

September 12, 2017



LETTER OF TRANSMITTAL

CHAIRMAN STERN AND MEMBERS OF THE TOWN OF WESTPORT'S BOARD OF FINANCE:

I respectfully submit the enclosed draft internal audit report of the Town of Westport's Land Use Department Operations, IA 17-03. This audit was performed by BlumShapiro, beginning in May 2017, and has involved multiple Town departments. The time, patience and cooperation of all parties involved in this audit are greatly appreciated.

The findings and recommendations contained within this audit report are operational in nature and are intended to assist the Town of Westport's administration in improving efficiencies, communication and customer service. No material weaknesses in internal controls were identified.

Permit processing is just one of many functions of Westport's Land Use departments. This audit was focused solely on permit procedures that involve multiple departments and did not include a review of other (unrelated) departmental functions.

Licenses and permits represent approximately 41% of the Town's FY18 budgeted "other revenues" (this includes Conveyance Tax). As currently configured, Westport's Land Use departments operate separately, with the exception of the utilization of a software application supported by the Town's Engineering Department. Permit applicants are responsible for bringing forms to/from these departments to facilitate the review and approval processing.

Westport's administration has recognized the need to study and re-engineer its permitting processes for several years, but to do so comprehensively has proven to be a challenging endeavor. Westport's Board of Finance Audit Subcommittee authorized BlumShapiro to conduct an audit of the Town's Land Use Departments in response to this need.

BlumShapiro interviewed 31 Town employees for this audit. In addition to the major land use departments (see detailed list below), BlumShapiro met with representatives of the Assessor's Office, the Tax Collector's Office and the First Selectman's Office. They also reviewed the results of an online satisfaction survey conducted by the Town related to the Land Use departments.

TOWN OF WESTPORT AUDIT MANAGER

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The following is a list of major Westport Land Use departments:

BUILDING DEPARTMENT

- FY18 BUDGETED REVENUES \$1.4M
- FY18 BUDGETED EXPENDITURES \$456K
- 4.5 FULL TIME EMPLOYEES
- WORKS WITH:
 - PUBLIC SITE & BUILDING COMMISSION

CONSERVATION DEPARTMENT

- FY18 BUDGETED REVENUES \$139K
- FY18 BUDGETED EXPENDITURES \$386K
- 5.5 FULL TIME EMPLOYEES
- WORKS WITH:
 - CONSERVATION COMMISSION
 - SASCO BROOK POLLUTION ABATEMENT COMMITTEE
 - SHELLFISH COMMISSION
 - SHERWOOD MILL POND COMMITTEE

FIRE MARSHAL

- FY18 BUDGETED REVENUES \$1K
- FY18 BUDGETED EXPENDITURES (W/FIRE DEPT)
- 3 FULL TIME EMPLOYEES

PLANNING & ZONING DEPARTMENT

- FY18 BUDGETED FEE REVENUES \$579K
- FY18 BUDGETED EXPENDITURES \$570K
- 8.5 FULL TIME EMPLOYEES
- WORKS WITH:
 - PLANNING & ZONING COMMISSION
 - ZONING BOARD OF APPEALS
 - ARCHITECTURAL REVIEW BOARD
 - HISTORIC DISTRICT COMMISSION
 - JOINT COMMITTEE (ARCHITECTURAL REVIEW BOARD & HISTORIC DISTRICT)

PUBLIC WORKS - ENGINEERING DEPARTMENT

- FY18 BUDGETED REVENUES \$32K
- FY18 BUDGETED EXPENDITURES \$876K
- 9 FULL TIME EMPLOYEES
- WORKS WITH:
 - FLOOD AND EROSION CONTROL BOARD

WESTPORT - WESTON HEALTH DISTRICT (NOT A DEPARTMENT OF THE TOWN)**

- FY18 BUDGETED FEE REVENUES \$540K
- FY18 BUDGETED EXPENDITURES \$1.4M
- 11 FULL TIME EMPLOYEES (SERVING BOTH WESTPORT & WESTON)
- REPORTS TO:
 - WESTPORT WESTON HEALTH DISTRICT BOARD OF DIRECTORS

*** The Westport Weston Health District is a public health agency that serves the Towns of Westport and Weston but reports to the State of Connecticut's Department of Public Health. It is governed by a 5-member Board of Directors, appointed by Westport and Weston.*

TOWN OF WESTPORT AUDIT MANAGER

September 12, 2017

Thank you for the opportunity to provide this information to the Board of Finance.

Very Truly Yours,



Lynn Scully

Audit Manager/Senior Accountant, Town of Westport

CC: JAMES MARPE, FIRST SELECTMAN
GARY CONRAD, DIRECTOR OF FINANCE
SHEILA CAREY, CONTROLLER
VELMA HELLER, RTM CHAIR
JEFFREY WIESER, CHAIRMAN, RTM FINANCE COMMITTEE



The Town of Westport

IA 17-03 Audit of Land Use Department Operations Findings and Recommendations

Final Report
September 2017

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I. Project Overview

A. Background & Scope

The Town of Westport (hereinafter, also referred to as the “Town”) engaged BlumShapiro Consulting to review and assess the processes used to manage land use operations within the Town. BlumShapiro provided an operational review for all departments involved in the Westport land use functions that included the following:

1. Evaluation of internal processes
2. Assessment of control practices
3. Identification of areas for improvement and/or better implementation of best practices related to operational procedures.

BlumShapiro worked with the Town’s Audit Manager/Senior Accountant to identify the Town departments participating in land use procedures. BlumShapiro interviewed 27 professional staff members associated with the land use processes in the Town of Westport.

There are many types of permits that are issued by the Town. For the purposes of this review, however, BlumShapiro focused upon permit processes that involved the review and approval of multiple departments of the Town.

B. Methodology

The goals and objectives of this assessment included the following:

- Map the current process flows of key business functions within the Land Use Departments.
- Review current automated systems used to support the Land Use Departments.
- Identify areas of strength and weakness within the current processes and controls.
- Streamline and re-design workflows to enhance the operational and financial controls.
- Address areas where technologies can eliminate or reduce inefficiencies and improve personnel productivity.
- Evaluate current staff roles/responsibilities and identify organizational enhancements that will leverage staff skills and abilities.
- Review results of the Land Use customer satisfaction survey and incorporate common responses and themes into the findings.
- Document findings and operational/control gaps observed as part of the review.
- Provide concrete recommendations for improvements that will lead to more effective and efficient operations.

C. Acknowledgements

BlumShapiro would like to thank the Town of Westport staff for their participation, contributions, support, on-going dialogue, and feedback during this project.

II. Land Use Departments Overview

A. The following Town departments participate in land use processes:

- a. Building - Located at 515 Post Road East (Fire Station)
- b. Conservation - Located within Town Hall (Myrtle Avenue)
- c. Fire (Fire Marshal) - Located at 515 Post Road East (Fire Station)
- d. Health (Westport/Weston Health District –WWHD) - Located at 180 Bayberry Lane
 - i. Note: WWHD is a separate government agency that serves the Town of Westport and the Town of Weston.
- e. Public Works (Engineering) - Located within Town Hall (Myrtle Avenue)
- f. Planning and Zoning - Located within Town Hall (Myrtle Avenue)
- g. Tax Assessor - Located within Town Hall (Myrtle Avenue)
- h. Tax Collector - Located within Town Hall (Myrtle Avenue)

B. Systems Environment

1. Westport Land Use Departments currently manage permits and applications via the Cartegraph system
 - a. This is a system that was/is used in Public Works for other functions that the Town configured to accommodate the permit process so applications could move through other Departments including Conservation, Health, Planning and Zoning, and Building
2. The Building Department manages Building permits and applications in their own custom-built application
 - a. The Building Department does not use Cartegraph beyond the purpose of basic lookup functions
3. The Health Department manages inspections and permit data in their own custom database
 - a. The Health Department does not use Cartegraph
4. In addition, a number of Microsoft Excel spreadsheets are used to track and manage data pertaining to applicants across all Departments

II. Town of Westport – Audit of Land Use Departments Operations – Departments Overview

- C. Multiple application forms, reviews, approvals, and sign offs are required prior to the granting of various permits and certificates of compliance/occupancy
1. In order for an applicant to receive a building permit, for example, applicants are required to meet with, and submit applications and forms to several Westport Land Use Departments
 - a. Applicants typically start the permitting process with the Planning and Zoning Department; where applicants learn about the roles the other departments will be involved with and in what order, depending on the scope of the construction project. An applicant must follow an application sequence illustrated on the Zoning Permit form
 - b. Planning and Zoning Administrative Assistants post applicant information to a paper log and enter similar information to a Microsoft Excel spreadsheet
 - c. Planning and Zoning (along with other Land-Use departments) use a customized software solution; the Cartegraph system
 - i. The same basic profile/applicant information is entered from the source documents into the Land Use section of Cartegraph as a “Master Permit ID” entry by a Land Use Department Official
 - ii. In general, Planning and Zoning is responsible for the creation of the Master Permit ID in Cartegraph. In some instances where the applicant meets with the Conservation Department first, Conservation staff will set up the Master Permit ID record in the system
 - d. The Planning and Zoning Official determines if a variance (exception to departmental regulations) is required. These applications must be approved by the Zoning Board of Appeals before the permit process can proceed. Similarly, if the project involves the demolition of a structure over 50 years old, the applicant must seek approval by the Historic District Commission
 - e. An applicant must meet with the Westport/Weston Health District (WWHD) if they are on a septic system, will be using a well, or if they are a business/facility regulated by the local or State Public Health Code and would be directed there first from the Planning and Zoning Department
 - i. WWHD requires applicant to complete one or more of 19 applications, each with its own set of fees for a permit depending on the nature of the work to be performed
 1. Credit card payments are accepted for fees by the WWHD
 - ii. WWHD uses a custom developed system called Environmental Log to keep track of which permits are required, what inspections are required, who performed the inspections, what the result was, etc.

- iii. When the application is complete (all necessary forms, maps, permissions, fees have been submitted), they will assign it to a Sanitarian for further review
 - iv. Applications are placed in the Sanitarian’s “bin” where it gets queued up for review by a Sanitarian
 - v. Sanitarians review applications to determine if anything additional is required (e.g., test holes, septic inspections, etc.) for code compliance. Code compliant plans are issued permit approvals, non-compliant plans are denied
 - vi. Field inspections are photo-documented and photos are printed and added to a physical property file at WWHD as needed and/or warranted at the discretion of the inspector
 - vii. Upon completion of all plan review approvals, WWHD staff notifies applicant via phone to come in and pick up a sealed application package to present to Planning & Zoning
 - viii. The WWHD will schedule various inspections required of the sanitarian based on the nature of the project to ensure project compliance as required. Each property has a physical file where all forms, plans, inspection sheets, are kept (by address) within the WWHD
 - ix. Planning & Zoning makes will send files to the WWHD for review and comment by a health inspector (e.g., for a request to extend sewers on a street)
 - x. WWHD does not use the Cartegraph system used by Conservation, Engineering, and Planning and Zoning Departments
 - xi. WWHD also issues Health permits for new restaurants, daycare centers, cosmetology facilities, mobile vendors, water supplies, in addition to providing a wide range of mandated public health services which include food and communicable disease outbreak investigations; environmental assessments/investigations for lead, asbestos and mold; drinking water, beach water and surface water testing; tick and mosquito surveillance; etc.
- f. Following the Health District’s review and approval, the applicant must then meet with the Conservation Department if the property is on or near wetlands or a watercourse
- i. A Conservation Officer will determine if there are any inland/wetland issues or concerns with the application and inform the applicant as to what is needed to be in compliance, based on a review of the site plan and building plans

- ii. Conservation Officers also receive citizen complaints and investigate them/follow-up in the field and log complaints and their findings in an Excel Spreadsheet separate from Cartegraph (note: this occurs in other Land Use Departments as well)
- iii. If the application is not eligible for staff level approval according to the regulations and instead requires the review and approval by the Town’s Conservation Commission and/or Flood and Erosion Control Board, the applicant is referred to the Conservation Analyst
 1. The Conservation Analyst will review the application and related site plan/building plans and advise applicant regarding what the environmental concerns are what mitigation efforts are necessary for compliance with State and local regulations
 2. The Conservation Analyst will also schedule and attend an informal pre-hearing review session with the Conservation Director to more fully review the application with the applicant and their representatives (including any of the following and others as deemed necessary by the applicant: applicant’s architect, builder, landscape architect and engineers) to advise them of what will be required in order to satisfy the Conservation Commission’s requirements. The Engineering Department regularly attends these meetings as well
 3. Prior to a Conservation Commission hearing, the applicant must submit copies of the site and building elevations for each Commissioner and the Conservation Department officials (generally around 15 copies when review is also required by the Flood and Erosion Control Board)
 - a. Anytime a plan revision is made, new copies must be printed and provided by the applicant
 4. Conservation Commission hearings are held to review the applicant’s materials and make a determination to either proceed or to alter the plans to bring them into compliance and return to another hearing at a later date (the Conservation Commission meets monthly and typically has 5 applications for review on each agenda). Typically, applications are heard and decided on the same night
 5. The Applicant and their representatives will have to appear before the Flood and Erosion Control Board separately from the Conservation Commission when the application involves the Waterway Protection Line Ordinance (WPLO)

- a. The Conservation Commission cannot make a decision on a WPLO application unless the Flood and Erosion Control Board has approved it first. Flood and Erosion Control Board decisions become part of the Conservation Commission's record
6. Assuming the Conservation Commission requirements and if applicable Flood and Erosion Control Board requirements have been met, the applicant is authorized to proceed to the Planning and Zoning Department to obtain a Planning and Zoning Permit
- g. The Engineering Department is generally the next stop in the land use permitting process
 - i. If the application is for a sewer connection, street opening, or a driveway, or if drainage may be impacted, the Engineering Department must review and approve the site plans and building plans
 - ii. Engineering Department will collect related permit fees and advise applicant of next steps in the permitting process
- h. The applicant brings required documents to the Planning and Zoning Department (P&Z)
 - i. Planning and Zoning is viewed as the “clearing house” Department by some Land Use Departments, as Planning and Zoning reviews and compiles most approvals by previous Departments prior to any application processing within P&Z
 - ii. The P&Z Office is open to the public Mon, Wed & Fri 8:30 a.m. - 3:00 p.m. Tues & Thurs 8:30 a.m. - 4:30 p.m. and is available for walk-in questions Monday - Friday 9:00 a.m. - 11:30 a.m.
 - iii. Two Administrative Assistants are available to meet with applicants to take their applications and enter their data into the manual and Excel logs within the hours listed above
 - iv. The Planning and Zoning Officials print out relevant forms and checklists for applicants to complete and present for review upon return
 - v. The applicant must drop off the package of forms and plans for later P&Z review. If all is in order with the other Land Use Departments and the project is in compliance with Planning and Zoning regulations, a Planning and Zoning Permit is issued to the applicant to convey to the Building Department (as applicable) to proceed with their respective process
 - vi. If all is not in order, the applicant is given feedback on the relevant zoning or other land use requirements/issues and the applicant must show evidence of compliance with all relevant land use requirements before Planning and Zoning will print and issue a Planning and Zoning Permit

II. Town of Westport – Audit of Land Use Departments Operations – Departments Overview

- i. With a Zoning Permit, the applicant may then approach the Building Department for a Building Permit, if needed
- j. The Building Department will schedule various building inspections based on the nature of the project to ensure project compliance as required (this is true of all Land Use Departments)
 - i. Each inspection has a case management file that goes with it (letter of inspection notice, copy of the inspection sheet) – hard copy file – this is then entered into their database which gets printed out and kept in the physical property file (by address) within the Building Department
- k. For Commercial projects, Fire Inspectors record inspection observations and results on iPads and issue emails to property owners. Fire and Building Inspectors are cross-trained and certified so that either group can cover for the other as needed
 - i. Fire Inspectors use the Firehouse system which is integrated with MS Outlook for inspection scheduling
 - ii. The Firehouse system is accessible on mobile devices like iPads
 - iii. If a violation is observed, builders are notified of a 30-day window for correcting the violation
 - iv. Fire Inspectors will revisit the site within 2 weeks to determine progress in rectifying the violation
 - v. Fire Inspectors issue formal abatement order if violation(s) are not remediated within the 30-day window
- l. During the construction process, the Assessor’s Office continually monitors the Building Department software to discover new and outstanding building permits
- m. Inspection documents are brought to the Planning and Zoning Department, which verifies that all requirements of the Health Department, Engineering, and Conservation are met prior to issuing a Zoning Certificate of Compliance to the applicant
- n. Upon evidence of compliance with building codes and the other impacted Land Use Departments and receiving a Tax Clearance Form from the Town Tax Collector, a Certificate of Occupancy (or Completion) is issued

III. Findings and Recommendations

A. Current land use technologies do not fully meet the needs of the Town

1. Several separate non-integrated systems are used in the permitting process
 - a. The Cartegraph system (which is integrated with the Town Geographic Information System (GIS)) is used primarily by the Planning and Zoning, Conservation and Engineering Departments but also used to a lesser degree by Building Department (for lookup purposes only) and not at all by the Health District (WWHD)
 - i. WWHD uses their own custom-developed application
 - ii. Site plans and building plans are not stored electronically and as such, anyone who needs to access them must go to the physical file location to look them up or paper copies have to be passed around
 - b. Building Department’s custom permitting system is not integrated with Cartegraph
 - i. The Building Department system is a custom solution developed in MS Access and is supported by an outside consultant
 - c. Westport Weston Health District’s (WWHD) permitting system is not integrated with Cartegraph
 - i. WWHD has access to the Cartegraph system but does not use it
 1. By not using the same systems, the WWHD does not have access to the electronic listing/database of properties on public water vs. sewer or, the presence of wetlands or watercourses, which is essential information used by the WWHD when evaluating applications
 - ii. In addition, the required steps in Cartegraph include a “sign off” by WWHD. In current operations, the Planning and Zoning Department receives this approval manually in a sealed paper envelope and Planning and Zoning staff check off the approval box in Cartegraph on WWHD’s behalf to move the application forward
 - d. Vision CAMA (Computer Assisted Mass Appraisal) software is used for property assessments
 - i. The Assessor’s Office has lookup, read-only access into the Building Department’s program in order to view all permits
 - ii. Staff in the Assessor’s Office actively search daily within the Building Department’s system to monitor new activity and track this in an independent Excel spreadsheet
 - iii. Building information is downloaded into CAMA

2. The Cartegraph system has limitations based on its design as an electronic replacement for paper forms processing
 - a. Fee calculations must be done outside of the system and the results must be keyed in
 - b. There is no capability for applicant self-service (or basic Master Permit ID/record entry)
 - c. Data captured in the system does not always travel across functions (or Departments) and must be rekeyed
 - d. Change Control within Cartegraph has been noted as cumbersome; all reviewing bodies/Departments are required to accept the changes and application iteration even if the change does not affect or influence their prior approval
 - i. As such, the application update/change function in Cartegraph is often bypassed or overlooked which impairs alerting other departments of changes that would require further review and sign-off on their part
 - e. Paper copies of forms and Departmental approvals are printed out and transported from one Department to another
 - i. It is the responsibility of the applicant to manually maintain and transport forms throughout all the Land Use Departments during the application and approval process
 - f. There are no electronic notifications, electronic workflows and/or no dashboard functionality to notify a Department that there are permit applications in need of review
 - g. There is no schedule coordination function to organize and align site visits among Departments for inspections or to display the dates when inspections will occur/have occurred
 - i. Town users can only see if other Departments have “approved” or “not approved” an application, they cannot see what dates parties are performing inspections, etc. and as a result, many Departments wait on other Department’s approval rather than working concurrently – delaying the overall approval process
 - ii. Applicants have no online access to review the progress of their application
 - h. Cartegraph does not easily show application progress (or status) through the overall process rendering Town users and applicants “in the dark” until final approval or denial of the permit
 - i. As a result, applicants frequently contact the Land Use Departments to inquire on the status of their application/permit. Staff must then call around to other Departments and look through manual paper files to determine status because the application status is not readily available information
 - i. The annual cost in license fees for Cartegraph ranges between \$41,000 - \$45,000 for approximately 23-30 licenses
3. The Building Department’s custom system works well for the Building Department but it does not integrate with Cartegraph so staff must enter some data into each system redundantly (i.e. application data, applicant profile information)
4. The Health District’s permitting system does not integrate with Cartegraph so data is redundantly entered into this system

- a. As previously mentioned, applicants are given hard copies of forms with approvals & comments in a sealed envelope so they can proceed through the next steps
 - b. Per interview with the WWHD, an infrastructure upgrade may be required at the WWHD before being able to store and send documents/plans electronically
 - c. WWHD relies on printed logs and the Town’s GIS site to determine which properties are on public water supply, on public sewers or which properties contain wetlands and/or watercourses
 - i. This information is necessary for nearly all applications and it is currently time consuming to obtain by WWHD
5. The Town’s website provides downloadable permit forms and general guidance for applicants regarding which Departments are involved in Land Use Permitting Process and in the order in which they need to be addressed
 6. Credit card payments are not accepted for the various permit fees (other than by the WWHD)
 7. Citizen complaints are taken in person or by phone; there is no opportunity to register complaints online
 8. Public and private roads have different regulations and there is not an easy way to distinguish them within Cartegraph
 9. Lastly, it was noted that the current technical setup of Cartegraph causes very slow operations
 - a. The system is currently hosted offsite by the Town’s GIS system vendor in Atlanta
 - b. It is accessed via the web, in remote sessions by users in Westport; it is not a truly “web-based” system
 - c. Noticeable response-time lags and delayed processing times were observed

RECOMMENDATION: Replace independent Land Use software products with a unified Town-Wide system

1. Research, select and implement a new, integrated land use software system that can be utilized Town-wide for the core application tracking, permitting, inspection, violation, complaint tracking and scheduling capabilities
 - a. This system should provide:
 - i. A more efficient data capture capabilities
 - ii. Integrate with mobile devices allowing inspectors online access to information in the field
 - iii. Integrate with the ERSI GIS solutions
 - iv. Tracking of fees collected and general Land-Use financial information
 - v. Allow for citizen self service capabilities; 24/7 access to permitting applications and track the progress of projects

- b. The system should include automated workflow that incorporates Health, Conservation, Planning and Zoning, Engineering, Building, Fire, Tax Assessor and Tax Collector
- c. Workflows should allow each Department to follow an application from entry through approval and also include the ability to reverse an application to an earlier approval step to accommodate application changes throughout the process
- d. The system should electronically interface/integrate with MUNIS (for permit fees and collections), Vision CAMA (for appraisals) and ESRI GIS (for GIS data)
- e. As part of the applicant self-service online component, applicants should be able to begin the permitting process without having to call or visit the Town Offices
 - i. The program should include checklists or basic requirements gathering that ensure the applicant cannot proceed through the process without required documentation
 - ii. This should not preclude the option or ability for applicants to meet with staff for initial guidance (if desired)
- f. Allow for and encourage electronic document submission and storage (and retrieval) wherever possible
- g. The new software should allow for include a user-customizable dashboard that allows Town users to view their incoming applications for review and pending inspections
- h. Staff from all Land Use Departments should be heavily involved in the review and selection of a new system. The Town should solicit vendors to perform pre-determined “Test Drive” scenarios as constructed by the individual Departments core users to ensure that the system can handle the Town’s needs
 - i. The visual below depicts the recommended software selection process:



2. Consider selecting a Commercial-Off-The-Shelf (COTS) cloud based software solution
 - a. Reduces in-house support requirements
 - b. Improves efficiency and supportability
 - c. Improves reliability and guaranteed uptimes
 - d. Reduces investment in hardware
 - e. Improves remote access to information
 - f. Provides immediate scalability
3. As part of the new Land-Use software, consider implementing the smartphone mobile solution module for Land Use personnel
 - a. Based on the software selected in the prior task, implement smartphone technologies within Westport
 - i. Promotes inspectors to be in the field more frequently and for longer periods of time
 - ii. Enhances access to land use information
 - Users can remotely access the permitting/inspection application using a smartphone
 - b. Enhances communications between all users
 - i. Users can text, email, schedule or call other users in the field
 - ii. Users can take pictures in the field and easily attach them to land use records
 - c. Allows for the integrations of other applications in the field
 - i. Longitude/Latitude confirmation
 - ii. Ability to perform miscellaneous calculations
4. Create a Land-Use software implementation Steering Committee
 - a. Members must include a representative from each Land-Use Department
 - b. IT Director must be a member of the Committee
 - c. Committee will work together to help prioritize project initiatives
 - d. Committee member goals include:
 - i. Communicate technology initiatives back to their respective Department
 - ii. Promote consistent oversight for implementation of the Land-Use technologies
 - iii. Monitor start dates, milestones, and completion dates of key tasks
 - iv. Work together to configure the new software solution
 - v. Develop standard operating policies and procedures for Departments to follow

B. Staff is finding difficulty in keeping up with their normal responsibilities and permit demand

1. Planning and Zoning has decreased their walk-in hours three days per week (closing at 3PM to the public) in order to catch-up on paper filing and other backlog work
 - a. The Land Use Department customer satisfaction survey included comments from respondents in regards to the inconsistency of available business hours across all Land Use Departments
2. There appears to be no documented backup plan for occasions when WWHD Sanitarians are out of the office for vacations or illness which causes a backlog of inspections and slows down the permitting process
3. The Town had a designated “Land Use Coordinator” position in the past which served as a central point-person for applicants and application information across Land Use Departments
 - a. This position was responsible for the initial data entry of an application Master Permit ID and now this is being done primarily by Planning and Zoning Officials (sometimes by Conservation Department staff)
 - b. This position is currently not funded by the Town
4. With the current Cartegraph system, the Town Engineer serves as a primary administrator which takes away from his time to perform his Town Engineer duties

RECOMMENDATION: Reinstate the Land Use Coordinator, full-time office hours in Planning and Zoning, and implement cross training

1. The Town should budget for the Land Use Coordinator position and employ a person with basic knowledge of Land Use Departments and permitting and application processes
 - a. This person can take the lead in coordinating with all Land Use Department staff and following up on a customer’s application from start to completion
 - b. This person will serve as the “central contact” for any applicant who has questions regarding their permit/application status
 - c. It should be noted that even with a new, integrated Land Use Department software system for applications, the Coordinator position will still be vital as they will be the party that acts on behalf of the Westport customer
2. In order to provide more flexibility to customers and more uniformity across all Land Use Departments, the Planning and Zoning Department should cease closing at 3PM three days per week and return to normal business hours

III. Town of Westport – Audit of Land Use Departments Operations – Findings and Recommendations

- a. With further cross training, a new software system, and a Land Use Coordinator, the Department should see a decrease in the backlog and necessary hours spent filing, relieving them of the need to close early to the public
3. Planning and Zoning should train the Administrative Assistants to act in the capacity of a resource or guide providing initial data entry and determinations of which other departments to engage and to alert those departments
 - a. This should alleviate some time for the Planning and Zoning Officials to spend more time in the field and reviewing/issuing permits
4. In the initial Planning and Zoning contact, Administrative Assistants should be trained to enter the relevant applicant data directly in the Cartegraph system, setting up the Master Permit ID
 - a. The Administrative Assistants should stop entering the same data on the paper log and in the Excel spreadsheet as these are redundant sources of information and are time-consuming on the part of the Administrative Assistants
5. Cross-train and certify the Sanitarian and other Building and Conservation Inspectors (where possible) so that they may cover for one another if one has some slack and others are overloaded or unavailable due to vacation or illness
6. Hold regular cross-departmental Inspection team meetings to coordinate inspections, to reduce travel time, and to allow one inspector to cover multiple inspections at the same site (where possible)
7. Once a new system has been selected and implemented, it should primarily be supported and managed by Town IT through the selected vendor
 - a. This will relieve the Town Engineer from functioning in an IT support role

C. The Town has recently switched to a “drop-off” application method vs. application appointments which has created inconsistent results

1. In years past, the Planning and Zoning Department would hold meetings by appointment with applicants to review documentation, application requirements, and answer any questions the applicant may have
 - a. In many cases, if the applicant was properly prepared, the applicant could leave with the permit that day
 - b. If Planning and Zoning was unable to issue the permit “on the spot,” applicants would leave the meeting with a clear understanding of what was needed in order to successfully complete the application process and obtain their permit
 - i. Applicants were well informed of what need to be accomplished to receive a permit
 - ii. Applicants had their expectations set for the timing and completion of the permitting process

- c. The drawback to this appointment method was that some applicants needed to schedule 2-3 weeks out before meeting with Planning and Zoning Officials
2. In order to expedite the application receiving process, the Planning and Zoning Department converted to a drop off method in which applicants simply drop off their applications to Planning and Zoning and then wait to be contacted
 - a. If applicants have questions, they must visit Planning and Zoning during their designated “Walk-in Questions” hours Monday through Friday 9AM to 11:30AM which may not work well for all applicants
 - b. It has been noted that under this method, many applicants are not dropping off good quality applications that will successfully flow through the application process
 - i. Based on discussions, there seems to be a lot of application re-work and re-submittal which impacts the efficiency of the application process
 - Many applications are “touched”/reviewed multiple times
 - c. Applicants will not know they have issues with the application until a Planning and Zoning Official reviews them
 - i. In some cases, these applications aren’t entered into Cartegraph for up to a week, further delaying the review
 - It was noted that some applicants contact the Departments questioning the status of their permit before their application may even have been reviewed
 - ii. Once Planning and Zoning Officials review the application, they reach out to the applicant to explain any issues
 - If they do not make immediate contact with the applicant, a further delay in the process ensues
 - iii. Applicants must then make the necessary application edits resulting in a surplus of paper applications, plans, and documents and now pushing the applicant to the “back of the queue”
 - iv. No expectation is set with the applicant as to how long the process and initial contact will take

RECOMMENDATION: Revert to the application appointment method for permit applications

1. Without the Land Use Coordinator position, the “drop off method” is only successful for and beneficial to applicants who are very well versed in the process
 - a. Under the “drop-off” method, the Land Use Coordinator would be able to do the initial review of applications and work directly with applicants throughout the process, relieving the Planning and Zoning Officials of the data entry/setup of the Master Permit ID and initial application review
 - b. Under current operations, Planning and Zoning Officials are backlogged with applications
2. For new applicants and homeowners, the application process can be very tedious and confusing. Although there is material online and forms in the Land Use Departments instructing applicants on how to go through the process, many applicants still have questions
 - a. The application method, though it may take longer to setup the initial meeting, generally will result in a well-informed applicant that is set up for success through the process
 - b. This method, from a customer service perspective, shows an effort on the part of the Town to support them through the process
 - i. It was noted in the Westport Land Use Departments customer satisfaction survey that many applicants prefer the application meeting method over the drop off method
 - ii. Eleven respondents to the question “How could the process be improved?” commented that the Town should revert back to “the old way of appointments”
3. The Town may consider continuing to offer the “drop off” ability for frequent, experienced applicants, allowing them to waive the application meeting
 - a. For particular contractors or others who frequently and successfully navigate the Town’s permit process, they may choose to simply drop off their applications with confidence that they are complete and likely to proceed through the approval process

D. There is a general lack of communication and coordination among Land Use Departments

1. There are no regular, ongoing meetings among staff and leadership of the Land Use Departments
2. Applicants become conveyors of information between Departments armed with hard copies of forms and plans
3. There is some coordination between the Building and Fire Departments on inspections, and Conservation and Engineering routinely correspond in the review and issuance of permits, but no other departments seem to routinely coordinate with each other
4. WWHD interacts with the Tax Department but does not check to verify that taxes are up to date when issuing Health Department Permits
 - a. Delinquent taxes would be noticed (and payment required) by the Building Department prior to the issuance of a Certificate of Occupancy for new construction, but not for existing health renewals
5. Zoning permits are likewise issued without verifying that there are no outstanding taxes due

RECOMMENDATION: Develop a procedure for ongoing meetings among Land Use Departments

1. Regularly scheduled meetings should be held among Departments to review current applications, discuss any issues or concerns including tax delinquencies, or process improvements
 - a. For complicated or larger projects that require multiple Commission and Board reviews, the Town should consider pre-hearing meetings with applicants and relevant Departments to determine the most efficient way to verify compliance and obtain necessary approvals
2. The new integrated system should provide the means to scan the documents into an electronic application package or accept electronically developed documents so they can be immediately accessible to all who need to review them and eliminate the need to print and maintain multiple copies of plans and applications as well as the burden on the applicant to maintain and transport all documentation
 - a. Between a new integrated electronic system and ongoing Land Use Department meetings, any Land Use Department staff should be able to access any Westport application to answer basic status questions for applicants
 - b. With an online self-service component, applicants should also be able to track application status
3. Inspections should be jointly coordinated and scheduled (where possible) across all Land Use Departments to make it easier and more streamlined for the applicant

- a. As such, cross-training may be required for some Town Inspectors (i.e. Planning and Zoning Officials and Building Inspectors)
 - i. While certain Inspector/Departmental expertise will still be required, some basic inspection components could be completed via cross-trained Inspectors
- 4. Implementation of the Land-Use Steering Committee for the new software system will enhance communication and overall governance

E. There is inconsistency in the permit fees the Land-Use Departments are charging

- 1. Current permit costs are based upon the total project cost as quoted by the applicant
 - a. In the past, it was observed that some permit applicants may have underquoted the total project cost in order to obtain a lesser permit fee
- 2. The Town has recently adjusted minimum cost to \$125 per square foot of construction, but it was noted that this may not be strictly enforced and applied uniformly across all applicants
 - a. It is unclear if this amount is appropriate for the Town and region

RECOMMENDATION: Re-examine and determine an appropriate minimum “cost per square foot” and enforce this universally for all applicants

- 1. The Town should determine a suitable cost per square foot for construction, any variation between costs for basic or premium features and fixtures may be made up in assessments upon inspections
- 2. Using this determined “fair market” cost per square foot, the Town Planning and Zoning and Building Departments can deny an application that comes to the office with an unreasonably low job cost estimate
 - a. This will eliminate unfairness based on which applicant has a lower construction quote and make permit fees more equitable
 - b. This will also alleviate the responsibility for discretion on behalf of the Departments to accept or deny project estimates
- 3. By setting a minimum standard per square foot rate, the Town can potentially bring in more revenue in permit fees as unreasonably low project estimates will no longer be accepted

F. The Assessor's Office is somewhat disconnected from other Land Use Departments

1. Under current operations, the Assessor's Office proactively looks into the Building Department's system to monitor any new permit activity and if Certificates of Completion/Occupancy (COs) have been issued
2. While the Assessor's Office proactively works to monitor projects and activity occurring in the Town, they are not consistently and proactively notified by other Land Use Departments when construction is occurring or has been completed
 - a. The Assessor is not currently included in the initial Planning and Zoning phase of an application
 - b. It was noted that this phase would be valuable to the Assessor as they could update their field cards to reflect accurate number of bedrooms and bathrooms, fuel systems, etc. on a property
3. The Assessor's Office continually visits properties with active permits and updates assessments regardless of when a Certificate of Occupancy is issued. When a permit is closed and a Certificate of Occupancy is issued, it acts as an additional trigger for a re-assessment of the property and tax adjustment
 - a. Currently, there is a manual process that works to a certain extent, but when applicants make changes (or upgrades) to their permit., the changes are not flagged for the Assessor's Office and they can be missed (e.g. an original permit for a roof which now includes a home addition)
 - i. Because the system will only track the original permit date (which may be years old), the Assessor's Office will not notice these changes in their daily search of new activity
 - b. Therefore, the Assessor will be unaware and property valuation changes may be overlooked
4. There is no standard notification process (or electronic flag in the system) from the Building Department to the Assessor's Office covering when changes or upgrades to original building permits occur
 - a. According to Connecticut State Statute 12-53a, in regards to completion of construction and the issuance of certificates of completion/occupancy, the "building inspector issuing the certificate shall, within 10 days of issuing the same, notify, in writing, the assessor of the town in which the property is situated
 - b. Within 90 days of this notification, Connecticut State Statute dictates that the assessor shall determine the increment by which assessment for the completed construction exceeds the assessment on the taxable grand list for the immediately preceding assessment date
 - c. Absent consistent use of the change management function in Cartegraph (which is currently cumbersome) can result in lost revenue for the Town until a reassessment occurs

RECOMMENDATION: Better integrate and incorporate the Assessor’s Office into the Land Use processes

1. It is critical that the Assessor is notified of projects within Town that will affect property value in order to update the assessment field cards, revalue the property, and likely increase the taxes – bringing in more revenue for Westport
 - a. In order to meet the 90 day notification window requirement of the state, it is imperative that the Assessor doesn’t miss any new closed construction in the Town
2. Building and other Land Use Departments should also be sure to include the Assessor in communications regarding changed applications and permits and the scheduling of inspections
 - a. The Assessor should be incorporated into the initial permit application phase to better prepare for future necessary assessments and revaluations
 - i. In addition, Planning and Zoning should notify applicants that the Assessor’s Office might need access to their property to perform revaluations. This will decrease the difficulty the Assessor’s Office generally has in accessing a property after construction is completed
 - ii. With some prior notification of upcoming inspections, the assessors may be able to accompany the other inspectors in order to see for themselves, the property changes affecting the assessed value of the properties
 - b. By including the Assessor in meetings with other Land Use Departments, other Departments can be more proactive in notifying the Assessor and knowledgeable in the types of information the Assessor may need
 - c. This will ensure that when an applicant makes changes that impact/increase their property value, the Assessor will be made aware even if the change was to an existing permit application

G. A substantial number of permits remain open even though the work was completed

1. It appears that some applicants may intentionally not close their permits (by not calling for final inspections) to avoid obtaining their Certificates of Occupancy/Completion from the Building Department because they are under the impression that they can avoid revaluations and being taxed on the increased property value
 - a. Town employees noted that some permits are as old as eight (8) years
2. There are no protocols regarding how to follow up with long-standing permits and how to incent the applicant to call for final inspections and obtain a Certificate of Occupancy
3. Effective October 1, 2016, residential building permits open longer than nine (9) years are considered “closed by operation of law” (C.G.S., Title 29, Ch. 541, Sec. 29-265 (c))
4. As of August 2017, there were approximately 9,800 open permits in the Building system (is it unclear how many of these are active)

RECOMMENDATION: Develop a procedure for following-up on the closing of open permits in the Town

1. Where possible, all departments should monitor open permits and investigate/follow up on permits that have been open for an unreasonable amount of time
2. Establish a tickler system/report for the Building Department to follow up on outstanding permits without COs
3. The Town may also consider mailing out notifications to open permit holders instructing them on how to close their permit and notifying them that by not formally closing the open permits, any future sale of their property will be held up until final inspections are completed and COs are issued
 - a. Notifications should include the possibility of back taxes being applicable
4. Educate realtors and the public about the lack of a CO that will prevent a closing after the sale of a home so it is in the best interest of potential sellers to determine if they have any outstanding open permits
5. The Town should work with their Legal Department to determine what would be an appropriate length of time before automatically closing a permit

H. The calculation of performance bonds may not be uniform across Land Use Departments

1. At this time, the Conservation and Planning and Zoning departments calculate bond amounts differently
 - a. It was noted that the Conservation Department will mark up a bond estimate three times to get the retail price for the plant (retail cost plus cost of labor)
 - i. This is the wholesale price tripled. A 10% contingency and a 10% inflation factor are also added
 - b. The Planning and Zoning Department asks for the retail cost when calculating bonds, it is undetermined if Planning and Zoning adds in any contingency cost or inflation factor
2. Lastly, it was noted that some of the Land Use Department bonds may be as old as 15 to 16 years old

RECOMMENDATION: Determine an agreeable calculation for bonds across all departments and resolve/close out older bonds

1. We recommend that the Town establish a standard rate for calculating bond value requirements to be used by all Departments
 - a. This should be dictated by the Town Finance Department
2. The Town should also identify and document the ages of bonds for Land Use Departments to determine which ones can be closed and discuss with legal counsel regarding state requirements for unclaimed property

I. The Building inspection scheduling and notification process could be improved

1. There did not seem to be a Town-wide standard for notifying applicants of upcoming inspections
2. Each department may have its own guidelines for scheduling inspections and notifying applicants prior to the inspections

RECOMMENDATION: Add text or phone notifications to property owners for inspections

1. Set a Town-wide standard for notifying applicants of upcoming inspections
 - a. When applicants call for inspections, they should receive an appointment day and approximate time of arrival
 - b. On the day of the appointment, inspectors could post their intended itinerary online so clients would have an idea of the order in which their inspection will occur
 - c. Upon completion of any inspection, the inspector should call, text, or email the next client to alert them on the inspector's imminent arrival

J. Waterway Protection Line Ordinance (WPLO) time constraints are negatively affecting the permit process

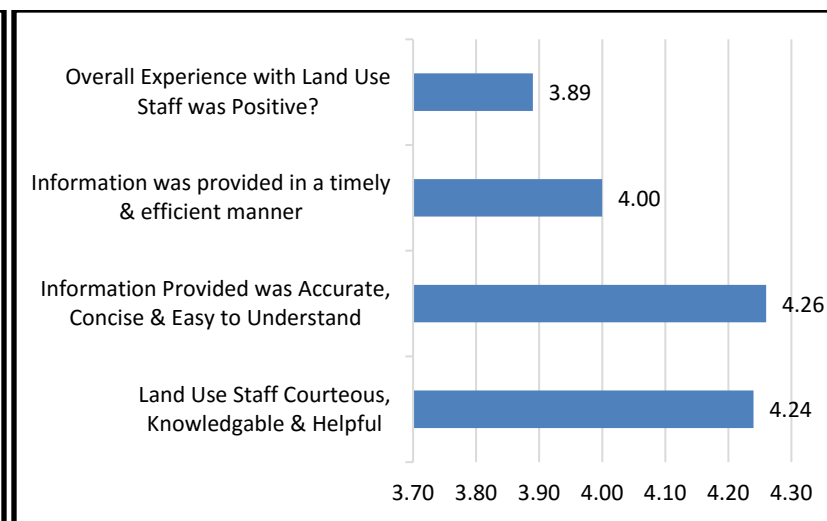
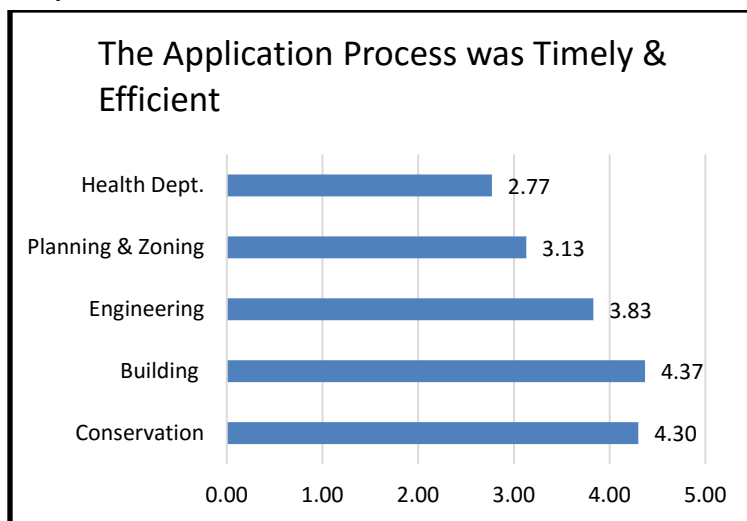
1. Under the current Westport ordinance, decisions must be made regarding WPLO application reviews within 15 days after the second regularly scheduled meeting post submission. On average, this equates to approximately 75 days
 - a. With the number of application edits and modifications that occur in the process and the need for additional information, many applications end up withdrawing their applications and resubmitting in order to meet the stringent time deadline. There are no provisions for time extensions.
 - b. Resubmissions require the reprinting of numerous copies at each resubmittal
 - c. In addition, if Commissioner's are not ready to make a decision they will have to either deny the application or ask the applicant to withdraw in order to comply with the ordinance
2. Alternatively, interviewees explained that the State of Connecticut allows for 130 days under the Inland Wetland and Watercourse State Statutes within which to make a decision from the date of application submission. The law also allows for time extensions
3. Many respondents to the Town's Land Use Department Customer survey explicitly mentioned this timeframe constraint as being problematic

RECOMMENDATION: Amend the local WPLO ordinance to align with State requirements

1. Change the current time constraint in the local WPLO ordinance to 130 days and include the ability to request time extensions to align with the State requirements
 - a. This will result in less applications being withdrawn or denied simply due to a lack of available review time by the Commission
 - b. It will also allow the applicants more time to make necessary revisions and modifications and supply needed information

K. User surveys reveal lowest satisfaction rates on the timeliness and efficiency of the Health District permitting process and the Planning and Zoning permitting process

1. The responses from contractors, agents and owners regarding the Health Department averaged only 2.77 on a scale of 1-5 where a 5 indicated strong agreement and 1 indicated strong disagreement.
2. Responses from the same mix of respondents for the efficiency and timeliness of the Planning and Zoning process rated only 3.13 on the same scale



RECOMMENDATION: Develop a Land Use Department Customer Satisfaction Task Force to improve the customer experience

1. Using the results of the Town-wide survey, the Task Force should identify key areas of improvement and issues within the Land Use Processes
 - a. A major focus area for improvement is on communication with the applicant in regards to “where am I?” in the application/approval process
2. The Task Force should create a list of goals or improvement milestones and associated target dates for completion
 - a. Process improvement opportunities should be explored jointly across all departments
3. The Town should consider a feedback form on the Land Use Department websites to allow for continuous feedback regarding the application and permit process

IV. Recommendations Priority

We recommend that the Town of Westport implement the above recommendations and best practices in the following order:

Recommendations:

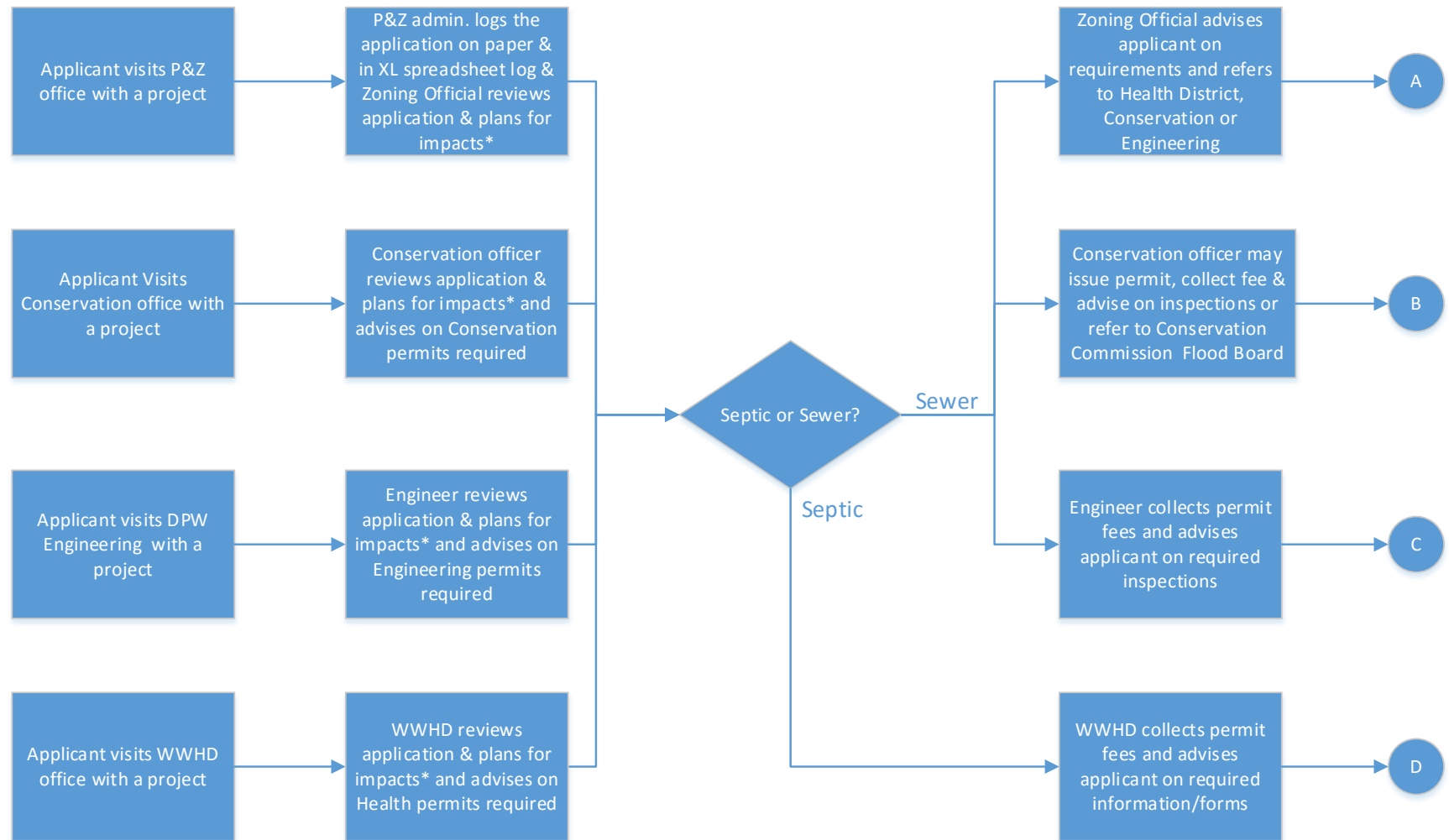
1. Replace independent Land Use software with a unified Town-Wide system
2. Develop a Land Use Department Customer Satisfaction Task Force to improve the customer experience
3. Revert to the application appointment method for permit applications
4. Reinstate the Land Use Coordinator, full-time office hours in Planning and Zoning, and implement cross-training
5. Add text or phone notifications to property owners for inspections
6. Better integrate and incorporate the Assessor's Office into the Land Use processes
7. Develop a procedure for ongoing meetings among Land Use Departments
8. Re-examine and determine an appropriate minimum "cost per square foot" and enforce this universally for all applicants
9. Develop a procedure for following-up on the closing of open permits in the Town
10. Amend the local WPLO ordinance to align with State requirements with regard to the time for reviewing and deciding on applications
11. Determine an agreeable calculation for bonds across all departments and resolve/close out older bonds

V. Workflow Analysis

As part of the assessment, the Town has asked BlumShapiro to evaluate various processes within the Land Use Departments and to document high-level workflows that demonstrate the interactions/integrations between and across departments. The overall application process (current state) and proposed (future state) workflows have been documented on the following pages:

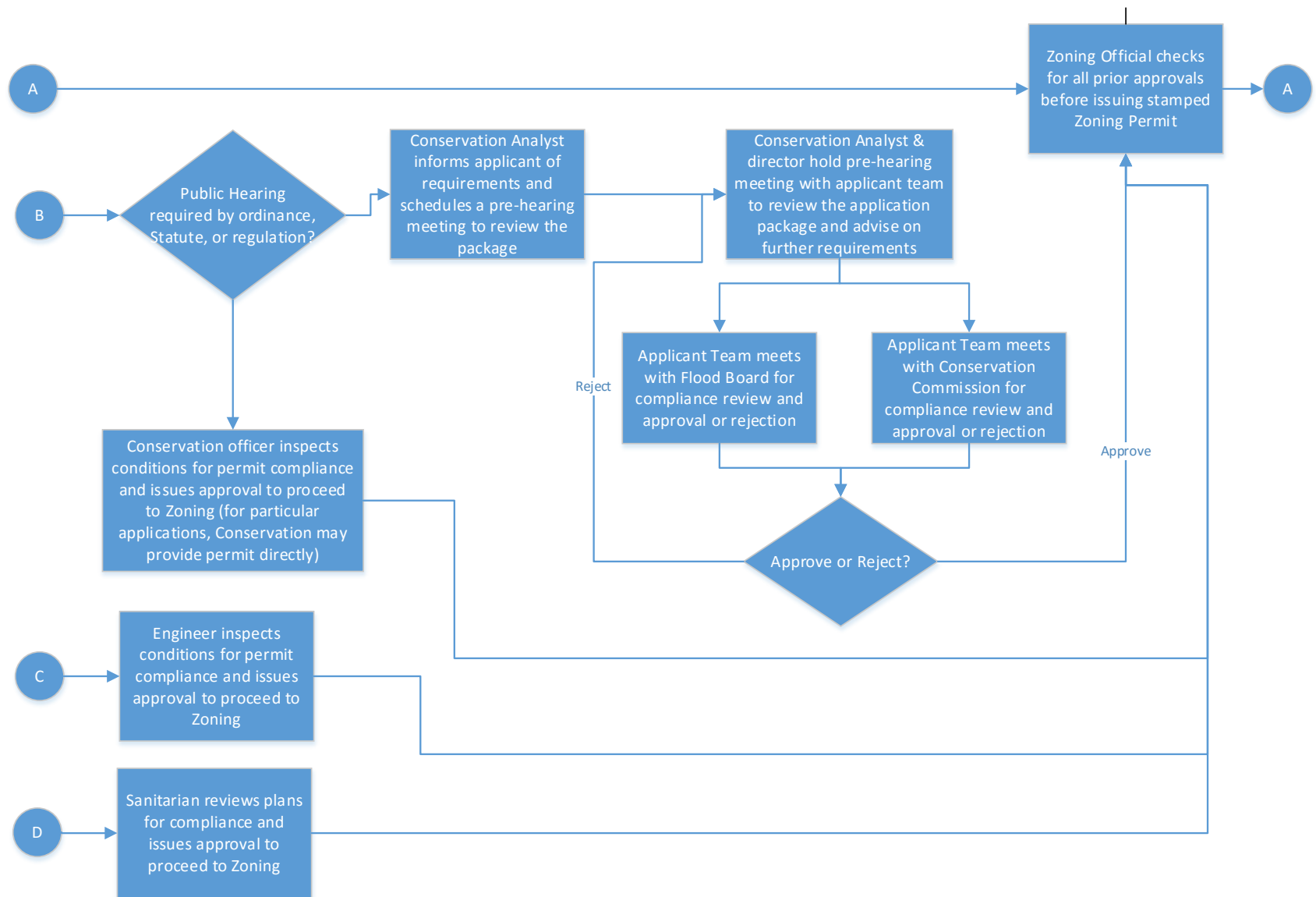
CURRENT STATE

Overall Application Process

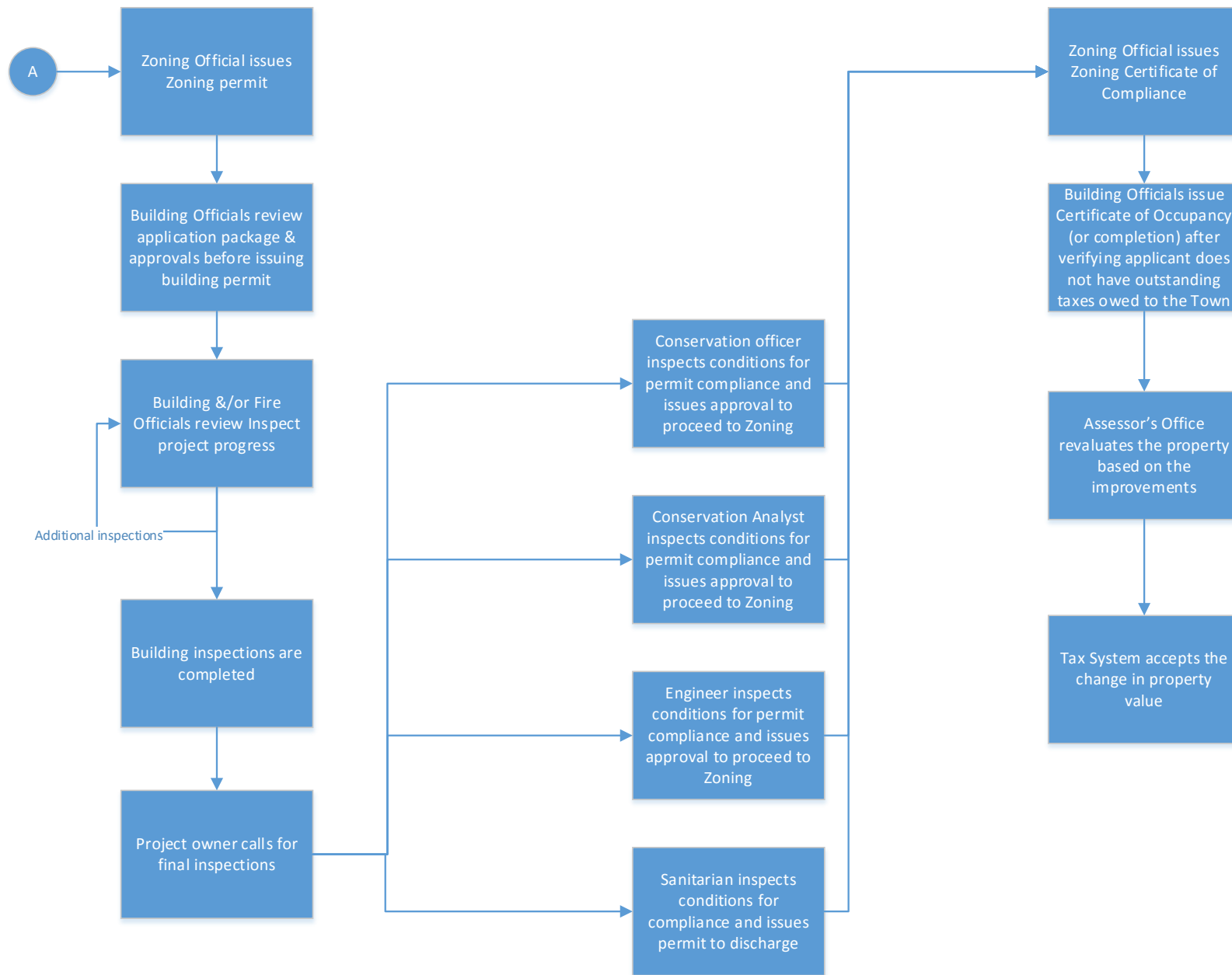


*See the Department approvals required for Residential Projects table located in the Appendix

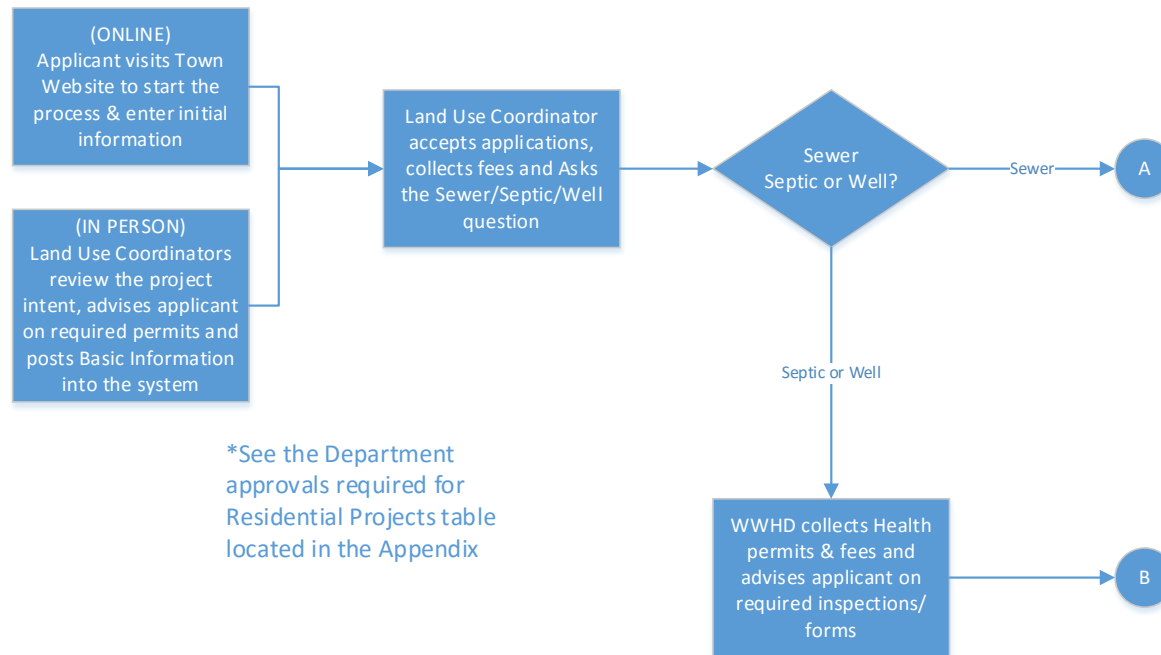
V. Town of Westport – Audit of Land Use Departments Operations – Workflow Analysis

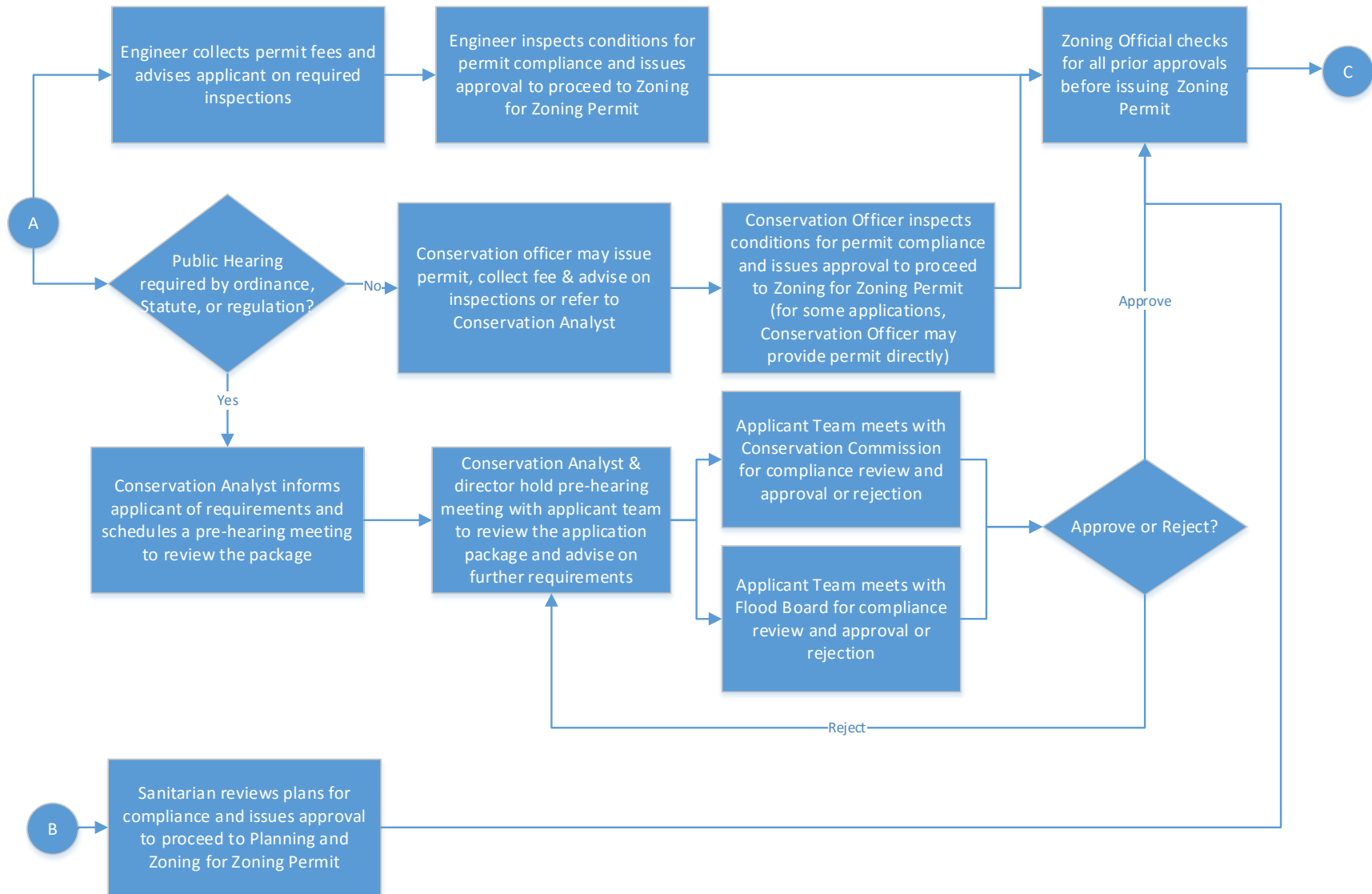


V. Town of Westport – Audit of Land Use Departments Operations – Workflow Analysis

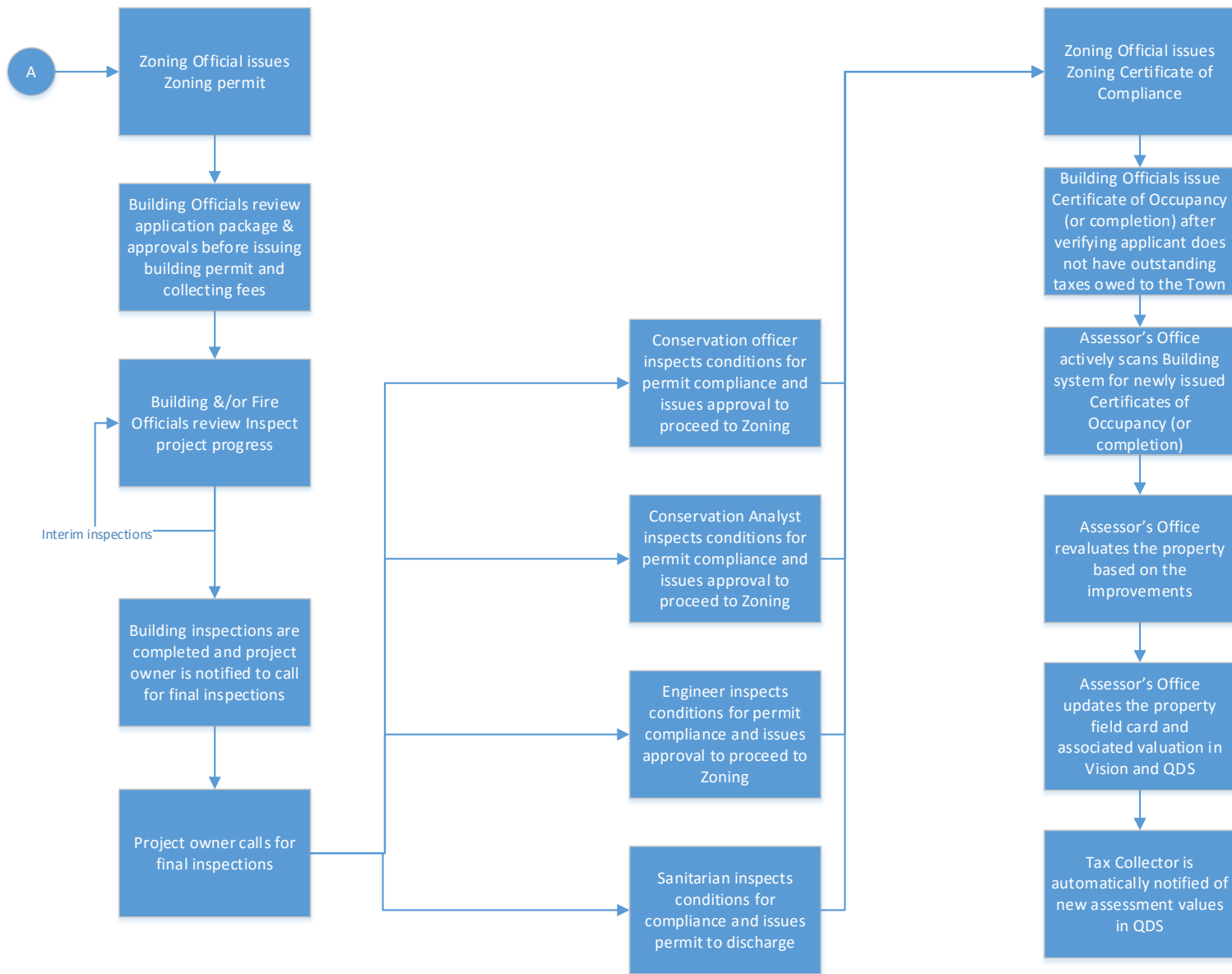


PROPOSED (FUTURE) STATE





V. Town of Westport – Audit of Land Use Departments Operations – Workflow Analysis



VI. Interview List

The following staff was directly involved in providing information for the Audit of the Land Use Departments. The BlumShapiro Team thanks all who participated for their time, knowledge and efforts. The individuals that participated included:

Town of Westport

<ul style="list-style-type: none"> • James Marpe, First Selectman 	<ul style="list-style-type: none"> • Mary Young, Director, Planning & Zoning
<ul style="list-style-type: none"> • Sara Harris, Operations Director 	<ul style="list-style-type: none"> • Laurie Montagna, Planning and Zoning Official
<ul style="list-style-type: none"> • Lynn Scully, Audit Manager/Senior Accountant 	<ul style="list-style-type: none"> • Peggy Klein, Tax Collector
<ul style="list-style-type: none"> • Katherine Daniel, Deputy Director-Planning & Zoning 	<ul style="list-style-type: none"> • Nancy Curcio, Administrative Assistant, Planning & Zoning
<ul style="list-style-type: none"> • Keisha Fink, Planner 	<ul style="list-style-type: none"> • Mark Cooper, Director, Department of Health
<ul style="list-style-type: none"> • Annie Alcaraz, Administrative Assistant, Planning & Zoning 	<ul style="list-style-type: none"> • Jeff Andrews, Chief Sanitarian
<ul style="list-style-type: none"> • Harry Whiteley, Deputy Tax Collector 	<ul style="list-style-type: none"> • Lora Hayes, Sanitarian, Health Department
<ul style="list-style-type: none"> • John Cimarosa, Director of Finance and Special Projects, Department of Health 	<ul style="list-style-type: none"> • Michele Onofrio, Building Assistant, Building
<ul style="list-style-type: none"> • Melissa Romano, Clerical Assistant 	<ul style="list-style-type: none"> • Colin Kelly, Compliance Officer, Conservation
<ul style="list-style-type: none"> • Stephen Smith, Building Official / Project Manager 	<ul style="list-style-type: none"> • Susan Voris, Cons. Assistant, Shellfish Information, Conservation
<ul style="list-style-type: none"> • Alicia Mozian, Director, Conservation 	<ul style="list-style-type: none"> • Peter Ratkiewich, Town Engineer
<ul style="list-style-type: none"> • Lynne Krynicki, Conservation Analyst 	<ul style="list-style-type: none"> • Brian Thompson, Engineer, Public Works
<ul style="list-style-type: none"> • Steve Edwards, Director, Public Works 	<ul style="list-style-type: none"> • Deb Barbieri, Engineering Assistant, Public Works
<ul style="list-style-type: none"> • Keith Wilberg, Engineer, Public Works 	<ul style="list-style-type: none"> • Colleen Pratt, Inspector, Assessor’s Office
<ul style="list-style-type: none"> • Amrik Matharu, Engineer, Public Works 	<ul style="list-style-type: none"> • Tom Molloy, Inspector, Assessor’s Office
<ul style="list-style-type: none"> • Paul Friia, Assessor 	

VII. Appendix

DEPARTMENT APPROVALS REQUIRED FOR RESIDENTIAL PROJECTS
TOWN OF WESTPORT

FIND YOUR PROJECT <i>then determine which Depts. are required:</i>	If property on septic system:	If property has wetlands, watercourse or is in aquifer zone or WPLO *	If project includes drainage, grading, driveway or sewers:	If you have completed the requirements of all the other depts.	If you have completed the requirements of all the other depts.
	HEALTH DEPT.	CONSERVATION DEPT.	ENGINEERING DEPT.	P & Z DEPT.	BUILDING DEPT.
Addition to an existing house - Any size	•	•	• If increase footprint 100' +	•	•
Air conditioner - Ground-mounted		•		•	•
Apartment in house - Create new or Legalize	•	• If increase living space & Septic work required or Flood zone	•	•	•
Attic, Cellar or Garage - Finished area	•	•		• If in flood zone	•
Dam, Dock or Seawall construction; May also require permits from the Dept. of Environmental Protection or the Army Corps of Engs	•	•	•	•	• Pierhead only needs permit
Deck or steps - Build or replace	•	•		•	•
Demolition - Contact HDC if structure is 50 year old+	•	•	•	•	
Dormer addition	•	•		•	•
Driveway - Construction or Expansion	•	•	•	•	
Electrical work					•
Fences or walls - Retaining or decorative	•	•	•	• Fences over 8' Retaining walls - Vary	• Fences over 6' Retaining walls over 3'
Fireplace - indoor				• New chimney	•
Generator, Propan Tanks & A/C units Must be installed above flood zone elevation		•		•	•
Grading or Planting		•	•	•	
Historic District Structure - Demolition Contact HDC if structure is 50 year old+	• If referred by Building Dept.	•	• To re-build Footprint Increase 100' +	• To re-build If non-conforming	•
Historic District Structure - Exterior change					

* Each property and activity will be reviewed on a case-by-case basis.

VI. Town of Westport – Audit of Land Use Departments Operations – Appendix

FIND YOUR PROJECT <i>Then determine which Depts. are required:</i>	If property has a septic system:	If property has wetlands, watercourse or is in aquifer zone or WPLO	If project includes drainage, grading, driveway or sewers:	If completed the requirements of all the other depts.	If completed the requirements of all the other depts.
	HEALTH DEPT.	CONSERVATION DEPT.	ENGINEERING DEPT.	P & Z DEPT.	BUILDING DEPT.
Home Occupation	• If food or skin/hair related			•	
House Construction - New	•	•	•	•	•
Interior Renovations	•	• If increase living space & septic work required or Flood zone		• If in Flood zone	•
Patio, Terraces	•	•	• Depends on size	No Permit Required but Cannot be in Setbacks	•
Plumbing work					•
Pool, Hot Tub or Jacuzzi & mechanical units	• Always	•	• If referred by P&Z Dept & Regrading	•	•
Porch or deck - To be enclosed	•	•		•	•
Roof Replacement	•	•			•
Roofline change	•	•		•	•
Seawall	•	•	•	•	•
Septic systems - New	•	•			
Septic system - Repair	•	•			
Sewer Connection	• If referred by Public Work	•	•		
Solar Panels - Ground or Roof Mounted	• Only if Ground mounted	• Only if Ground mounted		• Comm1 = Roof-top Res = Ground mounted	•
Sprinkler system	•	•	•		•
Tennis or Sports court construction	•	•	•	•	
Well Construction - Geothermal included	•	•			

Visit P&Z in Town Hall Room 203 - Any Wednesday between 9:00 - 11:30 during Walk-In hours to REVIEW property or project QUESTIONS & get PERMIT FORMS / 203-341-1030

On the following pages are the summary results of the Land Use Department customer satisfaction survey.

Westport Land Use Departments: Planning & Zoning, Conservation, Engineering, Building, Health

Wednesday, August 30, 2017

80

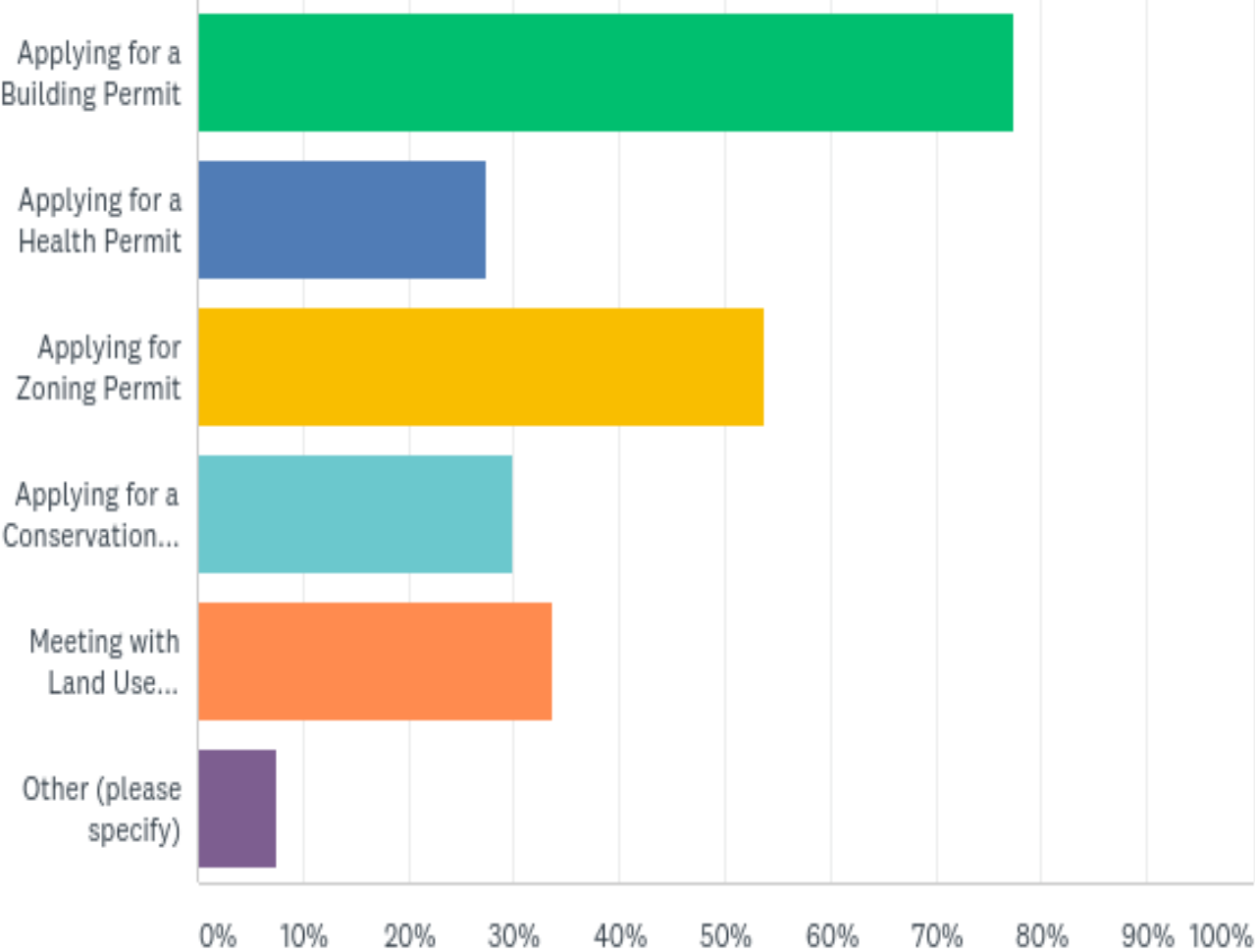
Total Responses

Date Created: Tuesday, April 25, 2017

Complete Responses: 80

Q1: The nature of my visit to the Town of Westport:

Answered: 80 Skipped: 0



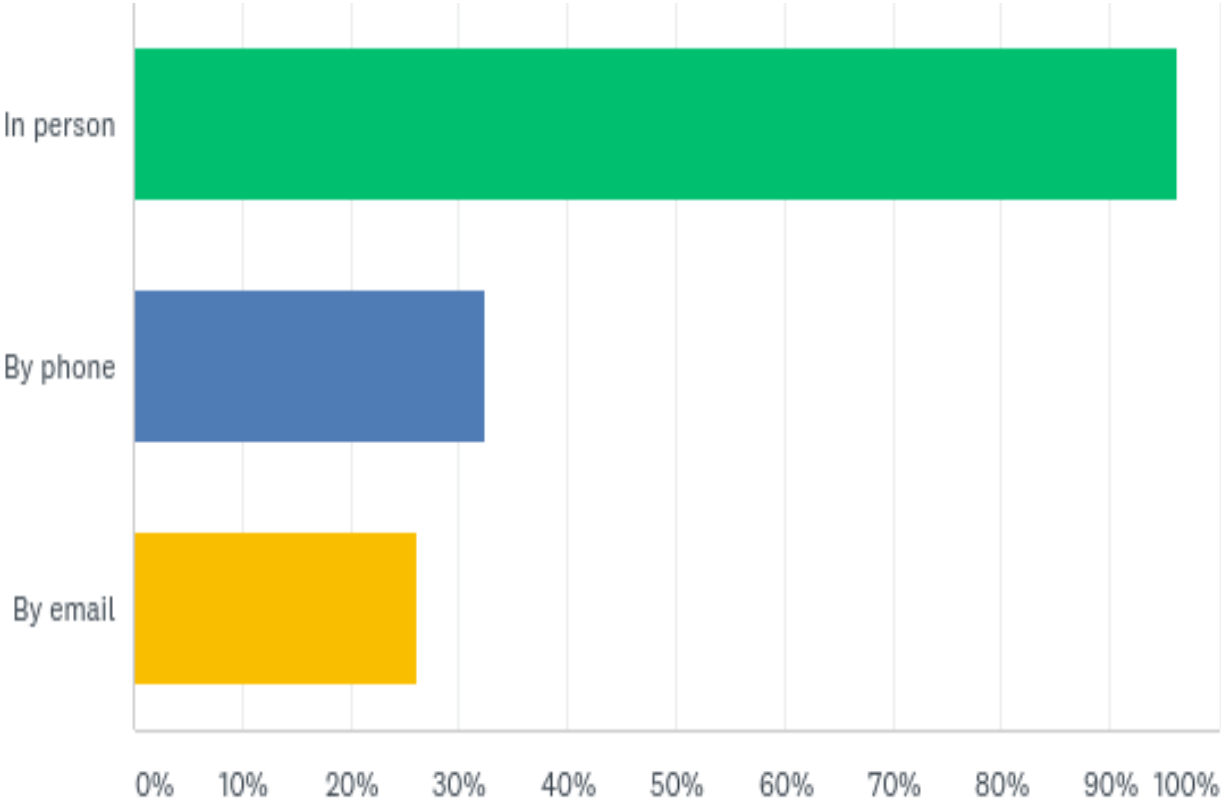
Q1: The nature of my visit to the Town of Westport:

Answered: 80 Skipped: 0

ANSWER CHOICES	RESPONSES	
Applying for a Building Permit	77.50%	62
Applying for a Health Permit	27.50%	22
Applying for Zoning Permit	53.75%	43
Applying for a Conservation Permit	30.00%	24
Meeting with Land Use Department Staff (Planning & Zoning, Engineering, Building, Conservation Official, and/or Health District.)	33.75%	27
Other (please specify)	7.50%	6
Total Respondents: 80		

Q2: My contact with this office was:

Answered: 80 Skipped: 0



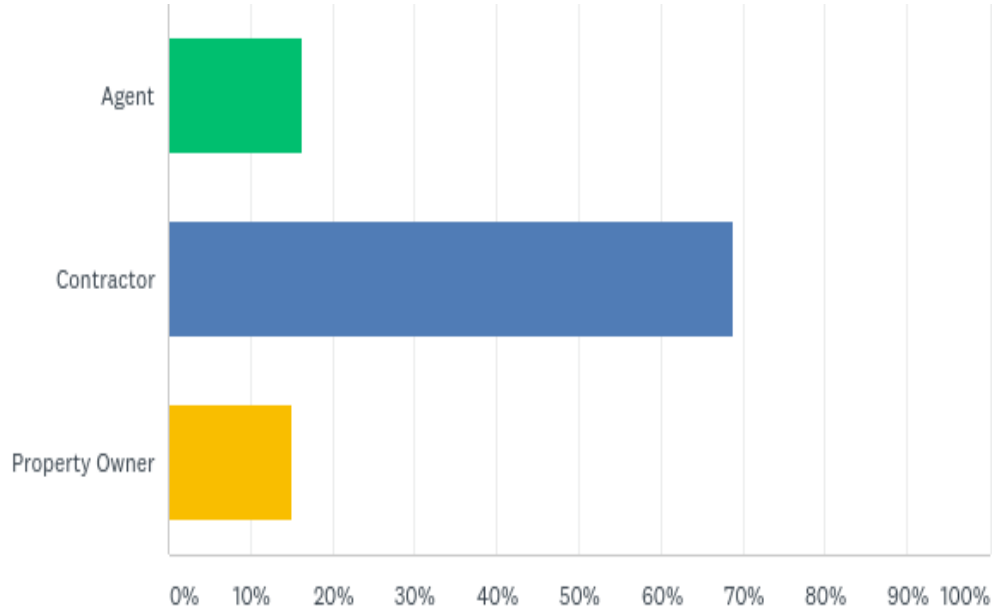
Q2: My contact with this office was:

Answered: 80 Skipped: 0

ANSWER CHOICES	RESPONSES	
In person	96.25%	77
By phone	32.50%	26
By email	26.25%	21
Total Respondents: 80		

Q3: Are you a(n)

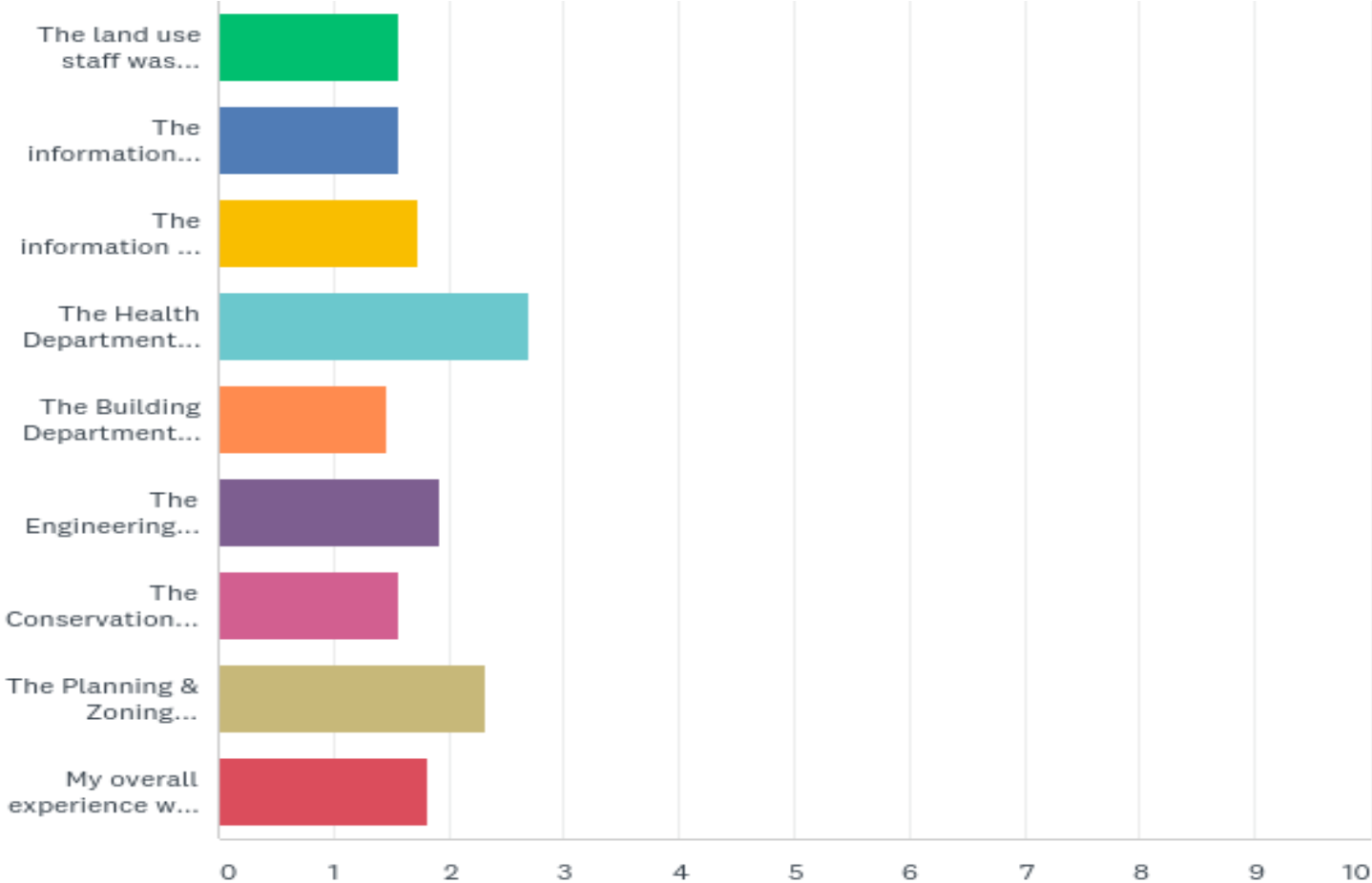
Answered: 80 Skipped: 0



ANSWER CHOICES	RESPONSES	
Agent	16.25%	13
Contractor	68.75%	55
Property Owner	15.00%	12
TOTAL		80

Q4: Questions:

Answered: 78 Skipped: 2



Q4: Questions:

Answered: 78 Skipped: 2

	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	N/A	TOTAL	WEIGHTED AVERAGE
The land use staff was courteous, knowledgeable and helpful	56.41% 44	17.95% 14	7.69% 6	5.13% 4	12.82% 10	78	1.56
The information provided by the land use departments was accurate, concise and easy to understand	50.00% 39	23.08% 18	10.26% 8	1.28% 1	15.38% 12	78	1.56
The information was provided to me in a timely and efficient manner	52.63% 40	23.68% 18	9.21% 7	9.21% 7	5.26% 4	76	1.74
The Health Department application process was timely and efficient	16.22% 12	12.16% 9	6.76% 5	25.68% 19	39.19% 29	74	2.69
The Building Department application process was timely and efficient	58.44% 45	14.29% 11	6.49% 5	3.90% 3	16.88% 13	77	1.47

Q4: Questions:

Answered: 78 Skipped: 2

	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	N/A	TOTAL	WEIGHTED AVERAGE
The Engineering Department application process was timely and efficient	29.73% 22	22.97% 17	5.41% 4	9.46% 7	32.43% 24	74	1.92
The Conservation Department application process was timely and efficient	40.79% 31	17.11% 13	3.95% 3	3.95% 3	34.21% 26	76	1.56
The Planning & Zoning Department application process was timely and efficient	29.49% 23	17.95% 14	16.67% 13	20.51% 16	15.38% 12	78	2.33
My overall experience with the land use department staff was positive	41.89% 31	27.03% 20	14.86% 11	5.41% 4	10.81% 8	74	1.82