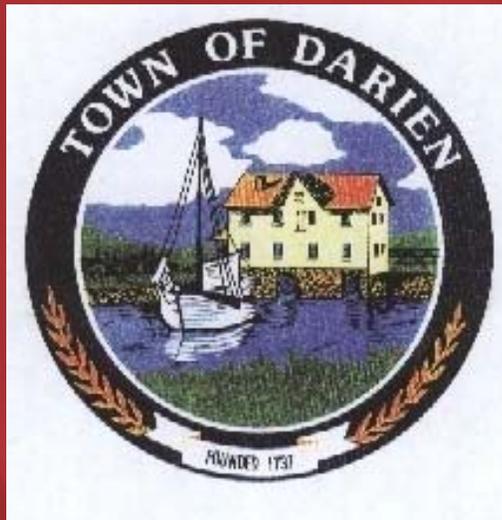


Planning & Zoning Department

Performance Measures January 2014



Planning & Zoning Dept.

- ▣ Department provides staff support to four local land use boards:

PZC, ZBA, EPC, ARB

- ▣ The Department has 6 staff members (same staff size now as we had in 2000).

Director

Assistant Director/ZEO

Code Compliance Officer

Environmental Protection Officer

2 secretaries

Planning & Zoning Department

Short range planning (day-to-day)

- Application processing – ZBA, EPC, ARB, PZC-4 land use boards
- Work at counter with general public + others (incl. generator approvals)
- Zoning Enforcement
- Inspections/Site Visits
- Zoning Permit reviews – FOCUS OF PERFORMANCE MEASURES

Long range planning

- Town Plan of Conservation & Development (required by CGS 8-23)
- Other Reports, studies
- CityView and GIS Implementation and maintenance
- Wetland Map Updates
- Updating of application and instruction forms
- Zoning and Inland Wetland Regulation updates
- DEP forms/reports (inland and coastal reporting)
- Grant applications
- Litigation

IT IS ESSENTIAL TO DO BOTH SHORT AND LONG-RANGE PLANNING

Planning & Zoning Department Performance Measures

- The Performance Measure to be reviewed is in the area of Zoning Permits, which are the precursors to Building Permits.
- These are reviews of plans by the Zoning Officer to ensure that they comply with all aspects of zoning, as well as any approvals granted by a local land use board (P&Z, ZBA, EPC and ARB).

Performance Measures

Zoning Permits

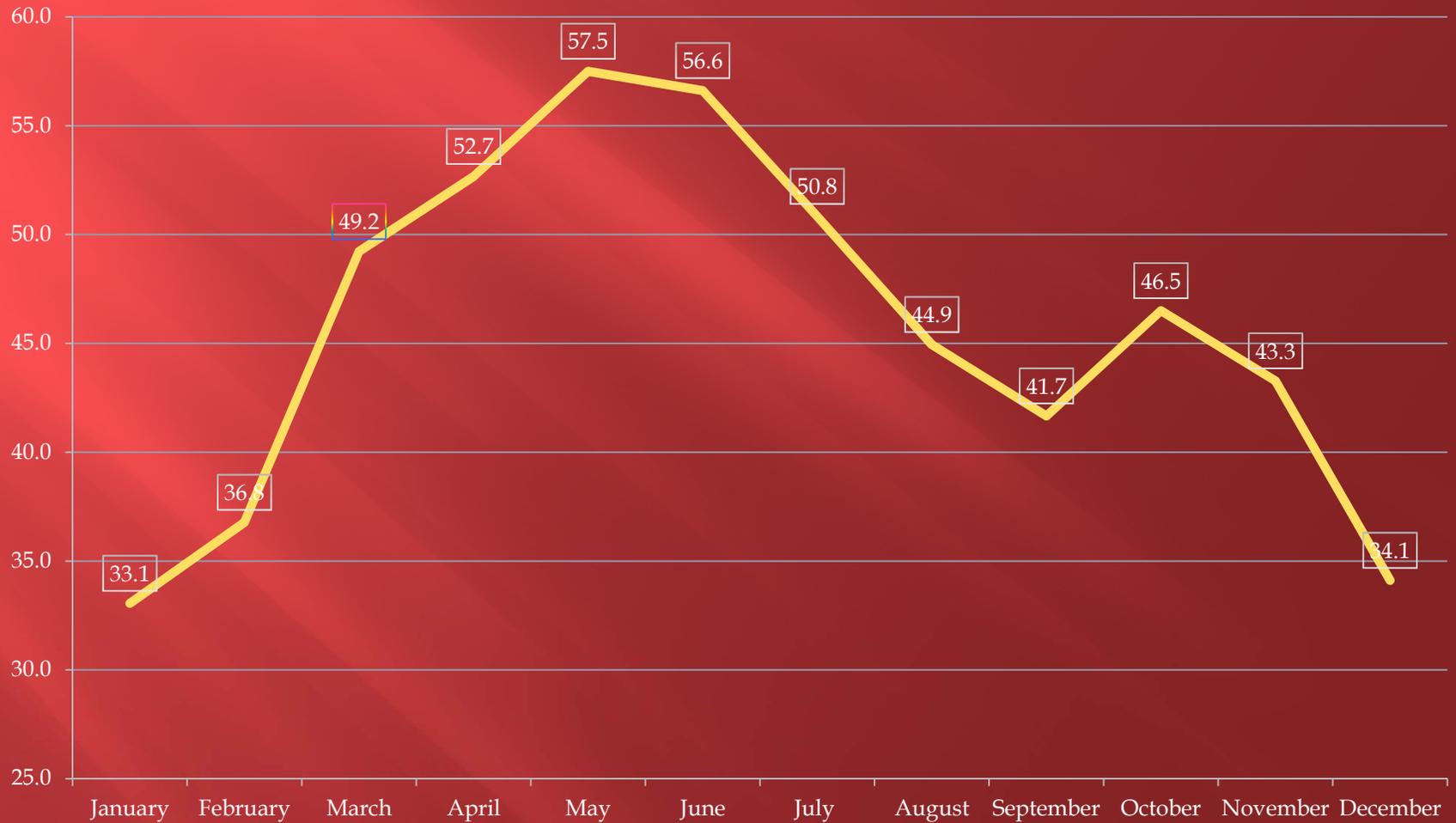
The Number of Zoning Permits reviewed and acted upon have as factors:

1) local variation and national variation (the local and national economy)

2) seasonal variation (few start foundation work in January or Feb.)

- Busiest months: April/May/June
- Slowest months: December/Jan./Feb.

Zoning Permits Average by Month 1996-2013



Zoning Permits

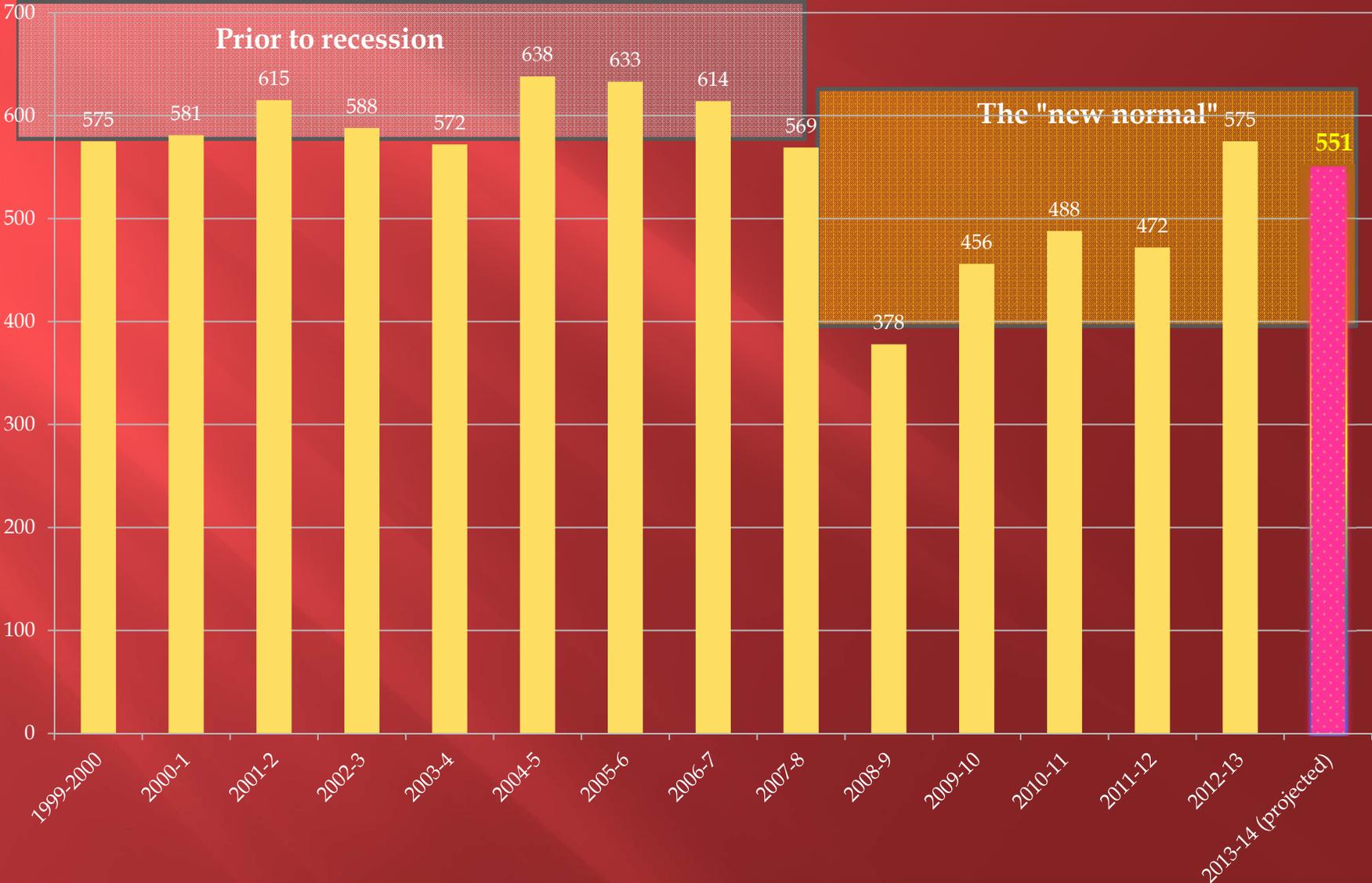
- The amount of review time obviously is related to the scope of work.
- Items such as drainage, building coverage, and building height were not significant issues 10 years ago.
- The Permits take more time to review, as properties get “maxed out”, and the Town gets “built out”.

Zoning Permits

A graph of Zoning Permits by Fiscal Year is revealing

- shows nine years of “steady” numbers from FY1999 through FY2007;
- Shows the recession at end of FY2008 and all of FY2009; and a likely “new normal”
- The “new normal” is about 70-100 zoning permits less per year than the 1999-2008 time frame.

Zoning Permits



Performance Measures Zoning Permits

- What policies and procedures have been implemented to ensure that we meet or exceed adopted performance measures?
- Improving review times is a team effort – all personnel are involved – The goal is to have everything in order for Zoning Enforcement Officer review (logged in, proper paperwork, reviews by other Departments).

Zoning Permits

ROUTINE PERMITS

- Accessory Structure
- Interior remodel
- Finish attic/basement
- Signs



MORE COMPLEX PERMITS

- New House
- Residential Additions/alterations
- Swimming Pool
- Commercial Building



Calendar year 2013

- ▣ **Storm Sandy Repair/Rebuilding** (mostly Noroton Bay) – 34
(includes: lifting; new houses; and repair)
- ▣ **Kensett** – 17 permits consisting of 30 units
(36 buildings--62 units total approved)
- ▣ **The Heights at Darien** – 9 buildings consisting of 48 apartment units + one community building (23 buildings 106 units total approved)

TOTAL: 60

Storm Sandy Rebuilding Nov 2012–Nov 2013



Kensett

62 new condominium units in 32 buildings



The Heights at Darien

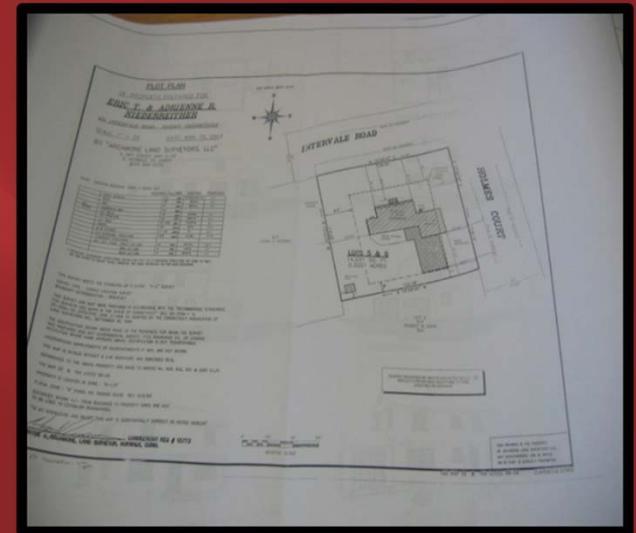
106 new units in 24 new buildings



Performance Measures

Zoning Permits

- Plans are reviewed, and followed up if needed, via phone or e-mail.
- Sometimes a site visit is required to ascertain on-site conditions.
- Sometimes a meeting is held.
- New policy is to e-mail that the permit has been approved and forwarded to the Building Department.



Performance Measures Planning & Zoning Department

- CityView software allows us to analyze review times by date range and type of permit. This allows for data to be included in quarterly reports.
- It also allows day-to-day monitoring for status of permits as well as backlog. Within the past year, the Department has been posting a list of pending permits on the Town web site.
- Thus, we can establish performance measures and track review times.

Zoning Permits

Updated/revised Standards

		Previous Proposed Standard	Calculated Avg 2009-2011	PROPOSED MEASURE
AS	Accessory Structure	8	5.6	6
BB	Business Building	N/A	8.2	8
CA	Commercial Tenant Fit-Up	10	6.3	8
DG	Access. Struct./Detach. Gar.	17	7.6	9
F	Foundation Only	N/A	8.7	9
FAB	Finish Attic/Basement	6	4.2	5
M	Miscellaneous	6	3.8	5
N	New Residence	18	18.7	20 (up)
P	Pool and/or Spa	15	9.3	13
R	Remodel and/or Renovate	5	2.4	3
RA	Residential Alterations	11	8.7	10
RR	Re-Roof	9	2	3
S	Sign	9	3	4
TC	Tennis Court	N/A	4.4	5

New measure was modified or established in late 2011

What have we done to improve performance?

Staff continues to improve policies and procedures in an effort to expedite simpler Zoning Permits.

This includes:

- Improved triage at the front counter by secretaries;
- Continued coordination with the Health Department, Public Works Department, and Fire Marshal for permits which require their review;
- More efficient processing of permits which have already been approved by EPC and ZBA (and ARB for signs); and
- Giving the more simple permits to the zoning officer to review immediately.

Importance of Performance Measures

- Performance measures give us the opportunity to evaluate our work. We have modified/refined them through the years to reflect our work.
- Give better estimate of review times by category to general public.
- Assist in emphasizing importance of processing more minor permits in a timely manner.
- Posting a list of pending permits to the Town web site allows property owners and contractors to understand the number of pending permits, and where they are in the list.

Zoning Permits

New Performance Measures

Recently, the Department has modified/refined the existing zoning permit standards, and established new Performance Measures:

- ▣ What percentage of zoning permits are issued within 3 days? (goal = 45%)
- ▣ Actions by local land use board to be taken within 60 days of close of public hearing. (goal=100%).

We've reviewed data from the past few years to determine/refine the appropriate measures.

New Performance Measure

2012	Total Permits	Percent Acted Upon within Three Days
January 2012	30	53.3%
February 2012	32	75.0%
March 2012	45	71.0%
April 2012	37	43.2%
May 2012	56	53.6%
June 2012	35	54.2%
July 2012	47	51.0%
August 2012	35	45.7%
September 2012	29	48.0%
October 2012	66	39.4%
November 2012	42	59.5%
December 2012	44	52.2%

>=45% of all permits acted upon in 3 days or less

**Goal achieved in:
8 months in 2010
7 months in 2011
10 months in 2012
10 months in 2013**

**Red < 45%
Green > =45%**

2013	Total Permits	Percent Acted Upon within Three Days
January 2013	20	60.0%
February 2013	35	60.0%
March 2013	60	48.3%
April 2013	73	49.3%
May 2013	71	57.7%
June 2013	53	60.3%
July 2013	57	42.1%
August 2013	49	53.1%
September 2013	45	46.6%
October 2013	40	55.0%
November 2013	58	34.5%
December 2013	18	51.4%

New Performance Measure

- A new performance measure, established in late 2012, is having 100% of decisions of the Planning and Zoning Commission, Zoning Board of Appeals and Environmental Protection Commission made within 60 days of the close of a public hearing.
- In all four quarters of 2013, all applications were processed and decided within that time frame.
- Thus, the 100% goal was met.

Summary

- CityView software has recently allowed the P&Z Dept. to analyze review times by permit type.
- Quarterly Reports given to BOS for past 4+ years reflect previous standard by category of zoning permit. New revised review standards will now be used, which have been modified over time.
- Future reports will also include the three new performance standards described herein:
 1. *Percentage of Zoning Permits issued within 3 days? (goal = 45%)*
 2. *Actions by local land use board to be taken within 60 days of close of public hearing. (goal=100%).*

Conclusions

- Performance measures have allowed us to improve customer service with some changes in the Department.
- We have reviewed and updated the previously established measures to reflect our work and improve our performance.
- We have established a new measure: “45% within 3 days or less”.
- The result is more efficient employees, and much better service for Darien residents.

Planning & Zoning Department

Performance Measures

January 2014

