VILLAGE BOARD
COMMITTEE OF THE WHOLE MEETING

JANUARY 11, 2016 – 7:00 PM
LEMONT VILLAGE HALL
418 MAIN ST.
LEMONT, IL 60439

AGENDA

I.   CALL TO ORDER

II. ROLL CALL

III. DISCUSSION ITEMS

   A. HR GREEN DEVELOPMENT REVIEW PROCESS ANALYSIS PRESENTATION
      (PLANNING & ED)(CHIALDIKAS)(JONES)

   B. VISUAL IDENTITY UPDATE AND DISCUSSION (NO ATTACHMENT)
      (PLANNING & ED)(CHIALDIKAS)(JONES)

   C. WEBSITE REDESIGN PRESENTATION / DISCUSSION
      (ADMINISTRATION)(REAVES)(SCHAFER/MOLITOR)

   D. EMERGENCY OPERATIONS PLAN DISCUSSION
      (POLICE DEPT.)(MIKLOS)(MATON)

   E. FY 15-16 BUDGET AMENDMENT DISCUSSION
      (ADMIN/FINANCE)(REAVES/SNIEGOWSKI)(SCHAFER/SMITH)

   F. FINANCIAL TRENDS AND PRELIMINARY FY 16-17 BUDGET DISCUSSION
      (NO ATTACHMENT)
      (FINANCE)(SNIEGOWSKI)(SMITH)

IV. UNFINISHED BUSINESS

V.   NEW BUSINESS

VI. AUDIENCE PARTICIPATION

VIII. ADJOURN

Village of Lemont
Planning & Economic Development Department

418 Main Street · Lemont, Illinois 60439
phone 630-257-1595 · fax 630-257-1598

TO: Committee of the Whole

FROM: Charity Jones, AICP, Planning & Economic Development Director

SUBJECT: CMAP LTA Grant – HR Green Development Review Process Analysis

DATE: January 8, 2016

SUMMARY

The Chicago Metropolitan Agency for Planning (CMAP) provides local technical assistance (LTA) grants to communities within the seven county Chicago region. The grants are given for a variety of planning projects; all grants are intended to support and implement the recommendations of Go To 2040, the region's comprehensive plan.

In 2014, the Village adopted its new Comprehensive Plan, Lemont 2030. The Economic Prosperity chapter of Lemont 2030 recommends creating a regulatory environment that is supportive of local economic health. Specifically, the plan recommends that the Village review its codes and development review procedures to determine if improvements can be made to increase efficiency or reduce unnecessary regulation. Therefore, staff applied for and was awarded a 2015 LTA grant to conduct a review of the Village's site development and building permit processes for these purposes.

The selected consultant, HR Green Inc., has completed their review of the Village's building and site development permit processes. The recommendations in their attached report are based on HR Green's expertise and their extensive interviews with Village staff from spring 2015.

ATTACHMENTS

1.   HR Green Report – Analysis of the Development Review Process

Analysis of the Development Review Process
CMAP RFP 124
For the Village of Lemont Illinois

December 2015

Prepared for the Chicago Metropolitan Agency for Planning

HR Green Project Number
87140447

December 1, 2015

Mr. George Schafer, Village Administrator
Village of Lemont
418 Main Street
Lemont, IL 60439

RE: Analysis of the Development Review Process

Dear Mr. Schafer:

HR Green is pleased to present the **Analysis of the Development Review Process** study for the Village of Lemont. We trust you will find the report helpful and informative as you evaluate the Village's development related services and seek to improve operational efficiencies. We would especially like to thank you and your development staff for providing assistance and guidance throughout our analysis. Work on this study was truly a collaborative team effort between HR Green and Village staff. As such we believe the report reflects recommendations that are both practical and implementable for the Village.

Thank you for giving HR Green the opportunity to assist the Village of Lemont. We look forward to helping you realize your goals of improved efficiencies and service delivery for the residents of Lemont.

Sincerely,

HR GREEN, INC.

Russ Loebe ICMA-CM
Vice President, Governmental Services

Contents

CMAP Proposal for RFP 124
Analysis of the Development Review Process
for the Village of Lemont Illinois - Final Report

CHAPTER 1 – INTRODUCTION

Purpose and Scope

HR Green is pleased to assist the Chicago Metropolitan Agency for Planning (CMAP) and the Village of Lemont by preparing recommendations to their current development review processes within their Planning and Economic Development Department and Building Department. We recognize the emphasis that the Village's newly adopted Comprehensive Plan places on Economic Prosperity. We note its direction to;

"…Create a regulatory environment that is supportive of local economic health... Specifically, the plan recommends that the Village review its codes and development review procedures to determine if improvements can be made to increase efficiency or reduce unnecessary regulation…"

To realize this objective, HR Green analyzed the current development review and permitting processes for the Village of Lemont and has developed a series of recommendations to help improve these systems. These recommendations, once implemented, should assist the Village in obtaining a more timely and efficient development review and permitting process that will provide not only a fair and predictable environment for developers, but will work within the Village's organizational structure. We have reviewed current codes, forms, permits and related materials used by the Village in the development process. We have also reviewed applicable sections of the zoning and subdivision ordinances looking for opportunities to improve process efficiencies. The Village operates with two distinct development review processes where Site Development Permits are processed through the Planning & Economic Development Department while Building Permits are processed through the Building Department. The Village issues Site Development Permits for all development projects except single family homes, residential duplexes and a few other minor permits. At times, some projects have experienced challenges when these two departments are both involved with reviewing and inspecting the same Site Development Permit project when a subsequent building permit is required. The structure, process and interaction between these two departments have also been reviewed. The Village also uses a variety of outside consultants for certain plan reviews and inspections. These include commercial building plan reviewers, civil engineers, grading technicians, plumbing and electrical inspectors, arborists, and ecologists. Looking to improve the coordination between these consultants, Village staff, and applicants, we have examined the coordination and communications between all parties. Throughout this report we looked for ways to improve workflow management of the Village's review and inspection processes, improve communications between the Village and applicants, and improve the overall efficiency of the development review process.

HR Green conducted the study from February through July 2015. The project included an evaluation of current practices, organizational structure, and opportunities for efficiencies in processes and resource utilization.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Methodology and Project Approach

The work in this study has addressed the following areas:

Planning and Economic Development Department and Building Department Organizational Structure Design and Evaluation -

This evaluation provided an overview of the services delivered as well as an analysis of current staffing and job responsibilities. Current organizational structure, span of control, need for cross-training and delegation and other issues are addressed. Recommendations for future organizational alignment are also described in this section.

Key points:

- *Determined which tasks have similar skill sets to determine consolidation, or cross training, opportunities. This can lead to higher utilization and deeper specialization of resources.*
- *Evaluated Span of Control – "SOC" is measured as a ratio of subordinates that report to one manager. Average SOC ratios are typically 5:1 to 8:1 reports per supervisor.*
- *Developed recommendations for organizational structure based on current and future workload and processes.*
- *Reviewed organizational structure(s), including number of staff, from current and past nine years*
- *Reviewed Position job descriptions for each staff member.*

Stakeholder Surveys and Interviews

Surveys and or Interviews were conducted with "internal stakeholders" (Village staff and review consultants), and "external stakeholders" (developers and builders). This is often referred to as the "As Is" or "Legacy" assessment. This process gathered relevant information about service delivery and opportunities for improvement.

Key points:

Conducted interviews with internal stakeholders' (Village staff) to gain insight about current process and procedures. HR Green surveyed and interviewed 12 individuals involved with the development process. This group consisted of inspectors, plan reviewers, clerical staff, finance staff, contract inspectors, and management representatives.

- *In order to gain a better appreciation for external stakeholders (development review consultants and representative developers and builders) satisfaction with the department's performance, key external stakeholders were surveyed and or interviewed. A group of representative external individual stakeholders (selected by the Village) were interviewed to assess the overall satisfaction of Site Development Permit and Building Permit performance.*

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

- *Although these interviews are primarily designed to gather information about current or "As Is" conditions, these exchanges have resulted in valuable suggestions and observations.*

Review Current Codes and Forms

We have reviewed written materials currently used by the Village in the development review process including zoning ordinance, subdivision regulations, application forms, and similar documents. The review of ordinances is only for context as it relates to the development review and inspection process and is not intended as a comprehensive review of the Village's zoning ordinance, or subdivision regulations. However, we have noted opportunities for improvement where applicable.

Key points:
HR Green worked with the Village staff to secure information related to the work functions in the Planning & Economic Development Department and Building Department. Information included the review of the following:

- *Written policies and procedures for work tasks for the department.*
- *Forms used in the department including permit applications, fee calculation sheets, inspection forms, site and building plan review standards, notifications, departmental reports, etc.*
- *Zoning and Subdivision ordinances (applicable sections)*
- *Any development guides and external educational memoranda*
- *Position job descriptions*

Review Current Approval Processes

We have examined and reviewed the internal departmental process by which developments are considered for approval and permits are issued by Village staff and consultants. We have assessed the actual practice of development review and approval. The outcome of this assessment was used to help determine the potential realignment of process flow, use of consultants and ways to improve coordination or integration between Planning & Economic Development Department and Building Department.

Key points:
HR Green reviewed and analyzed the following:

- *Workflows, procedures, departmental and consultant operations to determine the current performance of the services provided to both internal and external customers. Special attention was paid to the interaction between the Planning & Economic Development Department and Building Department efforts.*
- *Evaluated permit processing efficiencies looking for any identifiable bottlenecks, overlaps, redundancies by reviewing process flowcharts.*

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Performance Measures

In an attempt to quantify performance levels we evaluated several key development performance metrics. Communities often provide similar services to their residents but often deliver the services in slightly different ways. However, there are industry norms and best practices that can provide comparative information that can be used to assess the performance. Here we looked at key measurement criteria and draw comparisons from other jurisdictions.

Key points:
HR Green reviewed and analyzed performance measures such as:

- *Building permits approval time lines.*
- *Timing and responsiveness to building inspections*
- *Number of permits issued*
- *Number of contractor licenses issued, number of categories*

Technology -

We have reviewed all technology currently being used by the Village in the development process. This would include use of software applications, mobile hardware and equipment and other technology. We have compared the Village's current use of technology applications to trends in the industry.

Key points:
- *Identification of technology being used (software, smart phones, tablets, etc.)*
- *Evaluate the leveraging of technology for operational improvement (i.e. automation of over the counter permit transactions, automation of field inspections, etc.)*

Process Flow

We have conducted a detailed analysis of process flow for all aspects of development permitting and building permit issuance. Look for opportunities to improve process flow by identifying any impediments to the process. Since the Village has no documented development process flow, HR Green has developed a schematic representation of current permit and inspection work flow that depicts the various steps and activities in the Site Development and Building Permit Process, PUD Development Process, and Plat of Subdivision Process.

Key points:
- *HR Green has used schematic information in conjunction with interviews to review permit and plan review work flows for bottle necks or impediments, and to look for improved efficiencies.*

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Develop Recommendations

Upon review and assessment of the findings of the current process, we have provided a series of recommendations and suggested changes that will assist the Village in improving departmental efficiencies. These include modifications to the approval process, modifications to application forms, staff training, and deployment of technology, organizational realignment options and other potential changes.

Relationship with the GO TO 2040 Regional Comprehensive Plan

CMAP developed and now guides the implementation of GO TO 2040, metropolitan Chicago's long-range regional plan. To address anticipated population growth of more than 2 million new residents, GO TO 2040 establishes coordinated strategies that will help the region's 284 communities address transportation, housing, economic development, open space, the environment, and other quality of life issues. The GO TO 2040 plan strives to balance the need for local autonomy and regional cooperation. It provides principles that municipalities and counties can apply to decide how and where development should happen or which infrastructure investments to prioritize in their communities. The plan recommends supporting local planning through grant programs, infrastructure investments to implement plans, technical assistance, and collaboration between municipalities on shared priorities. The Plan contains four themes and 12 major recommendation areas:

Livable communities
- Achieve greater livability through land use and housing
- Manage and conserve water and energy resources
- Expand and improve parks and open space
- Promote sustainable local food

Human capital
- Improve education and workforce development
- Support economic innovation

Efficient governance
- Reform state and local tax policy
- Improve access to information
- Pursue coordinated investments

Regional mobility
- Invest strategically in transportation
- Increase commitment to public transit
- Create a more efficient freight network

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Achieving regional goals for efficient governance requires significant innovation and coordination at the local level. GO TO 2040 states that "one community, or even a single level of government, cannot solve our most pressing problems alone". Though northeastern Illinois is a large and diverse region, our communities are interdependent and our leaders will have to work across geographic borders to create sustainable prosperity. The Village of Lemont is encouraging and fostering economic growth through innovations to improve the efficiency of their internal processes. This report is designed to assist the Village with their efforts.

Executive Summary

This section summarizes the study team's key findings, conclusions and recommendations from our analysis. The report offers direction through specific recommendations in Chapter 10 CONCLUSIONS AND RECOMMENDATIONS that should, once implemented, help to improve the efficiency of the Village's development related services. HR Green has also prepared a separate Implementation Matrix outline that Village staff can use to help guide them through the subsequent implementation of these recommendations.

The majority of the effort of a study such as this focuses on identifying opportunities for improvement. However, during the study we have noted many positive aspects of both the Village's Planning and Economic Development Department and Building Departments and have provided a summary of these findings as well. Overall our study team was impressed with the quality of development services provided by the Village and the commitment of Village staff to serve the residents of Lemont. We hope that the recommendations presented in this report will help Village staff to further improve efficiencies while building on the performance and work culture of the organization.

Key Strengths of the Planning and Economic Development and Building Departments
The employees in both departments demonstrated a strong commitment to their work and a desire to improve department efficiencies and service levels for Lemont's residents. The staff was very helpful and assistive during the study. The following lists some of the key strengths observed during our study.

- Both Departments demonstrate a robust "esprit décor". Employees take great pride in their work and their fellow workers. Employees' work well together offering assistance when they know a need exists. There is a truly positive work environment in both of these departments.
- Customer service is a high priority. Although this often an overused term we heard from both employees and contractors during our interviews that the Village staff excels at customer service often willing to go the extra distance to be helpful. Several employees attribute this to the Village Board's long standing emphasis on putting residents first.
- There appears to be an "all in" work ethic where employees are quite willing to spend extra time to "get the job done right".
- Employees demonstrated a great deal of institutional knowledge about development within the Village as well as the policy background related to the various developments.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Key staff members also demonstrated a good grasp of both current and prior development policy issues. They were able to explain "why" certain standards or procedures have been put in place. This is important knowledge to access when explaining policy to current or perspective developments.

- Key staff is well credentialed and demonstrate a robust understanding of the technical aspects of their work. Of note, the fact that the Village completed a detailed Comprehensive Plan update in-house with Village staff is a practical demonstration of these skills.
- Staff has created many internal systems to help process development projects as well as numerous public information and assistance guides for development.
- Feedback from builders and developers was by and large very complementary and positive. Inspections were noted as timely and fair while plan review explanations were clear and well documented.

Summary of Opportunities for Improvements

As the study team conducted the review of the Village's systems and processes in both the Planning and Economic Development and Building Department's opportunities for improvement were noted and later vetted with department staff. Although we have identified numerous opportunities in both departments none of the identified issues present a major deficiency in performance or failure in service delivery. Much of the work performed is traditional in nature and within industry norms. The current organizational structure is common in the industry although we do suggest an alternative designs for future consideration. In short the department's efficiency issues are not structural or performance related but rather more administrative and work flow related. As work volumes increase these work flow "bottlenecks" will further impact building permit and development application processing efficiencies. The following is a condensed summary of the opportunities that will be discussed in greater detail later in the report.

A. **Improve efficiencies in office operations to free up more time to devote to Development Process**
- Provide building code and zoning continuing education for Admins with goal to be able to process basic permit applications, answer basic permit policy related questions for both building and planning applications.
- Cross train Admin staff to be able to cover during absences, sick, vacations in Planning and Economic Development and Building Department.
- Establish a receptionist assignment schedule that assigns an individual(s) to answer phones serve as intake receptionist and answer walk-in questions for Planning and Building Department.
- Utilize Finance Department staff (or others) during peak periods phone / reception duties.
- Identify alternative clerical support to assist with records filing in Building Dept. and P&ED Dept. and assist with completion of related Freedom of Information (FOIA) requests.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

- Improve filing system, record retention, disposal policy, for basement building permit archives.
- Consider alternative for Permit Admins searching archival records for copies of residential plats of survey.
- Consider reduction in number of contractor license categories to reduce permit approval times.
- Consider creating and publishing a database of Licensed Village Contractors that identifies name, type of licensee, bond and insurance expiration dates.
- Consider revising contractor licensing requirements to require that the bonding and insurance certificates accompanying the license application must be valid through December 31st of license year.
- Make general contractor / permit applicants responsible for submitting a copy of a valid license for themselves and sub-contractors.
- Provide detailed process and procedures information for all individuals involved with Building Department and Planning and Economic Development processes so all staff has a better understanding of workflow and process making it easier for others in the organization to understand and potentially assist operations when necessary.

B. Improve efficiency through expanded use of technology
- Use the Village's LOGOS™ (New World®) software program to better track various aspects of Building and Development process.
- Continue to investigate work done with software in other communities. Continue to participate in software user groups and seek Improvements in software functionality.
- Continue software training for all appropriate individuals in Planning and Economic Development and Building Department.
- Develop system that allows reviewers that are not in the Village offices (engineers, inspectors etc.) to access permit files to enter review and inspection information.
- Use laptops or tablets in the field (running LOGOS™) for recording building inspections.

C. Improvement in Building Department functionality
- Develop "Builders Guide" that explains building department permitting and inspection process, requirements in one document.
- Develop on-going FAQ's to share with building applicants. These FAQ are created and updated as questions arise and are resolved.
- Consider hosting an annual "Builder Breakfast" or other event to review department policy and Rules & Regulations, update contractors and designers on new codes and policies.
- Consider updating from the Village's current building code versions to more current versions.
- Continue to coordinate regular meetings with the Fire District for status of reviews / code changes and other issues.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

- Establish improved procedures for scheduling and reporting results of site development inspections.
- Develop better communication protocols with contract building inspectors and administrative staff. requirement that part-time inspectors check email and voicemail regularly, establish a formal protocol for communications
- Improve contractor and applicant communications methods for plan reviews and building inspections. This is especially important when building plans are rejected or field inspections are failed.
- Identify and communicate goals for turn-around time for internal plan reviews, i.e. industry standard 10 days.
- Convey that life safety code standards cannot be "grandfathered". This should be communicated in advance to applicants with instructional or application materials.
- Establish requirement that part-time inspectors check email and voicemail regularly, establish a formal protocol for communications.
- Create form-fillable PDF's (Acrobat-PRO© etc.) for Building Permit applications and make them available on line.
- Building Inspectors and Plan reviewers should enter their own permit data in building permit software.
- Do not accept partial or incomplete plan submittals.
- Develop an internal policy that would permit concurrent review by staff and contract reviewers of various sections of building permit applications.
- Explore instituting a shortened or expedited permit approval process for miscellaneous "over the counter" type permits.
- Evaluate the need for Planning Dept. to review all residential building permits (i.e. anti-monotony, setbacks, side loads etc.) Can this be performed by Building Dept.?

D. Improvement in Planning and Economic Development Department functionality
- Expand on Development Guide to include information that better explains the purpose and interaction between the Site Development Permit and Building Permit process.
- Develop on-going FAQ's to share with development applicants.
- Evaluate the benefit of having a joint Village Park District meeting to better understand each agency's development related goals and objectives.
- Establish systems and procedures to better record/document Village Engineers correspondence and reviews on projects.
- Conduct Pre-Application Meetings for "as-of right" development that includes all appropriate internal staff.
- Include Building Commissioner / delegate early in the Site Development Permit process.
- Create form-fillable PDF's (Acrobat-PRO© etc.) for development applications and make them available on line.
- Establish a process to obtain TRC member's review comments prior to advancing to formal approvals.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

- Create uniform plan review / site development review forms to be used by various reviewers to improve consistency and uniformity.
- Remind applicants about outside agency's (MWRD, Corps of Engineers, and IEPA etc.) long review time lines.
- Do not accept partial or incomplete plan submittals.
- Allow Admins to accept Planning and Economic Development applications. Create quick checklist for Admins to assist them with application intake.
- Improve protocol for Site Development Permit inspection processes, level and extent of types of inspections that will be required and by whom.
- Evaluate options to reduce Planning and Economic Development Director's time spent on tentative development, delegate some of this work to planner.
- Develop procedure to better communicate formal closeout for site development projects.
- Consider foregoing the Village Board Committee of the Whole (COW) meeting requirement for minor, plan compliant, non-complex PUD and Plat approvals.
- Amend municipal code section relating to plat filings. Amend Chapter 17.04.100 (E)(3) – Recording of Approved Plats to give the Village the option to record these plats.
- Keep zoning code updated to reflect policy priorities changes or Comp Plan revisions.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

CHAPTER 2 – BACKGROUND

Community Background

The Village of Lemont was officially incorporated in 1873. The non-home rule community of 16,517[1] is located along three scenic waterways in northeastern Illinois. Lemont boasts a peaceful atmosphere truly unique to the Chicagoland area and is home to several renowned facilities including the Argonne National Laboratory and Cog Hill Golf and Country Club.

Lemont's initial settlement began in the late 1830s with the construction of the Illinois and Michigan Canal. This historic piece of infrastructure connected area waterways to the Mississippi River. Lemont later flourished with large limestone quarrying operations in the mid-1800s. Local examples of buildings constructed with the materials include the Chicago Water Tower located on Michigan Avenue and part of the Illinois capitol building in Springfield. Both projects attracted a large influx of immigrant workers - many of which settled in the community. More importantly, they helped create an important economic link to the community and the ever-growing Chicago market.

Lemont expanded its industrial presence in the 20th century through steel, chemical and oil companies and high-tech research complexes. This diversification has allowed the Village to maintain a steady employment base offering quality jobs for its residents.

Historical Population

Lemont experienced steady population growth from 1920 to 1990. During this 70-year period, the Village's population more than doubled. A housing boom beginning in the mid-1980s fueled a dramatic increase in Lemont's size; within 17 years the population nearly tripled and the Village annexed more than 1,000 acres. In fact, the U.S. Census Bureau conducted a special census twice in the 2000s upon Village request in order to quantify Lemont's enormous growth.

Although lands available for annexation are limited, infill development and higher-density residential projects continue to foster population growth. A 2013 U.S. Census Bureau estimate lists the number of Village residents at 16,517. This figure represents a 2.7% increase since the 2010 Census which far exceeds the 0.5% growth rate for the State of Illinois during the time period.

---

[1] U.S. Census Bureau 2013 Estimate.

HRGreen

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Lemont Population 1920-2013
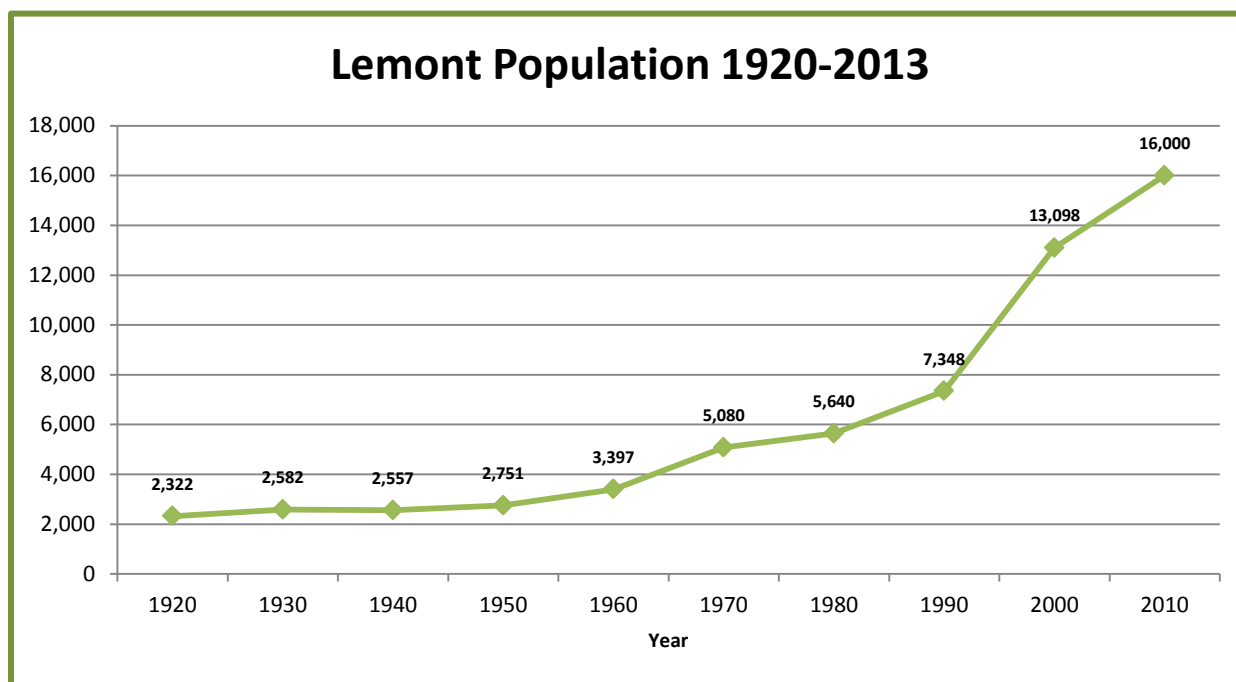
Source: U.S. Census Bureau

Residential Construction

New residential development is an important indicator of population growth and economic activity. It is important to note that building permits are required to start construction but do not necessarily indicate occupancy.

Village building permit records date back to 1981. The chart below represents development activity from 1981 through 2015. Activity remained limited in the early 1980s; however, a mid-decade housing boom helped create a sustained period of growth for the community. The Village issued more than 100 residential building permits annually for 22 consecutive years spanning the period from 1986 to 2007. Although construction peaked from 1995 to 1998, housing starts remained strong through 2006 when the Village issued 202 permits. The Village experienced a sharp downturn in residential building permits, which coincided with the national economic downturn, issuing 130 such permits in 2007 and 42 permits in 2008. A 2009 figure of 15 new residential building permits was the lowest number of residential permits issued by the Village in recent history. The numbers of residential permits in 2015 were approximately one half of the 1996 peak and about two thirds of pre-recessionary levels.

Records indicate the construction of residential units has rebounded in the Village. The number of permits issued has increased every year from 2011 to 2015. In fact, Lemont processed nearly four times as many residential permits in 2015 (116) than in 2011 (28).

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Residential Permits Issued In Lemont
1981-2015
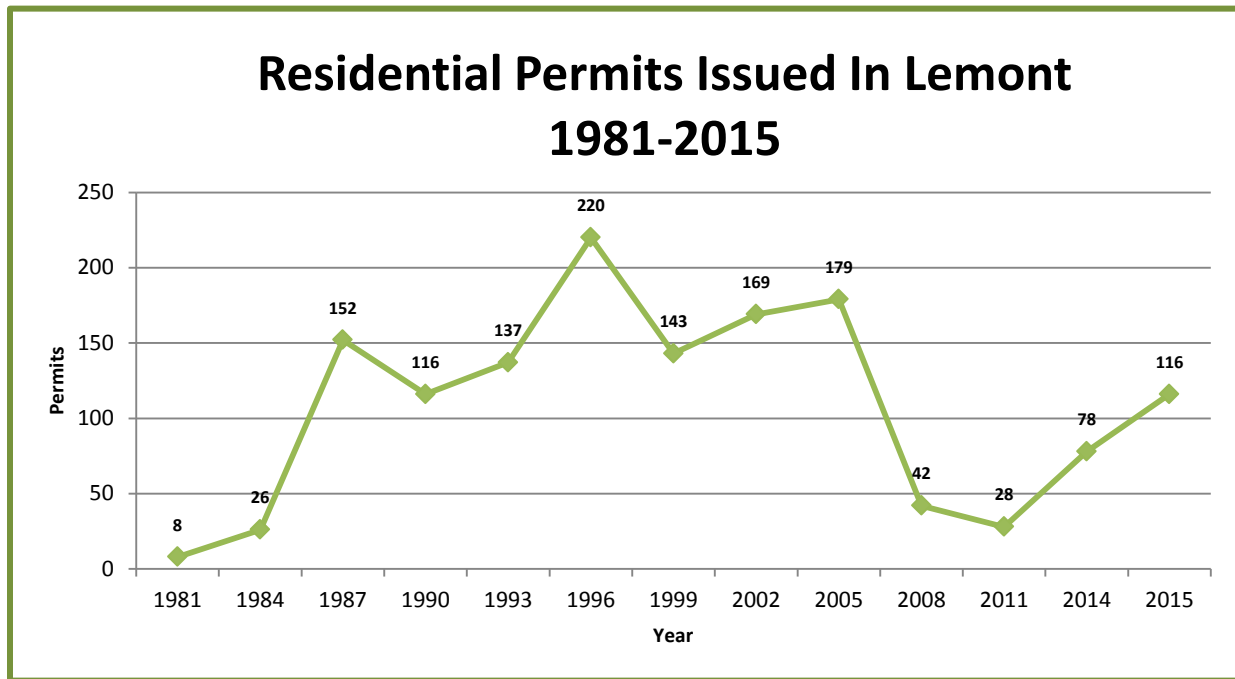
Source: Village of Lemont

Lemont experiences a variety of development projects from single and multi-family residential to industrial and commercial projects. As the chart below indicates, the Village processed a steady number of building permit applications (including all types of construction) from the mid-1980s through the beginning of the great recession in 2007-2008. The Village had a total 1002 building permits issued in 2015.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Total Building Permits Issued In Lemont 1981-2015
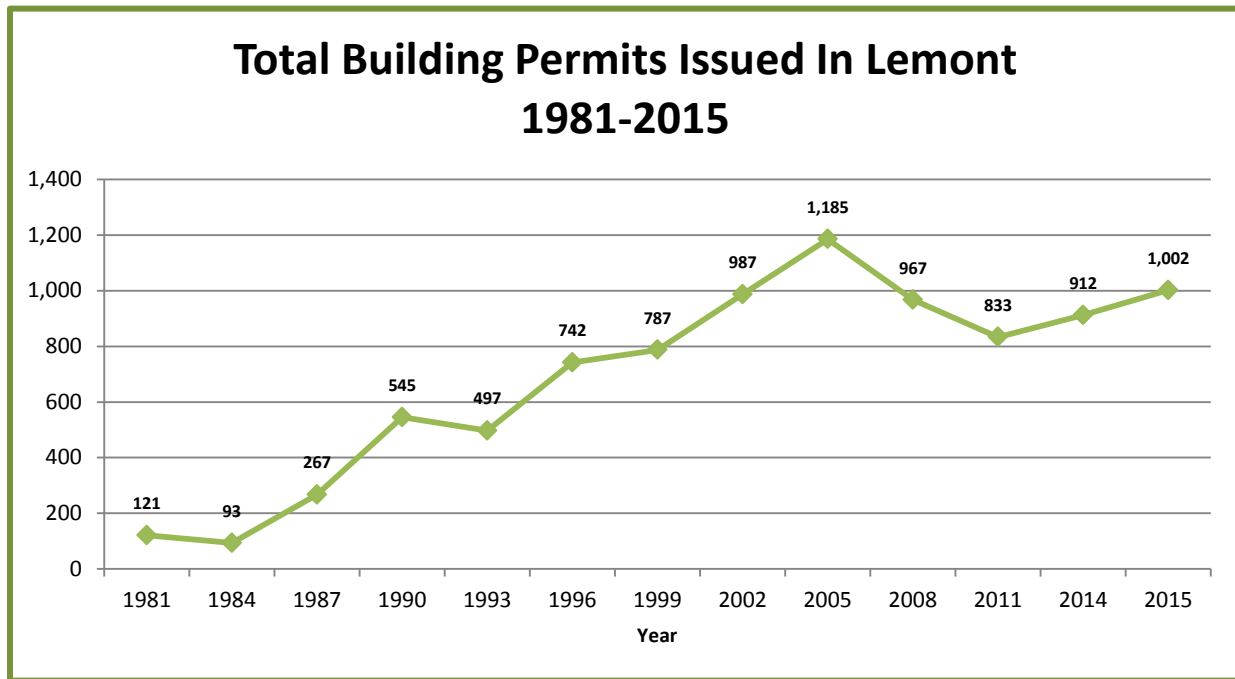
Source: Village of Lemont

Village Governmental Structure

The Village operates under a Mayor/Council form government with an appointed Village Administrator. The Mayor and Board of Trustees are responsible for legislative functions and serve in staggered four-year terms. The Village Administrator carries out the policies and ordinances of the Village Board, oversees day-to-day operations, and appoints all employees of the Village (excluding sworn public safety employees). The chart below depicts the Village of Lemont's current organizational structure.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

VILLAGE OF LEMONT ORGANIZATIONAL CHART

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report
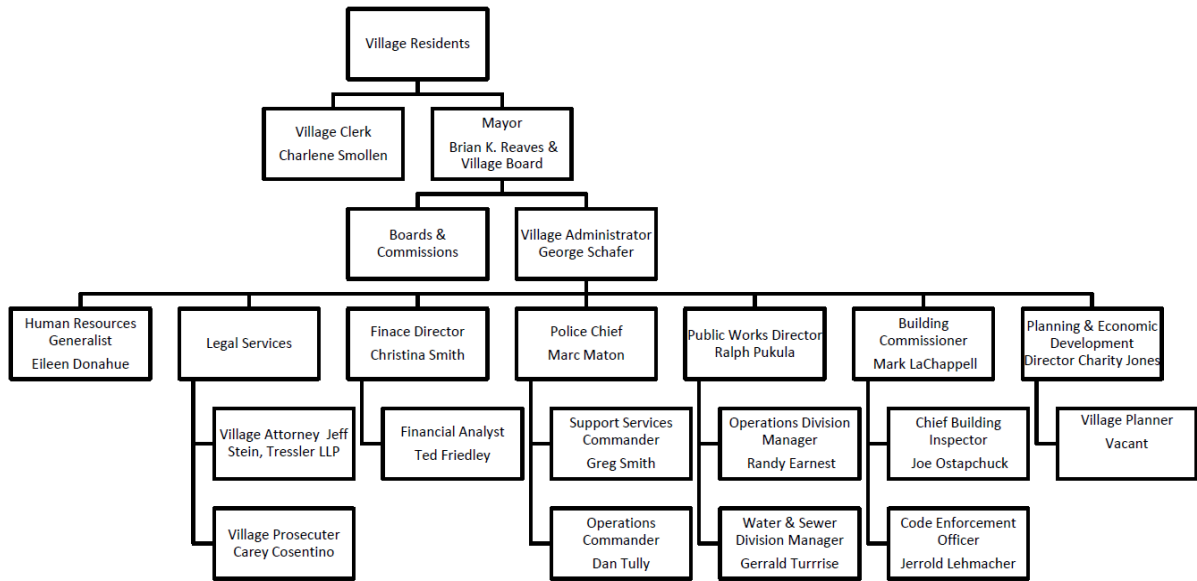
CHAPTER 3 – PLANNING & ECONOMIC DEVELOPMENT

The Village provides a full range of traditional planning and development services and a host of other services through Lemont Village staff. The Planning & Economic Development Department is responsible for issues related to land use and development: administering the Comprehensive Plan and Unified Development Ordinance; conducting long-range planning projects and reviewing development proposals. The department is also responsible for many other functions. They provide all economic development services including marketing activities and business attraction and retention. The department also provides staff support for the Village's Historic Preservation Commission and other committees. The department further manages all of the Village's marketing initiatives, assembles information and designs for the Village's Newsletter, serves as Village Webmaster while managing the Village's Facebook account, special events and all Village GIS data and parcel address duties. Of particular note, the department completed an update of the Village's Comprehensive plan "in-house". This three year project was completed in fall of 2014.

Summary of Current Services

Description of Functions: The Planning & Economic Development Department is responsible for creating and implementing plans to support the community's economic health and physical development; managing and administering local zoning regulations; and various licensing, permitting, and other functions in support of our mission.

Services and Responsibilities:
- Creation and implementation of long and short-range plans.
- Zoning Administration, including review of proposed new developments.
- Oversight and evaluation of annexation requests.
- Promotion of local economic development.
- Oversight of Village public information efforts including websites, newsletters, etc.
- Oversight and coordination of Village-sponsored special events.
- Oversight of permitting for community special events.
- Oversight of business licensing.
- Staff support to Village Commissions including the Planning and Zoning, Historic Preservation, and Environmental Advisory Commissions.

2015 Permit Activity Summary

In 2015 the Planning and Economic Development Department processed 15 zoning entitlement cases through the Planning and Zoning Commission during 2015 the department managed 8 new site development permit applications. The department also processed numerous applications for review before the Historic Preservation Commission. Many of the projects that the department oversees can span from one year to the next. By example staff noted one

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

particular case where a site development application filed in 2013 is just now ready for issuance.

Planning and Economic Development Staffing
Department Staff – 3 full-time employees, 4 contract employees.

The Planning & Economic Development Director, Village Planner and Marketing Coordinator are full-time Village staff. The majority of the department's services are provided by the Planning & Economic Development Director and the Village Planner. The Village also uses a contract Arborist and Ecologist to assist with development reviews. The Village Attorney and Village Engineer also assist the department with review of plans and development proposals. The Marketing Coordinator is shown on the organization chart below in that the Planning and Economic Development Director supervises this position however the position has no involvement with the development process and will not be included in the staffing review later in the report.

1) Current Organizational Chart
The following organizational chart outlines the full-time and contract positions in the Planning & Economic Development Department:

```
                        ┌─────────────────────────┐
                        │ Planning and Economic   │
                        │ Development Director     │
                        └─────────────────────────┘
   ┌──────────┬─────────────┬──────────┬──────────┬──────────┬──────────────┐
┌──────────┐┌────────────┐┌──────────┐┌──────────┐┌──────────┐┌──────────────┐
│Engineer[1]││Village     ││Arborist  ││Ecologist ││Attorney[1]││Marketing     │
│          ││Planner     ││(contract)││(contract)││          ││Coordinator[2]│
└──────────┘└────────────┘└──────────┘└──────────┘└──────────┘└──────────────┘
```

> 1 – Engineer and Attorney provide other contract services for the Village in addition to P&ED work
> 2 – Marketing Coordinator does not perform any planning or development related services. Position is shown in chart because position is supervised by P&ED Director.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

2) Staffing History

The following table depicts the staffing levels of the department over the last nine years.

POSITION	FT	PT	Contract	PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT STAFFING								
				2007	2008	2009	2010	2011	2012	2013	2014	2015
Planning and Economic Development Director	X			1	1	1	1	1	1	1	1	1
Planner	X			1	1	1	1	1	1	1	1	1
Planning Intern[1] (FTE)		X		0.5	0.5	0	0	0	0	0.5	0	0
Admin Asst.	X			1	1	0	0	0	0	0	0	0
Village Attorney[2]			X	1	1	1	1	1	1	1	1	1
Village Engineer[2]			X	1	1	1	1	1	1	1	1	1
Arborist			X	1	1	1	1	1	1	1	1	1
Ecologist			X	0	0	0	0	0	1	1	1	1
TOTAL PART-TIME (FTE)				0.5	0.5	0	0	0	0	0.5	0	0
TOTAL FULL-TIME				3	3	2	2	2	2	2	2	2
TOTAL CONTRACT				3	3	3	3	3	4	4	4	4
TOTAL ALL				6.5	6.5	5	5	5	6	6.5	6	6

1. Intern positions were limited short time positions, Part time position counted at ½ FTE (full-time equivalent) in totals
2. Engineer and Attorney provide other contract services for the Village in addition to P&ED work

Job Duties and Responsibilities of the Planning and Economic Development Department Staff

This section provides information on key positions within the department. This includes an overview of staff roles and responsibilities, and a summary of operations as applicable.

Staff Roles and Responsibilities:

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Position	Roles and Responsibilities
Planning and Economic Development Director	Management work involving the planning, organizing, directing and performing all activities and programs for the Planning and Economic Development Department. Responsibilities include planning, directing, and supervising Planning personnel and performing economic development efforts related to business retention and attraction. Also serves as Zoning Hearing Officer and directs or assists with long-range planning studies. Provides staff support to Planning & Zoning, Historic Preservation, & Environmental Advisory Commissions, Manages all Village marketing initiatives, including the Village website and Village Facebook account. Oversees Village special events, all GIS data. Seeks and applies for grants. Manages all parcel and address data in LOGOS™ Systems.
Village Planner	Project management work involving duties within the Planning & Economic Development Department. Responsibilities include participating in the creation and implementation of plans, assisting the Director with economic development activities, and processing petitions for land use entitlements. Duties also include coordinating staff reviews of petitions, preparation and submission of staff recommendations to public hearing bodies, and providing general assistance to developers and members of the general public.
Attorney	Reviews legal documents such as legal publications, annexation agreements, ordinances, and provides legal opinions.
Engineer	Conducts engineering reviews of all large-scale development projects including preliminary and final plats grading, utility, and site plans. Inspects and approves all required public improvements and connections to the Village's water and sewer utilities within such development projects. Assists Planning and Economic Development staff concerning engineering problems in design, construction, maintenance, or surveying related to development.
Arborist	The Village Arborist provides plan review and inspection services for landscaping required per UDO Chapter 17.20, which includes parkway, parking lot, transition yard, open space, and foundation landscaping. Reviews planting designs and installation for ordinance compliance
Ecologist	The Village Ecologist provides plan review and inspection services for the design and installation of landscaping material that functions as part of naturalized stormwater detention facilities. The Ecologist may also review general landscaping that is in close proximity to a naturalized stormwater detention facility, if such landscaping may impact the function of the detention facility.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Planning and Economic Development Organizational Analysis

Lemont's Planning and Economic Development Department currently consists of a Director, one planner and four contract employees (Ecologist, Arborist, Village Attorney and Village Engineer). A third full-time employee (Marketing Coordinator) is under the supervision of the Director however the position does not directly work on development related issues. This department was previously called Community Development. In 2009 the name was changed to Planning Development and Economic Development to place a greater emphasis on economic development. The work of the Marketing Coordinator became the responsibility of this department in 2013. Since that time, this department has been responsible for both of these functions.

A. Anticipated Workload and Staffing Levels –

This scope of this study limits the analysis to look for operational improvements and efficiencies that; *"…fit well within the Village's organizational structure…"* There are presently 2 full-time and 4 contract positions authorized within the department. The current staffing levels are adequate to complete routine processing of development applications and other work identified however there is little capacity to take on additional work. Certain work especially in the area of filing and records management presents a challenge for the department. There is no administrative support staff for this department. As workloads increase consideration should be given to possible reorganization and adding additional support staff. By comparison, in 2007 this department had 3 full-time, 3 contract and 1 part-time employee (0.5 FTE).

Year	Total Permits	Residential Permits	Number Full-time[1]	Number Part-time[1,2] (FTE)	Number Contract[1]	Number Total[1]
2007	976	130	3.0	0.5	3.0	6.5
2015	1002	116	2.0	0	4.0	6.0

1 – Measured as number of people available to complete work
2 - Part time position counted at ½ FTE (full-time equivalent) in totals

B. Consolidation and cross training, opportunities –

This small department has limited personnel depth. Additional cross training of the Village Planner would help to expand the number of tasks the Village Planner could perform to assist the Director and provide coverage during the Director's absence. With appropriate cross training, some of the identified tasks that are clerical or data entry related (parcel indexing and filing) could be performed by clerical support elsewhere in the organization.

C. Span of control – SOC ratio of subordinates that report to one manager -
Average SOC ratios are typically 5:1 to 8:1 reports per supervisor.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

The Planning and Economic Development Director is responsible for six individuals, two full-time and four contract employees. The **SOC Ratio is 6:1** and is an acceptable level especially in that four of these individuals are contract employees.

D. Recommend organizational structure based on current and future workload and processes –

Current Structure:

The current structure is a fundamentally sound and the small organizational size makes it relatively easy to manage while providing a high level of accountability. The lack of depth however creates challenges when workloads, absences or vacancies arise. This can result in work backlogs and or extra off-hours work in an attempt to catch up. The four contract employees in theory should not create any work flow impediment in that they provide a scalable resource for assistance. The Director is a working supervisor while also managing the planner and marketing coordinator and the four contract employees. Based on the many tasks performed by the Director, the Village should consider delegation of some of the Directors responsibilities to the Village Planner and / or administrative staff. The Village Planner should be able to provide backup support when Director is not available.

Optional / Future Structure

During this study we discussed with management the departmental reorganization that was initiated in 2009. The reorganization came about as a result of reduced permit activity and the desire of the Village to reduce labor costs. In the future the Village may wish to consider a revised organizational structure with a unified Community Development Department similar to the structure depicted below. This would place all development related services (including Planning, Economic Development and Building Department) under one department. Identified later in this report are issues regarding coordination, communication and resource sharing between the Planning and Economic Development Department and Building Department. A unified Community Development Department may also help improve or eliminate some of these issues. This type of reorganization requires further study; however there are definite advantages to this structure. Current work responsibilities and a realignment of job duties would be required if trying to use this model with current staffing levels. In the future additional resources could be utilized to backfill areas such as economic development or clerical services.

Optional / Future Organizational Chart -

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

```
                    ┌─────────────────┐
                    │   Community     │
                    │  Development    │
                    │   Direcector    │
                    └────────┬────────┘
    ┌──────────┬─────────────┼─────────────┬──────────────┐
┌────────┐ ┌──────────┐ ┌──────────┐ ┌────────────┐ ┌──────────────┐
│Building│ │Engineering│ │ Planning │ │  Economic  │ │Clerical /Admin│
│        │ │          │ │          │ │Development │ │   Support    │
└────────┘ └──────────┘ └──────────┘ └────────────┘ └──────────────┘
```

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

CHAPTER 4 – BUILDING DEPARTMENT

The Village provides an array of Inspection Services for residential and non-residential properties including code (building) inspection and code enforcement, engineering reviews, and building plan reviews using both full-and-part-time staff and contracted vendors. The following generally describes the scope of these services:

Summary of Current Services

The Building Department is responsible for the intake, processing, reviewing, issuing and inspecting of all building permits, contractor licensing and special events in accordance to Municipal, Zoning, Building and State adopted codes. The Code Enforcement division of the Building Department is responsible for ensuring compliance is met with all Municipal, Zoning, Building, Property Maintenance and State adopted codes, as well as enforcing compliance with contractors for licensing and registration.

Services and Responsibilities:

- Take in and process all building permits
- Perform plan review and inspections on all building permits and special events
- Take in and process contractor licensing and registration
- Update Building and Municipal codes as needed
- Enforce Municipal, Zoning, Building, Property Maintenance and State adopted codes for the welfare and safety of the residents of Lemont
- Enforcing compliance with contractors for licensing and registration

2015 Permit Activity Summary

The study team noted the volume of building permits has increased in recent years. The Village issued 1002 total permits and 116 single family permits in 2015. While conducting a total of 2,691 building inspections, 623 plumbing inspections, and 522 electrical inspections for a total of 7,150 building related inspections during 2014[1].

Building Department Staffing Overview

Department Staff – 5 full-time employees (Commissioner, Code Enforcement Officer, Building Inspector, and 2 Admins), 3 part-time and 2 contract employees.

The Building Department operates with five full-time staff, two of which are professional building officials and two are clerical support Administrative Assistants (Admins). The department uses three part-time and two contract inspectors to support the departments field inspection processes. Additionally, the contract commercial inspector's firm can also provide residential plan reviews and inspections when requested. The Village has been able to leverage part-time and contract inspectors successfully with good results.

1) Organizational Chart

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

The following organizational chart outlines the full-time, part-time and contract positions in the Building Department:
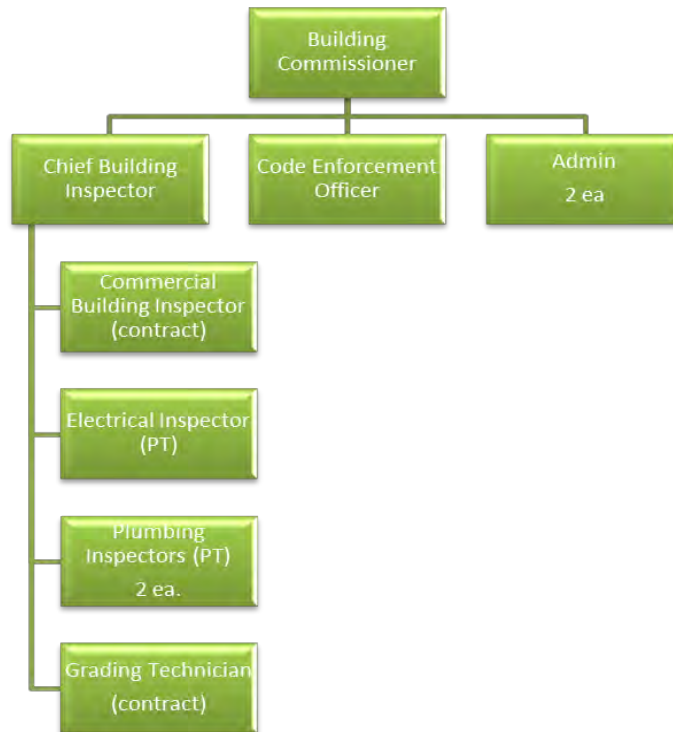
2) Staffing History
    The following table depicts the staffing levels of the department over the last nine years.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

POSITION	FT	PT	Contract	2007	2008	2009	2010	2011	2012	2013	2014	2015
BUILDING DEPARTMENT STAFFING												
Building Commissioner	X			1	1	1	1	1	1	1	1	1
Chief Building Inspector	X			1	1	1	1	1	1	1	1	1
Code Enforcement Officer	X			1	1	1	1	1	1	1	1	1
Code Enforcement Officer PT[2] (FTE)		X		0.5	0.5	0	0	0	0	0	0	0
Administrative Assistant	X			2	2	1	1	1	1	2	2	2
Administrative Assistant[2] (FTE)		X		0.5	0.5	0.5	0.5	.05	.05	0	0	0
Plumbing Inspector[2] (FTE)		X		1	1	1	1	1	1	1	1	1
Electrical Inspector[2] (FTE)		X		0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Commercial Building Inspector			X	1	1	1	1	1	1	1	1	1
Grading Technician			X	1	1	1	1	1	1	1	1	1
Summer Worker[1,2] (FTE)		X		0	0	0	0	0	0	0	0.5	0.5
TOTAL PART-TIME (FTE)				2.5	2.5	2	2	2	2	1.5	2	2
TOTAL FULL-TIME				5	5	4	4	4	4	5	5	5
TOTAL CONTRACT				2	2	2	2	2	2	2	2	2
TOTAL ALL				9.5	9.5	8	8	8	8	8.5	9	9

1. Summer Worker limited short time position
2. Part time position counted at ½ FTE (full-time equivalent) in totals

Job Duties and Responsibilities of the Building Department Staff

This section provides information on key positions within the department. This includes an overview of staff roles and responsibilities, and a summary of operations as applicable.

Staff Roles and Responsibilities:

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Position	Roles and Responsibilities
Building Commissioner	Management work involving the planning, organizing, directing, supervising and performing of all activities and programs for the Building Department. Responsibilities include managing staff, reviewing plans, performing inspections of private, public, commercial and residential building construction, performing health inspections, and code enforcement, and insuring compliance with all applicable building codes, ordinances and life safety standards
Chief Building Inspector	Technical work providing inspection services for new construction, remodeling, residential and commercial projects. Responsibilities include reviews of structural, plumbing, and electrical installations for compliance with state, national, and local codes, advising and assisting builders and contractors as well as residents regarding building and code related issues. Position supervises Electrical Inspector, Plumbing Inspectors, Commercial Building Inspector, and Grading Technician
Administrative Assistants	Clerical support work responsible for complex and varied secretarial activities involving coordination relating to inspections, building permits, code enforcement, public inquiries and daily departmental operations. Responsibilities include typing, filing, reception, and other office duties related to the Building Department.
Code Enforcement Officer	Inspectional work consisting of the observation, patrol, and enforcement of various Village property-maintenance and nuisance codes. Provides inspections of roof installation and other misc. permits
Electrical Inspector	Position performs a variety of routine and complex electrical inspection work to insure compliance with current national and local building codes and ordinances. Conducts field inspections during the progress of building construction or repair to ensure compliance with applicable state and local laws, regulations and codes, and makes decisions on the job site to correct any deviations.
Plumbing Inspector	Position performs a variety of routine and complex plumbing inspection work to insure compliance with current building codes and ordinances. Conducts field inspections during the progress of building construction or repair to ensure compliance with applicable state and local laws, regulations and codes, and makes decisions on the job site to correct any deviations.
Commercial Building Inspector	Position performs commercial, industrial and institutional plan review and inspections and assists in residential inspections when needed.
Grading Technician	Position performs all residential grading reviews and inspections to check for compliance with approved subdivision and building permit grading and elevations.

Building Department Organizational Analysis

Lemont's Building Department is managed by the Building Commissioner with support from a Chief Building Inspector, 2 full-time Admins, a full-time Code Enforcement Officer, 2 part-time

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

plumbing inspectors, and a part-time electrical inspector. The Department also relies on contractual inspectors that provide additional resources for the Department.

A. Anticipated Workload and Staffing Levels –

The scope of this study limits the analysis to look for operational improvements and efficiencies that; *"…fit well within the Village's organizational structure…"* There are presently 5 full-time, 4 part-time, and 2 contract positions authorized within the department. The current staffing levels are adequate to complete routine processing of building permit applications and other work identified. Certain work especially in the area of filing and records management presents a challenge for the department however. The department has used part-time or seasonal employees to get caught up on these tasks with good success. As workloads increase additional support staff may be needed. By comparison, in 2007 this department had 5 full-time, 2 contract, and 2.5 part-time employees (2.5 FTE).

Year	Total Permits	Residential Permits	Number Full-time[1]	Number Part-time[1,2] (FTE)	Number Contract[1]	Number Total[1]
2007	976	130	5.0	2.5	2.0	9.5
2015	1002	116	5.0	2.0	2.0	9.0

1 – Measured as number of people available to complete work
2 - Part time position counted at ½ FTE (full-time equivalent) in totals

B. Consolidation and cross training, opportunities –

Cross training the Admin staff to be able to answer basic technical building related questions would benefit the organization. Additionally the Chief Building inspector should be cross trained to be able to cover the work responsibilities during times of the Building Commissioner absences.

C. Span of control – SOC ratio of subordinates that report to one manager -
Average SOC ratios are typically 5:1 to 8:1 reports per supervisor

Building Commissioner is responsible for 4 full-time employees Ratio**: SOC Ratio - 4:1**

The Chief Building Inspector is responsible for five individuals, three part-time and two contract employees. **SOC Ratio - 5:1**

Both of these SOC Ratios are at an acceptable level.

D. Recommend organizational structure based on current and future workload and processes –

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Current Structure

The current structure is fundamentally sound and provides a good level of accountability. The organization has additional flexibility by being able to use the contract inspectors to greater or lesser extent depending on workloads and project demands. We also understand that that the Commercial Building Inspector can and have provided residential reviews and inspections during peak periods and / or staff absences. These contract services are scalable solutions that should in theory provide for sufficient capacity when needed.

Optional / Future Structure

The current traditional structure lends itself to easily accommodating future growth. If building activity increases, there may be a need for additional clerical support for processing purposes beyond the supplemental staffing identified elsewhere in this report. However, with the advent of technology these additions could be significantly reduced. With the continued use of contract reviewers and inspectors the Village has already devised a scalable solution for the future. In the previous section we addressed the option of creating a unified Community Development Department. The current Building Department structure would work under this larger organizational revision with some modification and realignment of a few positions.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

CHAPTER 5 – INTERNAL AND EXTERNAL SURVEYS AND INTERVIEWS

The Survey and Interview Process –

HR Green collected survey results and conducted in-person and phone interviews with both internal staff and key external stakeholders identified by the Village between May and July 2015. This exercise allowed HR Green to gain a better understanding of department operations and the Village's delivery of services by gathering thoughts and opinions from a variety of perspectives. The thoughts generated by these interviews provided helpful and insightful information that also prompted further investigation and evaluation. HR Green conducted all interviews under the premise that individual responses would remain confidential. This is an important caveat as it likely generated a more open and frank discussion with the interviewees. HR Green used the comments in conjunction with other information in the development of this report. Throughout this process all responded comments were noted and considered. In each of the subject categories in the report, representative and relevant comments from the survey and interviews phase are listed.

Surveys and interviews were conducted with line staff, management personnel, part-time employees and contract employees involved with the Village's Planning & Economic Development or Building Department processes. These individuals provided an "As Is" or "Legacy" assessment of the operations for various services. The study team also conducted surveys and interviews with external stakeholders (e.g. builders, developers). The latter interviews helped HR Green measure the outward satisfaction with a given service delivery. Although not intended to be a comprehensive service satisfaction survey, the external interviews provided valuable reference information.

A total of 12 internal surveys / interviews and 6 external surveys / interviews were conducted. The internal interviews gathered information from virtually everyone involved in the Planning & Economic Development and Building Department processes. Candidates for the external survey and interviews came from a variety of builders and developers that have worked with the Village's development process in the past. The lists of contacts used for this process were provided by the Village. In each case, the survey questions appear in the table with corresponding response summary. A list of representative   comments from the respondents as well a short "take away" observation follows each category of survey questions.

The Internal Interview Survey consisted primarily of questions requiring an agree/disagree scaled answer. These thought-provoking questions are designed to elicit responses from full-time, part-time and contractual employees about operational and performance related issues in both the Planning and Economic Development and Building Departments. A follow-up desktop interview was held with each employee to expand their responses when appropriate. This

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

included requesting feedback on the strengths and weaknesses of a given department and a forum for the employee to make suggestions on ways to improve department/division operations.

The External Interview Survey asked interviewees (builders and developers) agree/disagree scaled questions about the performance of the Village's Planning and Economic Development Department and Building Department. Similar to interviews with internal interviews, the external key stakeholders also commented on strengths and weaknesses and opportunities for improvement. These questions attempt to gain insight from a "customer's" perspective. Questions asked during the survey addressed everything from plan intake to timeliness and accuracy of reviews. External interviews were also free to make suggestions to the Village's processes.

Summary of Planning and Economic Development and Building Department Internal Interviews

The following is a summary of the substantive internal feedback received by the study team as it relates to both the Planning and Economic Development Department and the Building Department. The subheadings below represent the various questionnaire categories. Refer to Appendix A for a copy of the Internal Survey document. Please note that throughout the interview process, each of the interviewees were very cooperative and appeared open and willing to offer constructive comments during our discussions. All of the employees we encountered throughout this study demonstrated a strong sense of pride and commitment to their jobs and the Village of Lemont.

The Internal Interview Survey consisted primarily of agree/disagree scales where the respondents were asked to agree or disagree with statements pertaining to their work. Internal interviews covered a range of topics that included the following categories:

1. Management
2. Planning and Goal Setting
3. Quality of Services
4. Communications
5. Coordination
6. Workload and Staffing
7. Work Environment – Tools and Equipment
8. Training
9. Organizational Strengths and Weakness
10. Staff Recommendations

A total of 12 employees (full-time, part-time and contract) participated in the survey and interview process. Each interviewed employee first completed the Internal Operations Survey then each was separately interviewed to verify responses and gain additional thoughts and

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

insights on the various issues. Collectively the internal survey and interviews provide some of the best insight as to the internal operations and needs within the organization.

1. **Management**
   Questions focused on the existence of clear policies/procedures, the methods of receiving work orders and documenting subsequent work, internal and external expectations, managerial support and resourcefulness, and reliance on outside agencies/consultants to complete work.

Management

Representative comments from the survey and interviews:

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report
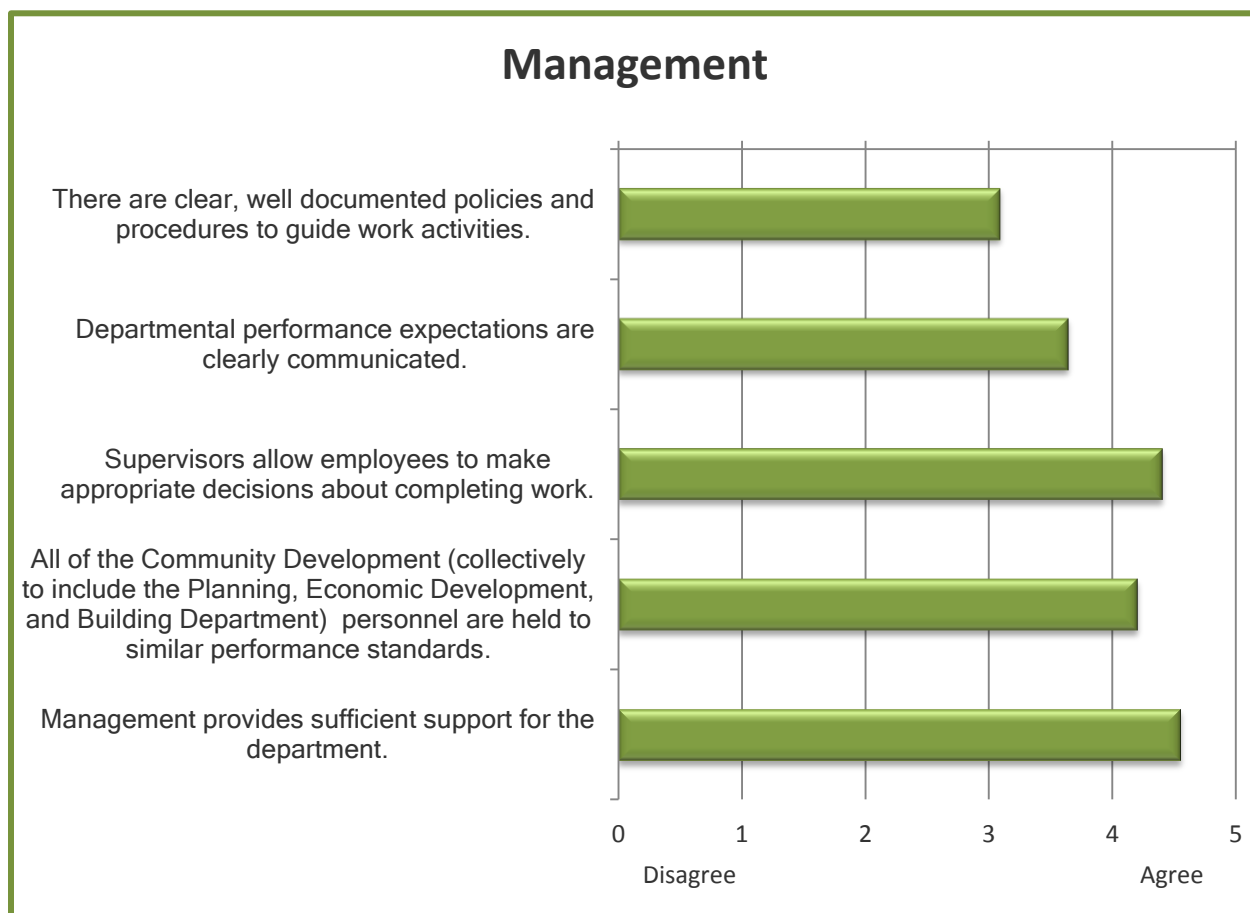
- There are very few documented policies or processes in writing. There are no documented process flowcharts to help staff when there are questions. However most employees understand how things work.
- The Performance Management Plan is a good system and helps employees with their goals. Reviews should occur every six months.
- Management supports employees and departments.
- Employees are held to appropriate performance standards.

✓ *Take away – Employees felt management supports them, that they are treated fairly and that the performance management system is a good tool. Numerous comments were received about the lack of documented policy and procedures. When certain key staff members are not available to answer question or give direction efficiencies can be negatively impacted. Having documented policies and procedures can provide significant dividends to any organization*

2. **Planning and Goal Setting**

Questions focused on whether or not the department/division maintained a strategic plan, goals and objectives, and or annual and multi-year work plans that would help guide progress in the organization. Follow-up questions included how well management communicates the plans/goals to staff, elected officials, etc., how often the department/division reviews the plans/goals, and who is involved in creating the plans/goals.

Planning and Goal Setting

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report
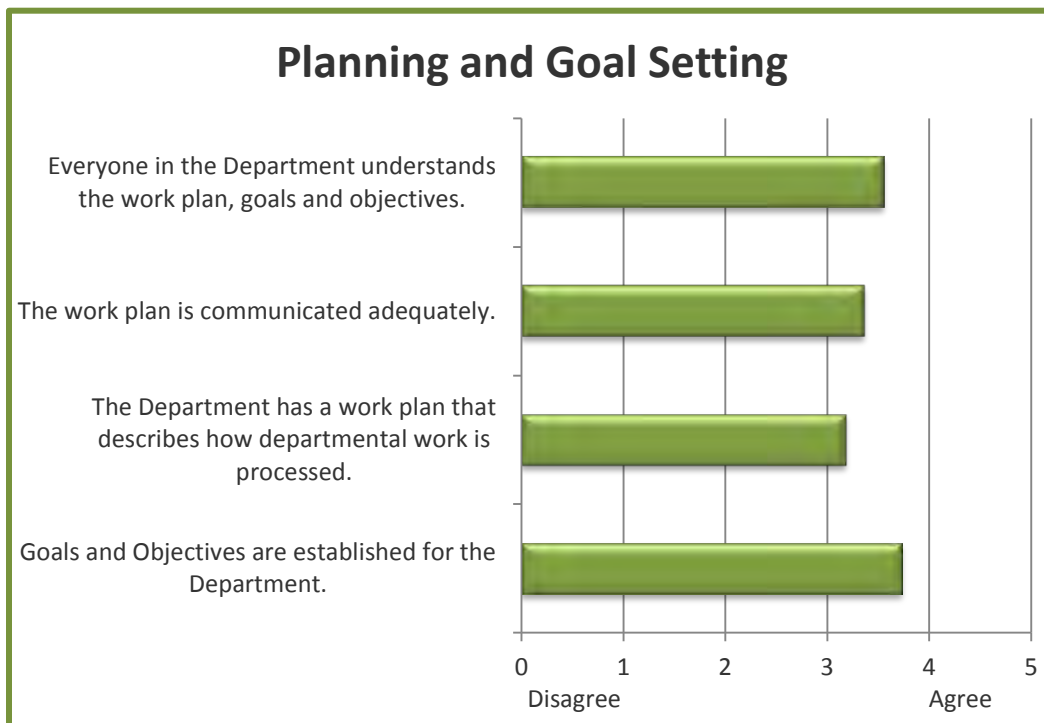
Representative comments from the survey and interviews:

- o *There are no formal work plans for either department.*
- o *The annual budget provides some goal setting for the departments and the Strategic Plan and Comprehensive Plan offer guidance too.*
- o *Strategic Plan adopted in 2012 talks about general goals for the Village government operations but not very specific.*
- o *Goals and objectives are a part of the new management Performance Plan that helps employees to understand their individual goals.*
- o *Employees often perceive goals based on direction from supervisors.*

- ✓ ***Take away – The primary goal setting documents are the Annul Village Budget and individual performance management documents. Employees say some goals are "understood" even though none are formally communicated. These perceived goals are often driven by supervisors or management's comments and or directions. Having departmental goals and objectives and work plans formally established would help improve performance. Once established and communicated the organization benefits from a better understanding of what is expected of them and their department. By example something as simple as; "our goal is to reduce the time it takes approve a building permit" sends a message to all involved with the process that cutting review times is a Village priority. A work plan that would accompany this goal such as a new policy that "requires building reviewers to enter their data in computer program" would help identify how this goal is implemented. This process helps everyone to better understand and engage in meeting these goals.***

3. **Quality of Service**
   Questions focused on department efficiency, quality of service deliverables, employee attitudes/outlooks, ability to meet established standards and an overall ranking of customer service.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Quality of Service

The culture of the department focuses on customer service.

The employees of the department are dedicated to meeting customer needs.

All employees of the "Community Development Department" take pride in their work.

The department operates efficiently.

0 Disagree — 1 — 2 — 3 — 4 — 5 Agree

Level of Service to Customers

The department provides (HIGH, MEDIUM, LOW) levels of customer service?

Number of responces:

High: 9, Medium: 1, Low: 0

Representative comments from the survey and interviews:

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

- o *Employees take pride in their work and focus on the needs of the customer*
- o *Village employees are dedicated and hardworking. They try to follow the direction set by the Mayor, Board and Village Administrator.*
- o *Village staff often goes out of their way to be helpful with residents.*

- ✓ ***Take away – Employees felt strongly that the two departments focused on customer service as they ranked customer service as "High" in the survey. Several comments indicated that the Village could offer a better customer experience if they operated more efficiently but they were doing the best they could under current conditions. Having employees that identify with a high level of customer services a positive attribute for any organization. As indicated later in this report, customers tend to agree with Village staff's assessment that they provide a high level of customer service.***

4. **Communications**
    Questions focused on internal communications between managers and line staff related to job performance feedback, timeliness of providing job task information, conveying department/division goals and objectives, and sharing important information and broader policy maker actions and decisions.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Internal Communications

How would you rate internal communication? (HIGH, MEDIUM, LOW)
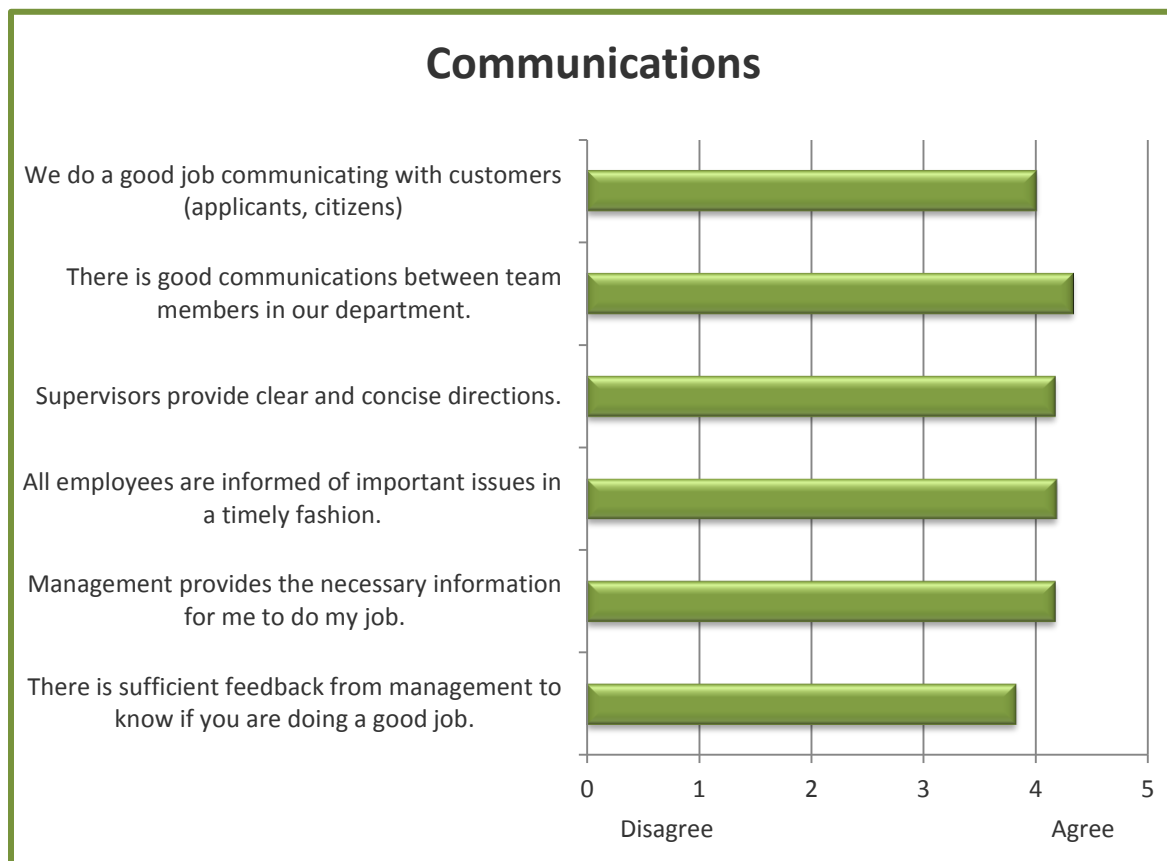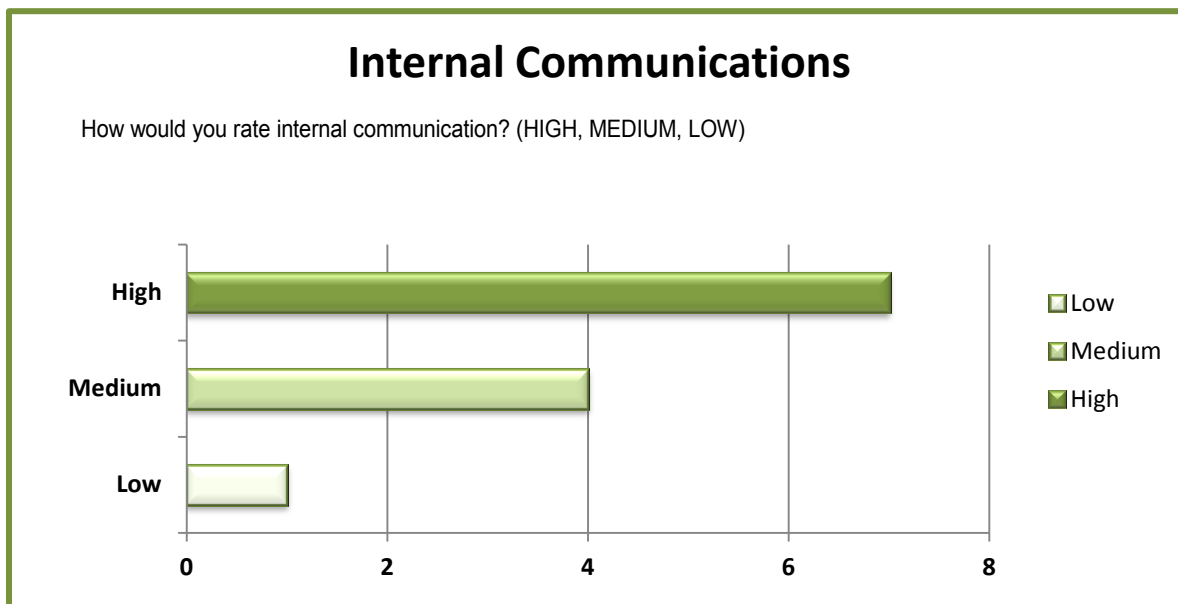
Representative comments from the survey and interviews:

- *There are good communications between team members in the departments.*
- *At times communications regarding site development permit process can be lacking*
- *At times the Building Inspector is reluctant to answer certain questions and refers questions to the Building Commissioner. This can slow up processing permits.*
- *Part-time inspectors have difficulty checking email and voicemails from Village staff creating efficiency issues.*
- *Staff and the Engineer need to improve communications about inspections. This is especially true during the site development permit process. Staff sometimes doesn't have explanations of engineering invoices making it difficult to explain invoice to applicants.*
- *Applicants need better instruction, educational materials to help them do a better job completing applications.*

✓ *Take away – Internal communication is generally very good. Some exceptions noted regarding Site Development Permits process understanding, site inspection details from engineer and contract inspectors. Communications challenges regarding part-time inspectors were noted. There is also a need for an expanded and revised public information program to help permit applicants better understand Village processes. This would help to minimize confusion and improve the application process.*

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

5. Coordination

Questions focused on relationships within and between work groups and how well they work together, the coordination of activities between departments. Interactions with outside agencies were also assessed. Other important issues addressed include work duplication and ability of work groups to be flexible to changes in work demands.

Coordination

The organization is able to adapt to changes in work demands.	
Sometimes work is duplicated by others.	
There is sufficient coordination with outside agencies.	
Work activities and programs are well coordinated within the department.	
The various divisions of the department work efficiently with each other.	

0 — 1 — 2 — 3 — 4 — 5
Disagree   Agree
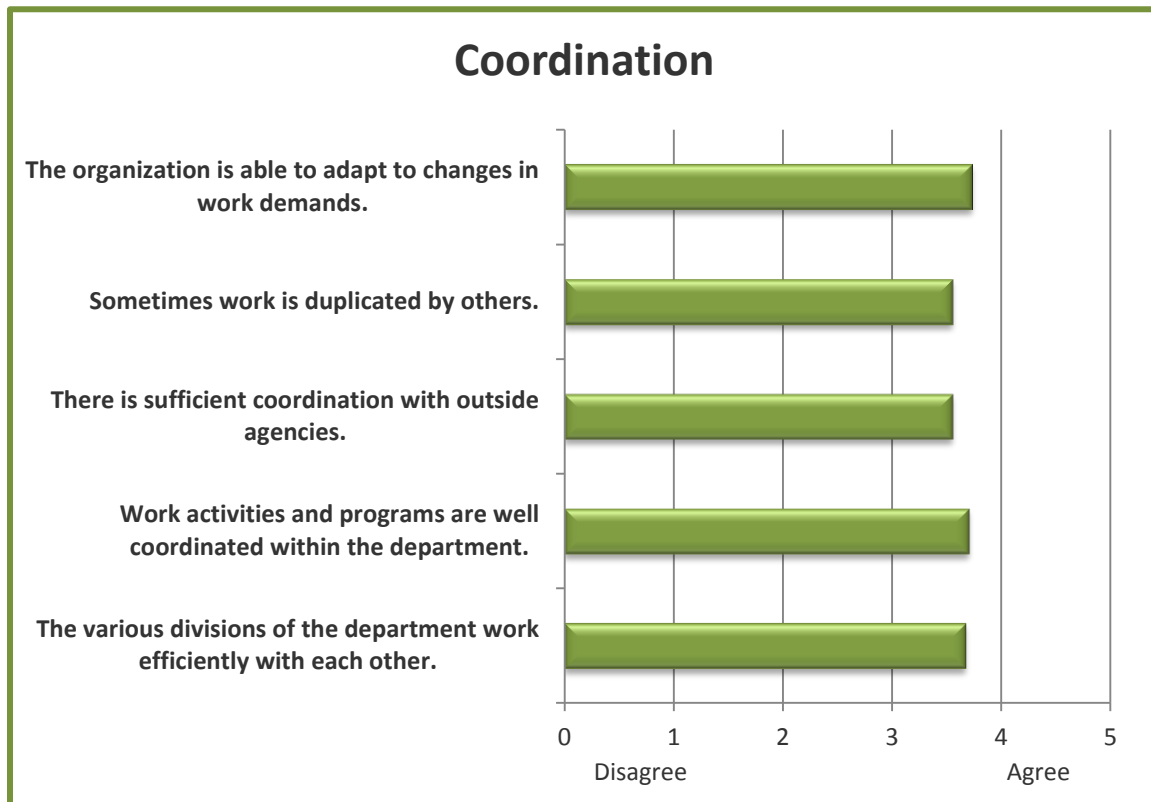
Representative comments from the survey and interviews:

- *There is a duplication of work when building permits and inspection results are first prepared on paper then entered in the computer at a later time.*
- *Inspections can be difficult to schedule because the Electrical and Plumbing Inspectors perform inspections after hours. Builders have complained about after hours inspections.*
- *Admins have found scheduling and coordination difficult at times.*
- *Building and Planning Department need to better coordinate activities. There are too many "that's their department" responses.*
- *Fire Inspector and outsourced inspections sometimes have scheduling conflicts creating challenges for builders.*
- *There needs to be better monitoring and scheduling of inspection in the site development process.*

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

o *Admins need clarification and direction when processing Civil (Site) Plans and Bldg. permit drawings. Admins unsure of where to route plans, to engineer, building, planning all?*

✓ *Take away – Staff members reported that overall coordination amongst departments was good. There are several areas where work appears to be duplicated. There is double entry when building permits and building inspection results are first completed on paper forms by reviewers and inspectors then later entered into the Village's software program by Admin staff. There appears to be an opportunity to improve permit efficiencies by eliminating double entry through eliminating the "paper" data entry. Use of after-hours inspectors for certain inspections in not unusual however there can be scheduling challenges. These can be mitigated somewhat through better communications and scheduling protocols.*

6. Workload - Staffing

This section asks team members to assess workload and staffing related issues. These questions are designed to address both personal work demands and those of the work group. Questions seek to find the nature of the workload challenge(s), where they occur and why. In this section, respondents also included comments in the survey section as well as interviews.

Please note that respondent comments appear in the tables in that the survey asked for a listing of responses. A summary of representative comments from the survey and interviews is also included.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Workload Challenges
Constraints

Certain tasks are not being performed due to staffing constraints.

0	1	2	3	4	5
	Disagree			Agree	

What are these tasks?

- Plat Process, Filing, Plat Recording Process, FOIA
- The department has trouble keeping up with FOIA requests and contractor license entry because of the lack of resources and/or inefficiencies.
- Following up on construction permits and the delivery process.
- Time for filing, organization, follow-up...
- Following up on permits to make sure inspections are scheduled
- Office filing and completing the organization of the files in basement storage. Much time is wasted looking for files.
- FOIA Processing. Efficient permit/contractor entry
- Monitoring of inspection schedules and inspections required under site development permits, updates to application forms and related ordinances, slower than usual response times, etc.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Workload Challenges
Stresses

At times the department operates under stressed conditions.

0.00	1.00	2.00	3.00	4.00	5.00
DISAGREE				AGREE	

What do you believe are the reason(s) for these conditions?

- Plat Recording Process
- Amount of work during busy times of the year
- Lack of employees
- Heavy workflow
- Not enough staff
- Excessive FOIA requests
- Increase in work volume without increased staff resources
- Seasonal increase in work demand
- Heavy permit intake
- High phone call volume and customer requests during active construction season
- Unrealistic demands of response time / Lack of understanding by the public of work loads and processes

- Office Staff works weekends to keep up
- Inefficient processes
- Restraint to 40 hours
- Too many interruptions
- Phone and front counter interruptions
- Poor planning by applicant
- Communications with Engineer could be improved
- Lack of administrative staff

Workload - Staffing

Response:

- The department outsources the appropriate type / amount of work.
- I regularly work extra hours to catch up.
- All of the staff in the department work hard to deliver services for the village.
- Workload is evenly distributed among staff in my department.
- I am overloaded with my work.
- There are the right number of supervisors in the department.
- There are a sufficient number of employees to complete the department's work.

0	1	2	3	4	5
Disagree				Agree	

CMAP RFP 124
Analysis of the Development Review Process
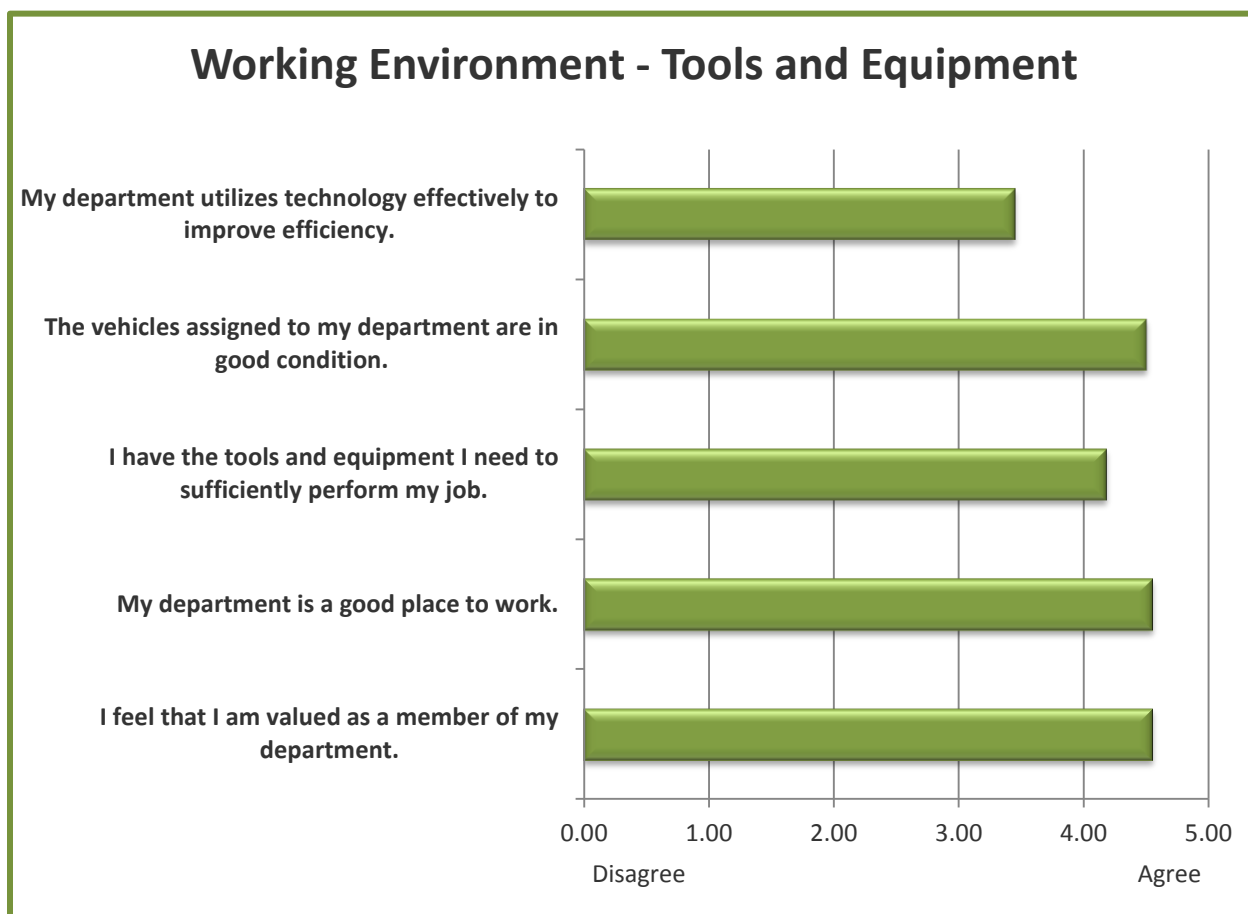For the Village of Lemont Illinois - Final Report

Representative comments from the survey and interviews:

- o *There isn't enough staff, one less inspector and a part-time Admin than years ago.*
- o *We are overwhelmed with work, so much so our office filing is behind.*
- o *Contractor Licenses take a lot of time; we are currently behind on them up to date.*
- o *Staff receives an excessive number of FOIA requests. FOIA's take a lot of time and are handled primarily by one Admin.*
- o *Researching copies of surveys for applicants takes a lot of time due to having to "go to the basement" for the research.*
- o *Outsourcing residential reviews / inspection during peak time would be helpful.*
- o *There are too many interruptions (high call volumes and counter activity) at busy times.*
- o *Incomplete permit submittals require additional time for re-reviews.*
- o *Heavy permit intake creates a stressful work atmosphere.*
- o *Too many zoning questions cannot be answered by Admin staff requiring additional time for research or forwarding to Planning and Economic Development Dept.*
- o *To keep up, Permit Admins sometimes work on the weekend to catch up.*

- ✓ *Take away – These questions generated a great deal of interest and responses from all employees. Most of the identified challenges in workload focused on administrative issues rather than the capacity of professional staff to keep up. During busy times work volume increases as does administrative functions. When busy, administrative tasks fall behind impacting overall department performance. Permit Admins play a critical role in the operations of both departments. They serve on the front line handling phone calls and walk-in counter service. They are responsible for data entry and permit generation. As will be discussed later in the report, some of these tasks are creating "choke points" that impacts department efficiencies.*

7. **Work Environment – Tools and Equipment**

Questions focused on employee's beliefs regarding their perceived value within the organization, how well the Village utilizes their skills and knowledge, whether or not their job is fulfilling professionally, and if work safety is a priority for the Village. Technology use was also addressed here (also in a later chapter). Technology was a major discussion point during interviews.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Working Environment - Tools and Equipment

Representative comments from the survey and interviews:

- o *I feel I am a valued employee.*
- o *Village is a good place to work. I enjoy getting to do rewarding professional work.*
- o *The computer software system is difficult for the Planning and Building Departments to utilize. Software requires too many steps too process. Example: Contractor data on permits, inspection scheduling. Staff needs more training so everyone can use software.*
- o *Scanning is difficult to perform on copy machine, slows down process.*
- o *Needs to develop a way to link the project to the permit in the software*
- o *The Code Enforcement Officer utilizes an IPad /Tablet why can't inspectors?*

- ✓ *Take away – Employees feel appreciated by the Village for their work contribution and that their jobs are rewarding professionally. No one felt that they weren't appreciated or undervalued. During the interviews the issue that received the most comments was the difficulty with technology, namely the departmental software. Some expressed frustration with functionality while others felt they lacked sufficient training to use the system. Additionally, staff recognized the efficiency benefits derived from the Code Enforcement Officer's use of a mobile tablet to enter code violations. Discussions followed about having building inspectors use the same technology to enter their inspection data thus reducing double entries and making more work for the Admins. Technology issues are addressed in greater detail later in this report.*

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

8. **Training**

Questions focused on the amount of training and types of training offered by the Village as well as career advancement opportunities.
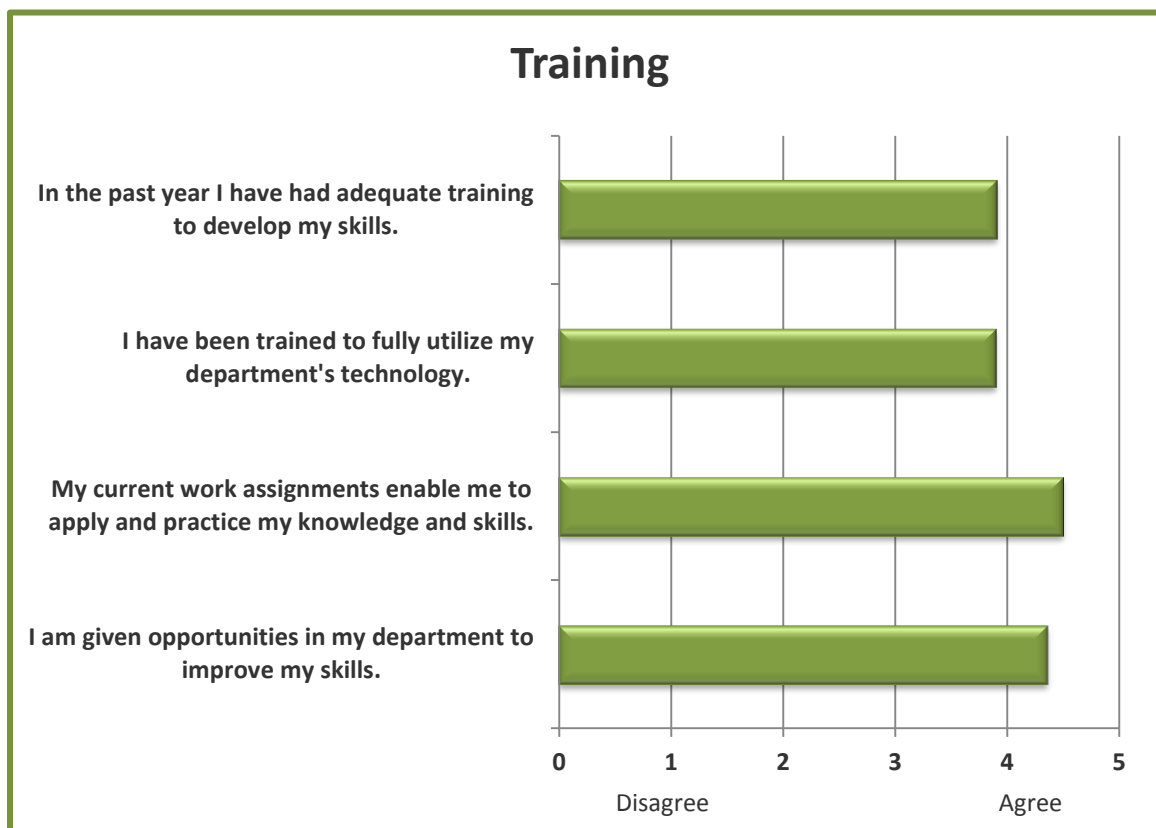
Representative comments from the survey and interviews:

o *Although training is required on the new computer software, only a few staff members know how to use system.*
o *Administrative Assistants need additional training so they can answer more questions related to building permit and zoning issues.*
o *Some staff members would benefit from continuing education classes on permits.*
o *Some pieces of equipment are not being used by some members of the staff to their full extent… such as the scanning function in the copy machine, need instruction.*

✓ *Take away – The need for additional training on the Village's new building permit and contractor licensing software system and other technology dominated the discussion on training needs. Apparently a few people can work with the software but not everyone understands how to use the system. Also, several people suggested that many of the questions fielded by professional staff could be answered by the Admins and others if they had access to information and training. There seems to be a consensus from staff in both departments that additional training would help improve efficiencies. We understand*

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

that software training is ongoing with a plan to have the appropriate people trained on its use. The Village would also benefit by providing continuing education training for Admins and other staff about building permit, zoning and other technical aspects of the two departments. There is specific training available for staff provided through the International Code Council (ICC) that could help Admins and others to be more knowledgeable and efficient. There is an ICC training regimen that prepares non-professionals to become certified as "Permit Technicians". The educational series provides a broad base of information that helps to make administrative staff much more knowledgeable and efficient. Much of this training can be obtained locally in the Chicago area. Please see Appendix C for additional information.

9. Strengths and Weaknesses

These questions asked individuals to identify the three greatest strengths and weaknesses of their department/division. Here employees were offered an opportunity to elaborate on both strengths and weaknesses. This section provides further insight into departmental operations. Respondents also included comments in the survey section as well as interviews.

Please note that respondent comments appear in the tables in that the survey asked for a listing of responses. A summary of representative comments from the survey and interviews is also included.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Greatest Strengths

What are the three greatest strengths of the Lemont Community Development Department?

- Teamwork
- Employees have a commitment to customer service
- Great Hard Working People
- The people
- Ability to work well together and help each other
- Teamwork
- Work ethic and cooperative spirit of the employees
- Commitment to a job well done
- Employees take pride in their work and are hard working
- Dedication
- Desire of most to do their jobs to the best of their abilities
- Work Ethic
- Care and concern for our fellow employee
- Camaraderie, Hardworking staff, people work together, People care. "Nothing but smiles" for customers
- Village Appreciates planning process, has vision for things, collective vision

- Knowledge
- Great Customer Service
- The backing of the department heads
- High level of customer service
- Experience of staff
- Supportive management
- Going above and beyond the call
- Elected / appointed official care about the Village, people care
- Employees are very competent in their areas of expertise
- Great Attitude & Friendly Environment
- Ability to multi-task
- Professionalism of employees

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Greatest Weaknesses

What are the three greatest weaknesses of the Lemont Community Development Department?

- Lack of established processes
- Technology issues
- Procedures
- Software
- Compartmentalizing / Organizing
- Antiquated building codes.
- Department tasked with filing, recording process, FOIA
- Trying to help people "save money" rather than insisting on appropriate procedures
- Coordination between Planning, Engineering and Building Organization of work flow can be cumbersome; need one point of contact
- Different departments, consultants, third parties involved in the permitting process creates inefficiencies
- Inability to process permits in a timely manner due to volume of applications
- Lack of staff to get work done, everyone has to work harder to keep up, staff has to work weekends
- Employees are often very specialized in their assignments, creating issues when work increases and/or employees are off
- Lack of file organization in basement storage & lack of filing space in the department

- Time demends
- Intake of incomplete applications

- Communication
- Understaffed

Representative comments from the survey and interviews:

Strengths:
  o *Everyone works well together and helps each other. We work as a team.*
  o *Everyone tries to provide a high level of customer service.*
  o *Good work ethic and cooperative spirit of the employees.*
  o *Management supports or efforts.*
  o *Our employees demonstrate professionalism in their work.*
  o *Lemont is still a small town so we know people on a personal level.*
  o *There is a tremendous amount of experience in our department.*
  o *Employees are committed to doing a job well, going above and beyond the call.*
  o *Using former police officer as Code Enforcement Officer is working very well*
  o *Elected and appointed officials truly care about the people in the community.*

  ✓ ***Take away** – **The predominant strength identified in the both the surveys and interviews was the quality of the people working for the Village. Respondents felt strongly that everyone worked hard and put the customer first. Staff professionalism and experience were also sighted as major strengths. Employees felt support from management while***

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

following the lead set by the Mayor and Village Board that emphasize that "helping residents is our primary goal".

Weaknesses:
- o *Our inability to process permits in a timely manner due to volume of applications and data entry.*
- o *We lack file organization and filling space in the basement storage area. This slows file access which may delay permits.*
- o *There are very few written processes and procedures.*
- o *Incomplete applications slow down the permitting process as we have to help applicants with their permit forms.*
- o *Trying to help people "save money" rather than insisting on appropriate procedures costs time in the permit process.*
- o *Software problem - lack of software training, poor software performance causes problems.*
- o *Permit Admin has to search archival records to assist the residents with surveys to attach to permit applications (running to basement - estimate is an hour per day searching records)*
- o *Insufficient number of staff to keep up with the work.*
- o *"Over" licensing of contractors adds time to permit process.*
- o *Biggest concerns from the customers: Why are reviews rejected and permit turnaround time too long?*
- o *At times phone calls to the department go unanswered when department gets busy.*
- o *The Villages building codes not up to latest versions.*
- o *Communicating with some of the inspectors has been a problem resulting in confusion.*
- o *There can be confusion between Building and P&ED departments when processing site development permits and projects.*
- o *Some builders say our fee structure is confusing.*
- o *The site development permit process is confusing.*
- o *Permit Admins can't answer any zoning related questions - refers to zoning department.*
- o *Permit Admins spend 75% of time on phone calls.*

- ✓ *Take away – Even though being understaffed was routinely sighted as a major weakness, the respondents cited an array of additional weakness that contributes to problems and inefficiencies. Technology issues, confusion about site development permits and several time consuming functions are noted in staff comments. Some of these weaknesses appear in other sections of the report and many of the identified issues are addressed in Chapter 10 – Conclusions and Recommendations later in the report.*

10. Staff Recommendations

These questions asked individuals to identify ways the department could improve operationally. As a follow up to the strength and weakness question we conclude the survey / interview section by asking the respondents for their suggestions. Here suggestions provided a good follow-up to challenges identified earlier in the survey. Often very telling and valuable information was developed during these discussions. During the interview

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

phase with the internal staff, there was no lack of interest in providing suggestions for improvement. Even though the list in the report is long we felt that listing these ideas provided valuable insight.

The following question was addressed during this section;
a) What suggestions do you have to improve the operation and overall performance of the department?

Representative comments from the survey and interviews:

Recommendations:
- o *Hire a receptionist to answer phone calls and greet customers.*
- o *Develop better procedure for project flow between site development and building permit issuance.*
- o *Consolidated plan review comments in one report, not several.*
- o *Other clerical staff members need to assist the Permit Admins. They can handle filing and other tasks to free up Admins time to work on permits.*
- o *We need to cross train staff so when someone is not available or on vacation others can perform work.*

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

- o *Reduce "open for business" hours to be able to complete work without constant interruptions*
- o *Control of information / communication, need one point of contact, possibly use new software or other method to improve communications put information in one location so all can share.*
- o *More use of the village website to communicate information to customers*
- o *Utilization of electronic forms for permit applications to improve efficiencies.*
- o *Develop model / flowcharts or use new software to enhance workflow – communicate to all so everyone understands how things work.*
- o *Create clearer guidelines & procedures relating to the site development permit process (particularly after issuance of site development permit the Building Department needs to be notified of status).*
- o *Establish a clear and consistent policy for filing plats.*
- o *Review procedure when outside agencies get involved with reviews, MWRD, IEPA etc.*
- o *Utilize finance general clerical staff to assist with front line inquiries and clerical tasks.*
- o *Possibly schedule 3 or 4 employees to work a few hours on Saturdays to finish organizing basement files.*
- o *Have all employees and contract employees use new software to fullest extent possible - reduce workload on Bldg. Dept. admin staff.*
- o *Add staff*
- o *Change the software to something everyone can use.*
- o *Update the building codes.*
- o *Don't accept incomplete submittals. Owner applicant permits are almost always accepted incomplete.*
- o *Building Inspectors should enter inspections in software not Admins.*
- o *The department needs more efficient written processes.*
- o *Map out process for (TRC) Technical Review Committee. At times some committee members debate issues that are beyond the scope of the application under consideration.*
- o *Layman terms are needed to interpret the MWRD directives. Applicants need help understanding requirements. Village can help to educate applicants.*
- o *Provide contract "out of office" reviewers access to Village permit software so they can check status of permits, enter data etc.*
- o *Train Admin staff to understand difference between Civil (Site) Plans vs Bldg. permit drawings. Currently Admin staff unsure of which plans go to whom.*
- o *Permit Admin should be able to answer basic zoning.*
- o *Route routine phone calls to others at Village Hall so Permit Admins don't fall behind with their work.*
- o *Field inspector and plan reviewers should enter permit data freeing time for Admins. They should use laptops like Code Enforcement Officer does.*
- o *Provide Engineer with electronic plan copies for review.*
- o *Engineer should enter plan reviews in software so everyone knows status of his reviews.*
- o *Create a checklist for Admins listing the "5 things to look for during application / plan intake" This will help then catch missing or erroneous items in a submittal.*
- o *Create a master calendar that shows project status so inspection schedules can be pre-planned.*
- o *Create a fee / process flow sheet.*
- o *Develop better checklist for applicant submittals.*

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

✓ *Take away – This open ended question generated many recommendations and ideas all of which are listed above. Many of these suggestions are follow-up responses to the weaknesses identified in the earlier sections by the respondents. Note that staffing issues (including distributing Admin workloads) were again a dominate response but policy and procedure recommendations weighed heavily in the recommendations as did use of technology and training for staff. All of these recommendations are helpful and informative and have been given due consideration in the report.*

Summary of Planning and Economic Development and Building Department External Interviews

The following is a summary of the substantive external feedback received by the study team as it relates to the both the Planning and Economic Development Department and the Building Department. The subheadings below represent the various questionnaire categories. Refer to Appendix B for a copy of the survey document. The External Interview Survey consisted primarily of agree/disagree scales where the respondents is asked to agree or disagree with statements pertaining to their experience with the Village. We also prompted respondents to expand their responses when appropriate both in writing and during the interview process. This included requesting feedback on the strengths and weaknesses of the two departments.
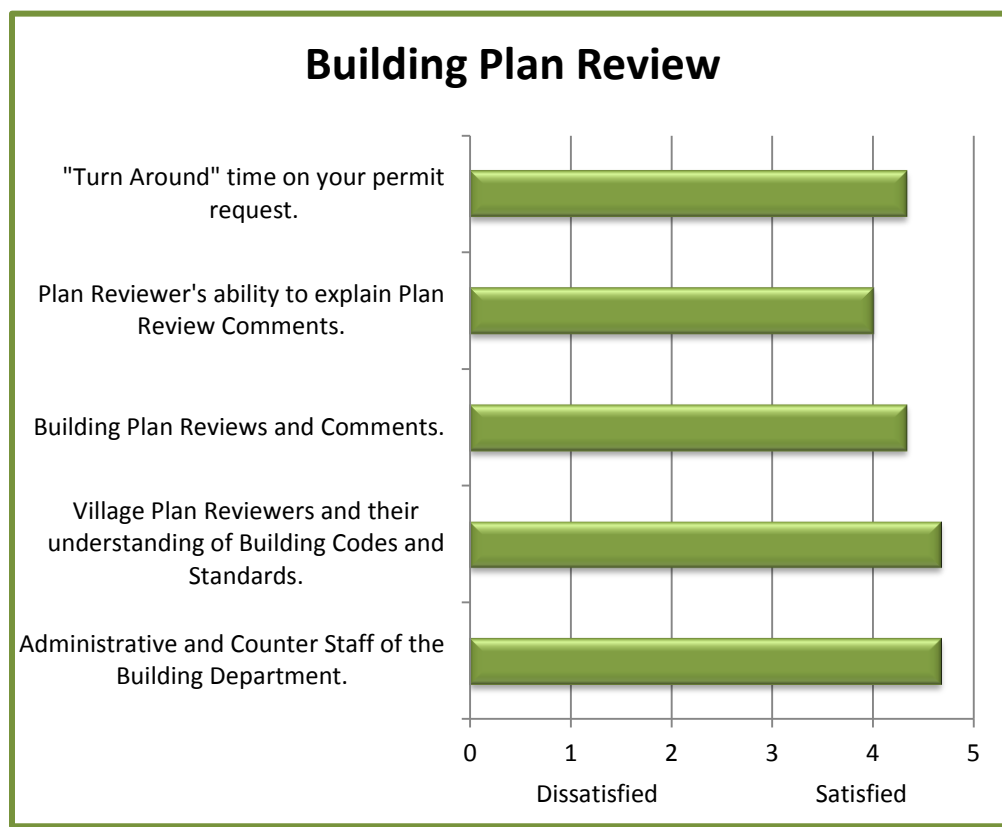
External interviews covered a range of topics that included the following categories:

1. Building Plan Review Process
2. Building Inspection Process
3. Planning and Site Development Permit Communication
4. Planning and Site Development Permit – Process Understanding

A total of 8 builders and/or developers were contacted to participate in the external survey process. A total of 6 individuals completed the survey and or interview. Of those responding 3 provided interviews. Each interviewee had first completed the survey before the interview. During the interview, responses were verified and additional thoughts, insights and opinions were exchanged. These interviews were very helpful in that comments and suggestions were specific to their actual experience with development projects. Challenges were identified as well as constructive ideas about how to improve the permitting and inspection processes in both the Planning and Economic Development and Building Departments. Collectively the external survey and interviews provided valuable insight as to the performance of the two departments.

1. **Building Plan Review Process**
   Questions focused on the assessment of the building plan review process and procedures. Respondents were asked to rate their level of satisfaction in the following areas;

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Building Plan Review

Category	Rating
"Turn Around" time on your permit request.	4.3
Plan Reviewer's ability to explain Plan Review Comments.	4.0
Building Plan Reviews and Comments.	4.3
Village Plan Reviewers and their understanding of Building Codes and Standards.	4.7
Administrative and Counter Staff of the Building Department.	4.7

Scale: 0 — 1 — 2 — 3 — 4 — 5
Dissatisfied — Satisfied

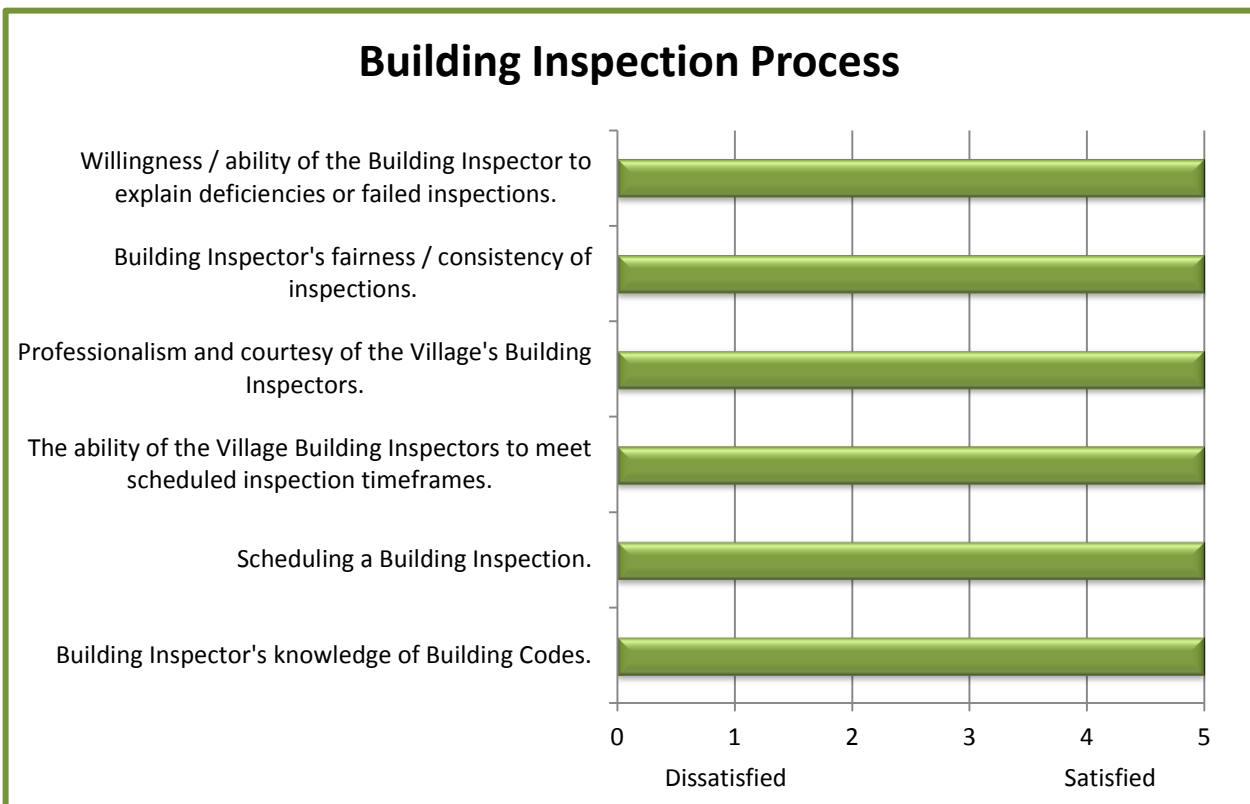Representative comments from the survey and interviews:

- *Overall reviews by Village staff are good.*
- *Turnaround time on building permit approvals are beginning take much longer.*
- *Sometimes department doesn't answer phone calls… When they get busy staff can be hard to reach but they return calls.*
- *Current Building Department staff doing a much better job than years ago.*
- *The Village has a very thorough review process.*
- *Commercial Plan Reviewer / Inspector are very helpful.*
- *Routing of plans can be confusing at times… site development or building plan submittal issues and questions.*
- *The Village needs to explain what to expect i.e. long lead time from MWRD etc.in advance of applying for permit.*
- *Response time from Fire Dept. reviews can lag behind Village staff reviews.*
- *More detailed check lists would be beneficial.*
- *On-line permits would be nice.*

✓ ***Take away – The general feedback on Building Plan Reviews was positive. Several respondents stated that the process is much improved with current staff. Respondents indicated that permit turnaround times were getting longer and there is need to do a better job communicating some review comments. Several respondents noted that at time calls***

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

to the department don't get answered. Also noted was the need for better instructions about how to complete the application process and what to expect during reviews. These comments mirror many of the Village staff comments.

2. **Building Inspection Process**
   Here builders and developers were asked about the field inspection process during the building process. Respondents were asked to rate their level of satisfaction in the following areas;
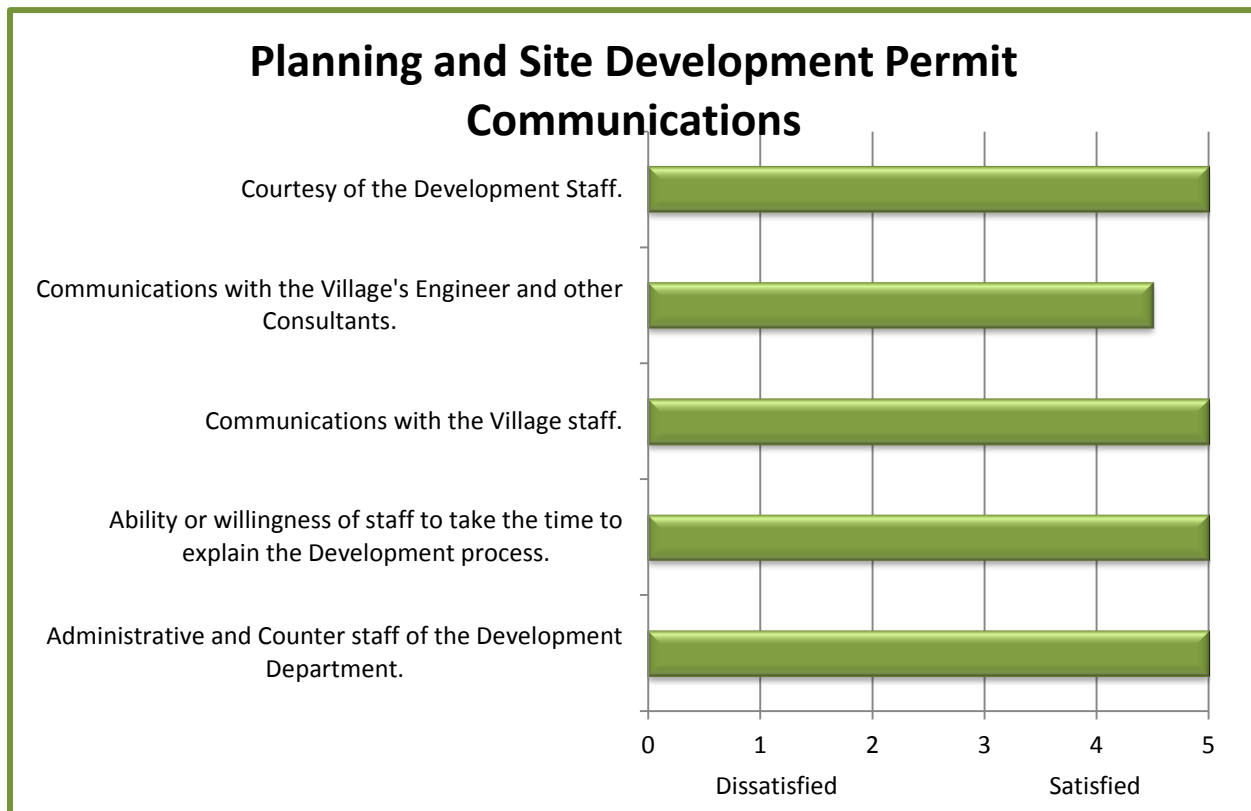

Representative comments from the survey and interviews:

o *Inspectors are very knowledgeable.*
o *The Fire Department inspections can be problematic. Different issues on different days, not consistent.*
o *Fire Department takes too long to make decisions but they are getting better.*
o *Village inspectors are usually on time with inspection requests.*
o *Question why contract inspectors are called out for minor commercial inspections that could be easily be handled with in-house staff more efficiently.*
o *Sometimes the inspector could provide additional help by explaining how to resolve a problem rather than simply rejecting the inspection.*

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

✓ *Take away – As the survey indicates, all respondents felt that the building inspection process was working very well with timely inspections and knowledgeable inspectors. There was one isolated concern raised about the consistency of inspections by the Fire Prevention District during a project in the downtown historic area of the Village. One builder questioned why commercial inspections required a call out of the contract inspector when in-house inspectors could handle more quickly. This too appears to be an isolated issue. Another comment was received that indicated that the inspectors could offer more assistance in the field to help resolve failed inspections. Other than these few comments, respondents indicated that the building inspection process was working well.*

3. **Planning and Site Development Permit Communication**
   This section asks questions about the planning and site development process. Builders and developers were asked their opinions about communications and interaction during the site development permit, planning and development administrative processes. Respondents were asked to rate their level of satisfaction in the following areas;
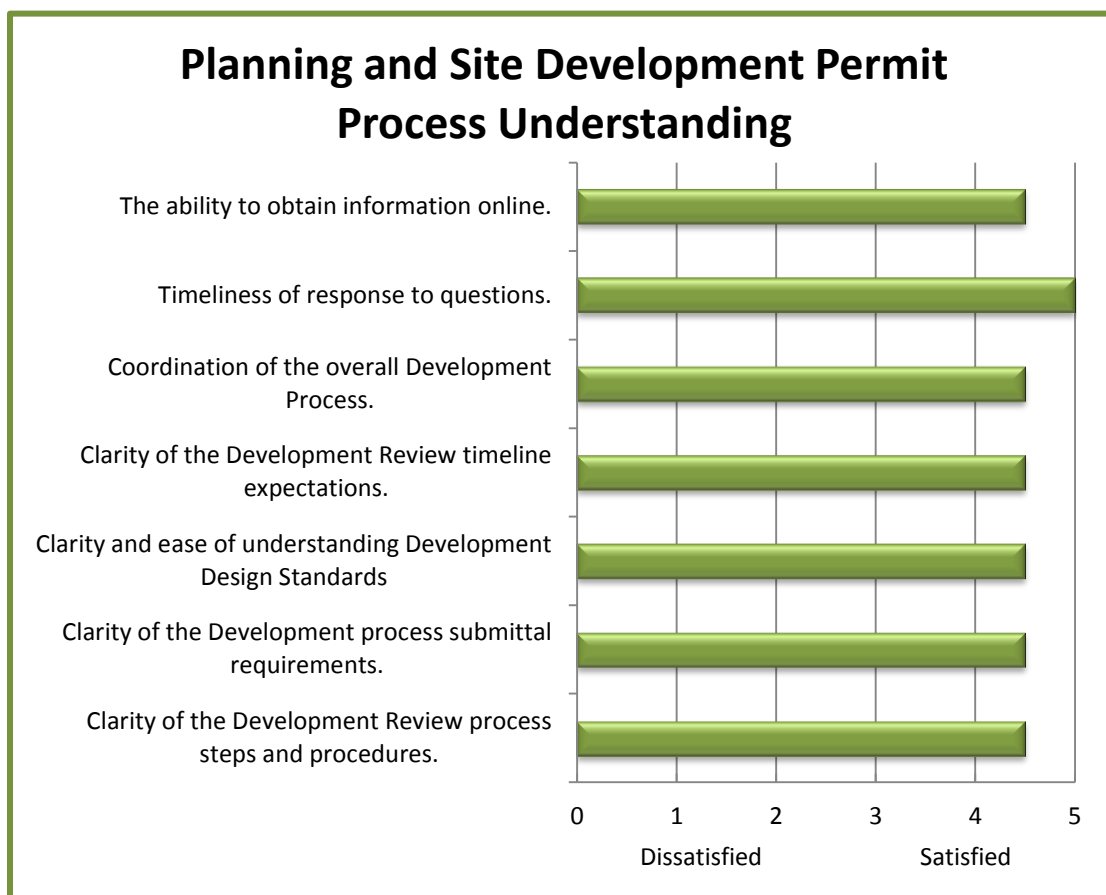

Planning and Site Development Permit Communications

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Representative comments from the survey and interviews:

- o *Village staff very helpful and willing to coordinate and assist the best they can.*
- o *Sometimes it is hard to reach Village engineer for questions.*
- o *Village Staff gets busy can't answer phones; we know they are busy because we have witnessed counter activity at the Village Hall.*
- o *Staff is helpful and willing to meet to resolve issues.*

✓ ***Take away – Respondents gave the Village positive reviews for Planning and Site Development Permit communications. Answering phone calls were again seen as a problem along with obtaining answers to engineering questions in a timely fashion. All respondents indicated that Village staff was very accommodating and willing to help work through problems.***

4. **Planning and Site Development Permit – Process Understanding**
This section asks questions about the planning and site development process. Builders and developers were asked their opinions about the site development permit process and overall planning and development experience. Are policies are clear and easily understood, how quickly are questions are answered, what is the availability of on-line information, etc.? Respondents were asked to rate their level of satisfaction in the following areas;

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Planning and Site Development Permit Process Understanding

The ability to obtain information online.	
Timeliness of response to questions.	
Coordination of the overall Development Process.	
Clarity of the Development Review timeline expectations.	
Clarity and ease of understanding Development Design Standards	
Clarity of the Development process submittal requirements.	
Clarity of the Development Review process steps and procedures.	

0   1   2   3   4   5

Dissatisfied   Satisfied

Representative comments from the survey and interviews:

- *Village has a very thorough process. They catch all of the details in their reviews.*
- *Developers would benefit from additional on-line information or booklet with answers to common questions. Once you do a project it becomes easier but some aspects of the Village's development process could be explained better in advance.*
- *Staff very thorough, helpful in process but process can be confusing at times.*
- *It seems like many people are involved in the process. Process would benefit from having one point of contact to help coordinate all reviews and submittals.*
- *Reviews from Zoning or Historical Commission are reasonable.*

✓ *Take away – The overall responses to the Planning and Site Development Permit process evaluations were favorable. During the interviews, several respondents indicated that the process, although very thorough, was at times confusing and difficult to follow. Noted however, was staff willingness to help them through the process. Better communications about process would be beneficial and would help minimize confusion later in the process. The very nature of these projects may require numerous reviews by various people agencies (planners, engineers, attorneys, MWRD, PC&Z, and Village Board etc.). It is understandable that the process can be confusing and even overwhelming especially for those individuals that don't often do land development work. As such, providing*

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

information about process flow and what to expect during the process in advance of application would help reduce confusion. The Village has a lot of information available through its website and printed documents. The more this information that can be communicated in an easy to understand format the less confusion there will be throughout the process.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

CHAPTER 6 – PERFORMANCE MEASURES

Every community provides services to their residents in slightly different ways. Often service delivery methods are established over time based on many factors. These can be influenced by issues such as; historic service standards, policy directives, key leadership direction, resources limitations, labor issues, changes in law or other regulatory requirements, etc. Additionally, the culture of a community often dictates service level priorities. Some communities may place a higher priority on code enforcement while another community may place emphasis on landscaping requirements. Communities drive priorities by allocating resources. Some communities offer robust development related services with expansive internal or outsourced staff while others commit lower levels of resources to this function. More often than not communities look to provide all of "the basic" requirements with the least amount of resources to keep cost low. There is no right or wrong when it comes to establishing service levels or for that matter the means and methods of providing these services provided they are efficient and accomplish the organization's service level goals. This needs to be considered when examining comparative data. However, there are industry norms and best practices that provide comparative information that can be used to assess the performance of a given service. In this section we look at key measurement criteria and draw comparisons from other jurisdictions. The following section looks at some of these comparative performance measures.

Building Department Lead Times

Permit Lead Times depict the time it takes for a building permit to be reviewed and issued. This assumes that the applicant has made a complete submittal. This is critical in that failure to submit all required documents will often delay the initiation of the permit review. For the purpose of this analysis, the review times noted assume complete submittals on the part of the applicant. During this study we requested permit lead time data from area communities. We received ten responses to the survey. The results are depicted in APENDIX C – BUILDING PERMIT LEAD TIMES. The survey provides permit lead times for single family, multi-family, commercial, industrial and misc. permits.

- Lemont staff reports that current permit lead times are running about 10 business days or approximately two weeks from the time a complete submittal is received by the Village to the time the permit is issued. It should be noted that during high volume periods that lead times can increase to as much as 20 days or roughly a month. As the survey shows, during less busy periods of the year Lemont's lead times are typical of the survey group. During busy periods however, when staff resources are pressed, Lemont's lead times increase beyond the10 day average in the survey group. Over the last year the Village has reported that permit applications slowed somewhat during the off season however there is a fair amount of activity even during inclement months.

- Slower permit lead times are a function of increased permit activities that creates a backlog of permit data entry work. There are two Administrative Assistants (Admins) in the department that are responsible for permit data entry. Staff has indicated that permit

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

data entry falls behind during busy periods due to the fact that the two Admins spend the majority of their time (estimate at 75% by staff) answering phone calls and walk in questions allowing less time for permit data entry.

- Permits are for the most part, handled on a first in – first out basis regardless of the type of permit. This means that a simple permit for roofing may end up taking as long as a full new construction building permit. You will note that in the survey that many communities offer quicker turnaround times for miscellaneous permits for roofing, siding decks etc. These quick permits are not uncommon in the industry. Prior to implementing a new building software suite last year, the Village was able to issue quick approval "counter permits" for miscellaneous permits (roofs, siding, sprinkler systems). Although the department can still perform counter permits, the wait time can be long making the process less appealing to applicants. It is not unusual for new software to present challenges during implementation rollout. Throughout the study staff members expressed their frustration with certain aspects of the current software. We address the need for continued efforts to improve the software performance later in the report.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Building Department Inspection Timing and Responsiveness

Another important performance measure is the timing and responsiveness of building permit field inspections. The ease of requesting inspection, the timeliness and availability of the inspection and knowledge and helpfulness of the inspector are all important criteria. The Village requires that inspections be requested a minimum of 24 hours in advance. Building inspections are scheduled on a first come - first serve basis for a morning or afternoon inspection while plumbing and electrical inspections are usually performed late afternoon / early evening by part-time inspectors. All inspections are performed Monday-Friday. Site grading inspections and commercial building inspections are conducted by contract service providers. Our information comes from discussion and survey results from external stake holders (builders and developers). For the most part the Village received positive responses for their inspectional services scoring a top satisfaction rating in all six performance categories. There were no concerns expressed about the number of repeat inspections, an issue that sometimes plague departments. Some communications and coordination issues with inspectors were noted during the study however they were isolated. We understand that some of the internal issues that involved communicating with the part-time and contractual inspectors have been resolved. Plumbing and electrical inspectors now have access to Village email and voicemail improving overall communications.

Contractor Licensing

Normally contractor licensing is not a measured performance metric, however since contractor licensing affects permit efficiencies we have included it here. The Village of Lemont licenses all types or categories of building contractors from general contractors, plumbers and electricians to painters and cabinet and flooring installers. Lemont is not alone in requiring licenses for all building related contractors however it is also not uncommon for communities to license a smaller subset of contractors. Many communities limit their licensing to categories of contractors that perform work that affect life safety or structural work while precluding those that provide work that is considered aesthetic or minor to the integrity of the building. Village staff indicated that these additional license categories provide greater assurance of work quality for Village residents. There is nothing wrong with licensing all of these contractor types however every building permit issuance requires verification of valid contractor licensure prior to permit approval. A contractor license requires proof of insurance and bonding and is issued on a calendar year basis. Each building permit requires the listing of all contractors on a project. Each time a building permit is reviewed, Village staff must verify that all contractors have a valid Village of Lemont contractor license. This procedure is typical in the industry. The number of categories that require verification adds to staff workload during permit review and can slow down the entire permit process. One way help improve permit efficiencies would be to consider the reduction of the number of contractor classifications. There is a tradeoff however between greater control and permitting efficiencies. As a minimum the Village should licensing

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

contractors in major work categories that affect life safety and structural integrity or help to police performance in project outcomes. Other less significant categories could be candidates for removal should the Village choose to do so. We offer this as a suggestion for consideration but understand that there are policy considerations as well. To assist the Village we have forwarded under separate cover a copy of a recent survey that depicts the contractor licensing policies various communities in the metro area.

Village staff indicted the new building department software and contractor licensing software presents challenges during the building permit review process. They indicated that the software is not as efficient as their prior permitting software. The new software requires staff to look through multiple computer screen pages to validate contractor licenses adding to the time it takes to issue a permit. As addressed earlier, this multi-page look-up process has prevented the department from issuing over the counter permits. We address the need for continued efforts to improve the software performance later in the report.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

CHAPTER 7 – ORDINANCE AND DOCUMENTATION REVIEW

During this study HR Green reviewed written on-line materials currently used by the Village in the development review process including the Unified Development Ordinance, job descriptions, permit and application forms, and similar documents. We reviewed these documents and ordinances as they relate to the efficiency of the development review and inspection process (not a technical review of ordinance or codes). In addition to the review of printed materials we reviewed the Village's use of technology in both the Planning and Economic Development and Building Department

Forms and Documents Available to Public

During the study we were provided copies of the various forms and documents currently in use by the Village. The applications forms used for development proposals, site development permits and building permits were professional-looking, clear, thorough and easy to follow. Several of the handouts provided as informational guides were also detailed and organized in a helpful fashion. A few of these documents contained so much information that they were difficult to follow and would benefit from a cleanup revision. Most forms are available on line on the Village website providing easy access for applicants.

The following Planning and Economic Development documents are available on-line and some are available in printed form.

Codes / Information /Links	Forms	FAQ'S
Annexation Information	Annexation Application	How do I start a business in Lemont?
Historic Preservation Commission Information	Freedom of Information Act Request	What is the zoning for my property?
Lemont Community Profile 2009	Sidewalk Cafe Permit Application	Where can I find the Lemont Zoning Ordinance?
Lemont Green Plan	Letter of Credit Template	Can I conduct a business from my home?
Preliminary Plat Information	Preliminary Plat Application	How I can find out if my property is in a flood hazard zone?
Final Plat Information	Final Plat Application	What kind of tree can I plant in the parkway in front of my house?
PUD Preliminary Plan/Plat Information	PUD Preliminary Plan/Plat Application	
PUD Final Plan/Plat Information	PUD Final Plan/Plat Application	
Rezoning Information	Rezoning Application	
Special Use Information	Special Application	
Site Development Permit Information	Site Development	

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Codes / Information /Links	Forms	FAQ'S
	Permit Application	
Variation Information	Variation Application	
Concept Plan Review (TRC) Info	Concept Plan Review (TRC) Application	
Ordinances, Plans & Maps	Business License Applications	
Community Profile - Demographics		
Unified Development Ordinance (UDO)		
Fire Life Safety code LFPD link		
Lemont Comprehensive Plan Update		
Shop Lemont - The 3/50 Project		
TIF Districts Info		
Assistance for New & Existing Businesses – Business guides and support, Loan and Grant Programs, Tax Assistance		
Available Sites & Buildings – Retail, Office, and Industrial site inventory (lease and purchase)		
Business Startup Guide		
Economic Development & Downtown Improvement Work Program		
2012 Active Transportation Plan		
Zoning Map		
Electronic Pet Containment System Guidelines		
Guide to the R-4A Zoning District		
Planning & Zoning Commission Info, Agendas, minutes		

The following Building Department documents are available on-line and some are available in printed form.

Codes / Information /Links	Forms	FAQ'S
Vacant Property Code	Vacant Property Registration	Can I apply for a permit and do the work myself?
Building Codes	Building Permit Applications (35 ea.)	How do I register as a contractor in the Village of Lemont
RPZ Certification Info	Contractor Registration form	Do I need a building permit?
Contractor / Licensing Info	Retail Food	What are construction hours?
Inspections		How do I schedule an inspection
Unified Development Ordinance (UDO)		When are inspection performed
Code Enforcement Info		
Health Department Info		
Building Department Directory		
Health Dept. Info		

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Codes / Information /Links	Forms	FAQ'S
Food Service Code Cook Co.		
Consumer Recall links		
Fire Life Safety code LFPD link		

The following section addresses specific items noted during our review of the Villages documents they may impact process efficiency.

- **Application Forms**
  20 Copies are required. Can the number required be reduced?

- **Building Procedures Regulation and Forms**
  Construction Procedures (handout) This form is not actually an outline of any type of a "procedure" but rather a collection of information applicable to various projects. It may be confusing to some applicants especially if this handout accompanies all application packets (too much info to go with every permit). By comparison the Construction Requirement handout is very detailed with good explanations. This would be a good example to follow for a revision to this document.

Although the Village provides a great deal of useful information for residents and applicants the Village would benefit from having a general overview "Guide to the Development Process" document that explains how development proposals are processed. These types of documents serve as reader friendly "how to guides" that lists the various steps in the process, anticipated time lines; submittal requires etc. Brief descriptions of each step, process flow charts, meeting dates, contact information, fee schedules, and references to other more detailed documents such as applications packets and codes are common components of these types of documents. These guides can help tie together all the various aspects in the development process making the process easier to understand and hopefully more efficient for applicants and Village staff as well.

Internal Policy and Procedure Guides
The Village has a limited number of internal policy and procedure documents. These are primarily in the Planning and Economic Development Department. Much of the work requirements in both the Planning and Economic Development Department and Building Department are set forth by specific ordinance requirements. By comparison, Internal Policy and Procedure guides should deal with internal processing routines needed to complete the work requirements set forth by code. These guides don't necessarily need to be long detailed documents but should rather be a functional description that explains procedural steps and assigns responsibilities for carrying out various tasks. They can be in the form of department memos, check lists, flow charts, assignment lists, etc. These guides help document current practices. This is beneficial for helping to instruct or provide training to new employees or others in the organization that might be called upon to provide assistance during absences.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Organizations that have long tenure employees that possess a great deal of "institutional knowledge" would especially benefit from having policy and procedures guides in place that document how work gets accomplished.

- Case Task Templates (Internal Checklist)
  The Planning and Economic Development Department uses a series of internal checklists referred to as Case Task Templates. These provide department staff with good procedural checklists to use during the processing applications. Although detailed and helpful, it was noted that some parts of the Case Task Templates are dated and would benefit from updating to reflect what actually occurs or who actually performs the task.

Ordinance and Code

The following ordinance and code sections were identified during our review. By and large most all of these documents do not appear to have any adverse impact on performance efficiency. A few clean up requirement have been noted below.

- Chapter 5.14- Municipal Code of Ordinances -Contractors
  A contractor who holds a business license for an office located with the village, can be delayed on other permits, due to the processing of both business and contractor license and having to calculate the difference in fees, as required by ordinance 5.14.040. This may have the potential to delay permit issuance.

  - Building Procedures Regulation and Forms

  The Village of Lemont has adopted the 2006 International Codes (I-Codes), 2005 National Electric Code (NEC), and the 2014 Illinois Plumbing Code amongst others. The Village should consider updating their codes to reflect today's Building Standards, Improve ISO rating, and remain current with the construction applications utilized by lateral agency reviews.

- Chapter 17.04.100 (E)(3) – Recording of Approved Plats
  This section requires final plats be filed with the Recorder of Deeds Office in the appropriate county. Fee and costs associated with this filing shall be paid by the applicant.

  "The final plat and all copies shall be returned to the applicant, who shall file for record in the Recorder of Deeds Office in the appropriate county. Fees and costs associated with this filing shall be paid by the applicant. No other land use actions, administrative approvals, or building permits for the subject lots shall be granted until the applicant returns three print copies of the recorded plat to the Community Development Department".

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Village staff has elected to record plats because on occasionally developers will not following through with this obligation. Consequently plats are currently being recorded by the Village Attorney upon request of the Planning and Economic Development Department staff. At times developer will "time" the filing of plats for various business reasons. The Village's approach to self-filing is efficient in that the Village is assured that the plat actually gets filed. To avoid potential confusion, the Village should amend Chapter 17.04.100 (E)(3) – Recording of Approved Plats to give the Village the option to record these plats. V

Job Descriptions

Conducting a detailed review of the sufficiency or accuracy of job descriptions in the Planning and Economic Development Department and Building Department is not within the scope of this project. However, when we observed job duties that appear to be missing or in conflict with current descriptions they were noted.

- Chief Building Inspector

Supervision

> Shows position supervises "None"

> *Issue: Under current organizational structure the Chief Building Official supervises the Contract Commercial Inspectors, Electrical, and Plumbing inspectors and Code Enforcement Officer.*

- Administrative Assistant

Essential Job Functions

> *Issue: Add - Administrative Assistants enter building permits and inspection results into Village software programs.*

Departmental Reports

Both the Planning and Economic Development Department and Building Departments produce a series of reports throughout the year. These reports provide updates regarding activities in the two departments as well as statistical information such as permit issuance, code enforcement efforts and other activities. These reports are designed to keep policy makers informed of development related activities in the community. The following are the reports currently prepared by Village staff.

- Planning and Economic Development Department reports

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

- o Bi-monthly Planning and Economic Development Department Activity Report - provides bi-monthly updates on Planning and Zoning Administration activities and Economic Development Activities
  - o Annual Building Trend Report (part of State of the Village presentation) – provides year over year summary of development activity

- Building Department reports
  - o Bi-monthly Building Department Activity Report – provides bi-monthly updates on general permit information, residential, commercial and RPZ (backflow) permits. Report also details code enforcement inspection activities as well as code violation citations
  - o Yearly Construction Activity Report – This report provides year to year construction activity summaries providing the number of single family permits, total number of permits, construction values, fee revenues and number of inspections.
  - o New Home Occupancy Report – This report lists the annual number of single family and multi-family occupancy permits issued by subdivision location.

Village staff does a good job collecting and reporting Planning and Economic Development Department and Building Department activity information. The Village may wish to consider expanding some of the details of these reports and consider consolidating the statistical information into one development report. The following suggestions are more style related and intended to make the information easier to access and follow.

1. Consider one "Development Monthly Activity Report" where all development activity is reported in a statistical format. A suggestion would be to produce the report in a tabular spreadsheet that shows monthly, year to date and annual totals. Add categories for commercial, industrial, institutional and miscellaneous permits to the data collected for the current annual construction data report. Consider adding square footage totals for commercial and industrial new construction. The report could be easily updated and data could be reported in a variety of ways. This information can be helpful when evaluating trends in development. This report would be in addition to the narrative activity report that explains departmental activity.

2. Produce an "Annual Development Report" that summaries all the development for the past year. This report would provide policy makers with a feel for development activity trends in the Village. Village staff already collects a portion of this information in the preparation of the Village's annual "State of the Village" PowerPoint presentation. The report can also be used to support the Village Economic Development activities.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

CHAPTER 8 – TECHNOLOGY

Development related services (planning and building) are inherently record intensive functions. Plans are filed, permits get tracked, fees paid, inspections made, occupancies granted etc. Throughout the development process a tremendous amount of data is produced, reviewed and stored. Access to this information for government accountability and transparency, internal use and customer service is very important. As such, automation has become a necessity in the industry.

The State of the Technology

New technology continues to improve and evolve in local government service delivery. Building permit and development tracking software applications were some of the first automation enhancements for municipal services and have been around for some years now and have improved significantly. Producing and tracking permits is a basic function of these applications. New systems offer a robust host of options and tools designed to improve the speed and efficiency of the permitting process. With web connectivity, local area networks, cloud computing, smart phones, wireless tablets etc. many significant efficiencies can and are being realized. Many systems now allow applicants to enter applications on-line minimizing several steps in the process while plan reviewers and field inspections log reviews and inspection information directly to web based applications. Adding wireless data devices such as tablets and smart phones, inspectors can enter inspection data in real time out in the field. Many systems allow applicants to log into the building permit program remotely using a unique project ID and password. Applicants can then track the status of their permit, review inspection reports, and send emails to the appropriate reviewer/inspector etc. These systems can automatically generate fees, inspection data, and status reports, certificates of occupancy and other useful documents and reports. Most systems output data that can convert and post to other software applications.

Permitting Software Technology Currently Used

The Village currently uses the LOGOS™ software suite from New World Systems® to provide building permit, code enforcement and contractor licensing functions. Literature on the product indicates that the software provides municipal finance, community development, licensing and a host of other functions. Testing the application and serviceability of this software is beyond the scope of this study. However, during our interviews with Village staff numerous individuals expressed concerns about certain aspects of the Village's current development and building permit tracking system implementation. The Village has been using this new software suite for the last year. With any new software or technology roll out there is an implementation and learning curve that often affects initial opinions. In some respects it appears that the Village is still working through start up and implementation issues with certain aspects of the new software.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

The Village currently provides PDF copies of the building permit forms, contractor licensing and other materials on the Village website for download and hard copies are available at the Village Hall. Once forms are completed, data is entered into the software by the Building Department Admins. The permits are then subsequently distributed to the appropriate plan reviewer and inspector. Once the permit and plan reviews are completed (paper based), the results are again logged into the permit software. As inspections are completed, data is also entered into the software by administrative staff. Approximately 912 building permits and 1148 contractor licenses were entered in 2014. Currently the Village's software is not being used to track site development projects in the Planning and Economic Development Department. The software permit program provides basic functionality and is producing reports on permit activity and inspection status.

Mobile Communications Status

The Code Enforcement Officers uses a mobile tablet in conjunction with the LOGOS™ software to document code enforcement inspections. The benefits of being able to use mobile technology are many, not the least of which is the elimination of double entry (fill out paper form - then enter data in software). Both the Plumbing inspectors and electrical inspector perform inspections after hours but now (since our interviews) have Village email access and voicemail communication with Village staff. This helps improve communications. Inspection reports are prepared on paper copies and later entered into the LOGOS™ software by administrative staff.

Internal Phone System

During the interview discussions with Village staff, several staff members expressed concern about the Village's phone system's inability to route calls to the Building Department and Planning and Economic Development Department. At times when the Building Department Staff is busy, phone calls to the Department have gone unanswered. Speaking with Village staff prior to completion of the study, staff informed us that a new phone handling protocol (phone tree) is up and running and overflow calls are now being routed to other administrative staff in Village Hall. This allows calls to be answered and later forwarded to the appropriate individual.

Document Distribution

Currently all of the Villages building permit applications and inspection reports are submitted on paper forms and later entered into the permit software by administrative staff. Additionally, copies of paper forms or scanned copies of same are prepared for distribution to reviewers and file distribution. At the current time there are no immediate plans to rollout e-permits or other online applications that would directly port into the Village's LOGOS™ software suite. During the staff interviews several individuals thought that system could be improved by scanning and forwarding electronic copies of some of these documents. Staff also indicated that the use of the scanning equipment was limited and that to fully utilize the system's abilities that additional training or instruction was needed.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Technology Opportunities for Improvement

The many permitting and tracking requirements in community development lend themselves nicely to the application of technology. The Village has invested in the New World™ LOGOS™ software suite to provide a technology backbone for the Village Building and Planning and Economic Development Departments. In Chapter 10 of this report we have listed a dozen or so recommendations ranging from a more expansive use of the LOGOS™ software across both departments to providing suggestions for better communications between the Village staff and contract reviewers and inspectors to the use of preformatted electronic PDF forms. Some technology already in use by the Village such as the tablets used by code enforcement for field data entry can also be used by building inspectors to improve inspection data entry efficiency.

Over time the Village will be able to save time and improve efficiency by incorporating additional technology enhancements in both departments.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

CHAPTER 9 – PROCESS FLOW

To better understand the Village's development review and approval processes, three development process flow charts were developed to depict the various steps of the Village's major development processes. Process Flow Charts were developed for the Site Development and Building Permit Process, Plat of Subdivision Process, and the PUD (Planned Unit Development) Processes. The three flow charts depict the process flow of development reviews and approvals from plan submittal through final approval.

During our study we reviewed these process flows for opportunities to improve efficiencies. Generally speaking, the Village's development review processes provide a clear and well defined path that incorporates public involvement, statutory requirements, staff and professional expert reviews as well as reviews by the Village's Planning and Zoning Commission and Village Board. Properly communicated, developers should be able to easily understand how the Village's development review processes operates and performs and have a better understanding of their obligations and where they may be at any given time in the process. We did not find any impediments, redundancies or "short circuits" in the design of these process flows. However it was noted during our review that there was an understanding "disconnect" between some Building Department and Planning and Economic Development staff. This could best be characterized as a lack of understanding of some but not all aspects of the each department's operations. The area of most confusion centered on the processes associated with the Site Development Permit. Here the Planning and Economic Development Department works closely and in tandem with the Village Engineer reviewing site plans and inspecting site improvements. This process usually occurs before the Building Department becomes involved with the building permit process for the same development. In essence there are two separate review and inspection tracks for a given development that goes through the Site Development Permit process. This is most likely the cause of some of the confusion. This was also referenced to some extent during our external interviews when builders / developers expressed some confusion of not knowing which of the departments are involved at which stage of a development project. This is not an organizational or process design issue. It appears that this problem can be traced to a lack of process understanding by the builders / developers and some of the Village's staff. This could be addressed through better process communications with the development community and internal operational cross-training for both the Planning and Economic Development and Building Department staff. When working at the staff level to improve everyone's understanding of the entire development process invariably questions will surface and modification to existing processes or the creation of new procedures may develop. The three process flow charts created in this study should provide a good starting point for explanation and evaluation of the various development processes.

Based on feedback from both our internal and external interviews and our observations we did however note the following opportunities for improvement in certain steps of the processes.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Process Flow Opportunities for Improvements

1. **Include Building Commissioner in early stage of Site Development Permit Process**
   During the study it was noted that at times the site development process can cause confusion with internal operations. The site development approval process generally precedes the building permit process for all applications except single family, duplex residences, appurtenant structures and miscellaneous building permits. The Site Development Permit process is managed through the Planning and Economic Development Department and the Village Engineer. Once the applicant goes through Site Development Process and obtains approvals, the projects moves to the Building Permit process. Under certain circumstances these two permit processes may occur simultaneously. By including the Building Commissioner or a representative early in the Site Development Permit (Pre-Application Meeting) the Building Department will have firsthand information about pending permits to better coordinate their later involvement with the project. In cases where there is no Pre-Application Meeting, the Building Commissioner needs to be kept informed. Additionally the Building Department can also provide early direction to developers and builders regarding building and code issues.

2. **Improve Communications with Village Engineer during Site Development Permit Process**
   The Village Engineer plays an important technical and administrative role in the Site Development Permit process. The Village Engineer provides design reviews, schedules Pre-Construction meetings as well as conducting subsequent inspections of site improvements. Village staff and other consultants also participate in in design reviews and inspections along with the Village Engineer. Village Engineering services are provided by a private engineering firm under contract with the Village. Information from both internal and external interviews indicates that the engineering reviews and inspections are administered fairly, professionally and in a timely fashion. During the study it was noted however that the protocol for communication was at times unclear. Both the engineer and Village staff expressed concerns about coordinating reviews and communications. At times this has resulted in confusion about the status of approvals. . This situation is further compounded in that the current configuration of the Village's development software does not provide for remote access to out of network reviewers and inspectors like the Village Engineer. The ability to share updates and review information across a broad platform of users is a powerful function and improves efficiencies. Short of resolving software challenges a formal protocol for the information to and from the Village Engineer would help alleviate some of these issues. It should be noted that other outsourced consultants have similar communication challenges however their role in the development process is limited by comparison to that of the Village Engineer.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

3. **Provide Training to Staff to better explain Site Development Permit process**
As addressed earlier in this section, there is a lack of understanding on the part of staff regarding some of the procedural aspects of the Site Development Permit process. Both the Building Department and Planning and Economic Development staff would benefit from a review of the processes associated with this important function.
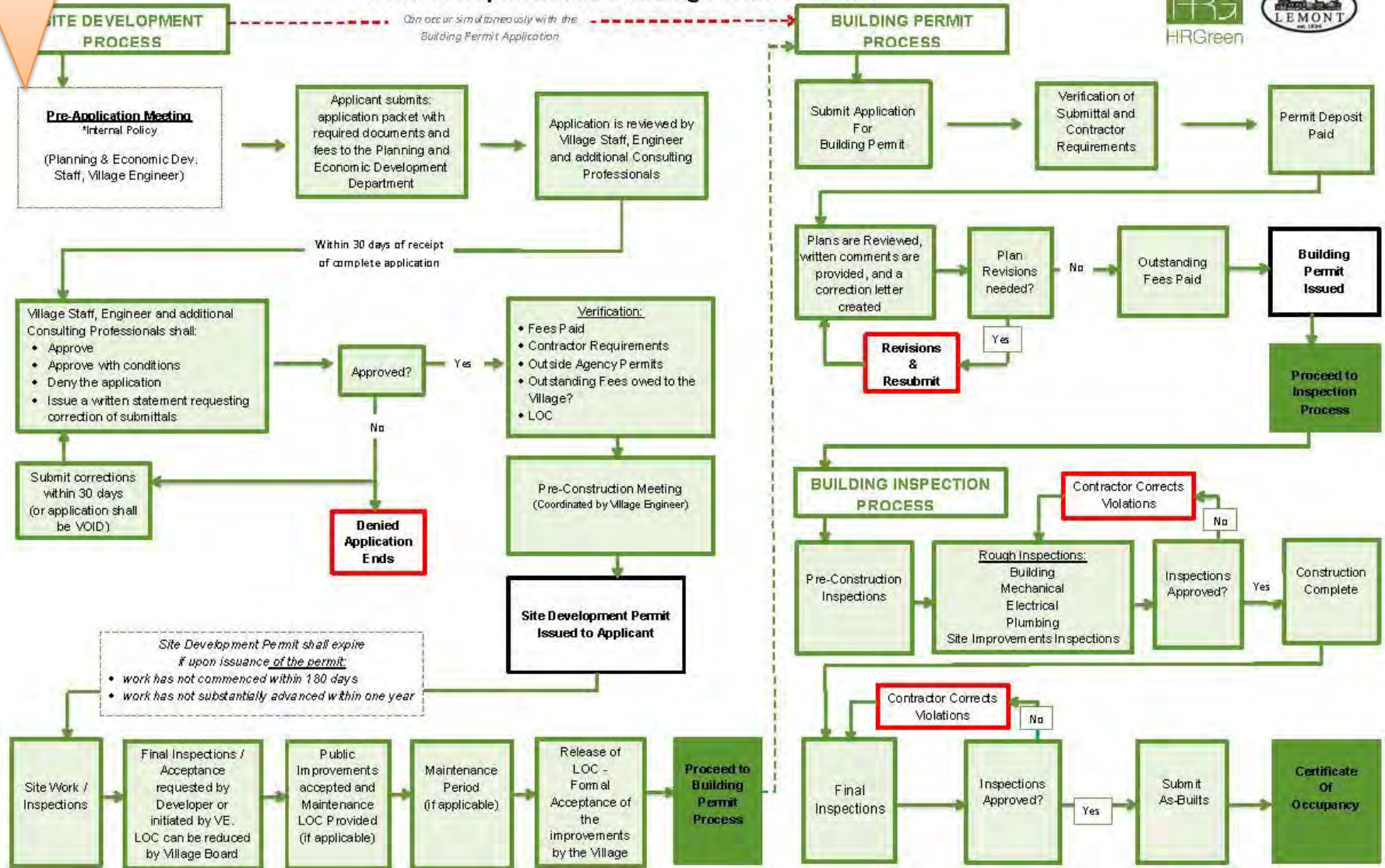
4. **Consider Foregoing the Committee of The Whole meeting for certain PUD and Plat Approvals**
During both the PUD preliminary plat and final plat and Subdivision preliminary and final plat approval processes there are two Village Board reviews. The first is a Council of the Whole (COW) and the second is a regular voting Village Board (VB) meeting. The VB voting meetings are the 2nd and 4th Monday of the month and the COW is the 3rd Monday while the PC&Z meets the 3rd Wednesday of each month. Depending on calendar date timing a petitioner may have to wait several additional weeks for final approval due to agenda timing. Understanding that complex developments require greater VB scrutiny while others are less complex, the Village could consider under certain circumstances, advancing the approval date by forgoing the COW review step. This may be appropriate for minor developments or petition requests where both the PZC and staff have unanimously recommended approval.
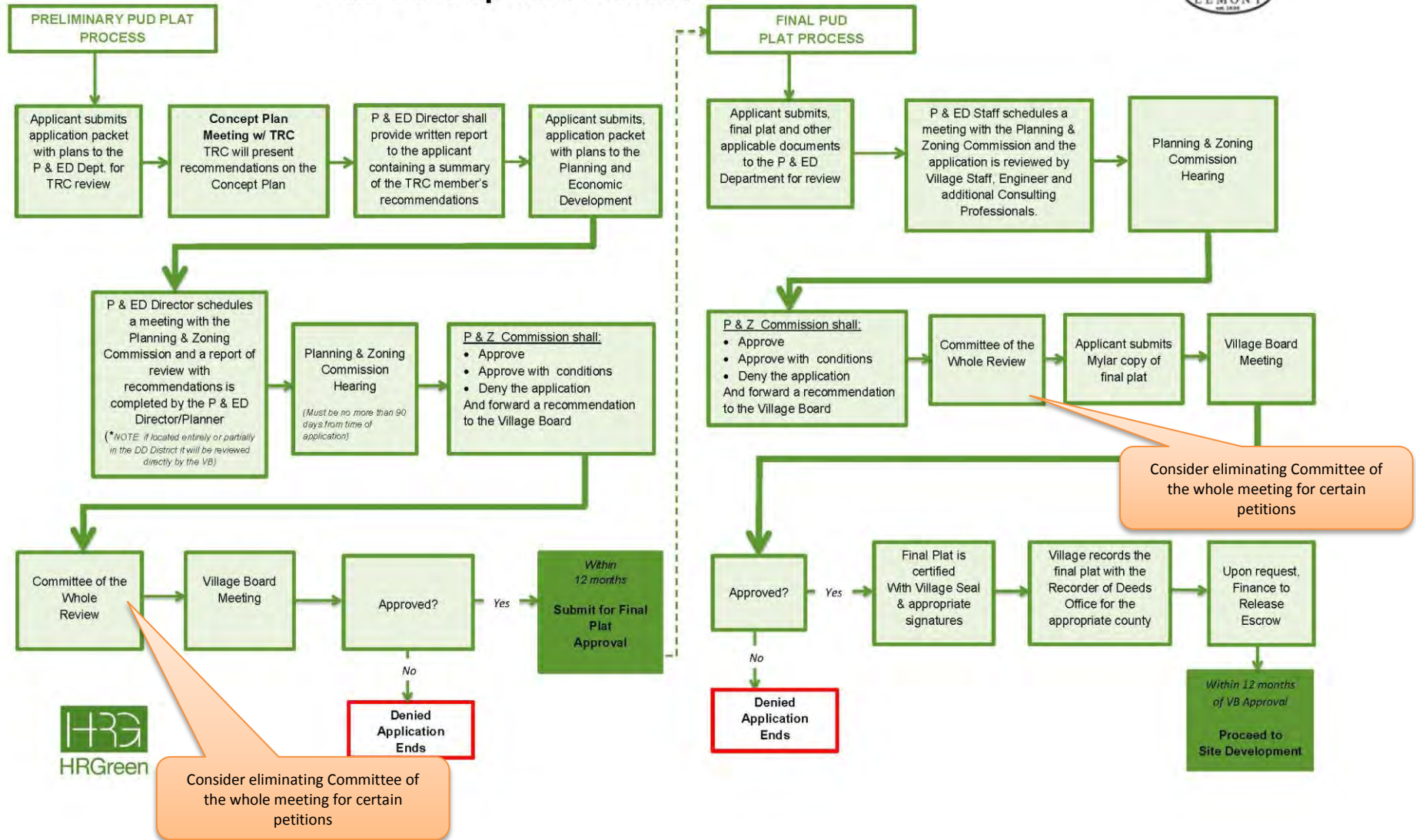
CMAP Proposal for RFP 124
Analysis of the Development Review Process
for the Village of Lemont Illinois - Final Report

Need to involve Building Commissioner earlier in the process
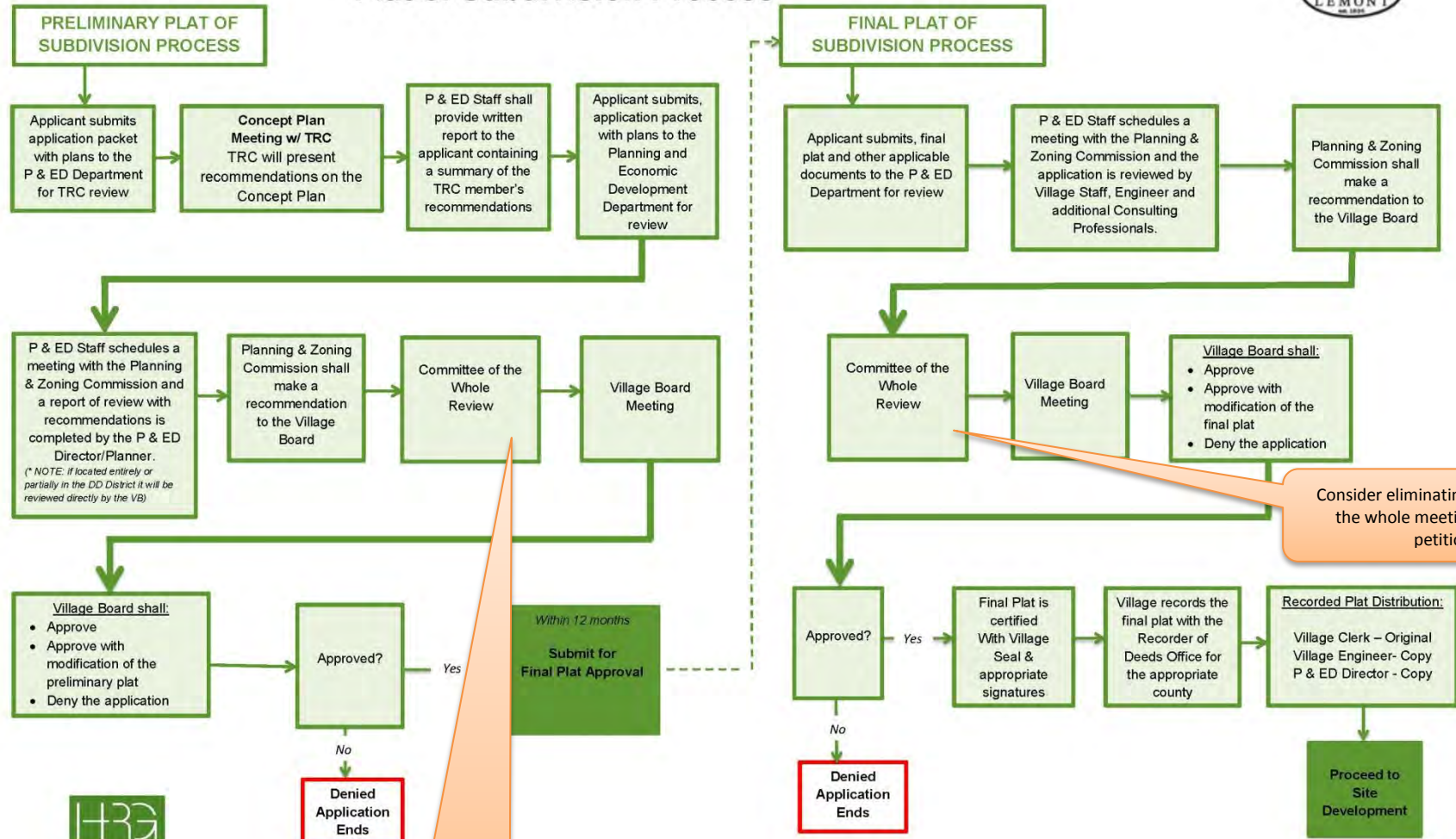
Site Development and Building Permit Process

HRGreen

Historic LEMONT est. 1836

SITE DEVELOPMENT PROCESS

Can occur simultaneously with the Building Permit Application

BUILDING PERMIT PROCESS

Pre-Application Meeting
*Internal Policy

(Planning & Economic Dev. Staff, Village Engineer)

Applicant submits: application packet with required documents and fees to the Planning and Economic Development Department

Application is reviewed by Village Staff, Engineer and additional Consulting Professionals

Submit Application For Building Permit

Verification of Submittal and Contractor Requirements

Permit Deposit Paid

Within 30 days of receipt of complete application

Village Staff, Engineer and additional Consulting Professionals shall:
- Approve
- Approve with conditions
- Deny the application
- Issue a written statement requesting correction of submittals

Approved?

Yes

No

Verification:
- Fees Paid
- Contractor Requirements
- Outside Agency Permits
- Outstanding Fees owed to the Village?
- LOC

Plans are Reviewed, written comments are provided, and a correction letter created

Plan Revisions needed?

No

Yes

Outstanding Fees Paid

Building Permit Issued

Revisions & Resubmit

Proceed to Inspection Process

Submit corrections within 30 days (or application shall be VOID)

Denied Application Ends

Pre-Construction Meeting (Coordinated by Village Engineer)

BUILDING INSPECTION PROCESS

Contractor Corrects Violations

No

Site Development Permit Issued to Applicant

Pre-Construction Inspections

Rough Inspections:
Building
Mechanical
Electrical
Plumbing
Site Improvements Inspections

Inspections Approved?

Yes

Construction Complete

Site Development Permit shall expire if upon issuance of the permit:
- *work has not commenced within 180 days*
- *work has not substantially advanced within one year*

Contractor Corrects Violations

No

Site Work / Inspections

Final Inspections / Acceptance requested by Developer or initiated by VE. LOC can be reduced by Village Board

Public Improvements accepted and Maintenance LOC Provided (if applicable)

Maintenance Period (if applicable)

Release of LOC - Formal Acceptance of the improvements by the Village

Proceed to Building Permit Process

Final Inspections

Inspections Approved?

Yes

Submit As-Builts

Certificate Of Occupancy

HRGreen

CMAP Proposal for RFP 124
Analysis of the Development Review Process
for the Village of Lemont Illinois - Final Report

PUD Development Process

CMAP Proposal for RFP 124
Analysis of the Development Review Process
for the Village of Lemont Illinois - Final Report

Plat of Subdivision Process

PRELIMINARY PLAT OF SUBDIVISION PROCESS

Applicant submits application packet with plans to the P & ED Department for TRC review

Concept Plan Meeting w/ TRC TRC will present recommendations on the Concept Plan

P & ED Staff shall provide written report to the applicant containing a summary of the TRC member's recommendations

Applicant submits, application packet with plans to the Planning and Economic Development Department for review

P & ED Staff schedules a meeting with the Planning & Zoning Commission and a report of review with recommendations is completed by the P & ED Director/Planner. (* NOTE: if located entirely or partially in the DD District it will be reviewed directly by the VB)

Planning & Zoning Commission shall make a recommendation to the Village Board

Committee of the Whole Review

Village Board Meeting

Village Board shall:
- Approve
- Approve with modification of the preliminary plat
- Deny the application

Approved? — Yes → *Within 12 months* **Submit for Final Plat Approval**

No

Denied Application Ends

Consider eliminating Committee of the whole meeting for certain petitions

FINAL PLAT OF SUBDIVISION PROCESS

Applicant submits, final plat and other applicable documents to the P & ED Department for review

P & ED Staff schedules a meeting with the Planning & Zoning Commission and the application is reviewed by Village Staff, Engineer and additional Consulting Professionals.

Planning & Zoning Commission shall make a recommendation to the Village Board

Committee of the Whole Review

Village Board Meeting

Village Board shall:
- Approve
- Approve with modification of the final plat
- Deny the application

Consider eliminating Committee of the whole meeting for certain petitions

Approved? — Yes →

Final Plat is certified With Village Seal & appropriate signatures

Village records the final plat with the Recorder of Deeds Office for the appropriate county

Recorded Plat Distribution:
Village Clerk – Original
Village Engineer- Copy
P & ED Director - Copy

No

Denied Application Ends

Proceed to Site Development

HRGreen

HRGreen

CMAP Proposal for RFP 124
Analysis of the Development Review Process
for the Village of Lemont Illinois - Final Report

CHAPTER 10 – CONCLUSIONS AND RECOMMENDATIONS

The following recommendations identify specific opportunities for improved operational efficiencies, optimal organizational and structure changes. Some of these recommendations appear earlier in the report's text.

A. Improve efficiencies in office operations to free up more time to devote to Development Process

1. Technical Training for Admin Staff:
   a. Send Development Admin staff for training. I.e. ICC Certified Permit Technicians, Zoning Certificate training. This training would allow Administrative Assistants (Admins) to better understand Building Code and Zoning issues, respond to a host of planning and building questions and review permit submittals. Once trained and policies established Admins should be able to review permit submittal and issue basic permits (reroofs, fences, window replacement, sprinklers etc.) and be able to interpret basic zoning questions, zoning map interpretations, flood plain zones, UDO requirements etc.
   b. Provide training on copy machine's advanced features such as scanning, broadcast distribution etc.

2. Cross train staff to be able to cover during absences, sick, vacations in Building Department and Planning and Economic Development. Define roles and responsibilities & cross train – i.e. both Admins need to be able to perform each other's duties. Planner should be able to fill in for Community Development Director on non-sensitive issues during Directors absence.

3. Reception Windows and Department calls:
   a. Establish a receptionist assignment schedule that assigns an individual(s) to answer phones, serve as intake receptionist and answer walk-in questions for both the Planning and Economic Development and Building Departments.
   b. Utilize Finance Department staff (or others) during peak periods for phone / reception duties. Also consider use during vacation periods and other planned absences.
   c. Develop phone answering protocols; consider "call hunt" system that will forward calls to available clerical staff when phones are not answered within so many rings. Noted comments about phones not being answered during certain peak periods. *Speaking with Village staff prior to completion of the study, staff informed HR Green that the Village has implemented a new phone handling*

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

protocol (phone tree.) Overflow calls are now being routed to other administrative staff in Village Hall. If this new system in working well then disregard this recommendation.

4. Filing System and Record Retention:
    a. Identify alternative clerical support to assist with records filing in both Building and Planning and Economic Development Departments.
    b. Identify alternative clerical support to complete FOIA requests.
    c. Improve filing system, record retention, disposal policy, and basement archives.[1]
    d. Consider alternative for Permit Admins searching archival records. The Village provides copies of residential plats of survey for residents to assist with permit applications. This can consume a great deal of staff time. Researching copies of surveys takes a great deal of time due to having to "go to the basement" to search for and retrieve surveys from old building permit files. (Time estimate is 1.5 hours of Admin per day)

        Consider;
          i. Establishing file system that would provide more efficient process to access archived building permit files such as geo-coding, P.I.N. (Property Identification Number – "tax #") references etc.
         ii. Establish system to scan plats of survey and link to GIS data base or at least cross reference to P.I.N. numbers
        iii. Assign this work to other clerical positions.
         iv. Consider contract employee to process the organization and filing.

[1] The Village should create a file retention / disposal policy to help establish criteria for when to purge old building and development files from filing system. There are statutory requirements regarding document destruction and the State of Illinois provides assistance. We would suggest working through the Illinois Municipal Clerks Association for additional information on file retention legal requirements. Before municipal records can be destroyed the Village needs to apply for a permit to destroy records through the State of Illinois Local Records Commission. This usually requires an on-site inspection before a permit is granted. Some communities will keep certain files in perpetuity for future reference regardless of the statutory requirement. Some have established a policy of allowing interested property owners to keep old building plans of their homes once they are authorized for destruction.

5. Contractor Licensing work flow:
    a. Consider creating and publishing a database of Licensed Village Contractors that identifies name, type of licensee, bond and insurance expiration dates. General contractors can use this database to verify contractor's license validity in

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

advance of submitting permits thus avoiding submittals with invalid licenses.

b. Consider revising contractor licensing requirements to require that the bonding and insurance certificates accompanying license applications are valid through December 31st of the application year.

c. Make general contractor / permit applicants responsible for submitting a copy of a valid license for themselves and sub-contractors as part of the permit application. Failure to do so would render the permit "incomplete" and permit applications would be returned. Using the published database of Licensed Village Contractors would also help reduce staff time spent on confirming license validity. Using the published database of Licensed Village Contractors would also help reduce staff time spent on confirming license validity. *This would only reduce staff time if the contractor bond and insurance requirement were also implemented. If not, then the database could be out of date within days of being published (in which case it becomes just one more thing for the admins to have to maintain throughout the year).*

6. Contractor Licensing volume:

a. Consider limiting the number of contractor categories that are licensed by the Village to improve efficiency of permit issuance. Consider eliminating licensing requirements for contractors that perform work that is considered aesthetic or minor to the integrity of the building. *HR Green understands that this is a policy issue involving assurance of contractor qualifications.*

7. Improve Process understanding with Village Staff:

a. Provide detailed process and procedures information for all individuals involved with Building Department and Planning and Economic Development processes so everyone has a better understanding of workflow and process making it easier for others in the organization to understand and potentially assist operations when necessary. Once Internal Policy and Procedure guides are developed that depict internal processing routines and the steps needed to complete application processing and other routines then the staff should be trained. One of the items that surfaced numerous times in our discussions with staff was that there was a lack of understanding of the two processes. By providing a joint training session for Building Department and Planning and Economic Development staff that explains the particulars of both the building permit and site development permits processes would go a long way to improve everyone's understanding of these processes.

8. Admins and Clerical Support to Provide Answers to Basic Building and Zoning questions:

a. Once properly trained Admins and clerical staff should be required to answer basic zoning and building permit questions without seeking information from

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Planning and Economic Development Director or Building Commissioner. This also relates to the training recommendations listed above.

B. Improve efficiency through expanded use of technology

1. Use the Village's LOGOS™ (New World®) software to track various aspects of Building and Development process:
   a. Currently building permits are processed with LOGOS™ software. The potential exists to use this software for other development processes such as site development, entitlements etc. Use LOGOS™ for tracking other functions in the development process.
   b. Continue to investigate work done with software in other communities. Continue to participate in software user groups etc.
   c. Continue software training for all appropriate individuals in Planning and Economic Development and Building Department and supplemental staff from other departments.
   d. Develop system that allows reviewers that are not in the Village offices (engineers, inspectors etc.) to access permit files to enter permit review information and inspection information. We understand LOGOS™ has this functionality but access to servers and licensing issues may present challenges. The benefit for all reviewers and inspectors to access and enter permit information is obvious. However, if external permit file access through LOGOS™ is impractical then consider ftp data transfer, Drop Box™ or other solutions that would allow external users the ability to work on files and otherwise communicate in a coordinated manner.
   e. Continue to seek Improvements in software functionality.
      Although the Village cannot control revisions and enhancements LOGOS™ software (without paying additional fees), active participation in user groups and requesting specific improvements can sometimes generate revisions. The following are software functionality shortcomings noted by staff and they should be raised to the software vendor and user group forums.
      i. Contractor Expiration dates requires a search through each license holder; solution submitted to have the "button" turn red on the computer screen if they are expired.
      ii. Scheduling of Inspections – Staff has to flip back and forth between computer screens to schedule inspections.
      iii. There is a need to determine how to track site development permit applications in LOGOS™ software so that others involved with the process can review applications and permit status information.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

2. Use laptops or tablets for recording field inspections:
    a. Currently the Code Enforcement Officer utilizes a tablet to enter inspection data. This information is then automatically logged into the code enforcement software system. We understand the LOGOS™ software provides this functionality for building inspection data as well. Currently building inspection data is being entered twice, first by the inspector on a paper form then by the Admins to the computer system. The use of a laptop or tablet by inspectors to enter inspections would help alleviate some of the workload on Admins and expedite information reporting.

C. Improvement in Building Department functionality

1. Improve Public Information / Contractor Education:
    Streamline the Building Permit Process
    a. Develop a "Builders Guide" that explains building department permitting and inspection process and requirements. Incorporate check lists, work flow charts etc. in document.
    b. Develop on-going FAQ's to share with building applicants. New FAQs would be added as questions arise and are resolved. The questions and answers are recorded and added to a running list. The FAQ's can be added to the Village's "Builders Guide" information packets, placed on the Village's website etc. These FAQ's also help office support staff to have a better understanding of development issues and make them more productive when answering applicant questions.
    c. Consider hosting a "Builder Breakfast" or other type of builder meeting to review department policy and Rules & Regulations, update contractors and designers on new codes and policies, answer questions, meet Village staff and officials, establish a better rapport with the development / building community.

2. Update building codes:
    The Village currently operates under the follow building code versions;
        - 2006 International Building Code (IBC)
        - 2006 International Residential Code (IRC)
        - 2005 National Electric Code (NEC)
        - 2006 International Mechanical Code (IMC)
        - 2014 Illinois Plumbing Code (IPC)
        - 2006 IFGC – 2006 International Fuel Gas Code
        - 2012 IECC – 2012 International Energy Conservation Code (this is state mandated)
        - 2006 IPMC – 2006 International Property Maintenance Code
        - 2006 IFC – 2006 International Fire Code

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Consider updating from the Village's current code versions to more current versions. We would recommend ultimately adopting the 2015 ICC Codes and other codes as noted below however; moving to updated codes requires time for evaluation, amendment adoption and implementation. Updates are almost always tempered with the appropriate local amendments that reflect Village policy. Additionally, time needs to be provided to educate staff and the building community (builders and designers) about upcoming revisions. For this reason villages usually do not make an overall leap at once to the latest code versions especially if they are utilizing older codes. Successful code updating requires a planned approach taking into consideration the time it will take to evaluate, amend, adopt and educate before rolling out new versions. There are many differences between the Village's 2006 codes and current versions. For instance, the 2009 IRC requires new single family homes to have automatic sprinkler systems… a provision that is often hotly debated at the local level. Simply adopting the 2015 code and removing sprinkler requirement is also problematic in that other provisions of the 2015 code diminishes other fire safety features while relying on the sprinklers. There are other benefits to adopting IRC 2015. However, updating to the 2015 IRC presents requires investing time to re-write the sprinkler section.

    a. Update current code to newer versions. Suggested updates:
- 2015 International Building Code (IBC)
- 2015 International Residential Code (IRC) – noted challenges with sprinkler provisions
- 2015 International Mechanical Code (IMC)
- 2015 International Fire Code (IFC)
- 2015 International Fuel Gas Code (IFGC)
- 2014 National Electrical Code (NEC)
- 2015 IPMC – 2006 International Property Maintenance Code

3. Continue to coordinate regular meetings with the Fire District for status of reviews / code changes and other issues.

4. Communication Improvements:
    a. Develop better communication protocols with contract inspectors and administrative staff. Establish prescribed method for communications regarding questions, reports etc. Identify who is responsible for communications and time frame for communications, responses to questions etc.
    b. Improve contractor and applicant communications methods for plan reviews and building inspections especially when plans are rejected or field inspections are failed. Contractors and applicants expressed concern that at times they do not receive feedback or reasons for why they failed inspection or plans were rejected. Consider use of technology. Some software allows for access to permit

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

folders to review plan and inspection status. It is unclear if LOGOS™ can provide this. If software cannot provide for notification other more basic procedures such as instructing clerical staff to read inspection records from file when contractors call, email results etc.

c. Identify goals for turn-around time for internal plan reviews, i.e. industry standard 10 days. Communicate this time line with applicants and village staff. Monitor turn-around time metrics and report as key performance indicator for department performance.

d. Village needs to convey that life safety standards cannot be grandfathered and communicate same in advance to applicants. Residents / applicants use the "grandfathered phrase" to try to obtain waivers and code requirements. Include the "debunking" of these types of waiver requests as part of Village's public information program. This information can be added to application packet and other information materials.

e. Establish requirement that part-time inspectors check email and voicemail regularly, establish a formal protocol for communications.

f. Create checklist to assist applicants with submittals.

g. Create form-fillable PDF's (Acrobat-PRO© etc.) for Building Permit applications. Convert current paper forms to electronic documents. Require use of these forms rather than current hand written forms that require additional handling by administrative staff.

5. Permit Processing:

a. Building Inspectors and Plan reviewers should enter their own permit data in building permit software (if at all practical) to eliminate double entry and improve efficiencies. Currently turn-around times for permits are adversely affected by backlog of data entry work.

b. Do not accept partial or incomplete plan submittals. Accepting partial and incomplete plans slow down the entire process. It is understood that Village staff needs to be assistive with homeowner permit applications. However, by providing more robust permit application instruction to self-permitting homeowners, some of the confusion related to partial or incomplete plan submittals could be minimized.

c. Develop an internal policy that would permit concurrent review of various sections of building permit applications. By example, anti-monotony and drainage could be reviewed as building structure plans are being checked. This suggestion may require additional plan sets and an additional level of coordination but may help to improve plan approval turn around timing.

6. Modification to Permit / Inspection Policy:

a. Explore instituting a shortened or expedited permit approval process for miscellaneous type permits. The Village previously provided expedited "counter permits" for; siding, roofing, demolition, and lawn sprinklers. These were issued

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

quickly for applicants at the building department window "counter". We understand that the LOGOS™ software is more cumbersome and as such takes much longer to generate permits compared to the Villages prior system so the village has stopped issuing counter permits. Even given the limitations of the software there should be a way these types of permits can be processed in a shorter time frame than the normal 10 day to 20 day permit cycle. By assigning these types of permits a higher priority and processing them before the larger and more time consuming applications the permitting process would operate more efficiently. Even if they are completed within few days that would be a substantial improvement in permit turnaround time. These simple permits can often be assembled and completed by Admins with overview from a building official. This speeds up the overall permitting process and allows the Building Commissioner and Chief Building Inspector to spend time on more complex permits. The Village should also consider expanding the list of permits issued in this fashion to include permits for sheds, decks and fences etc. These types of permits are often initiated by residents.

b. Evaluate the need for Planning Dept. to review all residential building permits (i.e. anti-monotony, setbacks, side loads etc.) Some of these could be accomplished with greater efficiency directly through reviews by Building Department staff during plan reviews (i.e. not having to wait for planner's reviews).

D. Improvement in Planning and Economic Development Department functionality

1. Improve Public Information / Contractor - Developer Education:
   a. Expand on Development Guide to include information that better explains the purpose and interaction between the Site Development Permit and Building Permit process. Include descriptive guidelines and examples.

   b. Develop on-going FAQ's to share with Development applicants By example;
      - Q: What acreage minimum requirement for stormwater detention?
      - A: 0.25 AC.,
      - Q: When should topography information be submitted in permit process? A: The sooner the better. It needed prior to approval. in early submittal,
      - Q: Do site plans need to show landscaping in detail? A: yes
      - Improve communications to better describe when applicants are required to obtain a Site Development Permit and when they can go directly to Building Permit process.

2. Communication Improvement:
   a. Evaluate the benefit of having a joint Village Park District meeting to better understand each agency's development related goals and objectives i.e. open space vs. cash-in-lieu of land.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

b. Establish systems and procedures to better record and document Village Engineer's correspondence and reviews on projects. Currently this information comes in via email from the Village Engineer and copies are printed and filed or the correspondence stays in an email folder. Either way the process is not efficient for Village staff. Ideally if the LOGOS™ software can incorporate this information in a project folder that would be preferred. The key is to keep all correspondence in the same folder (preferably electronic) in categorized or chronologic order. Establishing project check-off lists and folders that include items such as general correspondence, initial reviews, final reviews, inspection reports etc. If the information is provided in an organized electronic format, information can be easily shared across departments.

c. Conduct Pre-Application Meetings for as-of right development that includes all appropriate internal staff. The pre-application meeting lists the P & ED staff and does not necessarily include Building Dept. Staff.

d. Include Building Commissioner or appropriate delegate early in the Site Development Permit process. Keep Building Department informed as to Site Development permit approval status. Building Department needs to know when "site" is ready for building permit issuance.

e. Establish improved procedures for reporting results of site development inspections. Consider a more unified way to report results and coordinate with Building and Planning Department. Consider use of inspection request and reporting forms similar to those used in the Building Department.

f. Create form-fillable PDF's (Acrobat-PRO© etc.) available online planning and zoning applications. Convert current paper forms to electronic documents. Require use of these forms rather than current hand written forms that require additional handling by administrative staff; currently hand written requiring clean up, scanning etc.

3. Permit Processing:
   a. Establish a process to obtain TRC member's review comments prior to advancing to formal approvals. Staff had indicated that the TRC members have at times either not provided comment during the TRC meeting or not mentioned issues in their comments. When an application advances to the formal stage and is being processed for PZC, an organization that participates in TRC will bring up an issue at "last minute" during the formal approval process. TRC member input is important and they must be given sufficient time to evaluate agenda items and report their recommendations. However the following might help improve committee performance.
      i. Establish committee policy that sets forth a timeframe "goal" for TRC decisions.
      ii. Educate the TRC so that they better understand the scope of their reviews and comments. Explain that their review is a concept level review and advisory to P&Z and limited to the petition question at hand. Staff has

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

indicated that developers are often troubled and confused by comments made by other taxing bodies that are beyond the scope of the purpose of the TRC.

    iii.   Establish policy that states that there is only one TRC meeting on a given application and that they do not have multiple review / comment opportunities.

    iv.   Emphasize that the agencies representative at the TRC meeting should have authority to speak on behalf of the respective taxing body and be prepared to offer official positions at the TRC meeting.

b. Create uniform plan review / site development review forms to be used by various reviewers to improve consistency and uniformity. Preferably utilizing central data records i.e. LOGOS™ software.

c. Remind applicants about outside agency's (MWRD, Corps of Engineers, and IEPA etc.) long review time lines. Suggest a submittal review time line that takes into consideration these longer lead time reviews. This information can be included in application and instructional materials. The idea here is to alert applicants to potentially long time lines for these reviews.

d. Do not accept partial or incomplete plan submittals.

e. Allow Admins to accept Planning and Economic Development applications. Create quick checklist for Admins to use that details what should be included in an application submittal for a Planning and Economic Development Department projects. This would help applicants and allow Admins to review packet submittal at intake and hopefully improve submittal efficiencies. i.e. 5 things to look for during application intake. This is not the same as the detailed application packet but rather a cursory review check list to assist Admins at permit intake.

f. Improve protocol for Site Development Permit inspection processes, level and extent of types of inspections that will be required and by whom. Inspection details and results need to be available or accessible to Planning and Economic Development and Building Departments so both Departments understand these inspections and will be able to answer questions should they arise.

4. Modification to Permit / Inspection / Approval Policies:

a. Evaluate options to reduce Planning and Economic Development Director's time spent on tentative development. The Director spends an average of one day a week on "speculative" development. Understanding that some development opportunities require the insight and policy interpretations that only the Director can provide, others may not need this level of assistance. Evaluate options to reduce this time commitment, possibly better communication of Village requirements, zoning district uses, building code requirement, Comprehensive Plan goals and Land use plan recommendations. Delegate some of this work to planner.

b. Train front office (Admins) to be able to process basic permit applications, answer basic permit policy related questions for both building and planning

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

applications. This relates to training referenced earlier in this report.

c. Develop procedure to better communicate formal closeout for site development projects. Building Department has no way of knowing if site development is complete / approved. If LOGOS™ functionality will permit the logging of permit "close out" that would be preferred however a memo to the Building Dept. could accomplish this as well.

d. Consider foregoing the Village Board Committee of the Whole (COW) meeting requirement for certain less complex PUD and Plat approvals. Understanding that complex developments require greater Village Board scrutiny while others are less complex, the Village could consider under certain circumstances, advancing the approval date by forgoing the COW review step. This may be appropriate for minor developments or petition requests where both the PZC and staff have unanimously recommended approval. This may reduce approval times by several weeks.

5. Amend municipal code section relating to plat filings:

The Village has elected to file approved plats with the County rather than allowing the developer / applicant to complete the filing. This approach to self-filing assures that the plat actually gets filed in a timely manner. To avoid potential confusion, the Village should amend Chapter 17.04.100 (E)(3) – Recording of Approved Plats to give the Village the option to record these plats.

6. Keep zoning code updated:

As Village policy priorities change or Comp Plan revisions occur, Village staff should evaluate these changes and if appropriate recommend changes to the Village Zoning ordinance. Keeping the Zoning code up to date will improve development efficiencies by clarifying the Village development requirements and minimizing the need for special considerations for PUDs or variations.

E. Organizational Structure and Realignment Opportunities

1. Delegation and Cross- training - Planning and Economic Development Department:

The Planning and Economic Development Director performs many tasks within the department. This is understandable in a small department however some of this work is much more administrative rather than professional management i.e. overseeing the writing of the Village newsletter, webmaster tasks, Facebook™ account management and assisting with the management of the Village's special events etc. This position's emphasis should remain focused on planning and economic development issues while offering assistance with other tasks when available. The Village should consider delegation of some of these miscellaneous tasks to others in the organization. The Village Planner should also be cross-trained to provide backup capacity during time the Director is unavailable.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

2. Optional / Future Development Department Organization:
    In the future the Village may wish to consider a revised organizational structure to create a unified Community Development Department similar to the structure depicted below. This would place all development related functions including Planning, Building and Economic Development under one department.   This structure would help improve coordination, communication while creating the ability to share resource across a larger work group. This type of reorganization requires further study however there are definite advantages to this structure. Current work responsibilities and a realignment of job duties would be required if using this model at current staffing levels. In the future additional resources could be utilized to backfill areas such as economic development or Admin support services.

The organizational chart below depicts an optional Community Development Department organizational structure.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

APENDIX A - INTERNAL INTERVIEW QUESTIONS

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Analysis of the Development Review Process

Lemont Development Review Process

Thank you for taking the time to complete the Development Survey for the Village of Lemont. HR Green has been hired by the Village of Lemont and the Chicago Metropolitan Agency for Planning to conduct a study of the Village's Development Review Process. This study will assist this Village in assessing their development review procedures to determine if improvements can be made to increase efficiency or reduce unnecessary regulations.

An important component of this study is gathering input from Village employees and other stakeholders in the development process. The following survey asks a variety of questions about the Villages development process. Your thoughts are very important to the process so please take the time to answer the survey questions.

We are asking that all surveys be returned by no later than March 29, 2015.

Should you have any questions please feel to contact Russ Loebe at HR Green at rloebe@hrgreen.com.

ALL RESPONSES ARE ANONYMOUS.

1

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Analysis of the Development Review Process

Lemont Development Review Process Management

Please rate the following

	Strong Disagree	Disagree	Neutral	Agree	Strong Agree	N/A
There are clear, well documented policies and procedures to guide work activities.	○	○	○	○	○	○
Departmental performance expectations are clearly communicated.	○	○	○	○	○	○
Supervisors allow employees to make appropriate decisions about completing work.	○	○	○	○	○	○

2

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

	Strong Disagree	Disagree	Neutral	Agree	Strong Agree	N/A
All of the Community Development (collectively to include the Planning, Economic Development, and Building Department) personnel are held to similar performance standards.	○	○	○	○	○	○
Management provides sufficient support for the department.	○	○	○	○	○	○

3

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Analysis of the Development Review Process

Lemont Development Review Process
Planning and Goal Setting

Please rate the following

	Strong Disagree	Disagree	Neutral	Agree	Strong Agree	N/A
Goals and Objectives are established for the Department.	○	○	○	○	○	○
The Department has a work plan that describes how departmental work is processed.	○	○	○	○	○	○
The work plan is communicated adequately.	○	○	○	○	○	○
Everyone in the Department understands the work plan, goals and objectives.	○	○	○	○	○	○

4

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Analysis of the Development Review Process

Lemont Development Review Process
Quality of Services

Please rate the following

	Strong Disagree	Disagree	Neutral	Agree	Strong Agree	N/A
The department operates efficiently.	○	○	○	○	○	○
All employees of the "Community Development Department" take pride in their work.	○	○	○	○	○	○
The employees of the department are dedicated to meeting customer needs.	○	○	○	○	○	○
The culture of the department focuses on customer service.	○	○	○	○	○	○

Please rate the following

	High	Medium	Low	N/A
The department provides (HIGH, MEDIUM, LOW) levels of services to the residents.	○	○	○	○

5

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Analysis of the Development Review Process

**Lemont Development Review Process
Communications**
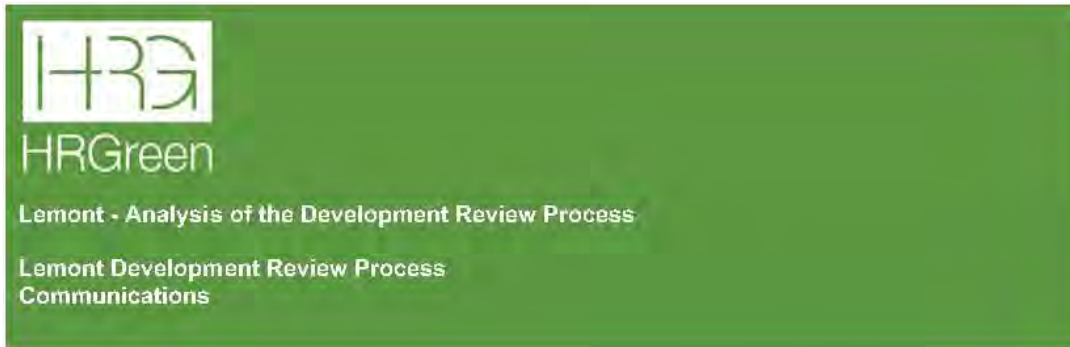
Please rate the following

	Strong Disagree	Disagree	Neutral	Agree	Strong Agree	N/A
There is sufficient feedback from management to know if you are doing a good job.	○	○	○	○	○	○
Management provides the necessary information for me to do my job.	○	○	○	○	○	○
All employees are informed of important issues in a timely fashion.	○	○	○	○	○	○
Supervisors provide clear and concise directions.	○	○	○	○	○	○
There is good communications between team members in our department.	○	○	○	○	○	○
We do a good job communicating with customers (applicants, citizens)	○	○	○	○	○	○

6

HRGreen

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Please rate the following

	High	Medium	Low	N/A
How would you rate internal communications?	○	○	○	○

7

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Analysis of the Development Review Process

Lemont Development Review Process
Coordination

Please rate the following

	Strong Disagree	Disagree	Neutral	Agree	Strong Agree	N/A
The various divisions of the department work efficiently with each other.	○	○	○	○	○	○
Work activities and programs are well coordinated within the department.	○	○	○	○	○	○
There is sufficient coordination with outside agencies.	○	○	○	○	○	○
Sometimes work is duplicated by others.	○	○	○	○	○	○
The organization is able to adapt to changes in work demands.	○	○	○	○	○	○

8

HRGreen

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Please Rate the Following

	Strong Disagree	Disagree	Neutral	Agree	Strong Agree	N/A
There are a sufficient number of employees to complete the department's work.	○	○	○	○	○	○
There are the right number of supervisors in the department.	○	○	○	○	○	○
I am overloaded with my work.	○	○	○	○	○	○
Workload is evenly distributed among staff in my department.	○	○	○	○	○	○
All of the staff in the department work hard to deliver services for the village.	○	○	○	○	○	○
I regularly work extra hours to catch up.	○	○	○	○	○	○
The department outsources the appropriate type / amount of work.	○	○	○	○	○	○

9

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Analysis of the Development Review Process

**Lemont Development Review Process
Workload - Staffing**

Please rate the following

	Strong Disagree	Disagree	Neutral	Agree	Strong Agree	N/A
Certain tasks are not being performed due to staffing constraints.	○	○	○	○	○	○

What are these tasks?

Please rate the following

	Strong Disagree	Disagree	Neutral	Agree	Strong Agree	N/A
At times the department operates under stressed conditions.	○	○	○	○	○	○

If the department at times operates under stressed conditions, what do you believe are the reason(s) for these conditions? (list below)

1)

2)

3)

10

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Analysis of the Development Review Process

**Lemont Development Review Process
Environment**

Please rate the following

	Strong Disagree	Disagree	Neutral	Agree	Strong Agree	N/A
I feel that I am valued as a member of my department.	○	○	○	○	○	○
My department is a good place to work.	○	○	○	○	○	○

11

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Analysis of the Development Review Process

Lemont Development Review Process
Tools and Equipment

Please rate the following

	Strong Disagree	Disagree	Neutral	Agree	Strong Agree	N/A
I have the tools and equipment I need to sufficiently perform my job.	○	○	○	○	○	○
The vehicles assigned to my department are in good condition.	○	○	○	○	○	○
My department utilizes technology effectively to improve efficiency.	○	○	○	○	○	○

12

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Analysis of the Development Review Process

Lemont Development Review Process Training

Please rate the following

	Strong Disagree	Disagree	Neutral	Agree	Strong Agree	N/A
I am given opportunities in my department to improve my skills.	○	○	○	○	○	○
My current work assignments enable me to apply and practice my knowledge and skills.	○	○	○	○	○	○
I have been trained to fully utilize my department's technology.	○	○	○	○	○	○
In the past year I have had adequate training to develop my skills.	○	○	○	○	○	○

13

HRGreen

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Analysis of the Development Review Process

Lemont Development Review Process
Strengths and Weakness

What are the three greatest strengths of the Lemont Community Development Department?

1)

2)

3)

What are the three greatest weaknesses of the Lemont Community Development Department?

1)

2)

3)

What suggestions do you have to improve the operation and overall performance of the department?

1)

2)

3)

14

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

APENDIX B - EXTERNAL INTERVIEW QUESTIONS

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Building Permit and Development Review Process

Building and Development Process

Thank you for taking the time to complete the Building and Development Survey for the Village of Lemont. HR Green has been hired by the Village of Lemont and the Chicago Metropolitan Agency for Planning to conduct a study of the Village's Building and Development Review Process. This study will assist this Village in assessing their development review procedures to determine if improvements can be made to increase efficiency or reduce unnecessary regulations.

An important component of this study is gathering input from Village employees, contractors, developers and other stakeholders in the building and development process. The following survey asks a variety of questions about the Villages process. Your thoughts are very important to the process so please take the time to answer the survey questions.

We are asking that all surveys be returned by no later than May 22, 2016.

Should you have any questions please feel to contact Russ Loebe at HR Green at rloebe@hrgreen.com.

ALL RESPONSES ARE ANONYMOUS.

1

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Building Permit and Development Review Process

Lemont Building Permit Process

Please rate your level of satisfaction with the following:

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	N/A
Administrative and Counter Staff of the Building Department.	○	○	○	○	○	○
Village Plan Reviewers and their understanding of Building Codes and Standards.	○	○	○	○	○	○
Building Plan Reviews and Comments.	○	○	○	○	○	○
Plan Reviewer's ability to explain Plan Review Comments.	○	○	○	○	○	○
"Turn Around" time on your permit request.	○	○	○	○	○	○

Comments / Suggestions:

2

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Building Permit and Development Review Process

Lemont Building Permit Process
Inspections

Please rate your level of satisfaction with the following:

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	N/A
Building Inspector's knowledge of Building Codes.	○	○	○	○	○	○
Scheduling a Building Inspection.	○	○	○	○	○	○
The ability of the Village Building Inspectors to meet scheduled inspection timeframes.	○	○	○	○	○	○
Professionalism and courtesy of the Village's Building Inspectors.	○	○	○	○	○	○
Building Inspector's fairness / consistency of inspections.	○	○	○	○	○	○
Willingness / ability of the Building Inspector to explain deficiencies or failed inspections.	○	○	○	○	○	○

3

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Comments / Suggestions:

4

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

HRGreen

Lemont - Building Permit and Development Review Process

Lemont Building Permit Process
Development Review Process

Please rate your level of satisfaction with the following:

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	N/A
Administrative and Counter staff of the Development Department.	○	○	○	○	○	○
Ability or willingness of staff to take the time to explain the Development process.	○	○	○	○	○	○
Communications with the Village staff.	○	○	○	○	○	○
Clarity of the Development Review process steps and procedures.	○	○	○	○	○	○
Clarity of the Development process submittal requirements.	○	○	○	○	○	○
Clarity and ease of understanding Development Design Standards	○	○	○	○	○	○

5

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	N/A
Clarity of the Development Review timeline expectations.	○	○	○	○	○	□
Communications with the Village's Engineer and other Consultants.	○	○	○	○	○	○
Coordination of the overall Development Process.	○	○	○	○	○	○
Courtesy of the Development Staff.	○	○	○	○	○	○
Timeliness of response to questions.	○	○	○	○	○	○
The ability to obtain information online.	○	○	○	○	○	□

Comments / Suggestions:

6

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

APENDIX C – BUILDING PERMIT LEAD TIMES

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Municipality	Single Family			
	# of Days Standard	# of Days Busy Season	# Days Expedited (explain details)	Over the Counter (explain details)
Lemont	20 busines days for all plan reviews			
Aurora	SF Custom Home = 5 days SF Tract Home = 3 days		Plan Review Fee (15% of permit fee) x 3 = half of the standard review timeframe	
Cary	7-14 days	14-21 days	Review by Consultant (sent out depending on workload) = 9 business days from date of receipt at their office (sent out at request of applicant) = 3 business days from date of receipt at their office	N/A
Deer Park	15 days	20 days	3 days + extra cost	N/A
Elgin	10 business days for all plan reviews			
Elk Grove	10 business days for all plan reviews			
Huntley	10 business days for all plan reviews			
Libertyville	10 days	Up to 15 days		N/A
Mount Prospect	14-22 days	22 -30 days		
Schaumburg	7-10 days	7-10 days	Per situation	
Woodstock	10 days		No expedited option	

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Municipality	Multi-Family			
	# of Days Standard	# of Days Busy Season	# Days Expedited (explain details)	Over the Counter (explain details)
Lemont	20 business days for all plan reviews			
Aurora				
Cary	7-14 days	14-21 days	Review by Consultant (sent out depending on workload) = 9 business days from date of receipt at their office (sent out at request of applicant) = 3 business days from date of receipt at their office	N/A
Deer Park	15 days	20 days	3 days + extra cost	N/A
Elgin	10 business days for all plan reviews			
Elk Grove	10 business days for all plan reviews			
Huntley	10 business days for all plan reviews			
Libertyville	10 days	Up to 15 days		N/A
Mount Prospect	22-30 days	30 days		
Schaumburg	7-10 days	7-10 days	Per situation	
Woodstock	10 days		Third party consultant offers 5 working days at 2x the plan review cost (incl sprinkler & fire alarm)	

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Municipality	Commercial			
	# of Days Standard	# of Days Busy Season	# Days Expedited (explain details)	Over the Counter (explain details)
Lemont	**20 business days for all plan reviews**			
Aurora	Com. New = 15 days Com. Multi-trade (>50K) = 10 days Com. Multi-trade (<50K) = 5 days Com. Single-trade = 3 days			
Cary	7-14 days	14-21 days	Review by Consultant (sent out depending on workload) = 9 business days from date of receipt at their office (sent out at request of applicant) = 3 business days from date of receipt at their office	N/A
Deer Park	15 days	20 days	3 days + extra cost	N/A
Elgin	10 business days for all plan reviews			
Elk Grove	10 business days for all plan reviews			
Huntley	10 business days for all plan reviews			
Libertyville	Minor permit = 5 days Remodel/Tenant Buildout / New Bldgs	Up to 15 days	Commercial new bldg/ addition / remodel = 10 days	N/A
Mount Prospect	22-30 days	30 days		
Schaumburg	3 - 4 weeks	3 - 4 weeks	5 days to comment	
Woodstock	10 days		Third party consultant offers 5 working days at 2x the plan review cost (incl sprinkler & fire alarm)	

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Municipality	Industrial			
	# of Days Standard	# of Days Busy Season	# Days Expedited (explain details)	Over the Counter (explain details)
Lemont	20 business days for all plan reviews			
Aurora				
Cary	7-14 days	14-21 days	Review by Consultant (sent out depending on workload) = 9 business days from date of receipt at their office (sent out at request of applicant) = 3 business days from date of receipt at their office	N/A
Deer Park				
Elgin	10 business days for all plan reviews			
Elk Grove	10 business days for all plan reviews			
Huntley	10 business days for all plan reviews			
Libertyville	Minor permit = 5 days Remodel/ Tenant Buildout / New Bldgs =10 days	Up to 15 days	Industrial new bldg/ addition / remodel = 10 days	N/A
Mount Prospect	22-30 days	30 days		
Schaumburg	3 - 4 weeks	3 - 4 weeks	5 days to comment	
Woodstock	10 days		Third party consultant offers 5 working days at 2x the plan review cost (incl sprinkler & fire alarm)	

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Municipality	Miscellaneous			
	# of Days Standard	# of Days Busy Season	# Days Expedited (explain details)	Over the Counter (explain details)
Lemont	20 business days for all plan reviews			N/A
Aurora	(Deck, Shed, Fence) = 3-5 days			Re-roofs Furnace Air Install
Cary	3-7 days	7-14 days	N/A	Furnace A/C Water Heater Re-roof Re-side
Deer Park	7 days	10 days	3 days + extra cost	N/A
Elgin	10 business days for all plan reviews			
Elk Grove	1 -3 days			Water Heaters Resdidential Roofs Furnaces A/C Patios Sidewalks driveways stoops (in some cases: fences & sheds)
Huntley	10 business days for all plan reviews			Patios Driveways Ribbons Sidewalks Fences Simple projects
Libertyville	N/A	N/A	N/A	N/A
Mount Prospect				Fences Sheds Patios
Schaumburg	5 days 10 days	10 days	N/A	Roof Siding Water Heater A/C Furnace Sewer Plumbing Misc. Electrical Commercial New Tenant Occupancy
Woodstock	2-3 days	10 days	No expedited option	Fences Sheds Electrical Plumbing Temp Sign Roofing some HVAC (if a complete submittal)

CMAP Proposal for RFP 124
Analysis of the Development Review Process
for the Village of Lemont Illinois - Final Report

APENDIX D – ICC TRAINING INFORMATION

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

International Code Council

Permit Technician course covers:

1. *Basic Code Enforcement;*
2. *Building Department Basics;*
3. *Basic Blueprint Reading;*
4. *International Building Code – Parts I & V;*
5. *International Zoning Code;*
6. *Legal Aspects of Code Administration;*

Covers basic training for the permit technician to perform building department functions related to the legal principles, zoning review, code language, code enforcement, reading construction documents, reviewing submitted documents, and the permitting and inspection process.
This is a course taught by ICC, self-taught or through B & F Code Academy.

This course is taught from the following resources:

- Basic Code Enforcement®, International Code Council – 8th printing
- Current edition of the International Building Code®, International Code Council
- Current edition of the International Zoning Code®, International Code Council
- Legal Aspects of Code Administration ®, International Code Council, copyright 2002

This course is offered at International Code Council (on-line) and B & F Technical Code Academy

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

Certification: Permit Technician

Exam ID: 14

- 60 multiple-choice questions
- 2-hour limit
- Open book

The Permit Technician possesses the ability to exercise independent judgment in evaluating situations and in making determinations at the issuance counter, and understands the basic construction components and practices associated with the project. Provides technical assistance in the issuance of construction and development permits to ensure compliance with the provisions of State and local jurisdictions' adopted development regulations and codes.

01	General Administration	39%

0101 Customer Service — 7%
Interview customers and determine their needs and assess the scope of their project and direct them. Communicate with customers and staff using the appropriate terminology. Educate customers. Employ organizational skills.

0102 Project Applications — 9%
Verify that the project has all prerequisite approvals. Verify that application and the project information provided is complete and is acceptable. Verify professional and contractor licensing where necessary.

0103 Basic Building Concepts — 8%
Review the basic building concepts on plans for content. Verify basic details, elements or components of plans for completeness.

0104 Permit Issuance and Fees — 8%
Process documents for required approvals. Calculate and verify valuations and fees and accept financial guarantees. Issue permits.

0105 Inspections and Certificate of Occupancy — 7%
Accept inspection requests. Verify that special inspections are performed where required. Track permit status. Coordinate approvals for and prepare the Certificate of Occupancy.

02	Legal Aspects	22%

0201 Public Information and Legal — 10%
For new and existing projects, answer questions about the need for approvals, permits and inspections, general code compliance of designs, procedures and materials. Address liability and public disclosure issues when necessary.

0202 Records Management — 4%
Verify that the necessary documents are retained for the period required and available as needed.

CMAP RFP 124
Analysis of the Development Review Process
For the Village of Lemont Illinois - Final Report

0203	Record Research	5%
	Research and document project history and code compliance.	

0204	Appeals and Revocation	3%
	Process appeals and suspension or revocation of approvals, decisions and/or permits.	
03	**Plans and Documents**	**25%**

0301	Review Related Documents	9%
	Verify content of plans, engineered construction drawings and/or specifications for submittal. Determine the need and/or level of review.	

0302	Occupancy Group and Type of Construction	6%
	Verify that the occupancy classifications and the types of construction are designated on the plans and/or permit documents.	

0303	Read Maps	5%
	Read and identify map and plat/tract specifications and components.	

0304	Perform Calculations and Use Scales	5%
	Use architectural and engineering scales to determine basic dimensions and calculate areas and percentages.	

04	**Zoning and Site Development**	**14%**

0401	Land Use	4%
	Explain the site plan review process or developmental plan review and land use codes.	
0402	Right-of-Way, Utilities and Easements	5%
	Determine public right-of-way and private and public easements. Regulate construction in public right-of-way.	

0403	Site Plan Review	5%
	Verify structure location on the lot, zoning and engineering requirements. Verify required set back and percentage of lot coverage. Recognize the need for	

Village Board
Agenda Memorandum

To: Mayor Brian Reaves
        Village Board of Trustees

From: George Schafer, Village Administrator
        Linda Molitor, Executive Assistant

Subject: Website Redesign

Date: January 11, 2016

SUMMARY

Consistent with the initiatives in the Strategic Plan and Comprehensive Plan, the Village budgeted funds in the FY 15-16 budget to revamp the current website which was launched in 2009. It is recommended that a municipality website be redesigned every 31/2 – 4 years.

While evaluating options through the Village's current website provider, staff was made aware of additional features that are offered which will assist us in reaching our goal of creating a more user friendly, community engaged site, with enhancements in the mobile, marketing and communication fields.

If the additional features are acceptable, the increase value will be included in this meetings Budget Amendment Discussion agenda item.

RECOMMENDATIONS
Authorize staff to proceed in obtaining a contract with our current website provider to include additional features.

Village Board
Agenda Memorandum

TO: Mayor & Village Board

From: Chief Marc Maton

Subject: **Village of Lemont & Lemont Township All Hazards Emergency Operations Plan**

Date: 01-11-16

BACKGROUND/HISTORY

Pursuant to the Illinois Revised Statues 29 ILCS 301, all municipalities are required to develop a basic Emergency Operations Plan that detailing the approach to emergency operations, including:

1) A general purpose statement of the EOP.

2) A list of assumptions used in developing the plan.

3) A concept of operations section, including, but not limited to, how the political subdivision will implement the concepts and procedures of a recognized incident command system.

4) Identification of the line of succession, by title and position, (with up to two alternates) of who will implement the plan, direct emergency response and recovery, and provide continuous leadership, authority and responsibility.

5) A description of the functions and responsibilities assigned to each organization, including private and volunteer organizations or groups, in support of emergency response and recovery operations in the political subdivision. This information may also be exhibited in a chart or matrix designating who has primary and support responsibilities.

6) Maps, or references to maps or to a Geographic Information System.

7) An attachment containing written mutual aid agreements, memorandums of understanding (MOUs), and other written agreements affecting the emergency response and recovery functions of the political subdivision.

8) Procedures detailing how the political subdivision will request outside assistance in a disaster, such as assistance from other ESDAs or IEMA, or both.

9) Citations to the legal authorities for emergency operations, including, but not limited to, ordinances.

10) Assignment of responsibility for plan maintenance, review, evaluation and updating.

11) Functional Annex Requirements that addresses how the municipality will perform Direction and Control, Communications, Warning/Emergency Information, Public Information, Damage Assessment, Evacuation, Mass Care, Health and Medical, Mortuary Services, and Resource Management.

The plan is required to be approved by each political subdivision included in the plan, including the Village of Lemont. Subsequent to Village approval, the plan will need approval from the Lemont Fire Protection District, Lemont Township, and the Counties of Cook, DuPage and Will.

Attached is the statutory guidance under Illinois Law.

RECOMMENDATION: Staff recommends passage

ATTACHMENTS (IF APPLICABLE)

SPECIFIC VILLAGE BOARD ACTION REQUIRED

The passage of the proposed plan at the upcoming Village Board Meeting

workers' compensation issues;

4)   A description of how the consolidated ESDA will operate in a situation of concurrent disasters in each of the consolidated counties; and

5)   Evidence of how the unified command system will be implemented by the consolidated ESDA.

SUBPART B: EMERGENCY OPERATIONS PLAN REQUIREMENTS

Section 301.210 Authority

In accordance with requirements of Section 10(g) of the Act, each ESDA established pursuant to the Act shall prepare an emergency operations plan for its geographic boundaries that complies with the planning, review and approval standards set forth in this Part.

Section 301.220 Initial Analysis and Assessment

To begin the planning process and in conjunction with biennial EOP updates, representatives of the political subdivision organizations involved with emergency response shall jointly conduct all of the following tasks:

a)   Conduct a hazard analysis for the political subdivision:

1)   Identify hazards, including natural and technological;

2)   Profile hazards, considering frequency, magnitude, intensity, location, spatial extent, duration, seasonal pattern, speed of onset and availability of warning, using historical data, scientific methods or other sources; and

3)   Compare and prioritize risks of the hazards identified.

b)   Assess vulnerabilities within the political subdivision:

1)   Collect demographic data (such as daily population patterns, traffic patterns, seasonal population changes, special needs populations) from public and private sources to determine potential consequences of identified hazards on people and community functions.

2)   Collect structural inventory data (including data on critical facilities, residential, commercial, and industrial structures, lifelines, and transportation) to determine potential consequences of identified hazards on community functions, property and sites of potential secondary

hazards.

c)   Assess response capabilities of the political subdivision, identify shortfalls in response capabilities and develop strategies to alleviate shortfalls, such as memorandums of understanding, mutual aid agreements or good Samaritan agreements.

Section 301.230 Basic Plan Requirements

a)   The EOP shall have a foreword that includes:

1)   A document signed and dated by the principal executive officer of the political subdivision approving the plan.

2)   A register for recording changes and entering change dates.

3)   A signature page providing signatory evidence that the highest ranking officials of all governmental departments, including, but not limited to, fire and police, and private sector organizations with assigned emergency responsibilities, concur with the portions of the plan applicable to the entity they represent.

4)   For non-mandated ESDAs, except those accredited pursuant to Section 301.510 of this Part, a signature page providing signatory evidence that each county or multiple county ESDA coordinator serving the county in which the non-mandated ESDA is located, other than the county or multiple county ESDA reviewing the EOP for acceptance pursuant to Section 301.320 of this Part, concurs with the portions of the plan applicable to the ESDA they represent.

5)   A distribution list of the plan recipients, indicating whether complete plans or specific portions were distributed.

6)   A table of contents listing all sections of the plan.

b)   The EOP shall have a Basic Plan Overview detailing the political subdivision's approach to emergency operations, including:

1)   A general purpose statement of the EOP.

2)   A list of assumptions used in developing the plan.

3)   A concept of operations section, including, but not limited to, how the

political subdivision will implement the concepts and procedures of a recognized incident command system.

4)   Identification of the line of succession, by title and position, (with up to two alternates) of who will implement the plan, direct emergency response and recovery, and provide continuous leadership, authority and responsibility.

5)   A description of the functions and responsibilities assigned to each organization, including private and volunteer organizations or groups, in support of emergency response and recovery operations in the political subdivision. This information may also be exhibited in a chart or matrix designating who has primary and support responsibilities.

6)   Maps, or references to maps or to a Geographic Information System available in the EOC, pertinent to emergency operations planning for the political subdivision and including, but not limited to, locating fixed hazards.

7)   An attachment containing written mutual aid agreements, memorandums of understanding (MOUs), and other written agreements affecting the emergency response and recovery functions of the political subdivision.

8)   Procedures detailing how the political subdivision will request outside assistance in a disaster, such as assistance from other ESDAs or IEMA, or both.

9)   Citations to the legal authorities for emergency operations, including, but not limited to, ordinances.

10)   Assignment of responsibility for plan maintenance, review, evaluation and updating.

Section 301.240 Functional Annex Requirements

a)   The EOP shall include an annex addressing how the political subdivision will perform each of the following functions:

1)   Direction and Control – What means the political subdivision will use to direct and control activities during and following emergency situations.

2)   Communications – How information will be exchanged among responders in an emergency situation.

3)   Warning/Emergency Information – How the public will be warned and instructed regarding actual or threatened hazards through the public media or other means.

4)   Public Information – The means, organization and process by which a political subdivision will provide timely, accurate, and useful information and instructions to area residents throughout an emergency. It includes information disseminated to the public through the media and other information sources on what is happening, what the response organization is doing, and what the public should do for its safety.

5)   Disaster Intelligence/Damage Assessment – The means the political subdivision will use to identify, collect, analyze and disseminate information on the extent and impact of the disaster.

6)   Evacuation – The movement of people to a safe area from an area believed to be at risk, when emergency situations necessitate such action.

7)   Mass Care – Actions taken to ensure appropriate services are provided at a mass care facility, including, but not limited to, providing temporary shelter, food, medical care, clothing and other essential life support needs to people displaced from their homes because of a disaster situation.

8)   Health and Medical – The activities associated with providing health and medical services in emergencies and disasters, including emergency medical, hospital, public health, environmental health, mental health services.

9)   Mortuary Services – Activities including the collection, identification, and care of human remains; determining the cause of death; inventorying and protecting deceased's personal effects; and locating and notifying the next of kin.

10) Resource Management – The process of managing people, equipment, facilities, supplies and other resources to satisfy the needs generated by a disaster.

b)   Each functional annex required by subsection (a) shall individually address:

1)   The purpose of the function.

2)   A description of situations that trigger implementation of the function.

3)   A description of assumptions that apply to the function.

4)   The concept of operations for the function.

5)   Assignment of responsibility for annex maintenance, review and updating.

c)   In addition to addressing the requirements of subsection (b), the Direction and
        Control annex shall also:

1)   Describe the direction and control relationship of tasked organizations,
        including:

        A)   The command structure – specifically who will be in charge during
                emergency response operations.

        B)   The authorities of, and limitations on, key response personnel such
                as the on-scene Incident Commander.

        C)   How emergency response organizations will be notified when it is
                necessary to respond.

        D)   The means that will be used to obtain, analyze, and disseminate
                information (for decision making, requesting assistance, reporting,
                etc.).

        E)   The relationship between the EOC and the Incident Command
                Post.

2)   List the organizations that are tasked with specific direction and control
        responsibilities and describe those responsibilities. Include the assignment
        of responsibility for:

        A)   Reporting to the EOC when activated.

        B)   Coordinating press releases among response organizations.

        C)   Managing the primary and alternate EOCs.

        D)   Maintaining a significant events log.

        E)   Removing debris.

d)   In addition to addressing the requirements of subsection (b), the Communications annex shall also:

        1)   Describe the total emergency communications system used for communication among all groups and individuals involved in the political subdivision's response to an emergency.

        2)   Describe the primary and backup communication methods and personnel.

        3)   Identify the organization assigned to coordinate all communication activities.

        4)   List the organizations that are tasked with specific communications responsibilities and describe those responsibilities.

        5)   Identify the representative from each tasked organization who will report to the EOC when activated.

e)   In addition to addressing the requirements of subsection (b), the Warning/Emergency Information annex shall also:

        1)   Identify the methods used to provide warning/emergency information for the public and special populations.

        2)   Identify the locations of outdoor warning/emergency information devices and define the geographical areas covered.

        3)   Describe the specific warning/emergency information responsibilities assigned to the tasked organizations.

        4)   Identify the department or agency responsible for activating public warning/emergency information systems.

f)   In addition to addressing the requirements of subsection (b), the Public Information annex shall also:

        1)   Assign a person to be the public information officer (PIO) responsible for coordinating information gathering and production, rumor control, public inquiries, and media relations.

        2)   Designate a facility as the public information center.

        3)   List the organizations that are tasked with specific public information

responsibilities and describe those responsibilities.

4)   Assign a public information representative to report to the EOC when activated.

g)   In addition to addressing the requirements of subsection (b), the Disaster Intelligence/Damage Assessment annex shall also:

1)   List the organizations that are tasked with specific disaster intelligence/damage assessment responsibilities and describe those responsibilities.

2)   Assign a disaster intelligence/damage assessment representative to report to the EOC when activated.

h)   In addition to addressing the requirements of subsection (b), the Evacuation annex shall also:

1)   List the organizations that are tasked with specific evacuation responsibilities and describe those responsibilities.

2)   Identify the department, agency or organization responsible for coordinating all transportation resources planned for use in an evacuation.

i)   In addition to addressing the requirements of subsection (b), the Mass Care annex shall also:

1)   List the organizations that are tasked with specific mass care responsibilities and describe those responsibilities, including:

A)   Identification of the department, agency, or organization responsible for determining the need to open shelter.

B)   Identification of the department, agency, or organization responsible for emergency mass feeding operations.

C)   Identification of the department, agency, or organization responsible for providing health and/or medical care at shelter and/or congregate care facilities.

2)   Assign a mass care representative to report to the EOC when activated.

3)   Identify the mass care representative who will coordinate press releases

with the public information officer.

j)   In addition to addressing the requirements of subsection (b), the Health and Medical Services annex shall also:

     1)   List the organizations and individuals that are tasked with responsibilities for providing emergency health and medical services and describe those responsibilities, including:

          A)   Identification of the department, agency, or organization responsible for arranging crisis counseling for emergency workers.

          B)   Identification of the department, agency, or organization responsible for sanitation services.

     2)   Assign a health and medical services representative to report to the EOC when activated.

k)   In addition to addressing the requirements of subsection (b), the Mortuary Services annex shall also:

     1)   List the organizations and individuals that are tasked with mortuary services responsibilities and describe those responsibilities.

     2)   Describe how mortuary services will be expanded during a mass casualty incident, if necessary.

l)   In addition to addressing the requirements of subsection (b), the Resource Management annex shall also:

     1)   List the organizations and individuals that are tasked with resource management responsibilities and describe those responsibilities. Include identification of who will organize, manage, coordinate, and distribute the donations of money, goods, and labor received from individual citizens and volunteer groups during an emergency.

     2)   Assign a resource management representative to report to the EOC when activated.

m)   The ESDA may include additional functional annexes in the EOP as determined by the ESDA to be necessary for the emergency management efforts of the political subdivision in the event of a disaster, including, but not limited to, the following functions: search and rescue, law enforcement, public works,

transportation, energy management, animal welfare, legislative relations, aviation operations and/or others. IEMA may require the ESDA to include an additional functional annex in the EOP, if IEMA determines that such annex is necessary preparation for protection of the public peace, health and safety in the event of a disaster.

Section 301.250 Hazard Specific Annexes

a)   Each hazard specific annex of the EOP shall individually address:

1)   The purpose of the annex.

2)   A description of situations that trigger implementation of the hazard specific annex.

3)   A description of assumptions that apply to the hazard specific annex.

4)   The concept of operations for the hazard specific annex.

5)   Assignment of responsibility for annex maintenance, review and updating.

b)   Beginning January 1, 2003, the EOP shall include, as a Hazardous Materials annex, all applicable portions of a SERC approved LEPC chemical emergency response plan for the political subdivision, developed in accordance with the requirements of the Illinois EPCRA. The SERC shall appoint an ESDA coordinator from within the LEPC's emergency planning district to serve as a member of the LEPC in the development of the LEPC chemical emergency response plan.

c)   Based upon United States Geological Survey calculations of probable areas subject to earthquake damage, IEMA has determined that the EOPs of the following county ESDAs and of political subdivision ESDAs located within the following counties shall include an Earthquake annex: Alexander, Calhoun, Crawford, Edwards, Franklin, Gallatin, Hamilton, Hardin, Jackson, Jefferson, Jersey, Johnson, Lawrence, Madison, Massac, Monroe, Perry, Pope, Pulaski, Randolph, Richland, Saline, St. Clair, Union, Wabash, Washington, Wayne, White, and Williamson. In addition to addressing the requirements of subsection (a), the Earthquake annex shall address, at a minimum:

1)   For Direction and Control purposes:

A)   The use of ground or aerial surveys, or both, to determine the scope of the damage, casualties, and the status of critical facilities.

      B)   The use of damage assessment information to identify the facilities and areas where urban search and rescue operations are to be conducted and to establish priorities for search and rescue operations.

          i)   Provisions to control access into and out of damaged areas.

          ii)   The inspection of buildings and other structures to determine habitability or the need for condemnation or demolition and how such determinations will be marked.

  2)   For Public Information purposes:

      A)   The development and distribution of survival tips on what to do during and immediately after an earthquake.

      B)   The distribution of warnings and advice on the continuing threats of fire, unsafe areas, building collapse, aftershocks, and other hazards.

      C)   Public notification of emergency assistance locations, such as shelter, medical services, and food and water.

  3)   For Evacuation purposes:

      A)   Provisions for moving residents of custodial facilities, including, but not limited to, hospitals and jails, following an earthquake due to structural damage from the earthquake or projected aftershocks.

  4)   For Mass Care purposes:

      A)   Identification of mass care facilities in low seismic risk areas that are away from secondary effect threats.

      B)   Identification of mass care facilities that are structurally sound, well retrofitted, or built to code, based on the knowledge of a structural engineer.

      C)   A ranking of the mass care facilities based on the amount of earthquake resistance protection offered.

d)   An ESDA may include additional Hazard Specific annexes in the EOP as

determined by the ESDA to be necessary for the emergency management efforts of the political subdivision in the event of a disaster, including, but not limited to annexes on flooding and dam failures, nuclear power plant accidents, terrorism, weapons of mass destruction, tornadoes, or airport accidents. IEMA may require the ESDA to include an additional Hazard Specific annex in the EOP, if IEMA determines that such annex is necessary preparation for protection of the public peace, health and safety in the event of a disaster.

Section 301.260 Other Annexes

Mandated ESDAs shall include, as an annex, the EOP, or a cross-reference to the EOP, of a non-mandated ESDA that the mandated ESDA has reviewed and accepted in accordance with the provisions of Section 301.320 of this Part.

SUBPART C: EMERGENCY OPERATIONS PLAN
SUBMISSION AND REVIEW REQUIREMENTS

Section 301.310 EOP Submission and Review Requirements for Mandated ESDAs and Accredited ESDAs

a)   Each mandated ESDA and each ESDA eligible for and seeking accreditation pursuant to Section 301.510 of this Part shall biennially submit to IEMA for review and approval an emergency operations plan for their geographic boundaries that complies with the planning standards of this Part.

b)   The principal executive officer of the political subdivision and the ESDA coordinator shall review and approve the EOP submission not more than 60 days prior to the submission to IEMA. The EOP submission shall include a statement, signed by the principal executive officer and the ESDA coordinator, that the plan has been reviewed and approved by all departments or organizations with assigned emergency responsibilities.

c)   Each ESDA shall review and update its EOP biennially, except the ESDA shall annually review and update the Hazardous Materials annex to the EOP based on the LEPC annual review of the LEPC chemical emergency response plan.

d)   Each ESDA shall submit a copy of its EOP, either personally with proof of submittal or by certified or registered mail, to IEMA in accordance with the review schedule established by IEMA.

e)   Within 30 days after submittal, IEMA shall review the plan and give written notification to the ESDA, either personally with proof of notification or by certified or registered mail, of IEMA approval or disapproval of the EOP in

Village Board
Agenda Memorandum

████████████████████████

To: Mayor & Village Board

From: George Schafer, Village Administrator
            Chris Smith, Finance Director

Subject: FY16 Budget Amendment

Date: January 11, 2016

BACKGROUND/HISTORY
Per State Statue a budget needs to be adopted by the Board before the beginning of the fiscal year and can be amended with Board approval during the course of the fiscal year. On April 13, 2015 the Village passed ordinance O-8-15 adopting the FY2015-2016 Operating and Capital Improvement Budget.

Attached please find proposed changes for the FY2015-2016 Operating and Capital Improvement Budget. This amendment changes various revenues as well as expenditures. Revenues changes include increase in insurance reimbursements, permit revenue and state shared revenue. Please note that the revenues will offset any expenditures and the excess, which is estimated to be $400,000, will be added to the fund balance.

In the General Fund the expenditure changes include insurance costs, information technology charges, attorney legal counsel, permit/inspection, communication consultant, and salaries/benefits (building). Other fund expenditures include street resurfacing, replacing Metra building doors, land acquisition and close out of the Downtown TIF.

If the Board concurs with the aforementioned changes, an ordinance will be prepared for passage on January 25, 2016.

ATTACHMENTS
Summary of changes by fund

Village of Lemont, Illinois
Appropriations Summary by Fund

	Actual 2012-13	Actual 2013-14	Adopted 2014-15	Amended 2014-15	Actual 2014-15 (unaudited)	Adopted 2015-16	Amended 2015-16 1st quarter	Amended 2015-16 2nd quarter	Total Amended 2015-16
General Fund	$8,306,604	$9,597,211	$8,748,612	$9,448,612	$9,501,285	$9,211,778	$ 15,000	$ 413,553	$9,640,331
Working Cash Fund	513	1,000	-	-	-	-			-
Debt Service	1,507,609	1,545,898	1,473,728	3,453,051	3,439,528	1,292,593			1,292,593
IMRF Fund	294,363	379,199	346,620	346,620	348,521	342,205			342,205
Social Security	217,866	251,323	250,361	250,361	249,762	240,503			240,503
Motor Fuel Tax Fund	547,249	706,723	436,200	436,200	378,112	454,500			454,500
State Forfeiture Fund	-	19,900	-	-	-	-			-
Vehicle Replacement Fund	-	5,851	-	-	-	-			-
Downtown TIF Fund	903,086	1,106,264	1,442,962	1,442,962	1,258,385	657,500	33,215	464,607	1,155,322
Canal TIF District	367,956	346,014	325,026	327,665	330,395	329,956			329,956
Gateway TIF District	30,123	167,221	7,200	430,200	12,540	3,000		500,000	503,000
Special Service Area #1	141,815	143,140	144,203	144,203	144,203	145,015			145,015
Gateway Property Acquisition	1,286,367	575	630,000	850,000	1,112,234	-			-
Road Improvement Fund	1,723,381	2,486,570	2,294,570	2,404,570	1,995,645	1,589,025	33,215	199,000	1,821,240
General Capital Improvement	86,748	10,975		-	-	-			-
Village Hall Improvement Fund	2,664,441	255,750		120,963	17,200	-	23,082		23,082
Water & Sewer Bond	-	-	-	-	-	5,700,000			5,700,000
Water & Sewer Fund	5,182,562	4,856,693	5,360,702	5,360,702	4,991,820	5,065,209	33,915	40,000	5,139,124
Parking Garage Fund	47,418	29,934	28,400	28,400	33,582	26,096			26,096
Parking Lot Fund	87,001	64,877	112,913	112,914	69,521	77,032		12,000	89,032
Police Pension Fund	383,651	580,489	485,700	754,712	802,526	670,480			670,480
Expenditure Grand Totals:	$23,778,754	$22,555,606	$22,087,197	$25,912,135	$24,685,259	$25,804,892	$138,427	$ 1,629,160	$27,572,479

General Fund Budget Amendment

Revenues			Expenditures	
Income tax	$ 600,000		Overtime	$ 5,000
Local Use	10,000		Communication Consultant	40,500
Building/Planning/Zoning fees	140,493		Public relations	2,000
Misc Income	16,065		Incentives- move golf	3,500
Quarryman	30,000		Wellness/ Training	12,000
Insurance reimb	32,334		Corporate Legal	112,000
	$ 828,892		IRMA Deductible	5,000
			Vehicle maint	21,065
Other Funds Amendment			Street Lighting	90,000
Expenditures			Other services consulting	8,000
Gateway Acquisition Fund	Land	$ 500,000	Quarryman	30,000
Dowtown TIF	Xfer funds as of 12/20	464,607	Economic Development	6,000
Road Improvement Fund	Julia Holmes - Eng	22,000	Grant Long Run Creek	1,488
Road Improvement Fund	Julia Holmes - Infras	177,000	Salaries/Medical Ins (Building	12,000
Water/Sewer	Corporate Legal	40,000	General Engineering	25,000
Parking Lot	Metra Building-Doors	12,000	Capital-small	10,000
		$ 1,215,607	Data Processing	30,000
				$ 413,553