

Department of Planning & Zoning

Fiscal Years: 2010 and 2011
(10/1/09 through 9/30/11)

Plan Date: November 25th, 2009

Approved by:

A handwritten signature in black ink, appearing to read "Marc LaFerrier".

Marc LaFerrier, Department Director

A handwritten signature in black ink, appearing to read "Alex Muñoz".

Alex Muñoz, Assistant County
Manager

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DEPARTMENT PURPOSE/MISSION

Mission: To promote a higher quality of life for all residents of Miami-Dade County.

Purpose: To be the steward of our natural resources and our unique environment, to provide support for orderly, efficient, consistent and appropriate growth management policies for Miami-Dade County while balancing the need for economic and human development.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

- Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services (NU1)
- Promote responsible stewardship of natural resources and unique community environments (NU3)
- Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP) (NU6)
- Empower the community by increasing communication and coordination with local, state, and federal entities (NU2)
- Provide adequate, quality, and affordable housing, equitably throughout Miami-Dade County. (HH5)
- Enact programs to beautify and improve urban and residential areas (NU5)
- Improved community design (NU1-3)
- Improved community access to information and services (NU2-2)
- Safer communities through planning, design, maintenance and enforcement (PS5-1)
- More integrated land-use development to decrease dependence on automobiles (TP4-1)
- Attract, develop, and retain an effective, diverse, and dedicated team of employees. (ES5)

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

- Increased urban infill development and decreased urban sprawl (NU1-1)
- Safer communities through planning, design, maintenance and enforcement (PS5-1)
 - Promote smart growth principles

Departmental Business Plan and Outlook

Department Name: Department of Planning and Zoning

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- Countywide Planning initiatives such as the Evaluation and Appraisal Report, CDMP amendments necessary to implement the Open Space Master Plan, Aesthetics Master Plan and monitor adequate land capacity within the Urban Development Boundary, and economic and demographic policy analysis. (FYs 09-11)
- Coordinate land use and zoning plans with facility service providers. (On going)
- Prepare and implement Urban Center Area Plans through public involvement to create higher density mixed use walkable neighborhoods that support public investment. (On going)
- Implement applicable recommendations of “Green Print – Our Design for a Sustainable Future”.
- Develop policies and programs to retain agriculturally viable lands. (FYs 09-11)
- Develop an optional CDMP Element to establish the importance of design and aesthetics for creating a healthy and economically sustainable community. (FYs 09-11)
- Provide stewardship to the CDMP and zoning application processes
 - Continue developing code amendments for the zoning code re-write to simplify the code and implement the CDMP. (FY 09-10)
 - Implement the remaining Blue Ribbon Panel’s recommendations to the extent feasible and streamline the development approval process. (FY 09-10)
 - Prepare the Evaluation and Appraisal Report (EAR) for transmittal to the Florida Department of Community Affairs. (FY 09-10)
 - Encourage the preservation and rehabilitation of historic properties through the Ad Valorem Tax Exemption process and other incentives. (On going)
 - Coordinate with the Office of Capital Improvement (OCI) the capital budget of GOB funding for the Historic Preservation and Archaeological Resources fund. (FY 09-10)
 - Develop and execute a plan for knowledge transfer to ensure uninterrupted zoning and development services reduce errors and improve plan review processes through increased zoning code training
 - Administer the Governmental Facilities Review Program to address the importance of civic buildings as focal points for the community.
 - Implement CDMP policies for the Homestead Air Base as appropriate (FY 09-10)
- More integrated land-use development to decrease dependence on automobiles (TP4-1)
 - Promote smart growth principles
 - Prepare Urban Center Area Plans and zoning ordinances through public involvement to create higher density mixed use walkable neighborhoods that support public investment. (Ongoing)

Departmental Business Plan and Outlook

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- Integrate land use plans with transportation plans to provide for transit supportive communities
- Improved community design (NU1-3)
 - Promote smart growth principles
 - Implement area plans, identify infrastructure needs and prioritize community recommendations to facilitate mixed-use development and better urban design in adopted Community Urban Centers. (Ongoing)
 - Use the Government Facilities Review Program to improve the design and functionality of County facilities. (Ongoing)
 - Encourage better community design through the implementation of the Urban Design Manual, Open Space Master Plan and Aesthetics Master Plan. (Ongoing)
 - Improve community health and aesthetics by adding a Community Design Element to the CDMP. (FY 09-10)
- Preservation of wetlands and environmentally valuable uplands (NU3-3)
 - Promote smart growth principles
 - Coordinate land preservation efforts with DERM, the Office of Sustainability and other departments. (On going)
- Increased availability of affordable and special needs housing (HH5-1)
 - Promote smart growth principles
 - Expedite the processing of development plans for affordable housing.
 - Prepare and propose regulations to implement adopted CDMP housing policies.
- Strengthen bond between the community and Miami-Dade County government (NU2-1)
 - Strengthening relationships with the community
 - Conduct community meetings, document input, address concerns and incorporate comments, as appropriate, into the Evaluation and Appraisal Report, area plan reports and other studies. (Ongoing)
 - Use the County's website to disseminate information and receive input regarding CDMP amendments, code revisions, area plan reports and other initiatives.
- Neighborhood and rights-of-way aesthetics that foster and enhance quality of life (NU5-1)
 - Update Right of Way standards in the Zoning Code and develop street standards for walkability and improvement of public realm. (FY 09-10) Increase our inventory of protected historic and archaeological resources through the historic designation process. (On going)
 - Continue to protect and encourage the revitalization of unique and historic neighborhoods throughout the county. (On going)

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- Improve community health and aesthetics by adding a Community Design Element to the CDMP. (FY 09-10)
- Motivated, dedicated workforce team aligned with organizational priorities (ES5-3)
 - Encourage an environment of innovation and learning to improve employee professionalism and dedication
 - Improve the recruitment process of key positions to attract qualified and motivated employees. (On going)
 - Develop and execute a plan for knowledge transfer to ensure uninterrupted zoning and development services
 - Reduce errors and improve plan review processes through increased zoning code training
 - Ensure all employees are able to enjoy a work environment free from all discrimination, including harassment. (On going)

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and other on going measures can be found in Attachment 2 – Business Plan Report.

CRITICAL SUCCESS FACTORS

Department-wide Critical Success Factors

- *Reorganization of the department to maximize efficiency, improve workflow, allow for teamwork, and to optimize available resources.*
- *Continue to promote and enhance the communications within the functional units of the department.*
- *Identify the critical positions and expedite recruitment for these. Recruiting and retaining qualified planning professionals is an ongoing challenge for the department. Planning and Zoning in conjunction with Human Resources are working together to attract qualified professional staff to meet staffing needs.*
- *The successful implementation of the Business Plan is dependent upon the ability to continue funding the intended strategies and the ability to maintain adequate staffing levels and other resources.*
- *Adequate resources and manpower to take a proactive posture in planning is critical in providing quality service. A recent study completed by the department lays out an enhanced planning initiative that focuses on being proactive and integrating social, economic, transportation planning*

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with Land Use planning. The Adopted FY 2009-10 Budget provides for even greater reduction of resources, which will impede the department's ability to commence most planning initiatives.

Critical Success Factors for Specific Objectives

- *Promote smart growth principles.*
 - *The ability to partner with all municipalities on the planning for the entirety of Miami-Dade County to assure that growth policies are equitable and has an acceptance of the municipalities.*
 - *Education of the public and members of the Community Zoning Appeals Boards (CZAB) on the demands for housing, schools and public infrastructure associated with population growth and the use of urban planning principles as a tool in accommodating such growth in a smart manner.*

- *Provide Stewardship to the CDMP and Zoning Application Processes*
 - *To re-establish support of the development industry to the new approach to the Code re-write. (FY 09-10)*

- *Meet Budget Targets*
 - *Institute additional controls necessary to manage the budget.*

INTERNAL SUPPORT REQUIREMENTS

- Work collaboratively with the Human Resources Department in the recruitment, advertisement and screening of hard-to-fill positions and other activities that relate to attracting, developing, sustaining & retaining highly qualified & diverse workforce.
- Work closely with the Enterprise Technology Services Department (ETSD) to take advantage of cost-savings regarding use of software enterprise licenses agreements and existing hardware infrastructure available at ETSD (similar to the case of GIS Applications).
- Complete and accurate information and data is needed in a timely manner from various departments for all CDMP amendment application to provide an effective analysis for the department's recommendations.
- Work closely with Housing and Community Development (HCD), Community Action Agency and Department of Human Services to maximize the funding options for creating affordable housing including protecting Mobile Home Parks from conversion.
- Need co-operative working environment with Parks and Recreation Department and the Community Image Advisory Board to start the adoption process for CDMP policies to implement the plans.

- Need co-operative working environment and active participation from all the departments related to physical environment in the area planning process to make the process more effective and valuable to the citizen's of the County.

SUSTAINABILITY

1. Reduce fuel usage. Measure unleaded and diesel fuel purchased from GSA
2. Increase staff awareness regarding electricity use. Initiative to development staff educational and outreach campaign.

3 to 5 YEAR OUTLOOK

The next three to five years will bring a series of challenges and opportunities not seen in the recent past. We are experiencing unprecedented high unemployment levels, with unemployment rates likely to persist for another year. At the same time, new construction, particularly for the residential market will be limited during the next few years due to excess of inventory. Additionally, a series of statewide tax reduction initiatives and a steep decline in property values, have not only resulted in a dramatic decrease in local revenue, but has also limited the ability to raise revenues for local governments. This has affected the local governments' ability to provide necessary services and brings about uncertainty. The fiscal problems faced by local governments and the consequent need for budgetary reductions will, in all likelihood, persist for the next several years. The trend towards further incorporations and annexations will continue and this may shift the focus and intensity of planning and zoning efforts. Further, the persisting need for affordable housing at various income levels, infrastructure that both helps lay the foundation for desired patterns of growth and provides for replacement needs due to aging, and continued population growth, primarily through immigration are concerns. In addition, some of the other issues that will need to be addressed include the limited supply of Residential Land, particularly for residential development, and the resulting need for appropriate redevelopment efforts, dealing with income disparity and educational needs of the workforce, to provide for greater income mobility. This needs to occur within the context of balanced and sustainable growth. Together these are the challenges that must be tackled.

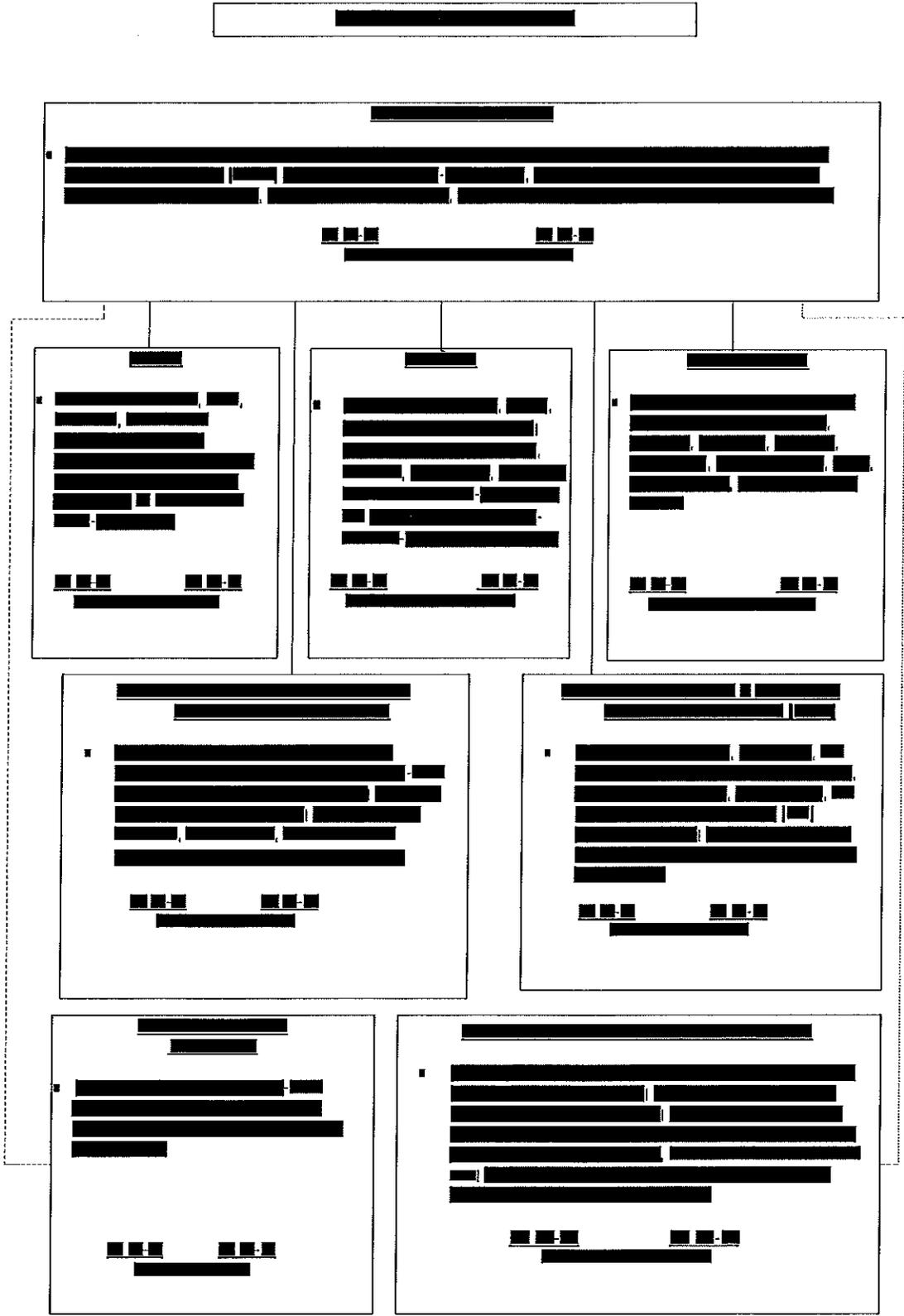
At the same time, this will offer a great opportunity to create a framework for a better future for residents and future generations. This will require a countywide planning initiative. Planning for sustainable growth that both protects agricultural and environmentally sensitive lands and simultaneously encourages economic growth is essential. More specifically, this requires a balanced planning effort that protects and conserves land and one that fosters and preserves livable communities and protects them from unplanned development. Policies and initiatives that encourage sustainable economic growth and development, as well as provide opportunities for all areas and residents of Miami-Dade County are necessary. Further, the issues related to affordable housing and the type of residential growth, the potential expansion of the UDB, the creation of communities that adhere to the principles of good urban design within a mixed use and mixed income setting, integrating health and built environment are all opportunities waiting for solutions.

Attachment 1
DEPARTMENTAL PROFILE

Department Description

The responsibilities of the Department of Planning and Zoning are to prepare and maintain the CDMP and unincorporated area plans, prepare population projections, demographics and growth alternatives for the County, administer the zoning and landscaping regulations for unincorporated Miami-Dade County and for those municipalities that have entered into service agreements with the County, prepare zoning recommendations, coordinate all concurrency management related activities, process public hearing applications, review development plans and plats for compliance with zoning regulations, conduct zoning inspections, issue certificates of use, administer impact fee programs, administer the Shoreline Development Review program and provide technical support to Community Councils and the Board of County Commissioners. Coordinates countywide historic preservation activities and carries out requirements of Miami-Dade County's Historic Preservation ordinance, designates historic and archaeological sites, reviews proposed alterations, tax abatement, and other financial incentive applications for designated properties, maintains updated historic sites survey database, conducts archaeological monitoring and environmental assessments. Having merged with the Department of Planning and Zoning in FY 2008-09, the Office of Countywide Healthcare Planning (OCHP), as a part of the Health and Human Services strategic area continues to coordinate technical support and analysis of countywide healthcare services and provides recommendations to improve access to healthcare for all residents of Miami-Dade County. Effective FY 2009-10, Economic Development Coordination (EDC) merged with the Department of Planning and Zoning. EDC as part of the Economic Development strategic area, provides coordination an integration of Miami-Dade County's various economic development initiatives in pursuit of the County's strategic economic development goals

Table of Organization



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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
Revenue Summary			
General Fund Countywide	1,611	3,326	2,677
General Fund UMSA	2,458	3,128	2,166
Impact Fee Administration	789	951	736
Other Revenues	0	0	91
Planning Revenue	2,305	1,326	774
Public Health Trust	0	300	300
Zoning Revenue	7,481	8,321	7,773
Carryover	3,805	794	1,229
Impact Fee Administration	0	0	227
Total Revenues	18,449	18,146	15,973
Operating Expenditures Summary			
Salary	9,918	10,842	8,218
Fringe Benefits	2,834	3,197	2,612
Other Operating	3,763	3,858	2,996
Capital	2	23	48
Total Operating Expenditures	16,517	17,920	13,874
Non-Operating Expenditures Summary			
Reserve	0	226	2,099
Total Non-Operating Expenditures	0	226	2,099

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
Strategic Area: Recreation and Culture				
Office of Historic Preservation	168	0	4	0
Strategic Area: Neighborhood and Unincorporated Area Municipal Services				
Administration	3,264	2,676	27	30
Agenda	1,464	976	5	7
Coordination/Community Zoning Appeals Board				
Impact Fee	1,689	858	4	4
Planning	5,880	4,237	63	50
Zoning	4,778	4,106	52	36
Strategic Area: Health and Human Services				
Countywide Healthcare	677	587	5	4
Planning				
Strategic Area: Economic Development				
Economic Development	0	434	0	3
Total Operating Expenditures	17,920	13,874	160	134

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
Revenue									
Building Better Communities GOB Program	1,587	3,128	1,385	1,450	1,200	1,000	1,000	2,000	12,750
Total:	1,587	3,128	1,385	1,450	1,200	1,000	1,000	2,000	12,750
Expenditures									
Strategic Area: Recreation And Culture									
Historic Preservation	17	2,483	1,100	1,200	1,200	1,000	1,000	2,000	10,000
Other	1,570	645	285	250	0	0	0	0	2,750
Total:	1,587	3,128	1,385	1,450	1,200	1,000	1,000	2,000	12,750

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Current Business Environment

The future prosperity and sustainability of the County will greatly depend on how we deal with the challenges of balancing several diverse objectives that the County faces. Responding to growth-related pressures, protecting water quality, preventing historical and environmental degradation, retaining viable agricultural lands, providing for adequate infrastructure and reducing school overcrowding are some of the issues the Department is currently addressing.

The Department continues its leadership role in promoting Countywide-planning initiatives that addresses issues related to growth and coordination of land use and transportation. The Department continues to prepare and implement Area Plans and coordinate its activities with various community stakeholders, including Community Councils, homeowner's associations, municipalities, land use industry groups, and other local neighborhood groups and community leaders to create a true partnership and a positive image in the community.

The various activity levels associated with the department's zoning permit functions continue to be at its lowest. The trend is expected to continue in FY 2009-10. As part of the FY 2009-10 Adopted Resource Allocation Plan, zoning fees were increased by 3% based.

The Department continues to receive allocations of Community Development Block Grant (CDBG) Grants and General Obligation Bond (GOB) for Historic Preservation and Archaeological Resources. The Department of Planning and Zoning will be working alongside with OCI in coordinating the GOB activities associated to the GOB funding for Historic Preservation.