

A horizontal bar composed of three colored segments: grey, blue, and red.

# Current Permitting Environment Assessment Project

## Town of Wells

### Current Environment Assessment and Recommendations Report

**Final Version**

February 7, 2018

**Prepared for:**  
Town of Wells  
208 Sanford Road  
Wells, Maine 04090

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## Executive Summary

*The Executive Summary was developed after the Draft Current Environment Assessment and Recommendations Report was discussed with the Town Project Team.*

In August 2017, the Town of Wells (the Town) retained Berry Dunn McNeil & Parker (BerryDunn) to assess the Town's Planning and Code Enforcement Departments. BerryDunn was engaged to provide an independent analysis of the current environment of the departments and make any needed recommendations for improvement. Overall, the feedback from this process was very positive and clear that the development community holds the Town Planning and Code Enforcement Departments in high regard. Potential areas of improvement were reported and recommendations are presented in this report for the Town's consideration. The project consists of two phases.

The first phase involved gathering all pertinent information and condensing it into a comprehensive Current Environment Assessment and Recommendations Report that details the current environment, identifies opportunities for improvement, and provides a plan to implement the recommendations. Activities in the first phase included: requesting specific departmental information from the Town; conducting project kickoff and fact-finding meetings; administering a web survey to key stakeholders who regularly utilize the departments; meeting with key community stakeholders; and identifying and interviewing peer communities. The second phase of this project involves presenting the findings and recommendations of this Current Environment Assessment and Recommendations Report to the Town Board of Selectmen.

BerryDunn developed and administered a web-based survey to Planning and Code Enforcement stakeholders. These stakeholders included area developers and contractors who have frequent interactions with the departments. The survey was distributed to a large independent group of constituents. As part of the survey, respondents were asked if they would be willing to meet with BerryDunn to further share their experiences interacting with the Town and to offer any suggestions for improvements. Following the completion of the survey, BerryDunn facilitated two fact-finding meetings with the interested stakeholders.

The survey consisted of 11 questions and was designed to capture both quantitative and qualitative feedback from respondents. A key goal was to create a survey that could be continuously used by the Town. The results of this survey will now act as a benchmark and will serve as a point of comparison for future surveys. BerryDunn strongly recommends that the Town continue to survey stakeholders periodically to monitor customer satisfaction over time. The survey was emailed to 171 people the Town identified as Planning and Code Enforcement stakeholders. These stakeholders were selected as department users based on frequency and self-selection process of who responded. The response rate was 34%, or 58 people, which is a very high response rate. Of the 58 people who responded to the survey, 41 indicated interest in attending a stakeholder meeting with BerryDunn. The following tables highlights key themes from the survey responses. Appendix B of this report contains the specific survey questions and highlighted responses.

**Table i: Stakeholder Survey Key Themes – Strengths**

Stakeholder Survey Key Themes – Strengths	
No.	Key Theme
1	Town staff are very accessible and in regular communication with customers.
2	Staff are knowledgeable and strive to help customers through processes.
3	Staff are responsive and provide timely responses.

**Table ii: Stakeholder Survey Key Themes – Challenges and Opportunities for Improvement**

Stakeholder Survey Key Themes – Challenges and Opportunities for Improvement	
No.	Key Theme
1	The Planning Board process takes more time than what is desired.
2	There is a desire to streamline the permit process.

BerryDunn conducted two separate one-hour fact-finding meetings with stakeholders that voluntarily responded to the web-based survey. Twenty-nine participants had experience with the planning and land use process, or the permitting and inspections process. Overall, these meetings were very positive with many of the same messages conveyed through the web survey. It was very clear that participants in the Community Stakeholder Meetings held the Town Planning and Code Enforcement Departments in high regard.

Many of the participants expressed a concern to maintain the current customer service and responsiveness of the departments. Although participants had overwhelmingly positive items to share, there was some discussion on potential areas for improvement. The following table identifies areas for potential improvement that were reported by the meeting participants.

**Table iii: Stakeholder Meeting(s) Areas for Potential Improvement**

Areas for Potential Improvement	
No.	Key Theme
1	<b>The Planning and Code Enforcement Departments are challenged by limited staffing.</b> Stakeholders have recognized the responsibilities of both departments and how limited staffing impacts the timing of projects. There was overall satisfaction with scheduling turnaround and department effort.
2	<b>External inspections could affect project timing.</b> The Town receives many applications that require external inspections or reviews. Projects are at risk of being held up at this juncture. The scheduling of these inspections or reviews are outside of the Town’s control, but may impact overall project timing.
3	<b>Timeliness of Town feedback and input.</b> Comments from Town staff received late during the application process can create unexpected challenges or delays. Stakeholders reported a desire to receive all Town feedback in the initial stages of a project.
4	<b>Interest in electronic submissions and scheduling.</b> The Town accepts submissions and inspection requests in person, by phone, and email. When asked, some meeting participants expressed an interest in retaining flexible inspection scheduling and expanding request options to

Areas for Potential Improvement	
No.	Key Theme
	allow for online inspection requests.
5	<b>Delays with scheduling fire inspections.</b> Meeting participants reported delays when scheduling fire inspections, particularly when the delays impact Certificate of Occupancy (CO) issuance.

A key part of this engagement was reaching out to peer communities in order to benchmark the Town of Wells’s Planning and Code Enforcement Departments with peer communities. BerryDunn conducted teleconferences with representatives from Kennebunk, Scarborough, and York to discuss their planning and permitting processes, tools, systems, and approaches for interacting and sharing information with development stakeholders. It is important to note that municipalities in the State of Maine are required to follow a set of basic planning and land use regulations, along with the Maine Uniform Building Code. The municipality, through their planning and code enforcement departments, has the responsibility to administer and enforce these laws regardless of whether these provisions appear in their local ordinance. There are several provisions of the State statute that take precedence over any less restrictive provision in a local ordinance.

The three Maine towns were identified in collaboration with the Town Project Team based on demographics, growth, location, and willingness to respond. BerryDunn also submitted an information request sheet to each community, and reviewed relevant online information about each one, to compare their approaches to charging fees and making information available to applicants and the public. The peer community comparison shows similar department structure and size to the Town of Wells. One key difference is that Kennebunk, York, and Scarborough all have part-time employees supporting code enforcement and planning functions. Reported turnaround times to process building permits varied between the communities. Based on the turnaround times reported, the Town of Wells reported the quickest turnaround at one to four days. Below is a side-by-side summary comparison of each of the communities compared to Wells. Section 5 of this report includes tables listing detailed metrics for each community.

**Table iv: Community Comparison**

	Wells	Kennebunk	Scarborough	York
Departments	Code Enforcement, Planning, and Development	Community Development, Planning, and Codes	Planning and Code Enforcement	Planning and Code Enforcement
Community Demographics	Population: 9,589 Land area: 57.55 square miles	Population: 10,798 Land area: 35.05 square miles	Population: 18,919 Land area: 47.61 square miles	Population: 12,529 Land area: 54.67 square miles
Department(s) Structure and Size	Eight full-time employees work in the Code Enforcement, Planning, and Development Departments.	Five full-time employees work in the Community Development, Planning, and Codes Departments.	Six full-time employees and four part-time employees work in the Planning and Code Enforcement Departments.	Six full-time employees and one part-time employee work in the Planning and Code Enforcement Departments.

	Wells	Kennebunk	Scarborough	York
<b>Volume</b>	Annual permits (2016) <sup>1</sup> : 1,864 Annual inspections (2016): 4,847 <sup>2</sup> Counter visits (2016): 4,476 Phone Calls (2016): 12,561 Site plans: 80 Subdivisions: 30	Annual permits: 608 <sup>3</sup> Annual site plan: Annual subdivision:	Annual permits: 740 <sup>4</sup> Annual inspections: 1850 Annual site plan: 60 Annual subdivision: 10	Annual building permits: 829 <sup>5</sup> Annual inspections: 2,338 Annual counter visits: 3,122 Annual subdivision: 5 Annual site plan: 25
<b>Technology Tools Used</b>	<ul style="list-style-type: none"> <li>MS Excel is used to track the escrow expenditures by the Planning Office.</li> <li>Tyler Technologies' (Tyler) Munis system is used to keep the official financial record of all escrow accounts.</li> <li>Urban Insight is used to track approved applications, schedule meetings and follow-up inspections, and capture property specific comments.</li> <li>Vision is a software platform that is used to maintain all property assessment information</li> <li>WebGIS is used to depict where approximate property/properties lot lines are located, zoning districts, aerial imagery and</li> </ul>	<ul style="list-style-type: none"> <li>Business Management Systems (BMSI)</li> <li>Municipal Geographic Management System (MGMS) is used for managing permits.</li> <li>Outlook is used for email, scheduling inspections, and appointments.</li> <li>WebGIS is used to depict where approximate property/properties lot lines are located, zoning districts, aerial imagery and informational layers</li> </ul>	<ul style="list-style-type: none"> <li>Munis is used to track permits.</li> <li>Google Mail is used for email, scheduling inspections, and appointments.</li> <li>WebGIS is used to depict where approximate property/properties lot lines are located, zoning districts, aerial imagery and informational layers</li> </ul>	<ul style="list-style-type: none"> <li>FileMaker Pro is used to track permits.</li> <li>Munis is currently being considered for use of managing the Town's permitting processes.</li> <li>MS Outlook is used for email, scheduling inspections, and appointments.</li> <li>WebGIS is used to depict where approximate property / properties lot lines are located, as well as zoning districts, aerial imagery, and informational layers.</li> </ul>

<sup>1</sup> New and renovation building permits and plumbing permits

<sup>2</sup> This includes plumbing, framing, consultation, certificate of occupancy, and complaints

<sup>3</sup> This includes building, permanent signs, and chance of use permits

<sup>4</sup> Includes renovations and amendments, not just new applications

<sup>5</sup> Building permit volumes do not include septic or plumbing permits, licenses, or complaints.

	Wells	Kennebunk	Scarborough	York
	informational layers			
<b>Approach to Fee Calculations</b>	<p><b>Planning:</b></p> <ul style="list-style-type: none"> <li>Site Plan Review – Greater of \$150 or \$.10 per sq. ft. for the Staff Review Committee and \$300 or \$.10 per sq. ft. for the Planning Board</li> <li>Site Plan Amendment - Greater of \$150 or \$.10 per sq. ft. for the Planning Board or Staff Review Committee</li> <li>Major Subdivision - \$300 base fee plus \$120 per 1 – 10 lots/dwellings plus \$100 per 11 – 49 lots/dwellings plus \$80 per 50+ lots/dwellings plus \$25 per \$25 per lot/dwelling for initial review escrow</li> <li>Minor Subdivision Review - \$150 per lot or dwelling unit</li> <li>Subdivision Amendment - \$100 base fee</li> </ul> <p><b>Code Enforcement:</b></p> <ul style="list-style-type: none"> <li>Building Permit - Single family new/additions and alterations – \$35 base fee and \$.15 per sq. ft. and commercial new/additions and alterations – \$60 base fee and \$.20 per sq. ft.</li> <li>Demolition – Single family - \$35 and commercial \$60</li> <li>Certificate of</li> </ul>	<p><b>Planning:</b></p> <ul style="list-style-type: none"> <li>Site Plan Review – Minor \$200, major \$500 plus peer review</li> <li>Site Plan Amendment – \$200 plus peer review</li> <li>Subdivision Review – Minor \$200, major \$500 plus peer review</li> <li>Subdivision Amendment – \$200 plus peer review</li> </ul> <p><b>Code Enforcement:</b></p> <ul style="list-style-type: none"> <li>Building Permit – Residential \$40 plus International Code Council (ICC) Formula; Commercial \$50 plus ICC Formula</li> <li>Demolition – \$50 sheds/garages only; \$100 everything else</li> <li>Certificate of Occupancy – First inspection no charge; \$50 second; \$150 third</li> <li>Sign Permit – \$30</li> </ul>	<p><b>Planning:</b></p> <ul style="list-style-type: none"> <li>Site Plan Review – \$500</li> <li>Site Plan Amendment – \$250 + sq. ft. – (2,000-5,000=\$500) (5,000-10,000=\$1,000)</li> <li>Major Subdivision Review – \$750 + \$175 per lot</li> <li>Subdivision Amendment – \$250 + \$175 per lot</li> </ul> <p><b>Code Enforcement:</b></p> <ul style="list-style-type: none"> <li>Building Permit – Residential \$35 + \$.20 per sq. ft. unfinished and \$.40 finished; Commercial – \$35 + \$.20 per sq. ft. unfinished and \$.40 finished</li> <li>Demolition – \$50</li> <li>Certificate of Occupancy – \$50</li> <li>Sign Permit – \$300 for refundable deposit for removal of sign – \$35</li> </ul>	<p><b>Planning:</b></p> <ul style="list-style-type: none"> <li>Site Plan Review – \$500 + \$200 per additional dwelling unit and \$.10 per square foot of gross floor area for non-residential uses</li> <li>Subdivision Review – \$500 + \$200 per additional lot</li> <li>Revisions of Approved Plans – \$200</li> </ul> <p><b>Code Enforcement:</b></p> <ul style="list-style-type: none"> <li>Building Permit – \$50 + +\$.8.00 per thousand dollars of projected construction cost</li> <li>Demolition – Application for a Certificate of Appropriateness or Demolition shall be obtained from the Code Enforcement Officer when obtaining a building permit, or when no building permit is required but when such activity must be approved by the Historic District Commission</li> <li>Certificate of Occupancy – No charge</li> <li>Sign Permit – \$25</li> </ul>

	Wells	Kennebunk	Scarborough	York
	Occupancy – First inspection no charge; \$50 single and \$100 commercial <ul style="list-style-type: none"> <li>• Sign Permit - \$60 + \$.50 per sq. ft.</li> </ul>			

Based on the information collected and analyzed from the Town and stakeholders, BerryDunn identified the challenges and areas for improvement related to the current Planning and Code Enforcement environment at the Town. Seven challenges, risks, and opportunities were identified and summarized in the table below.

**Table iv: Primary Challenges, Risks, and Opportunity Areas for Improvement**

No	Item
1	Active or in-process Planning applications are not being tracked.
2	The current application used to support permitting and inspection functions is supported by a single person.
3	Current turnaround and response times may create challenges as development increase.
4	Perception of current customer service is directly tied to individual Town staff.
5	The Town currently has an initial step as part of the Planning process that may be able to be streamlined.
6	The Town has made a significant amount of information available online, but there is opportunity to expand functionality to allow for direct interaction through the website.
7	The plan review process is paper-based and does not take advantage of opportunities for electronic review.

As a result of all the feedback obtained through the survey, stakeholder meetings, and comparable community comparison, BerryDunn developed five recommendations for improvement for the Town of Wells Planning and Code Enforcement Departments. The recommendations were based on three key themes:

- Improve documentation on current processes and expand information available on the Town website;
- Explore technology improvements to improve the application submittal and review process; and
- Consider ordinance and policy changes to streamline current application and review processes.

A detailed description of each recommendation can be found in Section 6. Additional recommendations for improvement have been outlined in memos created by the Town of Wells Code Enforcement Officer and Town Engineer/Planner. These memos outlined specific ideas on how to minimize regulations and enhance each department. A high-level summary of the opportunities to streamline the permit process for customers is included in Section 6 and the full memos are included

in Appendix E. Section 7 of this report includes input from the Town in response to feedback from stakeholders as well as BerryDunn's recommendations for improvement.

## 1.0 Introduction

### Project Background

In August 2017, the Town of Wells (the Town) retained Berry Dunn McNeil & Parker (BerryDunn) to assess the Town's Planning and Code Enforcement departments. BerryDunn was engaged to provide an independent analysis of the current environment of the departments and make any needed recommendations for improvement. The project consists of two phases.

The first phase involved gathering all pertinent information and condensing it into a comprehensive Current Environment Assessment and Recommendations Report that details the current environment, identifies opportunities for improvement, and provides a plan to implement the recommendations. Activities in the first phase included: requesting specific departmental information from the Town; conducting project kickoff and fact-finding meetings; administering a survey to key stakeholders who regularly utilize the departments; meeting with key community stakeholders; and identifying and interviewing peer communities.

The second phase of this project will involve presenting the findings and recommendations of this Current Environment Assessment and Recommendations Report to the Town Board of Selectmen.

### Report Format

This report is comprised of eight sections, as described below:

- 1. Introduction.** This section describes the background of the project, the format of the report, and the work performed in the development of the report.
- 2. Current Environment Description.** This section describes the Town's current environment for the Planning and Code Enforcement Departments.
- 3. Stakeholder Survey and Meetings.** This section describes the survey and fact-finding meetings that involved stakeholders who regularly interact with the Planning and Code Enforcement Departments.
- 4. Primary Challenges, Risks, and Opportunities for Improvement.** This section describes the challenges, risks, and opportunities in both the Planning and Code Enforcement Departments, as identified by internal and external stakeholders.
- 5. Community Comparison.** This section uses key metrics to compare the Town's Planning and Code Enforcement Departments to the neighboring communities of York, Kennebunk, and Scarborough.
- 6. Recommendations for Improvement.** This section outlines the recommended actions that the Town could undertake to improve the current environment of the Planning and Code Enforcement Departments.
- 7. Town Considerations.** This section includes feedback from the Town in response to specific issues raised in the report by stakeholders or BerryDunn.
- 8. Next Steps.** This section describes the next steps of the project.

## Work Performed

In August 2017, BerryDunn conducted the initial stages of the project by requesting existing documentation from the Town. Included in the documentation were memos from the Code Enforcement Officer and Town Engineer/Planner to the Town Manager. These memos outlined specific ideas on how to minimize regulation and enhance each department. In October, the project kicked off with on-site fact-finding meetings that included BerryDunn and the Town’s Planning and Code Enforcement Departments. Based on Town documentation and feedback, BerryDunn created a comprehensive web survey that was sent to key stakeholders who have direct interaction with the Planning and Code Enforcement Departments. The survey was designed so that it can be modified and administered in the future on an ongoing basis. The results of this survey from this project will act as a baseline for measuring future results.

As part of the survey, respondents were asked to meet directly with BerryDunn to share their experiences and offer suggestions for improvements within the Planning and Code Enforcement Departments. BerryDunn met with key community stakeholders in two meetings on November 27, 2017. These meetings were facilitated by BerryDunn without any Town staff present, allowing community stakeholders to share their direct feedback and recommendations for improvement. In conjunction with the Town Project Team, peer communities were identified for the purpose of comparing key metrics between all of the Planning and Code Enforcement Departments. The peer communities were interviewed during the first week of December. All of the information gathered from the Town, community stakeholders, and peer communities has been aggregated and analyzed to create this report.

## Common Terms and Abbreviations

The following table contains a selection of the common terms and abbreviations used throughout this report, along with the related definitions and explanations.

**Table 1.1: Common Terms and Abbreviations**

Common Terms and Abbreviations		
No.	Term/Abbreviation	Definition/Explanation
1	BerryDunn	Berry Dunn McNeil & Parker; the consulting firm retained by the Town to assist with this project
2	BMSI	Business Management Systems, the permitting vendor used by Kennebunk
3	CAI	CAI Technologies, the WebGIS vendor
4	CEO	Code Enforcement Office
5	CivicPlus	The Town’s website hosting and maintenance vendor
6	CO	Certificate of Occupancy
7	COTS	Commercial Off-the-Shelf
8	GIS	Geographic Information System
9	ICC	International Code Council
10	MGMS	Municipal Geographic Management System, the permitting

<b>Common Terms and Abbreviations</b>		
<b>No.</b>	<b>Term/Abbreviation</b>	<b>Definition/Explanation</b>
		system used by Kennebunk
11	Munis	The Town's financial system and the permitting system used by Scarborough
12	NPS	Net Promoter Score
13	Town	The Town of Wells
14	Treeno	The Town's document management system
15	Urban Insight	The Town's current permitting system
16	Vision	The Town's property tax assessment system
17	WebGIS	The Town's public-facing, interactive GIS mapping tool
18	Winxnet	The Town's Information Technology managed services vendor

## 2.0 Current Environment Description

*This section of the report contains a summary description of the Planning and Code Enforcement Departments, and includes key information that was analyzed as part of this project.*

### Planning Department

**Table 2.1: Planning Department Current Environment Description**

<b>Planning Department</b>	
<b>Department Structure</b>	<p>Two full-time employees:</p> <ul style="list-style-type: none"> <li>• Town Engineer/Planner</li> <li>• Assistant Planner</li> </ul>
<b>Community Demographics</b>	<p>Population: 9,589 Land area: 57.55 square miles</p>
<b>Description of Current Process for Site and Subdivision Review</b>	<p>The Planning Department is responsible for the review and notification of all site plans and subdivision applications. Key process planning steps are described below.</p> <ul style="list-style-type: none"> <li>• The process may start with a pre-application meeting where staff determines the scope of the project and outlines the steps necessary to apply for site plan or subdivision approval, provide applicable application forms and review the application checklist, outline how applications fees are calculated, and provide deadlines and potential meeting dates. The reviewing authority is determined at this time.</li> <li>• Submission of an application requires the applicant/owner/developer to pay the full application fee. This fee is nonrefundable. The applicant must also provide cash which is held in escrow and used to cover the cost of mailing abutters notices, copies for reviewing authority, and public hearings.</li> <li>• The Staff Review Committee reviews smaller site plan application submissions with department heads from Fire, Police, Public Works, Codes, and Planning. The Planning Board reviews larger site plan applications and subdivision applications. This Board consists of volunteers appointed by the Board of Selectmen.</li> <li>• Notices are sent to abutters and Town citizens informing them of the application, the review process, and the next scheduled reviewing authority meeting. The public can sign up for electronic notification through the Town’s website to stay informed throughout the process. Staff Review Committee and/or Planning Board meetings are both open to the public.</li> <li>• Prior to a meeting with the reviewing authority, staff reviews the submissions, prepares review checklists, and requests additional information, as needed.</li> <li>• The reviewing authority determines application completeness. Once this is determined, a public hearing may be scheduled.</li> <li>• The reviewing authority decision and timing are dependent on the type of application that is received. This part of the process is typically over the course of one – three meetings for site plans and two – eight meetings for subdivisions.</li> </ul>
<b>Public Meetings</b>	<p>The Staff Review Committee meets two times per month, usually on the second and</p>

Planning Department	
	<p>fourth Tuesday of each month.</p> <p>The Planning Board meets two times per month, usually on the first and third Monday of each month.</p>
<b>Description of Information Available Online</b>	Plans, ordinances, and regulations can be found on the Town's website, along with printable subdivision and site plan applications. No online submissions are accepted at this time.
<b>Volume (2016)</b>	<p>Site plans: 80</p> <p>Subdivision: 30</p>
<b>Tools and Technologies</b>	<ul style="list-style-type: none"> <li>• MS Excel is used to track the escrow expenditures by the Planning Office.</li> <li>• Munis is used to keep the official financial record of all escrow accounts.</li> <li>• Urban Insight is used to track approved applications, schedule meetings and follow-up inspections, and capture property specific comments.</li> <li>• Vision is a software platform that is used to maintain all property assessment information (property IDs, acreage, ownership, building sketches, etc.).</li> <li>• WebGIS is used to depict where approximate property/properties lot lines are located, zoning districts, aerial imagery and informational layers such as flood zones, wetlands, utilities, etc. Used with applicants so they can see where there property is in Town and what may impact development of their property.</li> </ul>
<b>Approach to Fee Calculations</b>	<p><u>Site Plan Review:</u></p> <ul style="list-style-type: none"> <li>• Greater of \$150 or \$.10 per sq. ft. for the Staff Review Committee</li> <li>• Greater of \$300 or \$.10 per sq. ft. for the Planning Board</li> </ul> <p><u>Site Plan Amendment:</u></p> <ul style="list-style-type: none"> <li>• Greater of \$150 or \$.10 per sq. ft. for the Planning Board or Staff Review Committee</li> </ul> <p><u>Major Subdivision Review:</u></p> <ul style="list-style-type: none"> <li>• \$300 base fee</li> <li>• Plus \$120 per 1 – 10 lots/dwellings</li> <li>• Plus \$100 per 11 – 49 lots/dwellings</li> <li>• Plus \$80 per 50+ lots/dwellings</li> <li>• Plus \$25 per \$25 per lot/dwelling for initial review escrow</li> </ul> <p><u>Minor Subdivision Review:</u></p> <ul style="list-style-type: none"> <li>• \$150 per lot or dwelling unit</li> </ul> <p><u>Subdivision Amendment:</u></p> <ul style="list-style-type: none"> <li>• \$100 base fee</li> </ul> <p><u>Staff Site or Subdivision Plan Review:</u></p> <ul style="list-style-type: none"> <li>• Land Use Technician – \$25 per hour</li> <li>• Planning Director – four hours included, \$30 per hour for each hour beyond four</li> </ul>
<b>State Agency Coordination</b>	The Planning Department is also responsible for State Agency Coordination, including the following agencies:

Planning Department	
	<ul style="list-style-type: none"> <li>• Maine Department of Environmental Protection</li> <li>• Army Corps of Engineers</li> <li>• Maine Department of Transportation</li> <li>• State Planning Agency (special projects)</li> <li>• Bureau of Public Lands</li> <li>• U.S. Fish and Wildlife</li> </ul>
<b>Additional Responsibilities</b>	Beyond site plan and subdivision reviews the Planning Department is responsible for: construction monitoring; ordinance changes; comprehensive plan re-write; engineering design for Town projects; bid/RFP proposals; website administration; performance guarantee tracking; pre-construction meeting coordination; file and record keeping; grant proposals; other board and committee participation; and counter service, etc.

## Code Enforcement Department

**Table 2.2: Code Enforcement Department Current Environment Description**

Code Enforcement Department	
<b>Department Structure</b>	<p>Six full-time employees:</p> <ul style="list-style-type: none"> <li>• Code Enforcement Officer (1)</li> <li>• Assistant Code Enforcement officer/Plan Reviewer (1)</li> <li>• Assistant Code Enforcement Officer/Inspector (2)</li> <li>• Administrative Assistant (2)</li> </ul>
<b>Description of Current Process for Building Permit Review</b>	<p>The Code Enforcement Department administers all of the zoning ordinances, building codes, zoning research, plumbing/subsurface codes, Shoreland and Flood Ordinances, public health codes and life safety codes for the Town. The following is the process to obtain a permit:</p> <ol style="list-style-type: none"> <li>1. Applicant submits an application at Town Hall.</li> <li>2. Town staff review application for completeness and request more information if necessary.</li> <li>3. Fees are paid at the counter at time of application submission. Checks are accepted at the counter, with cash and credit accepted on the first floor of Town Hall.</li> <li>4. Town staff intake the application, as well as any correspondence, and enter it into Urban Insight in the order in which it was received.</li> <li>5. A Code Officer will review the permit, complete inspections if necessary, and add all necessary conditions to be attached to the permit. If approved, the printed permit is placed in the “pick-up” drawer for pickup. The typical turnaround is between one – four days.</li> </ol> <p><u>Inspections</u></p> <p>Inspections are primarily performed by a Code Officer. Most inspections happen within 24 hours of request and are coordinated to accommodate requested meeting times. Most code violation complaints are made by phone, with approximately 75% resulting in the opening of a case after an investigation. Once received, complaints are tracked</p>

<b>Code Enforcement Department</b>	
	in Urban Insight. The escalation process includes: a phone call; a Letter of Warning after 30 days; a Notice of Violation after 30 more days; a meeting with the Board of Selectmen; and the Town Attorney.
<b>Description of Information Available Online</b>	Codes, ordinances, and regulations can be found on the Town's website, along with printable all-purpose permit applications. No online submissions are accepted at this time.
<b>Public Meetings</b>	The Zoning Board of Appeals meets two times per month, usually on the second and fourth Monday, as needed.
<b>Volume (2016)</b>	Permits issued: 1,864 Inspections: 4,847 Counter Visits: 4,476 Phone Calls: 12,561
<b>Tools and Technologies</b>	<ul style="list-style-type: none"> <li>• Treeno is a document management system that is used to electronically store all applications and related documents.</li> <li>• Urban Insight is a software platform that is used to track applications, issue permits, schedule inspections, track complaints, capture flood data and research, produce reports, schedule meetings, and capture comments.</li> <li>• Vision is a software platform that is used to maintain all property assessment information (property IDs, acreage, ownership, building sketches, etc)</li> <li>• WebGIS is used to depict where approximate property/properties lot lines are located, zoning districts, aerial imagery and important informational layers such as flood zones, wetlands, utilities, etc. It's an important tool to use with applicants so they can see where their property is in Town and what may impact development of their property. Google Maps helps locate properties and show applicants existing conditions.</li> </ul>
<b>Approach to Fee Calculations</b>	<p><u>Building Permit:</u></p> <ul style="list-style-type: none"> <li>• Single family new/additions and alterations – \$35 base fee and \$.15 per sq. ft.</li> <li>• Commercial new/additions and alterations – \$60 base fee and \$.20 per sq. ft.</li> </ul> <p><u>Demolition:</u></p> <ul style="list-style-type: none"> <li>• Single family – \$35</li> <li>• Commercial – \$60</li> </ul> <p><u>Certificate of Occupancy - No charge for the first inspection, re-inspection fees are:</u></p> <ul style="list-style-type: none"> <li>• Single family – \$50</li> <li>• Commercial – \$100</li> <li>• All re-inspections after the first re-inspection – \$100 per inspection</li> </ul> <p><u>Sign Permit</u></p> <ul style="list-style-type: none"> <li>• \$60 base fee + \$1.00 per sq. ft.</li> </ul> <p><u>Flood Permit</u></p> <ul style="list-style-type: none"> <li>• \$35 base fee and \$.50 per sq. ft. (1<sup>st</sup> floor)</li> </ul>

<b>Code Enforcement Department</b>	
<b>State Agency Coordination</b>	<p>The Code Enforcement Department is also responsible for State Agency Coordination, including the following agencies:</p> <ul style="list-style-type: none"> <li>• Maine Department of Environmental Protection</li> <li>• State Fire Marshalls Office</li> <li>• Maine State Solid Fuel Board</li> <li>• Maine State Electrical Inspector</li> <li>• Maine State Plumbing Inspector</li> <li>• Department of Health and Human Services</li> <li>• FEMA</li> </ul>
<b>Additional Responsibilities</b>	<p>In addition to administering all of the zoning ordinances and building codes the Code Enforcement Department is responsible for: construction monitoring; ordinance changes; daily inspections and re-inspections; zoning and land research; website administration; file and record keeping; other board and committee participation; and counter service, etc.</p>

### 3.0 Stakeholder Survey and Meetings

BerryDunn developed and administered a web-based survey to Planning and Code Enforcement stakeholders. These stakeholders included area developers and contractors who have frequent interactions with the departments. As part of the survey, respondents were asked if they would be willing to meet with BerryDunn to further share their experiences interacting with the Town and to offer any suggestions for improvements. Following the completion of the survey, BerryDunn facilitated two fact-finding meetings with the interested stakeholders.

#### Stakeholder Survey

The survey consisted of 11 questions and was designed to capture both quantitative and qualitative feedback from respondents. A key goal was to create a survey that could be continuously used by the Town. The results of this survey will now act as a benchmark and will serve as a point of comparison for future surveys. The survey was emailed to 171 people the Town identified as Planning and Code Enforcement stakeholders. The response rate was 34%, or 58 people. Of the 58 people who responded to the survey, 41 indicated interest in attending a stakeholder meeting with BerryDunn. The following tables highlight specific survey questions. Appendix B of this report contains the specific survey questions and highlighted responses.

**Table 3.1: Stakeholder Survey – Question Number One**

Question Number 1	Number of Responses	Average Response
<b>Please tell us your role as a user of the Planning and Code Enforcement departments:</b>		
Contractor	18	32%
Developer	3	4%
Architect	0	0%
Engineer	10	18%
Commercial or industrial unit owner or manager	5	9%
Multiple residential unit owner	1	2%
Other (please specify)	20	35%

**Table 3.2: Stakeholder Survey – Question Number Two**

Question Number 2	Number of Responses	Average Response
<b>Please tell us the purpose of your most recent interaction with the Planning and Code Enforcement departments:</b>		
Building permit	22	38%
Plumbing permit	4	7%
Information on Land Use, Zoning Ordinances, and Regulations	12	20%
Subdivision Application	11	19%

Question Number 2	Number of Responses	Average Response
Information on the permit process	1	2%
<b>Inspection Services</b>	<b>8</b>	<b>14%</b>

**Table 3.3: Stakeholder Survey – Question Number Three**

Question Number 3	Number of Responses	Average Response
<b>Please estimate how many times that you have interacted with the Planning and Code Enforcement departments in the last two years:</b>		
One time	0	0%
Between two and five times	13	23%
Between six and ten times	8	14%
Over ten times	36	63%

The responses from the first three questions of the survey illustrate that the survey respondents were a diverse group of stakeholders with extensive experience with both the Planning and Code Enforcement departments. Question number four, below, directly seeks feedback on the perceived level of customer service provided by each department on a scale of 1 – 5. Respondents ranked the level of customer service high, with all seven responses greater than 4 and an overall average of 4.46.

**Table 3.4: Stakeholder Survey Question – Number Four**

No.	Question Number 4	Number of Responses	Average Response
<b><i>Please read the following statements about service at the Town of Wells Codes and Planning departments. After reading each statement, please rate your agreement with the statement on a scale from 1 to 5, where 1 means you strongly disagree and 5 means you strongly agree, based on your experience over the last year.</i></b>			
4a	The staff I dealt with at the counter was friendly and helpful.	57	<b>4.68</b>
4b	The staff I dealt with at my site visit was friendly and helpful.	55	<b>4.65</b>
4c	The staff I dealt with provided me with complete, accurate Information.	57	<b>4.46</b>
4d	The staff I dealt with understood my business requirements.	55	<b>4.55</b>
4e	A timely response was provided to my request.	56	<b>4.34</b>
4f	I understood why there was a delay to concluding my business if I experienced a delay.	48	<b>4.40</b>
4g	I found the forms that I needed to do easy to complete.	57	<b>4.12</b>

Question number five on the survey is used to calculate the Net Promoter Score (NPS). The NPS was created by Fred Reichheld and is a metric used by many companies throughout the world to measure customer loyalty. The NPS can range from as low as –100 (every customer is a detractor) to as high as 100 (every customer is a promoter). Essentially, the question is asking respondents if they would take time to say something positive about a company or brand. The score is calculated by a formula based on the number of 1 – 6 responses, 7 – 8 responses, and 9 – 10 responses. Respondents that provide a score of 1 – 6 are considered detractors, 7 – 8 are considered passive, and 9 – 10 are considered promoters. The NPS is calculated by subtracting the percentage of detractors from the percentage of promoters. This is a metric that is easily tracked and can be used as a key customer service indicator for the Planning and Code Enforcement departments.

**Table 3.5: Stakeholder Survey – Question Number Five**

No.	Question Number 5	Number of Responses	Average Response
1	On a scale of 1 to 10, <u>where 1 is low and 10 is high</u> , how would you rank the Town of Wells Codes and Planning departments to colleagues, friends, clients, etc., as a place to do business?	57	8.42

Question number five can be analyzed two ways. The first analysis is conducted by examining the average response. Survey respondents provided an average score of 8.42 out of a possible 10. The second analysis is conducted by calculating the NPS. Based on each scored response, the NPS was calculated at 48. For reference, a positive NPS (0 and above) is considered to be good; anything over 50 is considered excellent. The Planning and Code Enforcement departments now have an established base score for setting goals and measuring future customer satisfaction.

The survey included three qualitative questions that asked what respondents saw as the Planning and Code Enforcement departments’ strengths and challenges, and asked for suggestions on how to improve the existing processes. The majority of the responses were complimentary of the departments, but respondents also provided specific recommendations on how the departments could improve the customer experience. The following table summarizes the key themes of, and provides specific responses to, the three qualitative questions.

**Table 3.6: Stakeholder Survey Key Themes – Strengths**

Stakeholder Survey Key Themes – Strengths		
No.	Theme	Specific Examples
1	<b>Town staff are very accessible and in regular communication with customers.</b>	<ul style="list-style-type: none"> <li>• <i>“Able to talk directly with code officer.”</i></li> <li>• <i>“Friendliness and willingness to listen.”</i></li> <li>• <i>“Friendly, then try and be helpful and accommodating when possible.”</i></li> <li>• <i>“Ability to meet and review building codes or zoning questions.”</i></li> <li>• <i>“Staff are easy to work with and honest.”</i></li> <li>• <i>“They are truthful, and generally happy people. They do their job, and follow the rules and laws set forth in our community.”</i></li> <li>• <i>“Direct and positive exchanges.”</i></li> </ul>

Stakeholder Survey Key Themes – Strengths		
No.	Theme	Specific Examples
2	Staff are knowledgeable and strive to help customers through processes.	<ul style="list-style-type: none"> <li>• <i>“Pleasant to deal with. Submittal requirements are codified and reasonably clear.”</i></li> <li>• <i>“The office is able to answer any and all questions regarding aspects of code. They always take the time to meet and answer questions.”</i></li> <li>• <i>“Planning Department and Code Officers have very good knowledge of the code and are very helpful to the public and other professional.”</i></li> <li>• <i>“Staff really try to explain the process and make sure you know what is needed.”</i></li> <li>• <i>“Code Enforcement was very knowledgeable, very prompt, very fair.”</i></li> <li>• <i>“Good common sense approach to complex problems.”</i></li> <li>• <i>“Knowledge of ordinances are excellent.”</i></li> <li>• <i>“Professional well-trained staff.”</i></li> <li>• <i>“Approachable, patient, they take time if needed to explain.”</i></li> <li>• <i>“They are willing to help you through the process.”</i></li> <li>• <i>“The Town Planner is an Engineer and is realistic with his approach to developments because he understands the engineering behind everything we do. He guides applicants on what is allowed in the zones and informs them of how to get from point A to Z.”</i></li> <li>• <i>“Knowledge and efficiency.”</i></li> <li>• <i>“Over the past three months the staff’s attitude has changed to be more positive. The front desk staff has always been kind and diligent. Their strengths lie in their knowledge of the building code.”</i></li> </ul>
3	Staff are responsive and provide timely responses.	<ul style="list-style-type: none"> <li>• <i>“Timely inspection.”</i></li> <li>• <i>“Quick to respond to questions, accommodating to schedule timely appointments, provide good feedback to questions.”</i></li> <li>• <i>“Getting inspections in a timely manner, keeping my projects on schedule and crews working.”</i></li> <li>• <i>“Quick responses to questions, accommodating to schedule timely appointments, provide food feedback to questions.”</i></li> <li>• <i>“Knowledge and timeliness in reviewing Planning Board Projects.”</i></li> <li>• <i>“All of my questions were answered fairly fast and they help me understand the ordinances.”</i></li> <li>• <i>“They are well staffed and get inspections done in a timely manner.”</i></li> </ul>

**Table 3.7: Stakeholder Survey Key Themes – Challenges and Opportunities for Improvement**

Stakeholder Survey Key Themes – Challenges and Opportunities for Improvement		
No.	Theme	Specific Examples
1	The Planning Board process	<ul style="list-style-type: none"> <li>• <i>“Planning process took six meetings with the planning board, but three meetings should have done it.”</i></li> </ul>

**Stakeholder Survey Key Themes – Challenges and Opportunities for Improvement**

No.	Theme	Specific Examples
	<b>takes more time than what is desired.</b>	<ul style="list-style-type: none"> <li>• <i>“The planning department review of proposed plans before submission is very thorough and helpful, but comments and recommended changes are often not received in time to make those changes and resubmit in time to get on the agenda for the next planning board meeting. When meetings have to be skipped after each submission, the approval process takes longer.”</i></li> <li>• <i>“Did not receive comments from departmental review in a timely manner - I typically received them only a day or two before planning board meetings. Also it seemed that additional comments were added at each submission, so it was difficult to be able to completely address all comments prior to planning board submissions.”</i></li> <li>• <i>“Planning Board process requires a lot of visits (typically 6 for an application that is straight forward), other surrounding Towns do not require as many trips to the Board (for a similar project may be 2 or 3).”</i></li> <li>• <i>“The number of meetings to achieve a subdivision approval.”</i></li> <li>• <i>“They go by the code so much that it can take more time to move through the process. We can go to the planning board meeting just so the board can accept application. Up and down in 5 minutes. Then comeback in two weeks to discuss the application. No reason these two meetings could not be combined to move projects through the process.”</i></li> <li>• <i>“Too many steps in site plan review no site walks with snow cover.”</i></li> <li>• <i>“Streamline the planning board review process to reduce meetings. The Technical Staff Review meetings are very helpful.”</i></li> <li>• <i>“Planning department may need additional part time staff to help assist with the demands on the department.”</i></li> </ul>
<b>2</b>	<b>There is a desire to streamline the permit process.</b>	<ul style="list-style-type: none"> <li>• <i>“Over bureaucratic checklists upon checklists...lose the substance in the process.”</i></li> <li>• <i>“Too much paper work, both for the code officer and the applicant.”</i></li> <li>• <i>“Often takes a long time to get a permit for even simple jobs.”</i></li> <li>• <i>“Keep the payments being accepted by the code enforcement office and not going down stairs to pay payment.”</i></li> <li>• <i>“Sometimes it seems one department does not know what the other department of the Fire Department is doing or as a routine process.”</i></li> <li>• <i>“Communication and clearer explanations to those who are novices.”</i></li> <li>• <i>Hire another field code officer to help with inspections.”</i></li> </ul>

## Community Stakeholder Meetings

BerryDunn conducted two separate one-hour fact-finding meetings with stakeholders that voluntarily responded to the web-based survey. Town staff did not attend this meeting and participants were encouraged to speak openly about their experiences. Twenty-nine participants had experience with the planning and land use process, or the permitting and inspections process. Overall, these meetings were very positive with many of the same messages conveyed through the web survey. It was very clear that participants in the Community Stakeholder Meetings held the Town Planning and Code Enforcement Departments in high regard. Many of the participants expressed a concern to maintain the current customer service and responsiveness of the departments. Although participants had overwhelmingly positive items to share, there was some discussion on potential areas for improvement. The following table identifies areas for potential improvement that were reported by the meeting participants.

**Table 3.8: Stakeholder Meeting(s) Areas for Potential Improvement**

Areas for Potential Improvement	
No.	Theme
1	<b>The Planning and Code Enforcement departments are challenged by limited staffing.</b> Stakeholders have recognized the responsibilities of both departments and how limited staffing impacts the timing of projects. There was overall satisfaction with scheduling turnaround and department effort.
2	<b>External inspections could affect project timing.</b> The Town receives many applications that require external inspections or reviews. Projects are at risk of being held up at this juncture. The scheduling of these inspections or reviews are outside of the Town's control, but may impact overall project timing.
3	<b>Timeliness of Town feedback and input.</b> Comments from Town staff late in an application process can create unexpected challenges or delays. Stakeholders reported a desire to receive all Town feedback in the initial stages of a project.
4	<b>Interest in electronic submissions and scheduling.</b> The Town accepts submissions and inspection requests in person, by phone, and email. When asked, some meeting participants expressed an interest in retaining flexible inspection scheduling and expanding request options to allow for online inspection requests.
5	<b>Delays with scheduling fire inspections.</b> Meeting participants reported delays when scheduling fire inspections, particularly when the delays impact Certificate of Occupancy (CO) issuance.

## 4.0 Primary Challenges, Risks, and Opportunities

The challenges and areas for improvement related to the current Planning and Code Enforcement environment at the Town have been presented in this section. BerryDunn has identified seven primary challenges, risks, and opportunity areas in the Town's current environment, summarized in the table below. These items will be reviewed and updated following a work session with the Town Project Team.

**Table 4.1: Primary Challenges, Risks, and Opportunity Areas for Improvement**

No	Item	Description
1	<b>Active or in-process Planning applications are not being tracked.</b>	Planning uses MS Excel to track project application fees, escrow funds, and performance guarantees. This information is also tracked in Munis when funds are received or dispersed. However, the status of the application is not tracked until it is approved and entered into Urban Insight. Tracking the status of applications would allow the Planning department to better monitor each component of the application as well as the application pipeline. This would also let the department anticipate workflow and allocate the necessary department and Town resources.
2	<b>The current application used to support permitting and inspection functions is supported by a single person.</b>	Urban Insights is an MS Access database. Currently, the Town's version of this database is supported and maintained by a single person. While it was reported that there was no immediate concern over application support, there is a risk associated with having an application supported by a single individual.
3	<b>Current turnaround and response times may create challenges as development increase.</b>	The Town currently communicates a five-to-seven business day turnaround for permits in the winter, and has an internal goal of two-to-four business days. In the summer, the Town communicates a seven-to-ten business day turnaround, and has an internal goal of seven-to-eight days. This turnaround is generally quicker than the turnaround provided by the surveyed peer communities and other local governments. Town customers reported this turnaround as a major benefit, but it also creates a risk. Increased application volume could create challenges in maintaining the current level of responsiveness with the existing level of staff.
4	<b>Perception of current customer service is directly tied to individual Town staff.</b>	During the public stakeholder meetings and through the web survey responses, it was reported that the high level of customer service provided today is directly associated with particular individuals. While multiple staff were noted as providing excellent customer service, the service provided by one code enforcement inspector was particularly appreciated. This creates a risk, because perception of customer service is directly associated with an individual. Stakeholders expressed concern over the customer service that would be provided if key individuals departed the Town and were replaced by staff who approached the jobs differently.
5	<b>The Town currently has an initial step as part of the Planning process that may be able to be</b>	The Planning application workflow process starts with an initial application acceptance meeting with the Planning Board. It was suggested in the public stakeholder meetings and web survey results that removing this step could save time and cost associated with having

No	Item	Description
	<b>streamlined.</b>	consultants and other design professionals attend the application acceptance meeting. Town staff reported that the application acceptance meeting is a valuable step and offers applicants an opportunity to understand the Planning process and next steps. There are also a number other customer processing opportunities suggested by staff in Section 7 that could enhance efficiency.
6	<b>The Town has made a significant amount of information available online, but there is opportunity to expand functionality to allow for direct interaction through the website.</b>	The Town currently makes instructional documentation, permit application forms, and reports of issued permits available online. The Town also has a public interactive Notify Me module on the town website that allows the public to sign up for notifications of coming up meetings, or when agendas and minutes are posted (e.g., Board of Selectmen, Planning Board, Staff Review Committee, Zoning Board). There is an opportunity to expand the functionality available on the website to include status inquiry of submitted or pending applications, online application submittal for some application types, and submittal of inspection requests.
7	<b>The plan review process is paper-based and does not take advantage of opportunities for electronic review.</b>	Paper files (e.g., site plans, building footprints) are required to be submitted for both planning and permitting applications. This results in a reliance on multiple copies of paper drawings that can be costly to print. There are modern tools designed to accommodate electronic review of plan sets and other files—which could minimize the number of paper copies that are required—and to provide functions such as change detection between versions and interactive measurement, which could help improve the quality of the review process.

## 5.0 Community Comparison

BerryDunn conducted teleconferences with representatives from Kennebunk, Scarborough, and York to discuss their planning and permitting processes, tools, systems, and approaches for interacting and sharing information with development stakeholders. These three Maine towns were identified in collaboration with the Town Project Team. BerryDunn also submitted an information request sheet to each community, and reviewed relevant online information about each one, to compare their approaches to charging fees and making information available to applicants and the public. The following three tables include the metrics for each community. Section 5.4 contains a side-by-side comparison of each of the communities compared to Wells.

### Kennebunk

**Table 5.1: Community Comparison – Kennebunk**

Kennebunk	
<b>Departments</b>	<b>Community Development, Planning, and Codes</b>
<b>Community Demographics</b>	Population: 10,798 Land area: 35.05 square miles
<b>Department(s) Structure and Size</b>	Five full-time employees work in the Community Development, Planning, and Codes departments.
<b>Planning Process Overview</b>	A pre-application meeting is not required when submitting an application to the Planning Department; however, it is encouraged. Once a submission is received, the reviewing authority is determined. The timing of the project is subject to the type of review and reviewing authority.
<b>Code Enforcement Process Overview</b>	The Code Enforcement Department operates walk-in hours for permit application support at the counter on Monday from 9:00 a.m. to 12:00 p.m., and on Wednesday from 12:00 p.m. to 4:00 p.m. Turnaround time is typically two weeks from submission. Same day permits are offered for electrical, internal plumbing, external plumbing (no variance), plumbing, and temporary signs.
<b>Public Meetings</b>	The Planning Board meets on the second and fourth Monday of each month at 7:00 p.m. The Zoning Board of Appeals meets on the third Monday of each month, as needed, at 6:30 p.m.
<b>Description of Information Available Online</b>	Plans, ordinances, regulations, and applications can be found on the Town of Kennebunk’s website. No online submissions are accepted at this time.
<b>Volume (2017)</b>	Annual permits: 608 <sup>6</sup>

<sup>6</sup> This only includes Building, Permanent Signs, and Chance of Use Permits

Kennebunk	
<b>Technology Tools Used</b>	The Town uses the Business Management Systems (BMSI) Municipal Geographic Management System (MGMS) for managing permits. Outlook is used for email, scheduling inspections, and appointments.
<b>Approach to Fee Calculations</b>	<p><u>Planning:</u></p> <ul style="list-style-type: none"> <li>• Site Plan Review – Minor \$200, major \$500 plus peer review</li> <li>• Site Plan Amendment – \$200 plus peer review</li> <li>• Subdivision Review – Minor \$200, major \$500 plus peer review</li> <li>• Subdivision Amendment – \$200 plus peer review</li> </ul> <p><u>Code Enforcement:</u></p> <ul style="list-style-type: none"> <li>• Building Permit – Residential \$40 plus International Code Council (ICC) Formula; Commercial \$50 plus ICC Formula</li> <li>• Demolition – \$50 sheds/garages only; \$100 everything else</li> <li>• Certificate of Occupancy – First inspection no charge; \$50 second; \$150 third</li> <li>• Sign Permit – \$30</li> </ul>

## Scarborough

**Table 5.2: Community Comparison – Scarborough**

Scarborough	
<b>Departments</b>	<b>Planning and Code Enforcement</b>
<b>Community Demographics</b>	Population: 18,919 Land area: 47.61 square miles
<b>Department(s) Structure and Size</b>	Six full-time employees and four part-time employees work in the Planning and Code Enforcement departments.
<b>Planning Process Overview</b>	A pre-application meeting is not required to submit an application to the Planning Department; however, it is encouraged. Applications that make the Planning Board agenda require a minimum of two meetings; most approvals happen within three meetings but the timeline varies widely depending on the project.
<b>Code Enforcement Process Overview</b>	The Code Enforcement Department accepts applications online and in person with open walk-in hours for permit application support. To schedule an inspection, the department asks for a 48-hour notice. The expectation for customers is 7-10 business days to receive however, they are often turned around within a few days. No same day permits are offered.
<b>Public Meetings</b>	The Planning Board meets every three weeks in accordance with a yearly schedule. Typically, the first meeting of a month will be for submittal of sketch plans and the second meeting will be for returning applications. These meetings occur at 7:00 p.m.  The Zoning Board of Appeals meets on the second Wednesday of each month, as need, at 7:00 p.m.

Scarborough	
<b>Description of Information Available Online</b>	Plans, ordinances, regulations, and applications can be found on the Town's website. Code Enforcement accepts online submissions.
<b>Volume (2016)</b>	Annual permits: 740 Annual inspections: 1850 Annual site plan: 60 Annual subdivision: 10
<b>Technology Tools Used</b>	<ul style="list-style-type: none"> <li>• Munis is used to track permits.</li> <li>• Google Mail is used for email, scheduling inspections, and appointments.</li> </ul>
<b>Approach to Fee Calculations</b>	<p><u>Planning:</u></p> <ul style="list-style-type: none"> <li>• Site Plan Review – \$500</li> <li>• Site Plan Amendment – \$250 + sq. ft. – (2,000-5,000=\$500) (5,000-10,000=\$1,000)</li> <li>• Major Subdivision Review – \$750 + \$175 per lot</li> <li>• Subdivision Amendment – \$250 + \$175 per lot</li> </ul> <p><u>Code Enforcement:</u></p> <ul style="list-style-type: none"> <li>• Building Permit – Residential \$35 + \$.20 per sq. ft. unfinished and \$.40 finished; Commercial – \$35 + \$.20 per sq. ft. unfinished and \$.40 finished</li> <li>• Demolition – \$50</li> <li>• Certificate of Occupancy – \$50</li> <li>• Sign Permit – \$300 for refundable deposit for removal of sign – \$35</li> </ul>

## York

**Table 5.3: Community Comparison – York**

York	
<b>Departments</b>	<b>Planning and Code Enforcement</b>
<b>Community Demographics</b>	Population: 12,529 Land area: 54.67 square miles
<b>Department(s) Structure and Size</b>	Five full-time employees and one part-time employee work in the Planning and Code Enforcement departments.
<b>Planning Process Overview</b>	Most applications to the Planning Department start with a meeting with a Code Enforcement officer. Staff then schedules a pre-application meeting to give a process overview and checklist. Applications then receive preliminary approval from the Planning Board before final approval; this typically occurs over the course of three to six meetings. The average approval for a site plan is two to five months, depending on size. The average approval for minor subdivisions is two months. The average approval for major subdivisions is three to six months.

York	
<b>Code Enforcement Process Overview</b>	The Code Enforcement Department has posted walk-in hours for permit application support and to obtain same day permits. The same day permits include, but are not limited to, plumbing, septic, generators, and renewal permits. Turnaround time is typically a week from submission. No online application submission is offered at this time. The department recently added a position within Code Enforcement.
<b>Public Meetings</b>	The Planning Board meets on the second and fourth Thursday of each month at 7:00 p.m. The Appeals Board meets on the second and fourth Wednesday of each month, as need, at 7:00 p.m.
<b>Description of Information Available Online</b>	Plans, ordinances, regulations, and applications can be found on the Town's website. No online submissions are accepted at this time.
<b>Volume (2017)</b>	Annual building permits: 829 <sup>7</sup> Annual inspections: 2,338 Annual counter visits: 3,122 Annual subdivision: 5 Annual site plan: 25
<b>Technology Tools Used</b>	<ul style="list-style-type: none"> <li>• FileMaker Pro is used to track permits.</li> <li>• Tyler Technologies' (Tyler's) Munis system is currently being considered for use to manage the Town's permitting processes.</li> <li>• Outlook is used for email, scheduling inspections, and appointments.</li> </ul>
<b>Approach to Fee Calculations</b>	<p><u>Planning:</u></p> <ul style="list-style-type: none"> <li>• Site Plan Review – \$500 + \$200 per additional dwelling unit and \$.10 per square foot of gross floor area for non-residential uses</li> <li>• Subdivision Review – \$500 + \$200 per additional lot</li> <li>• Revisions of Approved Plans – \$200</li> </ul> <p><u>Code Enforcement:</u></p> <ul style="list-style-type: none"> <li>• Building Permit – \$50 + +\$8.00 per thousand dollars of projected construction cost</li> <li>• Demolition – Application for a Certificate of Appropriateness or Demolition shall be obtained from the Code Enforcement Officer when obtaining a building permit, or when no building permit is required but when such activity must be approved by the Historic District Commission</li> <li>• Certificate of Occupancy – No charge</li> <li>• Sign Permit – \$25</li> </ul>

<sup>7</sup> Building permit volumes do not include septic or plumbing permits, licenses, or complaints.

## Summary Comparison

The table below contains a side-by-side comparison of each of the communities compared to Wells. It should be noted that municipalities in the State of Maine are required to follow a set of basic planning and land use regulations along with the Maine Uniform Building Code. The municipality, though their planning and code enforcement department, has the responsibility to administer and enforce these laws regardless of whether these provisions appear in their local ordinance. There are several provisions of the state statute that take precedence over any less restrictive provision in a local ordinance.

**Table 5.4: Community Comparison – Summary**

	Wells	Kennebunk	Scarborough	York
<b>Departments</b>	Code Enforcement, Planning, and Development	Community Development, Planning, and Codes	Planning and Code Enforcement	Planning and Code Enforcement
<b>Community Demographics</b>	Population: 9,589 Land area: 57.55 square miles	Population: 10,798 Land area: 35.05 square miles	Population: 18,919 Land area: 47.61 square miles	Population: 12,529 Land area: 54.67 square miles
<b>Department(s) Structure and Size</b>	Eight full-time employees work in the Code Enforcement, Planning, and Development departments.	Five full-time employees work in the Community Development, Planning, and Codes departments.	Six full-time employees and four part-time employees work in the Planning and Code Enforcement departments.	Six full-time employees and one part-time employee work in the Planning and Code Enforcement departments.
<b>Volume</b>	Annual permits (2016): 1,864 <sup>8</sup> Annual inspections (2016): 4,847 <sup>9</sup> Counter visits (2016): 4,476 Phone Calls (2016): 12,561 Site plans: 80 Subdivisions: 30	Annual permits: 608 <sup>10</sup> Annual site plan: Annual subdivision:	Annual permits: 740 <sup>11</sup> Annual inspections: 1850 Annual site plan: 60 Annual subdivision: 10	Annual building permits: 829 <sup>12</sup> Annual inspections: 2,338 Annual counter visits: 3,122 Annual subdivision: 5 Annual site plan: 25

<sup>8</sup> New and renovation building permits and plumbing

<sup>9</sup> This includes plumbing, framing, consultation, certificate of occupancy and complaints

<sup>10</sup> This includes Building, Permanent Signs, and Chance of Use Permits

<sup>11</sup> Includes renovations and amendments not just new applications

<sup>12</sup> Building permit volumes do not include septic or plumbing permits, licenses, or complaints.

	Wells	Kennebunk	Scarborough	York
Technology Tools Used	<ul style="list-style-type: none"> <li>MS Excel is used to track the escrow expenditures by the Planning Office.</li> <li>Munis is used to keep the official financial record of all escrow accounts.</li> <li>Urban Insight is used to track approved applications, schedule meetings and follow-up inspections, and capture property specific comments.</li> <li>Vision is a software platform that is used to maintain all property assessment information</li> <li>WebGIS is used to depict where approximate property/properties lot lines are located, zoning districts, aerial imagery and informational layers</li> </ul>	<ul style="list-style-type: none"> <li>Business Management Systems (BMSI)</li> <li>Municipal Geographic Management System (MGMS) for managing permits.</li> <li>Outlook is used for email, scheduling inspections, and appointments.</li> <li>WebGIS is used to depict where approximate property/properties lot lines are located, zoning districts, aerial imagery and informational layers</li> </ul>	<ul style="list-style-type: none"> <li>Munis is used to track permits.</li> <li>Google Mail is used for email, scheduling inspections, and appointments.</li> <li>WebGIS is used to depict where approximate property/properties lot lines are located, zoning districts, aerial imagery and informational layers</li> </ul>	<ul style="list-style-type: none"> <li>FileMaker Pro is used to track permits.</li> <li>Tyler Technologies' (Tyler's) Munis system is currently being considered for use to manage the Town's permitting processes.</li> <li>Outlook is used for email, scheduling inspections, and appointments.</li> <li>WebGIS is used to depict where approximate property/properties lot lines are located, zoning districts, aerial imagery and informational layers</li> </ul>
Approach to Fee Calculations	<p><u>Planning:</u></p> <ul style="list-style-type: none"> <li>Site Plan Review – Greater of \$150 or \$.10 per sq. ft. for the Staff Review Committee and \$300 or \$.10 per sq. ft. for the Planning Board</li> <li>Site Plan Amendment - Greater of \$150 or \$.10 per sq. ft. for the Planning Board or Staff Review Committee</li> <li>Major Subdivision - \$300 base fee Plus \$120 per 1 – 10 lots/dwellings Plus \$100 per 11 – 49 lots/dwellings Plus \$80 per 50+ lots/dwellings Plus \$25 per</li> </ul>	<p><u>Planning:</u></p> <ul style="list-style-type: none"> <li>Site Plan Review – Minor \$200, major \$500 plus peer review</li> <li>Site Plan Amendment – \$200 plus peer review</li> <li>Subdivision Review – Minor \$200, major \$500 plus peer review</li> <li>Subdivision Amendment – \$200 plus peer review</li> </ul> <p><u>Code Enforcement:</u></p> <ul style="list-style-type: none"> <li>Building Permit – Residential \$40 plus International Code</li> </ul>	<p><u>Planning:</u></p> <ul style="list-style-type: none"> <li>Site Plan Review – \$500</li> <li>Site Plan Amendment – \$250 + sq. ft. – (2,000-5,000=\$500) (5,000-10,000=\$1,000)</li> <li>Major Subdivision Review – \$750 + \$175 per lot</li> <li>Subdivision Amendment – \$250 + \$175 per lot</li> </ul> <p><u>Code Enforcement:</u></p> <ul style="list-style-type: none"> <li>Building Permit – Residential \$35 + \$.20 per sq. ft. unfinished and \$.40 finished;</li> </ul>	<p><u>Planning:</u></p> <ul style="list-style-type: none"> <li>Site Plan Review – \$500 + \$200 per additional dwelling unit and \$.10 per square foot of gross floor area for non-residential uses</li> <li>Subdivision Review – \$500 + \$200 per additional lot</li> <li>Revisions of Approved Plans – \$200</li> </ul> <p><u>Code Enforcement:</u></p> <ul style="list-style-type: none"> <li>Building Permit – \$50 +</li> </ul>

	Wells	Kennebunk	Scarborough	York
	<p>\$25 per lot/dwelling for initial review escrow</p> <ul style="list-style-type: none"> <li>Minor Subdivision Review - \$150 per lot or dwelling unit</li> <li>Subdivision Amendment - \$100 base fee</li> </ul> <p><u>Code Enforcement:</u></p> <ul style="list-style-type: none"> <li>Building Permit - Single family new/additions and alterations – \$35 base fee and \$.15 per sq. ft. and commercial new/additions and alterations – \$60 base fee and \$.20 per sq. ft.</li> <li>Demolition – Single family - \$35 and commercial \$60</li> <li>Certificate of Occupancy – First inspection no charge; \$50 single and \$100 commercial</li> <li>Sign Permit - \$60 + \$.50 per sq. ft.</li> </ul>	<p>Council (ICC) Formula; Commercial \$50 plus ICC Formula</p> <ul style="list-style-type: none"> <li>Demolition – \$50 sheds/garages only; \$100 everything else</li> <li>Certificate of Occupancy – First inspection no charge; \$50 second; \$150 third</li> <li>Sign Permit – \$30</li> </ul>	<p>Commercial – \$35 + \$.20 per sq. ft. unfinished and \$.40 finished</p> <ul style="list-style-type: none"> <li>Demolition – \$50</li> <li>Certificate of Occupancy – \$50</li> <li>Sign Permit – \$300 for refundable deposit for removal of sign – \$35</li> </ul>	<p>+\$8.00 per thousand dollars of projected construction cost</p> <ul style="list-style-type: none"> <li>Demolition – Application for a Certificate of Appropriateness or Demolition shall be obtained from the Code Enforcement Officer when obtaining a building permit, or when no building permit is required but when such activity must be approved by the Historic District Commission</li> <li>Certificate of Occupancy – No charge</li> <li>Sign Permit – \$25</li> </ul>

## 6.0 Recommendations for Improvement

BerryDunn recommends the following improvements based on the analysis of the current environment of the Planning and Code Enforcement departments, the stakeholder survey, and stakeholder meetings. These recommendations will be reviewed and updated after a work session with the Town Project Team. The recommendations presented are in no particular order and the numbering does not indicate a particular priority. These recommendations are being presented for Town consideration. If and how these recommendations are implemented will be up to the Town.

### Overview of Recommendations

The following table contains high-level descriptions of the five recommendations for improvement.

**Table 6.1: Recommendations for Improvement – Overview**

#	Recommendation Name	Summary
1	<b>Website Improvements</b>	The Town should expand the information that is currently available on the Town’s website, including process instruction documentation; increase the use of the Notify Me website functionality; and share additional information through WebGIS.
2	<b>Online Status Tracking and Submittal</b>	The Town should move toward online status tracking of pending planning and permit applications, with the goal of allowing online submittal of some application types and allowing online inspection requests in the future.
3	<b>Explore Urban Insight Replacement or Enhancement</b>	The Town should evaluate the ability for Munis to meet the Town’s needs for planning, permitting, and inspections. The Town currently utilizes Munis for financial functions. Munis provides modules for planning, permitting, and inspections, and would also allow for online application, status tracking, payment, and inspection request submittal. Scarborough currently uses Munis, and York reported that it was exploring Munis to meet its future planning, permitting, and inspection needs.
4	<b>Move Toward Electronic Plan Review</b>	The Town should identify, purchase, and implement an electronic review tool and corresponding hardware. Moving to electronic review will reduce the number of paper files that are required and managed through planning and permitting processes, and will reduce the printing and transportation costs associated with delivering paper plans to the Town.
5	<b>Reduce the Number of Required Planning Board Meetings</b>	The Town should consider eliminating the meeting that is required at the Planning Board to deem an application complete. Communication to the applicants regarding who needs to attend what meetings could clarify expectations.

## Description of Recommendations

The following tables contain detailed descriptions, timing considerations, and implementation recommendations for each identified recommendation. Several of these recommendations are related to one another, but they have been developed to allow the Town to implement some or all of these improvements in any order.

**Table 6.2: Recommendation 1 – Website Improvements**

Website Improvements
Recommendation Description
<p>The Town currently makes instructional documentation, permit application forms, and reports of issued permits available online. The Town also has a public interactive Notify Me module on the town website that allows the public to sign up for notifications of coming up meetings, or when agendas and minutes are posted (e.g., Board of Selectmen, Planning Board, Staff Review Committee, Zoning Board). The Town should expand the information that is currently available on the Town’s website, including process instruction documentation; increase the use of the Notify Me functionality; and share additional information through WebGIS.</p> <p>This recommendation includes three main areas for improvement:</p> <ol style="list-style-type: none"> <li>1. <b>Add additional process documentation and guiding videos.</b> The Town should develop instructional documents that summarize the application and review processes. Written documentation should be high-level and include flow charts and other graphics, with the ability to expand or link to additional information. The Town may consider a visual similar to the City of South Portland to assist customers in navigating the permit process. The Town should also develop short videos pertaining to each of the major application types (e.g., Site Plan Application, General Permit Application). These videos should show Town staff completing a sample application and explaining each field or requested item. If the Town moves toward electronic application submittal, similar recordings should be completed, showing users how to navigate the submittal process. This type of recording should be able to be completed using WebEx, GoToMeeting, Zoom, or another screen sharing technology that allows recording.</li> <li>2. <b>Expand the information available for subscription under the Notify Me page.</b> There are currently several items available that the public can subscribe to in order to receive Town activity alerts. The Town should expand the options available to include the receipt of planning applications and the weekly report of permits issued. The permits issued report is currently posted on the website but must be proactively obtained; the public is not automatically notified when a new report is posted.</li> <li>3. <b>Share additional information through WebGIS.</b> The Town should work with CAI Technologies (CAI) to share additional information related to projects that are under review or approved, as well as issued building permits. By displaying this information on a map, the public will be able to easily see pending and approved activity in their neighborhood.</li> </ol>
Effort to Implement
<p>This recommendation leverages the Town’s existing investments with CivicPlus and CAI. The entire effort associated with the development of process documentation and guiding videos should be able to be completed internally with the use of a recording tool to create the videos. The Notify Me enhancements should be able to be performed by Town staff with some support from CivicPlus. The Town has the ability to upload approved plans and findings to the WebGIS platform vis user tools. The Planning Office’s current workload has impacted their ability to use this tool.</p>
Implementation and Timing Considerations
<p>The Town should start these improvements immediately. It is anticipated that these improvements could be implemented over a three-month period of time following Town approval to implement.</p>

Website Improvements
Action Items to Implement Recommendation
<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Identify processes to documented</li> <li><input checked="" type="checkbox"/> Assign staff to complete the documentation and videos</li> <li><input checked="" type="checkbox"/> Begin Notify Me improvements, reaching out to CivicPlus as needed</li> <li><input checked="" type="checkbox"/> Identify data to share on WebGIS and reach out to CAI</li> <li><input checked="" type="checkbox"/> Keep process documentation and videos current with any process changes</li> </ul>

**Table 6.3: Recommendation 2 – Online Status Tracking and Submittal**

Online Status Tracking and Submittal
Recommendation Description
<p>The Town currently has applications available on its website, but applications are required to be submitted in person. The Town should move toward online status tracking of pending planning and permit applications, with the goal of allowing online submittal of some application types and allowing online inspection requests in the future.</p> <p>This recommendation includes two separate projects that could be implemented in phases.</p> <ol style="list-style-type: none"> <li><b>Share more details related to submitted and pending applications on the Town website.</b> With the current Urban Insight system, status tracking could be supported by uploading weekly application activity (e.g., application submitted, approval granted, permit issued) to the Town website. While this would be an improvement, displaying additional application details such as inspection history, approval actions, and fees paid would be a move significant improvement. If a view is available or able to be configured in Urban Insights that contains this summary information, then it is possible to display this information on the Town website without manually needing to create and upload reports.</li> <li><b>Allow for online submittal of select application types.</b> The Town has created fillable PDF forms in Civic Plus in the past and would need to update these application forms before publishing. This feature already exists and could be used and imported into Urban Insights. This would allow customers to apply for permits online. A follow-up activity would need to occur to allow online payment through the Town’s current online billing account. This would involve a step to create a receivable within the Town’s billing system that could be paid against, but if implemented, it could eliminate the need to apply for applications in person.</li> </ol> <p>If the Town moves forward with replacing Urban Insight, the selected system may be able provide online application status tracking, fee payment functionality, and receipt of inspection request. The Town of Cape Elizabeth allows for <a href="#">online status tracking and application submittal</a>.</p>
Effort to Implement
<p>If this recommendation is undertaken while Urban Insight is still in use, it is expected that some professional services would be required from Winxnet, CivicPlus, and Urban Insight support. If this is delayed until an Urban Insight replacement system is identified, this recommendation could be implemented as part of Recommendation 3.</p>
Implementation and Timing Considerations
<p>The Town could undertake some interim improvements to the application information that is available online over a two-month period, with the development of an online application submittal form and process over the following three months. If the implementation of an Urban Insight replacement system is determined to be a high priority and will occur within the next 12 – 18 months, it is recommended that this effort be delayed and</p>

Online Status Tracking and Submittal
ultimately implemented as part of the system replacement project.
Action Items to Implement Recommendation
<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Review information that other jurisdictions are sharing on their websites</li> <li><input checked="" type="checkbox"/> Identify information that the Town would like to make publicly available on a daily or real-time basis</li> <li><input checked="" type="checkbox"/> Work with Urban Insight support staff and CivicPlus staff if needed to develop an automated process for displaying Urban Insight information on the website</li> <li><input checked="" type="checkbox"/> Identify application types that will be made available online</li> <li><input checked="" type="checkbox"/> Refresh fillable PDFs or other web forms to collect application details that could be imported into Urban Insight</li> <li><input checked="" type="checkbox"/> Work internally to develop a process for receiving online applications and creating receivable items for online payment</li> <li><input checked="" type="checkbox"/> Test online application and fee payment processes</li> <li><input checked="" type="checkbox"/> Communicate to customers that there is a new way to submit applications</li> <li><input checked="" type="checkbox"/> Expand available application types over time</li> </ul>

**Table 6.4: Recommendation 3 – Explore Urban Insight Replacement**

Explore Urban Insight Replacement
Recommendation Description
<p>Planning uses MS Excel to track project application fees, escrow funds, and performance guarantees. Approved plans, permit applications, and inspection results are tracked in Urban Insights. Urban Insights is an MS Access database that is currently supported and maintained by a single person. While it was reported that there was no immediate concern over application support, there is a risk associated with having an application supported by a single individual.</p> <p>The Town should move to a commercial off-the-shelf (COTS) system to manage planning, permitting, and inspection processes. Because the Town currently utilizes Munis to manage financial processes, Munis should be evaluated as an option to replace Urban Insights and the MS Excel tracking file for Planning applications. Munis provides modules for planning, permitting, and inspections, and would also allow for online applications, status tracking, payment, and inspection request submittal. Scarborough currently uses Munis, and York reported that it was exploring Munis to meet its future planning, permitting, and inspection needs.</p> <p>The Town should initiate this process by contacting Tyler to obtain a Munis demonstration. The purpose of the initial demonstration would be to learn more about how a COTS system may meet the Town’s needs and to determine whether Munis is a viable option. Following this demonstration, the Town should develop a set of functional requirements that would need to be met by Munis or another system in order to move off from Urban Insights and MS Excel. These requirements should detail the functions and processes the system would be used for. These requirements should then be provided to Tyler for review and response. Tyler should also be asked to provide a quote as part of its response. If satisfactory, the response to these requirements would serve as the basis for a contract to implement Munis.</p> <p>If Munis is found to be infeasible, the Town should take the requirements that were developed to evaluate Munis and present them to Vision Government Solutions (Vision) to evaluate whether Vision will be able to meet the Town’s needs. If both Munis and Vision are found unable to meet the Town’s needs, a Request for Information (RFI) should be created and sent to other COTS vendors. Vendors that the Town may want to consider for its RFI distribution include, but are not limited to: Meritage Systems, Citizenserve, SMARTGov, and ViewPoint Cloud.</p>

<b>Explore Urban Insight Replacement</b>
<b>Effort to Implement</b>
<p>The development of requirements would be completed internally by Town staff. A single contact at the Town should take the lead role in developing requirements and coordinating vendor demonstrations. The cost of purchasing and implementing new software tools from the Town’s current financial vendor (Tyler) and current tax assessment vendor (Vision) is expected to be below the cost of acquiring an entirely new system.</p> <p>Regardless of the system selected, Town staff will need to be involved in the implementation to help define processes to be configured, application types, and configure fees, as well as to test the system. Town staff effort during the implementation will depend upon the vendor, but for planning purposes, the Town should plan to have staff involved for an average of eight hours per week over a six-month timeline. These eight hours could be split among staff (e.g., three hours from Planning, five hours from Code).</p>
<b>Implementation and Timing Considerations</b>
<p>The Town should start these improvements immediately. It is anticipated that the requirements could be developed, and the viability of Munis or Vision determined, within three months. Following the selection of a vendor, the implementation timeline will be approximately six months. Assuming funding is available and efforts begin in early 2018, the Town could be live on a new system by the end of 2018.</p>
<b>Action Items to Implement Recommendation</b>
<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Request overview demonstration from Tyler</li> <li><input checked="" type="checkbox"/> Develop functional requirements</li> <li><input checked="" type="checkbox"/> Provide requirements to Tyler and request a response and quote to implement Munis</li> <li><input checked="" type="checkbox"/> Evaluate Tyler’s response and determine whether Munis will meet the Town’s needs</li> </ul> <p><u>If Munis is determined to meet the Town’s needs:</u></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Enter into a contract with Tyler, amending the Town’s current contact if possible</li> <li><input checked="" type="checkbox"/> Begin implementation activities</li> </ul> <p><u>If Munis is found unable to meet the Town’s needs:</u></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Request overview demonstration from Vision</li> <li><input checked="" type="checkbox"/> Provide requirements to Vision and request a response and quote to implement Vision</li> <li><input checked="" type="checkbox"/> Evaluate Vision’s response and determine whether Vision will meet the Town’s needs</li> </ul> <p><u>If Vision is determined to meet the Town’s needs:</u></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Enter into a contract with Vision, amending the Town’s current contact if possible</li> <li><input checked="" type="checkbox"/> Begin implementation activities</li> </ul> <p><u>If Vision is found unable to meet the Town’s needs:</u></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Develop a RFI and issue to additional software vendors</li> <li><input checked="" type="checkbox"/> Evaluate proposal responses and identify a short list of vendors</li> <li><input checked="" type="checkbox"/> Arrange demonstrations from short-list vendors</li> <li><input checked="" type="checkbox"/> Identify a preferred vendor</li> <li><input checked="" type="checkbox"/> Conduct reference checks and due diligence activities</li> <li><input checked="" type="checkbox"/> Enter into a contract with the preferred vendor</li> <li><input checked="" type="checkbox"/> Begin implementation activities</li> </ul>

**Table 6.5: Recommendation 4 – Move Toward Electronic Plan Review**

<b>Move Toward Electronic Plan Review</b>	
<b>Recommendation Description</b>	
	<p>The Town currently relies on paper files to support application and review processes. The Town should identify, purchase, and implement an electronic review tool and corresponding hardware. There are modern tools designed to accommodate electronic review of plan sets and other files—which could minimize the number of paper copies that are required—and to provide functions such as change detection between versions and interactive measurement, which could help improve the quality of the review process. Municipalities nationwide are moving toward electronic review of drawings and documents associated with project and permit applications.</p> <p>Moving to electronic review will reduce the number of paper files that are required and managed through planning and permitting processes, and will reduce the printing and transportation costs associated with delivering paper plans to the Town. There are many considerations related to electronic plan review; BerryDunn has previously documented these considerations as part of our BerryDunn BRIEFINGS series. The blog titled <a href="#">Moving to Electronic Plan Submittal and Review: Three Things to Consider</a> will be of particular interest to the Town.</p> <p>The Town should start by exploring available tools. Four of the most common electronic document review software tools are BlueBeam, e-PlanSoft, Adobe Pro, and ProjectDox. Several of these tools provide additional workflow and collaboration functionality that may be of further interest to the Town. The Town should identify the tool that will best meet its needs and the needs of customers, and identify a subset of application types on which to pilot the electronic review. In addition to the software tool, an investment in hardware (e.g., large-screen monitors) is highly recommended. Municipalities that have most successfully implemented electronic review have also implemented large-screen monitors (i.e., greater than 27” dual monitors) for reviewers or shared reviewing workstations. One company that is active at International Code Council (ICC) conferences, and specializes in the hardware side of electronic plan review, is iPlanTables.</p>
<b>Effort to Implement</b>	
	<p>The effort to identify an electronic review tool is expected to be relatively minor and should not exceed 8 – 12 hours total for each staff member involved. Training, testing, and implementation of the selected tool should be relatively minimal, with another 12 – 16 hours estimated per Town reviewer. The cost of acquiring an electronic review system will vary, but will start at between \$200 – \$300 per reviewer to purchase and approximately \$50 per year in maintenance and support. Hardware costs will vary from the costs of regular computer monitors (approximately \$200 each) to large review workstations that can exceed \$10,000, depending on size, mobility, and other configuration considerations. The Town would need to bring this item to the Board of Selectman and change the submission requirements in the Code of Ordinances.</p>
<b>Implementation and Timing Considerations</b>	
	<p>This recommendation can be undertaken independent of other technology related recommendations, but the benefits would be most significant if this was implemented in conjunction with online application submittal. This is also related to the recommendations to create multiple types of permits because some permit types or categories could be used as part of the initial electronic plan review implementation.</p>
<b>Action Items to Implement Recommendation</b>	
	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Request demonstrations of available electronic plan review tools and download free trials (where available)</li> <li><input checked="" type="checkbox"/> Identify preferred tools and quotes</li> <li><input checked="" type="checkbox"/> Identify the number of users and hardware requirements</li> <li><input checked="" type="checkbox"/> Purchase hardware and implement review system</li> </ul>

### Move Toward Electronic Plan Review

- Train Town review staff
- Implement a pilot, testing the electronic review with specific application types or on applications with applicants willing to participate in the pilot
- Identify application types to be included in the first phase of electronic plan review
- Adjust any ordinance or policy documents dictating the number of copies required as part of application packages
- Revisit fee schedule if there is a desire to incentivize electronic submittal or to add a minor technology fee to help fund the electronic review system and hardware.
- Continually review the use of electronic review with the goal of moving all reviews to be completed electronically

**Table 6.6: Recommendation 5 – Reduce the Number of Required Planning Board Meetings**

### Reduce the Number of Required Planning Board Meetings

#### Recommendation Description

The Planning application workflow process includes an application acceptance meeting at the Planning Board. It was suggested in the public stakeholder meetings and web survey results that removing this step could save time and cost associated with having consultants and other design professionals attend the application acceptance meeting. Town staff reported that the initial meeting is a valuable step and offers applicants an opportunity to understand the Planning process, schedule a site walk, if needed, and lay out the next steps. However, subsequent completeness review meetings could be minimized or eliminated by delegating authority to Town staff instead of the Planning Board.

The Town should consider eliminating the Planning Board meeting where an application is accepted as complete, making this a function of the Planning director and Staff Review Committee. Prior to the Planning Board completeness review meeting, the application has gone through an internal administrative review process to determine that the application is complete and ready to go to the Planning Board. Delegating the authority to deem an application complete will reduce the time that it takes for an application to go before the Planning Board and reduce the number of meetings that applicants and their contracted professionals are required to attend. Communication to the applicants regarding who needs to attend what meetings could clarify expectations.

#### Effort to Implement

This change requires approvals from the citizens, the Planning Board, and Board of Selectmen. The initial change would require an update to current process documentation and require ordinance updates which staff mentioned could take six months to a year to accomplish.

#### Implementation and Timing Considerations

This change could be implemented following a Town vote and would immediately reduce the review timeline for applications going before the Planning Board.

#### Action Items to Implement Recommendation

- Confirm feasibility of implementing this change
- Obtain necessary approvals
- Update current process documentation and ordinances if necessary
- Communicate change to customers

### Reduce the Number of Required Planning Board Meetings

- Implement staff memos outlining changes proposed in Appendix E

### Previously Identified Town Enhancements

In August 2017, BerryDunn conducted the initial stages of the project by requesting existing documentation from the Town. Included in the documentation were memos from the Code Enforcement Officer and Town Engineer/Planner to the Town Manager. These memo outlined specific ideas on how to minimize regulations and enhance each department. Below is a high level summary of the opportunities to streamline the permit process for customers, suggested by Town staff. Please see Appendix E for the full list of opportunities.

**Table 6.8: Handouts and Website Information**

Handouts and Website Information		
Enhancement	Description	Recommended Next Steps
<b>Create a clear outline and guide for all applications within the Planning and Code Enforcement departments. Including a common definition sheet and providing a list of resources that the applicant has access to.</b>	Develop application flow charts and provide updated supplemental information on how to fill out each application with additional resources such as GIS listed. Included this information online and in person.	Review existing and create new forms. Eliminate some of the checklist requirements – provide a very basic flow chart with each application detailing the process.

**Table 6.9: Possible Ordinance Changes**

Possible Ordinance Changes		
Enhancement	Description	Recommended Next Steps
<b>Re-define the submission requirements and definitions in the Town Ordinance.</b>	There is a complete list of suggested ordinance changes in Appendix E it is recommended that staff start the ordinance change process, as mentioned this could take six months to a year before an actual change is made.	Draft changes and take necessary steps to bring to a Town Meeting.

**Table 6.10: Continuing Efforts**

Continuing Efforts		
Enhancement	Description	Recommended Next Steps
<b>Training of staff and incorporating customer service feedback on ways to improve the process.</b>	Develop more training opportunities for staff and a feedback method for customers.	Continue ongoing efforts.

## 7.0 Town Considerations

BerryDunn is providing a section for the Town to express feedback on certain recommendations and issues presented. Below is a table of items identified by the Town through work sessions.

**Table 7.1: Town Feedback**

Town Considerations		
No.	Item	Feedback
1	<p><b>Delays with scheduling fire inspections.</b> Meeting participants reported delays when scheduling fire inspections, particularly when the delays impact Certificate of Occupancy (CO) issuance.</p>	<p>It may be more efficient for the Fire Department to schedule with the applicant directly to include permitting and plan review of the sprinkler systems.</p> <p>Unfortunately, there have been several occasions where the appointment scheduled was conflicted with a Fire/EMS incident. Potential options:</p> <ol style="list-style-type: none"> <li>1. Communicate to the customer a schedule start time and anticipated FD arrival</li> <li>2. CEO remains at the inspection until the arrival of the FD</li> <li>3. Code conducts the inspection, provides results to FD</li> <li>4. FD has the ability to revisit an inspection at any time convenient to the customer if the inspection cannot be immediately completed.</li> </ol>
2	<p><b>Current turnaround and response times may create challenges as development increase.</b> Town customers reported this turnaround as a major benefit, but it also creates a risk. Increased application volume could create challenges in maintaining the current level of responsiveness with the existing level of staff.</p>	<p>If growth increases, additional staff may need to be hired.</p>
3	<p><b>Perception of current customer service is directly tied to individual Town staff.</b> It was reported that the high level of customer service provided today is directly associated with particular individuals.</p>	<p>All Code Enforcement Officers are currently cross trained in all disciplines and when an individual is absent the work efficiency doesn't change.</p>
4	<p><b>Reduce the Number of Required Planning Board Meetings</b> The Town should consider eliminating the meeting that is required at the Planning Board to deem an application complete.</p>	<p>The initial meeting and site walk are critical to the approval process. Subsequent completeness review meeting could be minimized or eliminated by delegating authority to Town staff instead of the Planning Board</p>



## 8.0 Next Steps

BerryDunn facilitated an on-site work session with the Town Project Team to review this draft Current Environment Assessment and Recommendations Report. Following this work session, an updated version of this report was prepared and provided to the Town Project Team for further review. BerryDunn will then work with the Town Project Team to prepare a presentation for the Town Board of Selectmen that summarizes the report. The next steps are summarized in the table below.

**Table 8.1: Next Steps in the Project**

Activity	Target Date
Facilitate On-Site Work Session to Review Draft Current Environment Assessment and Recommendations Report With Town Project Team	January 26
Update Draft Report and Provide Version 1 to the Town Project Team for Review	January 30
Develop Presentation for Town Board of Selectmen	January 31 – February 5
Deliver Presentation to Town Board of Selectmen	February 6
Finalize Current Environment Assessment and Recommendations Report	February 7

## Appendix A: Town Participants

Town Participants		
No.	Name	Department/Division
1	Stephanie Weaver	Human Resources
2	Michael Livingston	Planning
3	Shannon Belanger	Planning
4	Jim Genereux	Code Enforcement
5	Jodine Adams	Code Enforcement
6	Jonathan Carter	Town Manager

## Appendix B: Peer Town Interview Participants

Peer Town/City Interview Participants		
No.	Name	Department/Town
1	Dylan Smith	Planning Director – York
2	Amber Harrison	Code Enforcement Director – York
3	Jay Chace	Planning Director – Scarborough
4	Christopher Osterrieder	Director of Community Development – Kennebunk

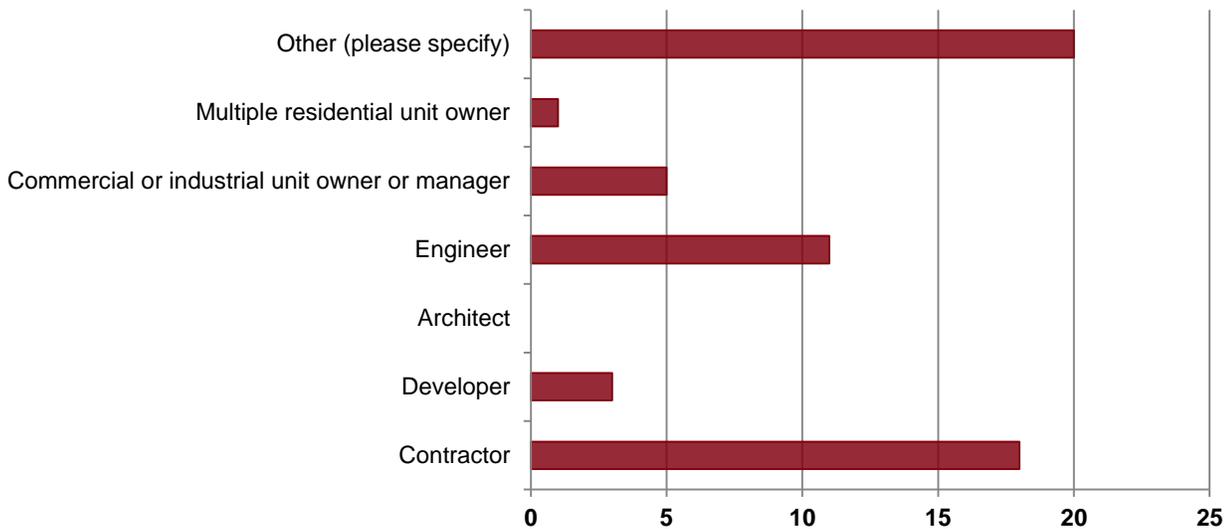
## Appendix C: Stakeholder Meeting Participants

Stakeholder Meeting Participants		
No.	Name	Organization
1	Jon Moody	Richard Moody & Son Construction
2	Irene Crocker	Seagull Inn
3	Dave Mackenzie	Summer Village Builders
4	Gregory Baston	Pinederosa Campground, Inc.
5	Erik Christiansen	South Coast Construction
6	Bob Macdonald	Mac's Carpentry
7	Steve Koeninger	U.S. Site Solutions, Inc.
8	Josh McDermott	McDermott Plumbing & Heating, LLC
9	Joseph Paul	Joe Paul Homes
10	Carmen Roy	Precision Transmission
11	Blaine Williams	Williams Foundations, Inc.
12	Barry Chase	Chase Construction, Inc.
13	Larry Duell	Father and Son Builders, Inc.
14	Brad Goodale	W.O.C.S. District
15	Bob Froncko	Rock Maple Farm Contractors
16	Isaiah Plante	Kimball Survey & Design, Inc.
17	Geoff Aleva	Civil Consultants
18	John Roberts	Kasprzak Homes, Inc.
19	Dave Lauze	Jefferson Homes, Inc.
20	Bob Georgiti	Kasprzak Homes, Inc.
21	Dan Crook	Coast 2 Coast Caterers
22	Tom Lewinski	Nor-Easter Construction
23	Grace Olson	1690 House Cafe
24	Brad Booth	Booth Golf Design
25	Gary Leech	Congdon's
26	Adam Leech	Congdon's
27	David Crook	Coast 2 Coast Caterers
28	Peter Garthwaite	Peter Garthwaite Energy
29	Jason Moody	Richard Moody & Son Construction

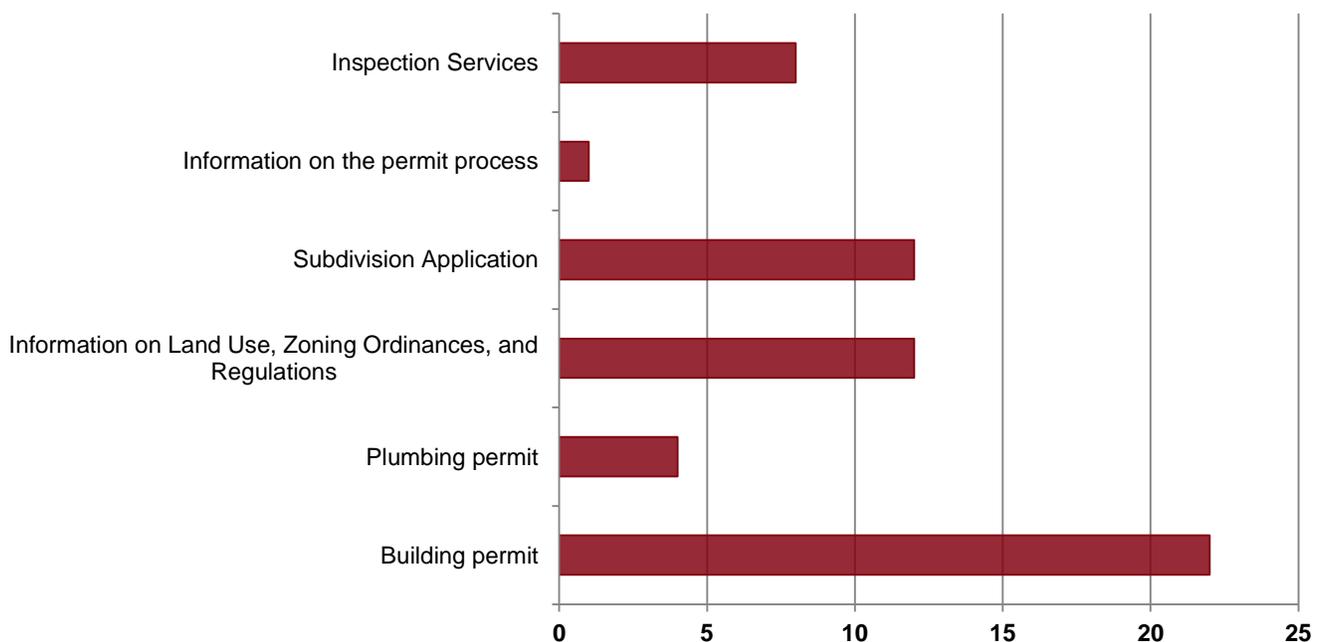
## Appendix D: Web-Based Survey Responses

Below are the survey questions and selected results that were included in the stakeholder web survey administered by BerryDunn. Key themes from the web surveys can be found in Section 3.0 of the Current Environment Assessment and Recommendations Report.

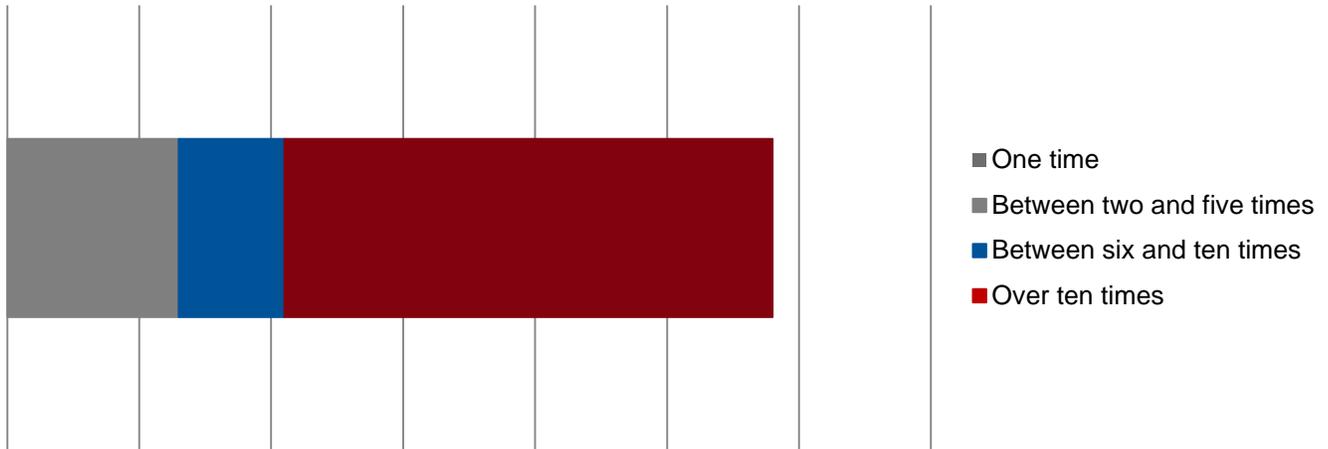
**1. Please tell us your role as a user of the Planning and Code Enforcement departments: (select one)**



**2. Please tell us the purpose of your most recent interaction with the Planning and Code Enforcement departments: (select one)**



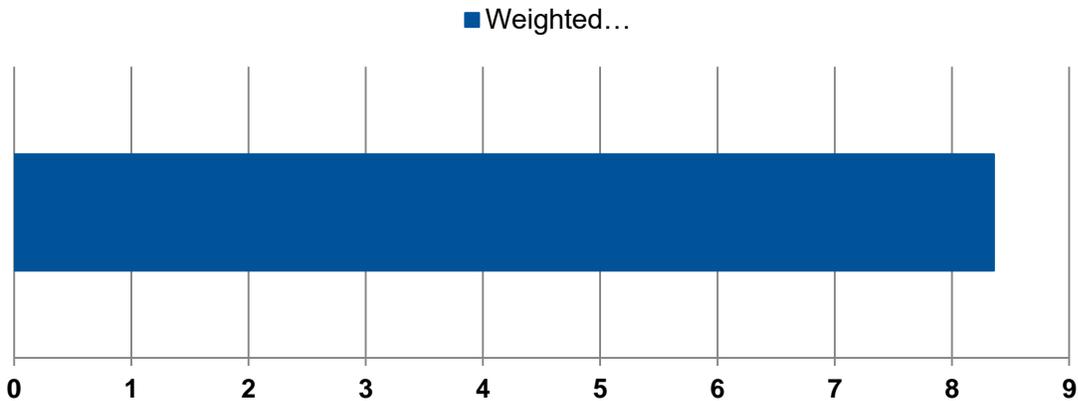
**3. Please estimate how many times that you have interacted with the Planning and Code Enforcement departments in the last two years: (select one)**



**4. Please read the following statements about service at the Town of Wells Codes and Planning departments. After reading each statement, please rate your agreement with the statement on a scale from 1 to 5, where 1 means you strongly disagree and 5 means you strongly agree, based on your experience over the last year.**



5. On a scale of 1 to 10, where 1 is low and 10 is high, how would you rank the Town of Wells Codes and Planning departments to colleagues, friends, clients, etc., as a place to do business?



6. What are the greatest strengths you experience with the current Planning and Code Enforcement processes? *(open comments)*
7. What are the greatest challenges or problems you experience with the current processes? *(open comments)*
8. Are there specific suggestions that you have that would improve the Planning and Code Enforcement processes? *(open comments)*
9. BerryDunn would like to conduct a group meeting with stakeholders at the end of November to obtain a greater detailed understanding of user's experiences with the departments. Would you be willing to attend an hour long meeting with BerryDunn in Wells: *(multiple choice)*
- a. Yes *(prompts questions 10 and 11)*
  - b. No
10. Please provide your preferred contact method if you would like to attend a meeting with BerryDunn. *(open comments)*
11. Which of the following meetings times would work for you? *(multiple choice)*
- a. 6:30 a.m. – 7:30 a.m.
  - b. 7:00 a.m. – 8:00 a.m.
  - c. 9:00 a.m. – 10:00 a.m.
  - d. 4:30 p.m. – 5:30 p.m.
  - e. 5:00 p.m. – 6:00 p.m.
  - f. Other *(open comment)*

## Appendix E: Planning and Code Enforcement Recommendation Memos



Town of Wells  
Code Enforcement Office  
208 Sanford Road  
Wells, Maine 04090  
207-646-5187  
Website: [www.wellstown.org](http://www.wellstown.org)

### MEMORANDUM

**Date:** August 10, 2017

**To:** Jon Carter, Town Manager

**From:** Jodine Adams, Code Enforcement Officer

**Re:** Code Enforcement Office Customer Service Enhancements

**Create the following handouts when working with people at the front counter that they can take home to continue the process and research:**

- Definition sheet with example of all the key items needed for a building permit  
Example: *definition of a plot plan and diagram, definition of a lot line and sketch, what a setback is and how it relates to the property etc.*
- Step by step tutorial instructions to view their property on the GIS
- Step by step tutorial to fill out the permit application
- Flow chart on building permit process

**The following has been done recently and will continually evolve:**

- Stream-lining the campground add-a-room, deck and shed permit was done in 2016
- Stream-lining and creation of a simplified pool permit was done in Spring 2017
- Stream-lining and creation of a demolition permit was done in Spring 2017
- Stream-lining and creation of a new plumbing permit form was done in Spring 2017
- Training has been hosted by the Code Office for Smart Vents, Internal Plumbing, Subsurface Plumbing and Erosion Control in 2016-2017 and training will continue to be offered as the updated MUBEC is adopted at the State level along with other opportunities the could be beneficial for contractors and Staff.

The Office will also work on creating a quick request sheet for customer questions when they want to know what their options are with the property. Staff will research the options and make contact with them to review the property and the options. Staff will get out of the habit of doing a quick review in at the front counter that seems to lead to miscommunication. The new process will allow Staff to research and compile accurate information and give the options in writing based on the written request. The request can be as simple as "can I split the lot"? It does not have to be a long written statement. We just want to insure we are reviewing what they are requesting. The requester can always meet with us once we have emailed all the information to them and they have had a chance to review it.

A policy will be created for key words the Staff should and should not use when giving information to customers.

Staff participate in a customer service class arranged through Human Resources.

Meetings with contractors will be organized to get feedback and suggestions they may have to improve the process based on other communities they work in and in general.

**Suggested Ordinance Changes that are frequent obstacles for citizens:**

- Allowing accessory dwelling units in the Residential Beach, Beach Business and Residential D Districts
- Allow second and third story additions over the existing footprint even if it does not meet setbacks as long as the setback encroachment is not increased
- Consider adding "Interpretational Appeal" to section 145-67 Power and Duties of the Zoning Board of Appeals. This would allow applications to appear before the Board for an interpretation of the Ordinance without having to apply for a building permit and using the "building permit denial" to appeal the decision of the Code Officer.
- Consider adding "Miscellaneous Appeal" to section 145-67 to Power and Duties of the Zoning Board of Appeals. This could allow applicants to apply for setback relief up to a certain percentage of the required setback without having to prove the four step hardship criteria as required by State law for a dimensional setback reduction. This has pros and cons but could be explored with Staff and legal counsel as a possible option.



**Planning & Development**  
208 Sanford Road, Wells, Maine 04090  
Phone: (207) 646-5187, Fax: (207) 646-7046  
Website: [www.wellstown.org](http://www.wellstown.org)

<i>Michael G. Livingston, Town Engineer/Planner</i>	<a href="mailto:mlivingston@wellstown.org">mlivingston@wellstown.org</a>
<i>Shannon M.L. Belanger, Planning Assistant</i>	<a href="mailto:sbelanger@wellstown.org">sbelanger@wellstown.org</a>

**Memo**

Date: August 9, 2017  
To: Jon Carter, Town Manager  
From: Michael G. Livingston, Town Engineer/Planner  
Re: Planning Office Customer Service Enhancements

**Create Informative Handouts and add information to the website for the following:**

- Add to FAQ's, Application specific
- Develop new application forms for amendments
- Revise existing application forms and create separate submission checklists for each
- Create a "how to" instruction guide for applicants to follow line by line (similar to MDEP/ IRS? etc).
- Create "how to" instruction guides for GIS mapping and information, permitted Land Use/Zones, etc
- Create flow charts for each application process including number of possible meetings with reviewing authority
- Create "sample" application forms
- Provide example site and subdivision plans
- Create a "decision tree/ flow chart" for subdivisions and site plans
- Create an outline or guide on the subdivision process:
  - What are you looking to do?
  - Do you need subdivision approval? Are you in an existing subdivision?
  - Where are you? (What zoning requirements apply/ performance standards, etc.to the land)
  - What are the submission requirements to start the process?
  - What will the review and approval process look like?
  - Once approved, what is the construction process?
  - Once completed, how is the subdivision finalized with the Town?
- Create and outline or guide on the site plan process:
  - What are you looking to do?
  - Do you need a site plan approval? Does a site plan approval exist?
  - Where are you? (What zoning requirements apply/ performance standards, etc.to the land)
  - What are the submission requirements to start the process?
  - What will the review and approval process look like?
  - Once approved, what is the construction process?
  - Once completed, how is the site plan finalized with the Town?

### **Possible Ordinance Changes to address process/ administration:**

#### **Subdivisions:**

- Submissions: address notification responsibilities, escrow requirements, PDF submission requirements, plan copy requirements
- Redefine "Minor Subdivision" and permit to consider up to 6 lots/dwelling units and up to 1,000 linear feet of road?
- Define as-built plan requirements
- Expand "Minor modifications" to allow more Town Staff approvals
- Expand/define "Certificate of Amendment" requirements and process
- Define substantial start and completion

#### **Site Plans:**

- Submissions: address notification responsibilities, escrow requirements, PDF submission requirements, plan copy requirements
- Expand "Field Changes to approved site plans" to include options for Town Staff approval for changes to parking, dumpster screening, landscaping and utilities, not just unforeseen circumstances?
- Expand SRC thresholds and amend the Reviewing Authority Chart
  - Up to 6,000 SF gross floor area of structure to stay as is but increase lot coverage square footage up to 12,000 SF
  - Permit lot line adjustments
  - Detail process for SRC projects to have to go to the Planning Board
- Define substantial start and completion

#### **Home Occupations:**

- Expand Class 3 limits: lots 2.3 acres or greater, allow more outdoor area use
- Create a Class 4 for lots greater than 5 acres (permit more outdoor use area and larger building and # employees, buffering increases, etc)
- Redefine "Business, Home"
- Define "owner"

#### **Private Streets**

- Create approval process of private streets through the Staff Review Committee

#### **Land Use:**

- Lot coverage of Rural zone east of I-95 with sewer/water increased from 20% to 40%
- Change 145-70, Site Plan Applicability requirements
- Expand RA and add RC Zones between I-95 and Rte. 1
- Extend RC and LI Zones along Rte. 9 and 109