used in this analysis to explore differences in responses between groups of respondents if applicable.
- **Multiple Choice Questions:** Respondents were presented with a number of multiple choice statements, where they indicated their level of agreement or disagreement with statements on a variety of topics related to their experience with the Building Department, review and inspection processes.
- **Open-ended response questions:** At the end of the survey, respondents were given space to provide opinions about the Division on topics such as its strengths and weaknesses, in their own words.

The survey was distributed via email to customers from the previous three-years. A total of 396 individuals received an invite to complete the survey. A total of 61 responses were received.

1. SUMMARY OF KEY FINDINGS

While a complete analysis can be found in the sections below, the following points summarize the key findings from the responses received to this survey:

Key Strengths Identified by Survey Respondents:

- Availability and accessibility of staff. Especially the flexibility of inspectors.
- The scheduling of inspections was considered efficient and effective.
- Historical parcel data availability.
- Trade permit processing times.

- Staff's knowledge of the process.

Key Improvement Opportunities Identified by Survey Respondents:

- Customer service and communication skills.
- Technology (online resource availability and electronic submittals).
- Review processing times, including overall length and timeliness of review comments.
- Identification of what inspections were required and if they were completed by a third-party or the Village.

2. RESPONSES TO GENERAL QUESTIONS

While responses to the survey were anonymous the project team asked respondents to indicate some information about their interactions with the Building Department for comparison purposes. The tables below summarize their responses. Note that many of these questions allowed respondents to choose multiple responses, so the number of selections in many cases exceeds the total number of responses because some of those responses include multiple selections.

(1) Responses by Profession

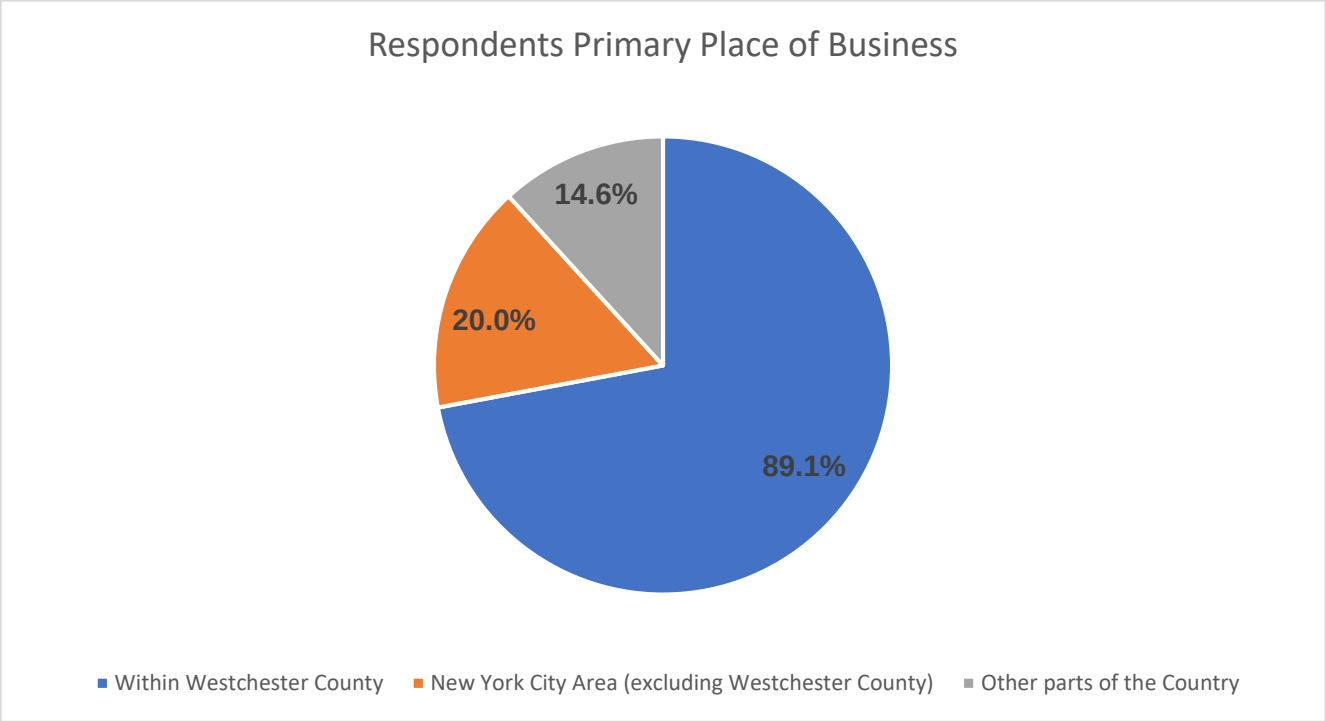
The first question asked respondents what their role was in interacting with the Building Department. The following table shows the responses received:

Role	# of Responses	% of Response
Architect	18	30.0%
Builder	8	13.3%
Business Owner	8	13.3%
Engineer	1	1.7%
Environmental	2	3.3%
Homeowner	10	15.0%
Property Developer	2	3.3%
Trade Contractor	22	36.7%
Other	7	11.7%

The role that received the greatest response was "trade contractor" followed closely by "architect". Responses received from "other" included sign company, glass company, and resident.

(2) Responses by Primary Location of Conducting Business

The second question asked respondents to indicate where they typically conduct development related business. The following chart shows their responses:



The vast majority of respondents indicated they primarily conduct business within Westchester County, indicating that most prior customers are local.

(3) Responses by Functional Area

The third question asked respondents what type of permits or interactions they typically interact with the Building Department. The responses received are as follows:

Permit Type	# of Responses	% of Response
Building Permits	48	84.2%
Code Enforcement	20	35.1%
Construction Inspections	21	36.8%
Land Use Permits	12	21.1%
Trade Permits	14	24.6%
Zoning Permits	22	38.6%

Clearly, the majority of respondents have interacted with the Building Department to pull building permits, followed by Zoning Permits, Code Enforcement, and Inspections. These are typical responses for prior Building Department customers.

(4) Responses by Frequency of Interaction

The fourth question asked respondents how frequently they interact with the Building Department. The following table shows the responses gathered:

Statement	% of Response
Several times per month	17.5%
Several times per year	38.6%
Once or twice per year	17.5%
Less than once or twice a year	26.3%

Nearly three-quarters of the respondents indicated they have interacted with the Building Department at least once or twice per year. With 38% indicating they interact with department several times per year. Indicating that respondents are knowledgeable of the development review and permitting process.

3. MULTIPLE CHOICE QUESTIONS

The second section of the survey asked respondents to indicate their level of agreement or disagreement with 39 statements about the Department. The response options were “strongly agree” (SA), “agree” (A), “neutral” (N), “disagree” (D), and “strongly disagree” (SD). Respondents could also choose “Not Applicable” or opt out of responding to the statement at all, in which case they were not counted among the respondents for that statement. For this reason, percentages may not add up to 100%, since a percentage of respondents may have chosen “Not Applicable”. The following sections show the responses to statements by topic.

(1) Overall, Respondents Believe the Permitting and Inspection Process is Predictable, Expectations Were Clear, and Consistent Services Were Provided.

Respondents were asked to provide insight into the overall permitting and inspection process. The following responses were received regarding the overall process:

Statement	SA	A	N	D	SD
32. The permitting and inspection process is predictable.	26.2%	50.0%	9.5%	4.8%	4.8%
33. The Village made clear the amount of time it would take to process my application.	23.8%	35.7%	26.2%	7.1%	4.8%
34. The amount of time taken to review and approve my application was acceptable.	21.4%	38.1%	16.7%	11.9%	7.1%
35. The Village met its time commitments for processing my application.	22.0%	36.6%	26.8%	4.9%	4.9%
36. Village staff were accessible and responsive if I had questions regarding my application.	31.0%	33.3%	21.4%	7.1%	4.8%
37. Village staff provided good customer service throughout the process.	31.0%	35.7%	11.9%	11.9%	7.1%
38. The Village did a good job coordinating input from different departments.	21.4%	33.3%	19.1%	4.8%	4.8%
39. The Village's technical requirements were consistent with the codes and ordinances that the village enforces.	26.2%	33.3%	21.4%	9.5%	4.8%

All statements in this section had a majority of respondents in agreement. However, areas of concern that received a fair share of disagreement included application review and process times and customer service. In Statement #34, 19% of respondents were in disagreement about the acceptable time for application review. Additionally, Statement #37 asked about staff's customer service skill and received 19% of responses in disagreement. Clearly application process time and better customer service are two areas that should be considered for improvement.

(2) In Respect to The Application Process, Responses Were Generally in Agreement. Areas of Improvement Focused on Understanding Processing Timelines and Improved Information on Building Department Website.

Respondents were asked their opinion in regard to seven statements focusing on the application process. The responses received were:

Statement	SA	A	N	D	SD
1. I clearly understood what approvals / permits would be required for my project.	42.9%	35.7%	11.9%	7.1%	0.0%
2. I clearly understood what information and documentation I needed to include in my application.	42.9%	31.0%	9.5%	14.3%	0.0%

Statement	SA	A	N	D	SD
3. I clearly understood the timeline associated with the review / approval process for my project.	31.0%	26.2%	19.1%	19.1%	2.4%
4. I clearly understood the process of the review / approval process for my project.	38.1%	31.0%	14.3%	11.9%	2.4%
5. I clearly understood what fees would be required for my project.	33.3%	40.5%	9.5%	11.9%	2.4%
6. Staff was helpful in explaining what I needed to do and how to accomplish it.	43.9%	22.0%	22.0%	4.9%	4.9%
7. The Village's web site had the information I needed to prepare a complete application.	20.0%	30.0%	25.0%	15.0%	0.0%

All statements received a majority of responses in agreement. Statements that received the highest percentage of responses in disagreement were in related to clearly understanding what information is needed for an application, understanding the timeline associated with their application, and information available on the Village website.

The level of disagreement for these three statements ranged from 14 to 23%. However, these statements also received an almost equal percentage of neutral responses. It is clear that some respondents have concerns related to understanding the application requirements and associated timelines. This is further exasperated by the fact that individuals feel that the Village's website does not provide adequate information regarding application requirements. Improvement opportunities exist related to improving the Village's website and providing better information about application requirement and associated timelines.

(3) The Majority of Respondents That Had Experience with the Public Meeting / Hearing Process, Indicated They Understood the Process.

Respondents were asked four questions related to their experience with the public meeting / hearing process. The following results were received:

Statement	SA	A	N	D	SD
8. I clearly understood what meetings would be required and what time-lines were involved.	19.5%	26.8%	9.8%	4.9%	2.4%
9. Staff were effective in helping my project through the public meeting process.	24.4%	19.5%	9.8%	7.3%	2.4%
10. The process and timeframe for getting on agenda for a public meeting was reasonable.	19.1%	31.0%	7.1%	7.1%	0.0%
11. The Board and/or Commission decision-making was efficient.	14.6%	19.5%	12.2%	4.9%	9.8%

As to be expected, the section of statements received a fairly high percentage of respondents who selected not applicable. Not applicable responses, received between 35 and 39% of the responses. However, similar to the results received in the previous set of statements, respondents had a clear understanding of the required meeting and applicable timelines. Also, respondents indicated that staff were effective and shepherding their project through the public process and that the timeline was reasonable. While more responses were received in agreement than disagreement regarding the Board / Commission decision making body was efficient, there is some concern by respondents about the effectiveness of this approach. Due to the sometimes unpredictability of the public review process, a higher level of disagreement for Statement #11 was expected.

(4) All Responses Regarding the Application Review Process Received a Higher Percentage of Agreement Than Disagreement.

Respondents were asked 10 statements regarding the application review process. This section of statements received the most neutral and not applicable responses of the survey, which is evident in the following responses:

Statement	SA	A	N	D	SD
12. While my application was under review, I received prompt communication regarding the project status.	18.6%	27.9%	16.3%	9.3%	11.6%
13. Staff dealt with me using a positive approach of "here's how to get your application approved," rather than a punitive approach of "you can't do it that way."	23.3%	25.6%	14.0%	16.3%	7.0%
14. The Village did a good job coordinating the review process with different departments and divisions.	16.3%	32.6%	14.0%	9.3%	2.3%
15. The initial reviews of my application were complete and comprehensive.	22.0%	36.6%	19.5%	0.0%	4.9%
16. Comments regarding planning / land use issues were on time, clear, and comprehensive.	18.6%	20.9%	14.0%	7.0%	4.7%
17. Comments regarding zoning issues were on time, clear and comprehensive.	16.7%	26.2%	16.7%	2.4%	4.8%
18. Comments regarding building construction (structural, mechanical, electrical, and plumbing systems) were on time, clear and comprehensive.	31.0%	23.8%	21.4%	7.1%	2.4%

Statement	SA	A	N	D	SD
19. Comments regarding fire prevention/safety requirements were on time, clear and comprehensive.	26.2%	19.1%	23.8%	2.4%	2.4%
20. Feedback received from applicable boards or commissions was timely, clear, and comprehensive.	14.3%	23.8%	21.4%	9.5%	2.4%
21. After receiving comments on my application, I clearly understood what I needed to do to revise my application and gain approval.	21.4%	35.7%	14.3%	7.1%	2.4%
22. During subsequent reviews (2nd or 3rd reviews), staff comments did not surface that should have been identified in the first review (if included in initial application).	14.6%	19.5%	19.5%	9.8%	0.0%

Based on the responses received, the areas of greatest concern focused on communication (Statement #12), customer service (Statement #13), feedback and timeliness of boards and commissions (Statement #20), and review comments (Statements #21 and #22). A clear theme emerged that respondents were less likely to agree to statements regarding customer services and review comments.

While no statement had a majority of responses in disagreement, opportunities exist for the Building Department and boards / commissions to provide better customer service and timely communication. This may include utilizing a more positive approach and tone when working with the applicant to resolve issues, responding to inquiries in a timelier manner, and clearly articulating review comments. Additionally, there is concern about application issues arising after the initial review.

When analyzing the responses for those individuals who identified their primary involvement was with land use and zoning permits, their disagreement rate was approximately double than the overall response rate. Indicating concerns about the land use and zoning processes, especially relating to statements on review comments This subset of respondents also accounted for the majority of individuals who selected strongly disagree in this set of statements.

Overall, of the respondents who selected agreement or disagreement, a majority were in agreement. However, opportunities exist to provide better customer service and improve the way review comments are presented and explained in comment letters.

(5) Responses Received Related to The Inspection Process Were in Generally in Agreement, but Opportunities Exist Related to Customer Service.

Nine statements were presented to respondents related to the inspection process. The following results were received:

Statement	SA	A	N	D	SD
23. The Village did a good job at communicating what inspections are required.	36.6%	31.7%	9.8%	9.8%	0.0%
24. The Village did a good job at communication what inspections are completed by the Village, and which required a third-party inspector.	31.7%	31.7%	9.8%	4.9%	2.4%
25. It was easy to request and schedule an inspection.	29.3%	24.4%	12.2%	2.4%	0.0%
26. Inspectors dealt with me using a positive approach of "here's how to get your work approved," rather than a punitive approach of "you can't do it that way."	36.6%	19.5%	9.8%	9.8%	2.4%
27. If deficiencies were identified during an inspection, inspectors were clear about the reason for failure.	29.3%	22.0%	12.2%	4.9%	2.4%
28. The time frame for obtaining a building inspection was reasonable.	31.7%	24.4%	12.2%	0.0%	4.9%
29. The inspector showed up when expected.	39.0%	17.1%	14.6%	2.4%	0.0%
30. Inspectors were fair and consistent in applying the codes and regulations to my project.	39.0%	22.0%	9.8%	4.9%	2.4%
31. The process to obtain the final certificate of occupancy was efficient.	26.8%	22.0%	12.2%	0.0%	4.9%

The majority of responses received were in agreement, with all statements receiving the greatest percentage of responses of strongly agree. Typical of the other statements previously discussed, the statements that received the highest rates of disagreement focused on communication and customer service. Areas of improvement should focus on better communication regarding the required inspections for each application and dealing with customers in a more positive approach. Opportunities exist to provide better information on permit applications, forms, and the Village's website relating to required inspections. However, it was clear that respondents felt it was easy to request and schedule an inspection, and that inspection failures were clearly identified. Subsequently, the time frame for receiving an inspection was ranked highly.

6. Most Respondents Feel That the Village's Development Review and Permitting Process Is Equally as Easy as Most Other Municipalities.

Respondents were asked to compare their experiences in the Village to other jurisdictions they have worked in. The responses received were:

Statement	% of Response
Easier than in other municipalities	22.5%
About the same as other municipalities	55.0%
More difficult than other municipalities	22.5%

The majority of responses indicated the Village was about as easy to conduct business as other jurisdictions they had worked in. Subsequently, the same percentage of responses indicated it was easier and more difficult in the Village. Jurisdictions that respondents indicated they had previously worked in included: City and Village of Rye; Village of Port Chester; Village of Harrison; and Village of Larchmont.

4. OPEN-ENDED QUESTIONS

The final section of the survey asked respondents to provide input in their own words. The questions in this section focused on current strengths and opportunities for improvement for the Building Department and related processes.

(1) Key Strengths

The first open-ended question asked respondents what they feel were the greatest strengths of the Building Department. A total of 25 respondents provided strengths. Key themes that emerged included:

- Accessibility of staff.
- Historical property information availability.
- Trade permit processing time.
- Flexibility of scheduling inspections and inspector availability.

Responses were clear, that respondents felt that building inspectors and other staff were accessible both in the office and in the field. Also, they felt that historical information was readily available, including a quick turnaround if a paper file was needed. Several references were made regarding the quick processing for trade permits.

(2) Opportunities for Improvement

Subsequently, respondents were asked to provide input on opportunities for improvement. The following themes were received:

- Desire for faster review times. Including transmittal of review comment letter in advance of public meetings.
- Fillable forms on the Village's website.
- Ability to electronically submit applications.
- Improved GIS and parcel data available on the Village's website.
- Quicker processing times for land use boards and commissions. Especially Harbor Zoning and Coastal Management Commission.
- Better customer service related to staff's attitudes and communication.
- Consistency regarding application requirements and interpretation of adopted code and ordinances.

Improvement opportunities were primarily focused on three key areas: customer service, process timelines, and technology. Echoing the results of the multiple-choice response, it is clear that respondents have issue with the level of customer service, especially related staff's attitude and communication style.

Additionally, many respondents indicated concern regarding the timeliness of application review. Areas that were specifically highlighted regarding application review included review time period for applications that go before land use boards and commissions and ones that cannot be issued immediately. Responses were clear indicated respondent's concern related the speed at which applications are review and approved (or denied) by the land use boards and commissions. Respondents also indicated issues with discrepancies between staff's stated time for review compared to a much longer actual processing time. Comments focused on the desire to process applications more quickly and to receive feedback in a timelier manner.

Finally, another major concern of respondents was the desire to have more information available electronically. This include historical parcel and GIS data, along with general information about the application and review process on the Village's website. Additionally, many respondents indicated they desire the ability to submit applications and receive permits electronically. Technology related concerns received the most responses of any topic in this section.