GOE
Agenda Item No. 7(G)

May 13, 2008

BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR

MEMORANDUM

TO: Honorable Chairperson Natacha Seijas
and Members, Governmental Operations and Environment Committee, Board of County Commissioners

FROM: Charles Anderson
Commission Auditor

DATE: April 15, 2008

SUBJECT: **Report Regarding Planning and Zoning Department**

AGENDA COORDINATORS OFF
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The attached Report Regarding Planning and Zoning Department is provided at the request of Commissioner Natacha Seijas, Chairperson, Governmental Operations and Environment Committee. As requested, the purpose of this report is to evaluate the organizational structure of the Planning and Zoning Department and identify opportunities to realign functions to reduce exposure to market volatility.

Our report consists of three components, each provided as a separate attachment. Attachment 1 provides budgetary evaluation and background information. Attachment 2 examines the functions performed by the Department and opportunities to maintain organizational capacity. Attachment 3 provides the results of our research into planning and zoning functions of other jurisdictions.

This report is intended to generate discussion and consideration of options. Each component of this report could lead to additional, more detailed assessments by staff and/or OCA, if the Board so desires.

Attachments:

1. Budgetary Assessment
2. Functional Alignment and Opportunities to Maintain Organizational Capacity
3. Comparative Analysis

Executive Summary

Due to the downturn of the construction industry, local governments are facing decrease revenues derived from services performed directly and indirectly in support of private development activities. This slowdown coupled with the credit crunch and excessive fuel costs account for a significant slump in the national economy.

The Office of the Commission Auditor (OCA) surveyed 12 jurisdictions in Florida and around the nation. OCA focused on looking at the organizational placement of zoning and planning functions, the departmental structure of the comparative departments, staffing levels, revenue streams, fee structures and departmental innovation. This report reviewed the Planning, Zoning, and to a lesser extent, Building functions of the following jurisdictions: Broward County, Florida; Palm Beach County, Florida; Pinellas County, Florida; Duval County, Florida; San Diego County, California; Los Angeles County, California; Cook County, Illinois; Maricopa County, Arizona. Comparisons were also made with the following cities: New York, New York; Los Angeles, California; Chicago, Illinois; and Phoenix, Arizona.

In general we found that Miami-Dade County's Planning and Zoning department is comparable to the majority of counties around the nation. The department fits within the national trend as it relates to many of its functions and challenges.

In the information below, when referring to a jurisdiction, it is a direct reference to the Planning and Zoning component of said jurisdiction.

Departmental Structure

- Five of the 12 jurisdictions surveyed house their planning, zoning and building services in one department.

- Of the four Florida counties surveyed, three counties consolidate their zoning, planning and building functions into a singular department. Pinellas County consolidates its building and zoning functions in one department, and has a separate department for planning.

Budgetary Constraints

- Seven of the 12 jurisdictions surveyed, including 3 Florida counties, have experienced budget decreases over the past fiscal year. It is highly expected that all four Florida counties surveyed will experience a decrease in their budgets.

- Broward County is assessing elimination of services and merging functions among departments in order to avoid lay-offs.

- Four of the 12 jurisdictions have increased fees in order to deal with budget shortfalls. Most notably among them is the City of Los Angeles which increased fees by more than 33% over the last five years.

- In spite of recent and upcoming fee increases Maricopa County is expected to have many lay-offs.

- The cities of New York and Los Angeles charge extra fees to expedite their permitting functions.

Staffing

- Palm Beach County had augmented its workforce and increased its budget in prior years to satisfy high demand for work. Currently, vacancies will not be filled and over 25 employees (clerical, permitting, plan reviewers and inspectors) will be layed-off.

- Maricopa County anticipates laying-off over 20% of its Department of Planning and Development.

- At least five of the 12 jurisdictions recently experienced staff reductions.

- Broward County, which merges planning, zoning and building functions under the Department of Urban Planning and Redevelopment (UPR), is considering merging UPR with the Environmental Protection & Growth Management Department.

- Cook County, Illinois, consolidates economic development, housing and land use planning under the Department of Planning and Development.

Automation/Outsourcing/Cross-Training

- Seven of the 12 jurisdictions surveyed have automated services through online applications to reduce costs and improve customer services. Many of these automation efforts were well underway prior to the downturn in the economy. It is difficult to determine whether such efforts would be initiated under current conditions.

- New York City has cross trained the staff to handle customer service. The training has improved customer service and decreased customer wait-time. This could be accomplished in Miami-Dade as a measure to maximize utilization of staff by employing a knowledge-based information system to assist customer service delivery.

- Maricopa County's Department of Planning and Development outsources its commercial, structural, and drainage review plan reviewers and inspectors due to the lack of in-house expertise.

- Cook County, Illinois, consolidates economic development, housing and land use planning under the Department of Planning and Development.

- The Planning, Zoning and Building Department in Palm Beach County oversees workforce housing in the County.

As stated previously, Miami-Dade County's Planning & Zoning Department fits squarely in the rubric of obstacles faced by such agencies across the state and the nation. What can be done to counter current realities may be a combination scaling down services, increasing fees, and maximizing staff by cross-training personnel and consolidation of functions and sections.

The following are a few observations that are further explained in the attached documents:

1. When functions were viewed in a larger context, most DP&Z functions have competencies that are potentially capable of providing needed services to other county departments, agencies and governments. For example, DP&Z could provide mapping services, other GIS-related services and geospatial analyses to augment or in lieu of hiring additional resources.

2. With care in selection of projects, no or minimal cross-training would often be needed for DP&Z staff to take on projects in support of other entities.

3. Considering the reductions in Zoning work load Data, the allocation methodology used to fund the administration function should be updated.

4. A consolidation of the technical functions in Administration may be needed to minimize cost.

5. DP&Z Zoning fees should be linked to CPI increases.

ATTACHMENT 1
Budgetary Assessment

We have reviewed the Department of Planning and Zoning (DP&Z) from a budgetary perspective. We analyzed the April 3, 2008, Miami-Dade County Resourcing for Results Online (RFRO) report, consulted with departmental and Office of Strategic Business Management staff, and researched other cities on specific departmental activities. Our budgetary analysis focused on administrative cost, table of organization, fees, zoning workload, and other issues.

Department Functions

The Department has seven functions within its organization:

- Office of the Director
- Administration and Operations
- Agricultural Manager
- Historic Preservation
- Legal Advisor
- Planning
- Zoning

Only four of the seven activities are identified in RFRO: Planning, Zoning, Impact Fee, and Administration. Consultation with the DP&Z indicates that the Office of the Director, Administration and Operations, Agricultural Manager, Historic Preservation and Legal Advisor are under the Administration activity. The Impact Fee activity is in the Zoning function but was separated for budgetary analysis. Costs and staffing have been associated with each of these activities in RFRO, however, we specifically focused on analyzing administrative costs.

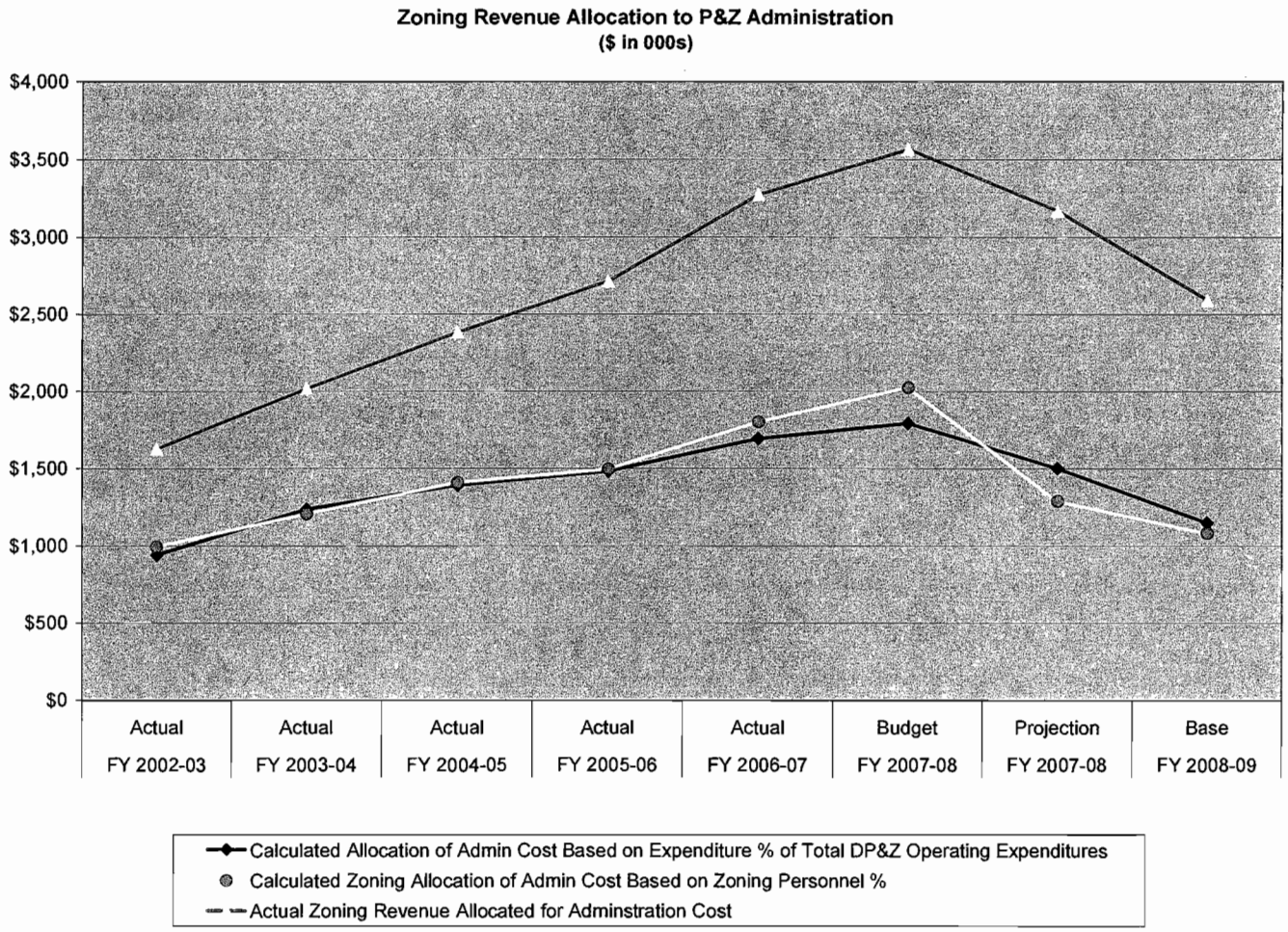
Administration-Cost

Discounting for Agricultural Manager and Historic Preservation, which were transferred to DP&Z in FY 2007-08, the General Fund contributes 27% ($1.319 million) and Zoning fees contributes 73% ($3.567 million) to fund the administration activity. There is no mention of the impact fee activity allocating any funds towards the cost of Administration.

There are three different allocation methodologies utilized to appropriately fund an administrative function: workload, staffing, or operating expenses. The first method utilizes workload, specific to the Department, to calculate the allocation to Administration. This methodology is the one currently utilized by the Office of Strategic Business Management and has not been updated currently. The second method calculates the allocation to Administration based on the percentage of Zoning personnel staff to total DP&Z personnel. Using this method, Zoning would allocate $1.859 million to Administration vs. $3.567 million - a cost shift to the General Fund and Impact Fee of $1.708 million. Utilizing the third method, the percentage of Zoning expenses to DP&Z total operating expenses, the amount of zoning fees allocated to Administration would be $2.042 million-a cost shift to the General Fund and Impact Fee of $1.525 million.

The chart below shows the variance between actual zoning fee allocations to Administration and what the allocations should be based on the above described methodologies. Considering the reductions in Zoning workload data, the allocation methodology used to fund the Administration function should be updated.

ATTACHMENT 1
Budgetary Assessment



Administration-Table of Organization

Administration currently has 49 positions, including 2 positions in the Office of the Agricultural Manager and 4 positions in the Office of Historic Preservation. For the purposes of this analysis, only 43 positions are utilized to ensure consistency in position count and cost.

Administration functions include:

Description	Positions
DP&Z Director	1
Legal	6
Assistant Director, Admin and Secretary	2
Computer Services	5
Geomatics and Records Services	13
GIS Services	3
Finance	4
Business Development	1
Procurement	2
Personnel and Information Services	6
Total	43

ATTACHMENT 1
Budgetary Assessment

In the last four years, the Administration function has grown from 36 to 43 positions. Listed below are the changes over the four year period:

Fiscal Year	Positions Added	Position Deleted	Net Gain
2004-05	One Clerk 4 Two Clerk 3 Three Admin.Off. 3 One Mgr, Graphics / Drafting	Two Admin Off.2 One Account Clerk One Engr. Drafter 2	3
2005-06	One Admin.Off. 3 One Engr. Drafter 1 Six Cadastral Technicians	One Graphics Designer Three Engr. Drafter 2 Three Drafter Techs	1
2006-07	Two Info Tech. Specialists One System Analyst	--	3

According to the Department's Table of Organization (T.O.) dated March 17, 2008, there are three technical managers in Administration. There is a Computer Services Manager, a Network Manager, and a GIS Services Manager. Since the GIS Services Manager did not have a job description in the County Internet, a consultation with the Department of Human Resources indicated that this is a working title and that the position is actually a Computer Services Manager. A consolidation of technical services should be considered to minimize costs in this area. Additionally, the T.O. indicates different management per employee count within the Department based on the functional area. The ratios also indicate that the Administration function can be consolidated to minimize its costs. A review of the count ratio yields the information below:

Function	Management Count	Employees Count	Management/Employee Ratio
Administration	8	35	1:4.3
Planning	9	46	1:5.1
Zoning	13	75	1:5.8

Fee Structure

The Department last increased zoning fees in FY 2000-2001. If the Department's zoning fees had been tied to the Consumer Price Index (CPI) table from the United States Department of Labor, the increase in fees from FY 2002-03 (actual revenue provided by RFRO) to the present would have garnered an additional $3.331 million over the five year period.

	Actual Revenue	CPI	Revised Revenue	Increase
2003	$6.718 million	2.3%	$6.872 million	$154,000
2004	$8.777 million	2.7%	$9.216 million	$439,000
2005	$8.616 million	3.4%	$9.340 million	$724,000
2006	$7.890 million	3.2%	$8.805 million	$915,000
2007	$7.629 million	2.8%	$8.728 million	$1,099,000

Some County Departments (the list is not inclusive) that have the CPI built into their fees include: Solid Waste Disposal, Water and Sewer Retail Rates, Fire and Emergency Medical Services, Aviation Retail Concessions and Consumer Services. It is recommended that the DP&Z zoning

fees be linked to annual CPI increases.

Additionally, in FY 2003-04, the Department was approved a zoning surcharge of 8% for three years to fund five initiatives-imaging of zoning hearing records, implement GIS for zoning resolutions, fund one position at the Zoning Information Center, an inspector tracking system to provide online routing information and a web enabling payment application. The authority for this surcharge ends FY 2007-08.

Other Issues

The Office of Historic Preservation was transferred from Cultural Affairs to DP&Z in FY 2007-08. The current budget for the office is $348,000 with an estimated reimbursement of $329,000 from CDBG funding for historical administrative activities. The difference of $19,000 is to be absorbed by zoning fees according to the DP&Z staff. However, the actual CDBG award letter, dated December 5, 2007, indicates a reimbursement of $179,000, a difference of $150,000 with no mitigation for this excess expense. The Department is considering developing a fee structure to offset costs. For example, the City of Miami Beach has a series of fees for this activity, that can serve as a model for DP&Z.

The staff contacted the cities of Miami, Miami Beach, and Coral Gables to ascertain the funding structure for this activity in their respective areas. The Historical Preservation staffing activity is funded by General Fund in all cities in the Planning and Zoning Department in Miami and Miami Beach and the Historic Resources in Coral Gables.

The Office of the Agricultural Manager was transferred from County Executive Office to DP&Z in FY 07-08 and funded by the General Fund. An organizational move to the Consumer Services Department-Cooperative Extension Division would enhance the two activities by being organized in the same Department. Cooperative Extension, per its web site, is involved in aquaculture, commercial ornamentals program, commercial urban horticulture, pesticide applicator training, tropical fruit production, tropical fruit culture and management program, IPM tropical fruits and safety program, commercial vegetable production, pest management for vegetables, improving small farm vegetable production, and agriculture development and marketing program. The Office of the Agricultural Manager also undertakes agriculture development and marketing and could enhance this function within Consumer Services.

ATTACHMENT 1
Budgetary Assessment

Zoning Staffing and Workloads

The following table shows Zoning Workload Data from FY04-05 to FY08-09 Base.

Department of Planning and Zoning
Zoning Workload Data (number of transactions)

Workload Category	FY 04-05 Actual	FY 05-06 Actual	Percent Change from prior year	FY 06-07 Actual	Percent Change from prior year	FY 07-08 Projected	Percent Change from prior year	FY 08-09 Base	Percent Change from prior year
Zoning Land Use Evaluation	54	67	24.07%	35	-47.76%	18	-48.57%	18	0.00%
Positions	10	10		9		11		9	
Zoning Hearings	1,041	804	-22.77%	639	-20.52%	532	-16.74%	500	-6.02%
Positions	7	6		6		6		5	
Zoning Admin Review	0	149	n/a	181	21.48%	146	-19.34%	205	40.41%
Positions	2	4		3		4		3	
Agenda Coordinator	67	73	8.96%	68	-6.85%	59	-13.24%	59	0.00%
Positions	6	6		5		6		5	
Information	1,462	1,308	-10.53%	1,431	-9.40%	1,049	-26.69%	1,199	14.30%
Positions	5	5		5		5		3	
Zoning Inspection	19,563	18,615	-4.85%	20,110	8.03%	20,287	0.88%	20,200	-0.43%
Positions	10	12		11		11		11	
Zoning Permit	7,699	7,065	-8.23%	6,733	-4.70%	6,379	-5.26%	6,010	-5.78%
Positions	3	4		4		3		3	
Zoning Plans Process	37,149	39,131	5.34%	32,550	-16.82%	27,046	-16.91%	25,499	-5.72%
Positions	13	13		14		13		10	

Desk audits may be warranted to determine the appropriate staffing levels. The workload started decreasing in FY 05-06 and should have triggered a review of staffing needed for the various activities. Reduction in staffing did not occur until mid-year FY 07-08.

This report is an initial response to the issues facing the Department of Planning and Zoning. We intend to follow up with additional information as we proceed through the budget development process, working closely with the Office of Strategic Business Management.

ATTACHMENT 2

Department of Planning and Zoning:
Functions, Alignment and Opportunities

Summary

We examined the Department of Planning and Zoning's (DP&Z) functions and alignment in the County's organizational structure in response to concerns about potential impacts of declining revenues. We were impressed by the potential opportunities to alleviate, if not fully eliminate, impacts to future organizational capacity and to existing DP&Z staff through expansion of entrepreneurial activities of the department beyond those that are already being provided.

DP&Z Functions

DP&Z presently has seven (7) functions within its organization:

(1) Office of the Director
(2) Administration and Operations
(3) Agricultural Manager
(4) Historic Preservation
(5) Legal Advisor
(6) Planning
(7) Zoning

Two of the functions, Agricultural Manager and Historic Preservation were not organic elements of DP&Z prior to realignment in the FY07-08 budget. Prior to that reorganization, each operated as a separate office or as an advisor to the County Manager, without DP&Z financial support.

In performance of DP&Z's planning and zoning functions, DP&Z carries out core functions of government. To perform these core functions, DP&Z has employed and developed a staff of experienced professionals and administrators. Unfortunately, the cyclical nature of the economy, particularly the construction industry, means that DP&Z proprietary revenues will periodically decline. These revenue losses can threaten maintenance of the very same experienced, highly qualified staff that the County relies upon for the capacity to perform the core functions of government during the economic downturn and, just as importantly, during the inevitable and quite foreseeable, future economic revival.

- ASSUMPTION: It will be in the County's best interests to retain current, experienced DP&Z staff in anticipation of foreseeable future improvements in the local construction industry.
- CHALLENGE: Identify additional revenue opportunities to keep DP&Z staff intact.
- HYPOTHESIS: Our hypothesis is that a substantial solution to the revenue challenge could be found through increases in entrepreneurial projects undertaken by DP&Z for other departments, agencies and government entities on a reimbursable basis (labor plus incremental expenses.)
    - Doing so will require "out-of-the-box" thinking and elimination of "stovepipes" that artificially limit personnel from performing other activities that they are otherwise capable of performing with a minimum of cross-training.
- POTENTIAL BENEFITS:
    - DP&Z: Increase proprietary revenues during the economic downturn and retain experienced staff and organizational capacity.
    - Project sponsoring entities: Reduce reliance on outside consultants, reduce need for additional employees, and lower project costs by employing and reimbursing DP&Z in lieu of more expensive alternatives.

- Countywide: Serve as a model for cost-effective, resource efficient service delivery.

Observations:

Departmental Realignment of Functions and Diversifying Resource Base of the Service Areas

We observed that, when functions were viewed in a larger context, without "stovepipe" wording, most DP&Z functions have competencies that are potentially capable of providing needed services to other County departments, agencies and governments for projects that relate to the professional expertise of DP&Z. For example, DP&Z is certainly not the only department, agency or local government that needs the services of: planners, urban designers, document evaluators/processors, code compliance inspectors, geographic information system (GIS)/geospatial analysts, and community/demographic/economic researchers. And, many of these other entities, even within County government, have funded projects underway or in future plans, which could realize savings from use of DP&Z to perform services that otherwise would need to be provided by outside consultants or additional employees. Thus creating a win-win situation for DP&Z and project sponsors, for County government as a whole, and most importantly, for taxpayers.

DP&Z include services such as planning and related consulting services, zoning services, code enforcement, certifications, collection and processing fees, mapping and other GIS related services, and area and special studies. The following are a few examples of projects that potentially could be provided and of potential employing entities that may benefit from employing these services. (See the attached matrix for a more complete list of services provided by DP&Z and of departments which might be able to use DP&Z services for projects.)

- Planning
  - Demographic, economic and land use research for future resource requirements, for redeployment of existing resources, or for redefinition of service areas/routes. Examples of potential employing entities: ASD, HFA, MDFR, MDHA, MDPD, MDPL, MDPR, MDT, OCED, PWD, SWM, WASD, and municipalities.
  - Unitized environmental, urban, and transportation land use planning and associated demographic/economic impact analyses. Examples of potential employing entities: DERM, MDAD, MDT, MPO, OCED, Seaport, SWM, and WASD.
  - Coordination of County-owned real estate/facilities planning with the CDMP. Examples of potential employing entities: GSA, MDAD, MDFR, MDPD, MDPR, PWD, Seaport, SWM, and WASD.
  - Charrettes for stakeholders: Library, MDT, MPO, OCI, and municipalities.
  - Assistance with and updates for departments' 3-5 year or longer-range outlooks for Business Plan. Examples of potential employing entities: Any entity preparing a Business Plan.

- Zoning
  - Document review and certificate processing: BCCO, Building, DERM, and Elections.
  - Compliance inspections/code enforcement (regulatory, landscape & possibly customer service): Examples of potential employing entities: DERM, CSD, MDAD,

MDPR, PWD, SWM, Team Metro, and municipalities.

- Public hearing processes: Examples of potential employing entities: BCCO, Building, Community Advocacy, MDAD, MPO, and OCED.

➢ Administration & Operations

- Provide mapping services, other GIS-related services, and geospatial analyses to augment or in lieu of hiring additional departmental resources. Examples of potential employing entities: DERM, Elections, ETSD, MDAD, MDFR, MDPD, MDPR, MDT, MPO, OCED, PWD, SWM, WASD, and municipalities.

Cross-Training

With care in selection of projects, no or minimal cross-training would often be needed for DP&Z staff to take on projects in support of other entities. Even if it is needed, the reasonableness of training costs should be evaluated from a long-term view, including recognition of the advantages of retaining valuable, experienced DP&Z staff ready to perform when construction resumes.

Marketing Plan

The attached matrix, although not all inclusive, identifies some of the County departments and agencies with functions with similarities to those performed in DP&Z. The Matrix should be viewed as a basis for a DP&Z marketing plan targeting departments with funded projects that would otherwise need more expensive, outside consultants or additional employees. From this targeted marketing plan, DP&Z would actively market their capabilities and solicit projects. Additionally, the Office of Capital Improvements and the Department of Procurement Management would, in tandem, be able to be tasked to screen and refer potential projects to DP&Z prior to taking action on departments' requests for solicitations for work orders to hire outside consultants.

Functions in the matrix must be considered with existing "stovepipe" limitations removed. For example, a DP&Z function is "maintaining official Miami-Dade County zoning maps/GIS functions." Once the word "zoning" is removed, it is readily apparent that these services would be equally applicable to performance of functions in many other departments, agencies and governments…particularly so if the need is on a limited duration, project specific basis.

The matrix could also serve as a tool for DP&Z to shop for supplemental services from other departments should there be times when workloads exceed resource capabilities.

Though this entrepreneurial approach is similar to the concept called "managed competition," it differs in that, in this proposal, there is not direct competition with the private sector for projects. Instead, it is an "in-source first" approach to, when advantageous, avoiding expensive outsourcing in favor of retaining and sharing experienced professional staff and services.

Potential DP&Z Marketing Matrix

(Note: Not all inclusive; identifies some of the County departments and agencies having functions with similarities to those performed in DP&Z or having potential needs for similar services for projects.)

DP&Z Functions	BCCO	BUILDING	CAO	CEO	COC	COMMUNITY ADVOCACY	DERM	ELECTIONS	ETSD	GSA	MDAD	MDFR	MDPD	MDPR	MDT	MMAP	MPO	OCED	OCI	OIA	OSBM	PA	PWD	SEAPORT	SBD	SWM	TM	WASD
Office of the Director																												
Prepares and implements CDMP				X													X											
Secretary for Planning Advisory Board (PAB), and Community Zoning Appeals Board (CZAB)																												
Member for Developmental Impact Committee (DIC)																												
Administration & Operations																												
Administrative support	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X
Maintains maps, and GIS functions							X	X	X		X	X	X	X	X		X	X	X			X	X	X		X		X
Agricultural Manager																												
Coordinates agricultural-related issues				X			X				X		X					X										X
Administers purchase of development rights of property suitable for agricultural use				X			X											X										
Historic Preservation																												
Coordinates historic preservation activities				X		X								X		X												
Designates historic and archaeological sites														X														
Reviews financial incentives for designated properties										X											X							
Conducts monitoring and environmental assessments		X					X				X			X				X				X					X	X
Legal Advisor																												
Manages preparation, legal review, and certification of documents	X	X	X	X	X		X	X		X			X								X	X			X			
Prepares ordinances, zoning resolutions, and Development of Regional Impact development orders			X	X			X																					
Support to DIC Executive Council, and CZAB			X																									
Coordinates intergovernmental functions related to land use and growth management		X	X	X			X	X				X	X	X				X		X		X						X
Serves as legislative liaison at federal, state, local and intra-county levels			X	X			X				X	X	X	X	X		X	X		X	X	X						X
Planning																												
Manages preparation, update, interpretation, review and evaluation of the CDMP and amendments			X	X			X				X			X	X	X	X	X										
Performs area and special studies	X			X			X			X	X	X	X	X	X	X	X	X			X	X	X		X	X	X	X
Research on demographic, geographic, and economic data				X			X	X			X	X	X	X	X	X	X	X			X	X			X			X
Support to advisory boards, BCC, and other government agencies	X		X	X	X		X	X			X	X	X	X	X		X	X			X				X		X	
Urban Design Services										X				X	X		X	X										
Zoning																												
Review of building permit application and zoning inspection permits		X					X											X										

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Potential DP&Z Marketing Matrix

(Note: Not all inclusive; identifies some of the County departments and agencies having functions with similarities to those performed in DP&Z or having potential needs for similar services for projects.)

DP&Z Functions	BCCO	BUILDING	CAO	CEO	COC	COMMUNITY ADVOCACY	DERM	ELECTIONS	ETSD	GSA	MDAD	MDFR	MDPD	MDPR	MDT	MMAP	MPO	OCED	OCI	OIA	OSBM	PA	PWD	SEAPORT	SBD	SWM	TM	WASD
Inspect sites for compliance with zoning code and other requirements	X	X					X				X			X													X	X
Issue certificates of use and zoning improvement permits							X																					
Coordinate, conduct, and make recommendations for public hearings	X			X	X						X				X		X	X							X		X	
Assess, administers, and collects impact fees																					X		X					
Support to DIC Executive Council, BCC, CZAB, and other advisory boards	X		X	X	X		X				X	X		X	X		X	X			X				X		X	

ATTACHEMENT 3
Comparative Analysis

Municipalities across the nation are facing a complex set of economic issues. The recent building boom and the subsequent implosion of the housing market have resulted in a downturn in the construction industry. The consequences of these events are lower tax receipts for local governments and lower than anticipated zoning and building applications. Jurisdictions from Florida to California are coping with this new economic reality in a variety of ways and have begun to make adjustments in their departmental operations.

Many departments across the country have faced significant challenges resulting in layoffs, departmental streamlining and innovations to address these new economic challenges. This analysis compares Miami-Dade County's Planning and Zoning department to other departments by looking at the organizational placement of zoning and planning functions, the departmental structure of the comparative departments, staffing levels, revenue streams, fee structures and departmental innovation.

Miami-Dade County, Florida

Planning and Zoning in Miami-Dade County is currently handled by the Department of Planning and Zoning (DPZ). DPZ is responsible for the administration and enforcement of the Comprehensive Development Master Plan (CDMP), the Zoning Code and other developmental regulations throughout unincorporated Miami-Dade County and any municipality with an interlocal agreement to manage these functions.

Planning is responsible for the planning and growth management in Miami-Dade County. The functions of the planning section include conducting special studies addressing urban design and the implementation of future development strategies and studying applications for changes to municipal boundaries. Among other duties, this section also provides support to advisory committees, community councils, Board of County Commissioners, and other local agencies and governments.

Responsibilities of the Department's Zoning section include reviewing the building permit applications and the zoning inspection permits; inspecting sites for compliance with Miami-Dade County Zoning Code and landscaping regulations; issuing Certificates of Use; assessing, administering and collecting impact fees; and supporting the Development Impact Committee Executive Council, Board of County Commissioners, and other advisory committees.

In FY 2007-08, Office of Historic Preservation and the Agricultural Manager were consolidated with DPZ. The Office of Historic Preservation coordinates countywide historic preservation activities and carries out the 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; and conducts archaeological monitoring and environmental assessments.

The Agricultural Manager is responsible for coordinating all countywide agricultural-related issues relating to planning and zoning, land acquisition, and disease and exotic pest control; conducting meetings with residents and farmers to address agricultural related concerns; and administering the Purchase of Development Rights Program to purchase development rights of property suitable for agricultural use.

In 2001, Miami-Dade County in collaboration with County residents developed the County's first Strategic Plan. The Strategic Plan consists of seven planning areas. DPZ is organized under the section of Neighborhood and Unincorporated Area Municipal Services.

Broward County, Florida

In October 2004, the Broward County Board of County Commissioners created the Department of Urban Planning and Redevelopment in order to manage development activities, funding and enforcement of building, environment and zoning code regulations. The Department of Urban Planning and Redevelopment is comprised of five divisions: Building Code Services Division, Development Management Division, Housing and Community Development Division, Planning Services Division, and the Transportation Planning Division.

Planning Services Division

The Planning Services Division provides general planning services for Broward County. The primary focus is to prepare elements of the Broward County Comprehensive Plan, which includes the County's growth management and land development policies, for adoption by the Broward County Board of County Commissioners, and various support activities.

The Planning Services Division manages the Comprehensive Planning Program, Annexation Program, and rezoning petition process; serves as a repository for demographic and economic data; administers the Governmental Center Downtown Campus (GCDC) Project; manages the Geographic Information System (GIS) and provides GIS services to County agencies; promotes brownfield revitalization and coordinates the development of the Single Family Home Construction and Transit/Housing Oriented Redevelopment Programs. Research projects are also prepared at the direction of the Board of County Commissioners generally concerning growth management issues.

The main source of revenue for the Planning Services Division is the Compatibility Review Fee in association with a flexibility review. The Broward County Land Use Plan's Future Land Use Map is divided into 125 specific geographic areas known as "flexibility zones." Within these zones a local government can rearrange land uses and residential densities without having to amend the Broward County Land Use Plan. When an applicant files an application for a flexibility review, a determination must be made by the Board of County Commissioners that the rearrangement of land uses or densities is

compatible with adjacent land uses and the impact to school facilities has been considered[1]. This service includes a fee of $1,700 per application.

Broward County Budget for Planning Services Division, Department of Urban Planning and Redevelopment					
Fiscal Year / Budget Area	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
General Fund Appropriations	$1,992,216	$2,097,337	$2,014,228	$1,981,200	$1,782,920[2]
Planning Staff Positions	34	25	23	23	20
Total Staff Positions	298	274	231	275	268

Source: Broward County Operating Budgets 2005-2008

Development Management Division

The Development Management Division (DMD) ensures that the regional impacts of proposed development are addressed through provisions of adequate facilities and services, and that the plans for such development comply with the Land Development Code and the Natural Resource Protection Code. DMD conducts plat, development and environmental reviews, administers the County's impact fees and concurrency programs and collects information that is used to monitor the County's growth, development and environmental quality.

The Development Review Services, which is a section of DMD, administers the Broward County Land Development Code, coordinates platting on a countywide basis and oversees site plan review for the unincorporated area. They also manage the County's traffic impact model to determine road capacity and assess and collect County road, school, and park impact fees and transit-oriented concurrency fees.

For FY 2008, two support positions were eliminated as a result of countywide slowdown in new development.

Broward County Budget for Development Management Division, Department of Urban Planning and Redevelopment					
	FY 2004*	FY 2005*	FY 2006*	FY 2007*	FY 2008*
General Fund Appropriations	$2,138,445	$1,831,781	$1,875,670	$1,956,240	$1,903,500

[1] Policy No. 13.01.10 of the Broward County Land Use Plan

[2] The Planning Services Division experienced a reduction in the 2008 budget allocation resulting in the elimination of three planner positions.

Broward County Budget for Development Management Division, Department of Urban Planning and Redevelopment					
	FY 2004*	FY 2005*	FY 2006*	FY 2007*	FY 2008*
Development Management Division Staff Positions	27	26	27	27	25
Total Staff Positions	298 (budgeted)	274 (budgeted)	231 (budgeted)	275 (budgeted)	268 (budgeted)

Source: Broward County Operating Budgets 2005-2008

Trends and Issues

Like various Florida county departments, the Broward County Department of Urban Planning and Redevelopment must undergo budget cuts. Last year, the Department eliminated vacant positions. This year, the Department's Director, Cynthia Chambers, stated that they are proposing eliminating whole services, as well as, restructuring the Department by merging with the Environmental Protection & Growth Management Department.

Palm Beach County, Florida

The Planning, Zoning, and Building Department (PZBD) is funded from a combination of the County's General Fund and Licensing & Permit Fees. The Building Division is 100% self-supported. The Planning and Zoning Divisions are supported by fees; however, 2/3 of the budgets for these Divisions are funded by the County's General Fund.

The functions of the Planning Division include updating and implementing the Comprehensive Plan including the Future Land Use Atlas; conducting studies related to land use, infrastructure provisions, service provisions, natural resource protection and economic development; reviewing proposed development for consistency with the Comprehensive Plan; reviewing proposed annexation for consistency with State Law requirements; responding to requests for planning information from the pubic, municipalities, and County departments; as well as, Coordinating and staffing the Land Use Advisory Board.

The Zoning Division services include providing recommendations regarding land use development projects and rezoning requests to the Zoning Commission and Board of County Commissioners; providing recommendations regarding amendments to the Unified Land Development Code (ULDC); staffing the Development Review Officer meetings; reviewing and providing recommendations to the Zoning Commission for variances from the ULDC; reviewing concurrency applications; filing maintenance/records retention; and maintaining the electronic Planning Zoning Building (ePZB) data management system records.

Staffing and Budgeting

The Building Division will be laying-off 25 employees and will not fill any vacancies this year. The layoffs were determined by considering work unit classifications and seniority. The initial job classifications considered for layoffs were clerical, permit intakes, plan reviewers and inspectors. The Building Division expects additional layoffs this year; however, the number of layoffs is undetermined at this time.

From FY 2006 to FY 2007, PZBD realized a 33.4% increase in its budget. The PZBD staff also increased from 393 positions to 401 positions over the same period. However, the PZBD proposed budget for FY 2008 included a 1.7% decrease from FY 2007, and included the elimination of 2 enforcement officers and a decrease in consulting services.

Trends and Issues

PZBD is tasked with developing the master plan for the County-designated Urban Development Area and continues to implement the County's Workforce Housing Program. PZBD is finalizing the Reorganization Plan to streamline and evaluate potential changes to the Zoning process. They are also refining the County's online submittal of Zoning applications and focusing on the automation of its business practices through the ePZB. PZBD continues to meet or improve upon the 95% turn around time of inspections and its same day service requests.

Pinellas County, Florida

The Building & Development Review Services (BDRS) Department includes zoning, building inspections, permitting and other activities related to development review. BDRS was created in 2007 by merging various departments with the intent of streamlining services and creating a "one-stop shop" for development services.

The Planning Department (PD) is responsible for maintaining the County's Comprehensive Plan and reviewing a wide variety of strategic and land use development proposals. Other PD services include providing professional planning advice to the Board of County Commissioners regarding regulation, development and land use; serving as the designated Local Planning Agency of the County; pursuing community-based initiatives and serving as a liaison to the community for special projects; providing social and demographic data and information to other agencies and public; serving as staff to the Metropolitan Planning Organization (MPO); and staffing the Countywide Planning Authority.

Staffing and Budgeting

BDRS experienced a budget decrease of more than 4% from FY 2007 to FY 2008. The PD budget was also reduced by more than 12% from FY 2007 to FY 2008. Both departments eliminated seven positions, each through attrition.

The BDRS budget is supported by Licensing & Permit Fees and the General Fund. According to the Pinellas County Budget Office, Licensing Fees and other fees from the Building Division usually offset the BDRS's budget; whereas, the Development Review Services division is mostly supported by the General Fund.

The PD budget is supported by the County's General Fund with minimal reimbursement from the State for MPO activities (reimbursement: FY 2008 $500,000 and FY 2007 $300,000).

Trends and Issues

In 2007, Pinellas County merged the Building Inspection Department and Development Review Services Department in order to streamline services and provide a "one-stop shop" for permits and other activities related to development review. This merger has yielded considerable savings according to the County's Budget Office. BDRS will institute a fee increase for building and development review services functions by 12% in FY 2008 and an additional 5% in FY 2009. The County will also eliminate obsolete fees related to PD in upcoming fiscal years.

Pinellas County is aggressively pursuing automation by implementing the Permits Plus Software Program which allows inspectors with laptops to do in-field inspections, approvals and updates. Permit Plus Software also allows web-based permitting for customers. The County has proposed a new fee for CD-ROM planning reports, and simplified the permitting process with the help of a Permitting Customer Group. The County has proposed simplifying the fee structure for copying documents, and plans to increase code enforcement in the unincorporated areas. Lastly, the County intends to improve its Residential and Commercial Plan Review Program.

Duval County, Florida

Planning, zoning and building functions for Duval County, which is incorporated as the City of Jacksonville, are handled by the Planning and Development Department (PD). PD manages existing and future development within the City and handles matters relating to concurrency, land use, inspections and building codes. The department has a Building Inspection Division, Current Planning Division, Community Planning Division, and a Development Services Division.

Trends and Issues

The budget for fiscal year ending September 30, 2007, PD's reported revenue for FY 2005-06 was $1,359,300 and in FY 2006-07 was $2,203,494, which is an increase of $844,194 or 62.1%.

For FY 2007-08, staff and budget of the Department's former Strategic Planning Division, Transportation Division, and Planning, Research and Grants Division of the Parks Department, will be merged to form the Community Planning Division.

For FY 2007-08, new intake procedures for applications will enhance electronic submittals and allow for improved routing distribution and review times as well as increase document availability to the public.

FY 2007-08 budget modifications include an increase to the notification fee related to zoning exceptions, variances and waivers from $2 for each notification to $7 each.

San Diego County, California

The planning, zoning and building functions for San Diego County are handled by the Department of Planning and Land Use. In FY 2007-08, the Department's significant performance measures included enhancing access to road information for the public through the implementation of Geographic Information System (GIS); making land information and permit research available online; and online building permit applications for limited permit types. Currently applicants for residential water heater replacements, gas line repairs or lawn sprinkler permits can apply online.

Staffing and Budgeting

In 2007, the San Diego Board of Supervisors proposed reducing the Department of Planning and Land Use's staff. That same year, the Department began experiencing a decrease in work due to a decrease in the number of permits being processed. As a result, the Department adjusted staffing levels in the Building Division to match the resulting decrease in revenue.

The staff reductions impacted 14 positions in the Building Division, including elimination of six positions and reclassification of one position within the Building Division; transfer and reclassification of four positions from the Building Division to the Department of Planning and Land Use Regulatory Planning Division; and transfer of three positions to the Department of Public Works public counter. The staffing changes resulted in the elimination of over the counter services in two of the Department's satellite offices[3].

The staffing changes resulted in no net impact to the County General Fund; however, the changes were expected to result in an annual cost savings of $688,560 in the Department of Planning and Land Use.

The Department's adopted FY 2007-08 budget includes a reduction in General Fund support of $1.6 million for a total General Fund allocation of $4,562,054. The FY 2007-08 adopted budget also included a decrease in the Management Reserve of $2.4 million from the previous year.

Trends and Issues

One of the economic trends the County is monitoring is the construction sector, which is greatly influenced by the economy, and in particular population and housing growth. Continued decline in residential building permits, increased foreclosures and marginally declining home prices are all expected to continue to negatively impact construction jobs through the end of 2007 and into 2008.

[3] Resolution No. 07-108

In 2007, the County also began researching ways to improve customer service in the Department of Planning and Land Use, and also the implementation of new technology which would allow residents to submit land use permit applications for review and issuance online.

San Diego County budget for Department of Planning and Land Use Division				
	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Adopted Budget	FY 2007-08 Adopted Budget
Positions	221	223	238	230 Decrease of six (6) staff
Budget	$25,860,497	$29,218,847	$43,384,253	$40,819,281

Source: San Diego County: Planning and Land Use Adopted Operational Plan Fiscal Years FY 2004-05, FY 2005-06, FY 2006-07, and FY 2007-08

New York, New York

City Planning Commission / Department of City Planning

The City Planning Commission, established by the 1936 City Charter, began operating in 1938 with seven members appointed by the Mayor. The 1989 Charter expanded the Commission to thirteen members. The Mayor appoints the Chair who is also the Director of the Department of City Planning. The Commission is responsible for the conduct of planning relating to the orderly growth and development of the City.

The Department of City Planning is responsible for setting the framework of the city's physical and socioeconomic planning. Responsibilities include land use, environmental reviews, preparing plans and policies for the city. The department also provides information and advises the Mayor, Boroughs, Community Boards and other local government bodies on issues relating to the current and future development of the city.

In the past several years, the department has taken a more flexible approach to planning initiatives. The department is now encouraging a mix of uses that helps create livable neighborhoods. The department is incorporating several techniques in their internal practice to preserve the city's unique physical appearance, and continues addressing the challenges in population and traffic. The first technique addresses lower density growth management for outlying areas that are experiencing rapid growth and are distant from mass transit. Other new techniques include inclusionary zoning incentives for affordable housing.

The department is looking at ways to strengthen and extend the city's business districts. Lastly, the department is reviewing housing supply shortages, stagnant industrial areas that may provide housing opportunities, and reviewing New York City's transit system and surrounding neighborhoods as density has become a major issue for the city.

New York City Department of City Planning					
Resources	Fiscal Year 2004 Modified	Fiscal Year 2005 Modified	Fiscal Year 2006 Modified	Fiscal Year 2007 Modified	Fiscal Year 2008 Modified
Positions	269	286	289	308	319
Budget	$20,232,506	$25,291,542	$24,229,202	$32,683,409	$33,071,441

Department of Buildings

The Department of Buildings (DB) regulates the lawful use of over 900,000 buildings and properties by enforcing the Building Code, Zoning Resolutions, and other applicable laws. Each year it reviews over 60,000 construction plans, issues over 110,000 new and renewed permits, performs over 300,000 inspections, and issues 12 types of licenses, registrations, and certificates.

The present Department of Buildings was created in 1977, when the Housing and Development Administration was separated into two agencies, the Department of Buildings and the Department of Housing Preservation and Development.

In the 1990's, new programs were introduced to improve the construction and development process, most notably Professional Certification and Express Service. These initiatives made it easier to obtain building permits. In the past few years, plumbing inspectors have begun using hand-held computers, increasing efficiency and revolutionizing the enforcement process.

Trends and Issues

The introduction of 311 services in March 2003, directly impacted the demands on the Buildings Department. BD experienced a rapid increase in complaints.[4] Through increased funding, staff was cross trained to maintain control and manage customers.

A Strategic Plan called for a comprehensive analysis of BD's weakest links, which resulted in the elimination of major departmental obstacles to builders. BD streamlined the certificate of occupancy process and the Plumbing Inspection Portable Entry System was developed by the Department. Currently, BD provides Work Permits online which saves time and effort for builders and contractors.

In 2005, BD introduced an electronic permit renewal process and unveiled a revamped Buildings website.

Automating Services

BD has aggressively pursued automation. In June 2007, 77% of all applications for electrical permits were filed electronically using the Department's e-Filing system. Since phase two of the e-Filing plan was launched in March 2006, over 31,000 electrical permits have been issued by the Department via the e-Filing system. There are

[4] New York City: Department of Building 2006-2009 Strategic Plan.

approximately 1,900 electricians licensed by the Department, of which over 81% are registered to e-file for electrical permits.

Los Angeles County, California

Department of Regional Planning

The Department of Regional Planning (DRP) includes the following services: long range planning; land development counseling; project/case intake and processing; environmental review; and zoning enforcement for all unincorporated areas of the County.

Staffing and Budgeting

The Department of Regional Planning's budget is comprised of zoning permit fees, state aid, legal service fees, planning & engineering service fees, court fees and costs, charges for services, and the General Fund allocations from the County.

DRP currently employs over 200 employees in the following divisions: Current Planning Division, the Land Use Regulation Division, the Advance Planning Division, and the Informational and Fiscal Services Division.

Los Angeles County Department of Regional Planning				
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Adopted
Amount	$15,169,000	$18,234,000	$19,452,000	$25,252,000
Budget	137	163	170	204

Los Angeles County Public Works Department

The Los Angeles Public Works Department (PWD) is responsible for design, construction, operation, maintenance and repair of roads, bridges, airports, sewers, water supply, flood control, water quality, water conservation, and capital improvement projects. They are also responsible for a 24-hour Emergency Operations Center.

PWD's website features an online, integrated permitting application process designed to aid developers and customers in obtaining permits. The Department's Building and Safety Division is in charge of the permitting process. PWD issues over 30,000 building permits each year. Eleven district and 17 branch offices enforce structural, plumbing, mechanical, and electrical codes through a plan check and inspection process in the unincorporated areas and with contracted municipalities. They also feature expedite services for plan review and permits.

Staffing and Budgeting

The PWD's FY 2007-08 budget is divided into four units: County Engineer, Facility Project Management, Pre-County Improvement Studies, and Reimbursement for Sewer Construction. These units combined account for an overall budget of over $1 billion. The County Engineer Division is tasked with plan checking, inspection of construction and enforcement of building ordinances function costs.

The County Engineer Unit Budget is composed of construction permit revenues, state funding, federal funding, planning and engineering service fees, agricultural services fees, recording fees, road and street services revenues, sanitation services, and the General Fund.

The Department presently employs more than 3,500 people, with more than 350 job classifications. It is divided into 30 divisions, spread over various offices. The Building and Safety Division presently employs more than 240 employees in 22 offices across the County. The division outsources its permitting services to approximately 30 permit inspectors during peak periods throughout the year.

Los Angeles, California

The City of Los Angeles has one department in charge of urban planning and zoning regulation known as the Department of City Planning. The City's Department of Building and Safety oversees building code enforcement, plan review, and the issuance of permits.

Department of City Planning

The Department of City Planning (DCP) maintains, develops, and operates the General Plan for the development of the City of Los Angeles. Additionally, the Department is responsible for historical preservation activities and the City's Green Buildings Program.

DCP's Zoning Administration oversees the Zone Information and Map Access System (ZIMAS). ZIMAS is a state-of-the-art Geographical Information System used to provide public access into the City's planning and zoning regulations, as well as, hazard zones, economic development information, and Los Angeles County Assessor's Office data.

Staffing and Budgeting

The Department of City Planning's budget is composed of General Funds, Stormwater Pollution Abatement Funds, Community Development Trust Funds, HOME Investments Partnership Program Funds, Sewer Operation & Maintenance Funds, City Planning Systems Development Funds, and the Building & Safety Enterprise Funds.

DCP is made up of the following divisions: Administrative Services, Citywide Planning, Office of Historic Resources, Metro/East/South Division, Metro/Valley Division, Metro/West Coastal Division, Systems and GIS Division, and the Office of Zoning Administration.

Los Angeles Department of City Planning			
	FY 05-06 Adopted	FY 06-07 Adopted	FY 07-08 Proposed
Budget	$23,143,294	$26,949,792	$30,845,887
Positions	306	271	271

Trends and Issues

Since 2003, the City of Los Angeles has had several fee increases. Additionally, in 2003, the City also initiated a Case Expedited Section for applicants willing to pay the full cost to expedite processing of their case. The following chart details the rate increases since 2003 by the effective date, percentage increase, and by ordinance number:

Effective Date	Rate Increase	Ordinance
8/12/03	5% to all fees	175333
8/10/04	5% to all fees	176076
5/21/06	5% to all fees	177454
7/22/07	15% to all fees	178877

Department of Building and Safety

The City of Los Angeles Department of Building and Safety (LADBS) is responsible for issuing building permits and compliance of all building, zoning, electrical, and mechanical codes.

Each year, LADBS provides services to 449,000 walk-in customers, handles a total of 822,000 customers, issues 139,000 permits and reviews over 50,000 plans. LADBS features an automated e-permits section on their website making it user friendly for customers and developers to obtain permits that do not require plan checks. Additionally, they offer an express building permit service for permits not requiring a plan check.

Staffing and Budgeting

The LADBS budget is composed of General Funds, Stormwater Pollution Abatement Funds, Sewer Operation & Maintenance Funds, and Building and Safety Enterprise Funds.

LADBS is divided into six divisions including Engineering Bureau, the Inspection Bureau, the Code Enforcement Bureau, the Resource Management Bureau, the Administrative Services Division, and the Case Management, Neighborhood Services and Government Services Bureau. According to their budget reports, there is stabilization in staffing over the last three fiscal years. However, for FY 08-09 various cuts in staffing are anticipated.

The following chart details the total budget and approved positions for FY 2005-06 through FY 2007-08.

Los Angeles Department of Building and Safety			
	FY 05-06 Adopted	FY 06-07 Adopted	FY 07-08 Proposed
Budget	$68,111,581	$77,970,012	$80,968,927
Positions	837	839	839

Cook County, Illinois

Department of Building and Zoning

The Department of Building and Zoning (DBZ) regulates and enforces all construction, alteration, demolition, or relocation of buildings and structures within unincorporated Cook County. DBZ is also involved in the enforcement of the Cook County Building and Zoning Ordinances.

DBZ handles all contractor business registration, annual inspections, zoning fees, building permits, mechanical permits, electrical permits, plumbing permits, and all field inspections. DBZ offers various services both online and by automated telephone service for obtaining permits.

Staffing and Budgeting

DBZ's budget is composed of revenue from various permit/inspection fees, and the Corporate Fund. The chart below details the various budgets and approved positions for FY 2004 – FY 2006.

Cook County Department of Building and Zoning						
	FY 2004 Adjusted	FY 2004 Approved	FY 2005 Adjusted	FY 2005 Approved	FY 2006 Adjusted	FY 2006 Approved
Amount	$3,751,893	$3,658,183	$3,669,161	$3,506,688	$3,506,688	$3,180,318
Positions	60	56.1	56.1	53	53	48

DBZ has six divisions: Administration, Permit Section, Inspection and Enforcement, Data Processing, Statistical Research and Annual Inspection Section, Violations Division, and the Zoning Division. Below is the DBZ's current staffing by division:

Division	**Number of Employees**
Administration	7
Permit Section	6
Inspection and Enforcement	5
Data Processing, Statistical Research and Annual Inspection	3
Violations Division	2
Zoning Division	3
Total	**48**

Trends and Issues

The most recent DBZ fee increase occurred on July 31, 2007. These fee increases applied to zoning and building fees, specifically: contractor business registration, annual inspections, zoning fees, building permits, mechanical permits, electrical permits, plumbing permits, temporary permits, and field inspections.

The Department of Planning and Development

The Cook County Department of Planning and Development (DPD) is responsible for urban planning and promotes economic development within the County. DPD is

involved with affordable housing programs, infrastructure and safety, and expanding business and jobs within the County.

The DPD administers three federal programs with funding from the Department of Housing and Urban Development (HUD). These programs are the Community Development Block Grant Program, the HOME Investment Partnership Program and the Emergency Shelter Grants. DPD is responsible for regional planning including projects dealing with zoning, Brownfield redevelopment, federal, state, and local wetland/flood plain mitigation projects, storm water management, land acquisition and assembly, transportation and telecommunications.

DPD uses the Cook County Consolidated Plan and the Cook County Annual Action Plan in administering their functions. The Cook County Consolidated Community Development Plan is a guidance plan, which directs annual funds in the amount of $15 million from federal and community housing funds. These are funds used for affordable housing, dealing with the homeless and community development needs of the County. The Cook County Action Plan is a strategic plan used for addressing the needs of affordable housing, economic development, and other County services.

DPD maintains the Cook County Zoning Ordinance of 2001, which includes zoning, the Cook County Floodplan Ordinance, the Cook County Subdivision Manual, Tree Maintenance and Landscaping, Billboards and Signs, and Planned Use Development.

Staffing and Budgeting
DPD's budget is composed of the County's General Fund.

Cook County Department of Planning and Development						
	FY 2004 Adjusted	FY 2004 Approved	FY 2005 Adjusted	FY 2005 Approved	FY 2006 Adjusted	FY 2006 Approved
Budget	$2,358,193	$2,358,150	$2,258,150	$2,236,958	$2,236,958	$1,672,312
Positions	14.5	12.4	12.4	12	12	9

DPD is currently split into five divisions which include Administration, Land Use Planning, Economic Development, Research, and Program Development. DPD has cut approximately three positions with respect to their planning functions.

Chicago, Illinois

The Department of Zoning
The Department of Zoning (DOZ) enforces the City's Zoning Ordinance. DOZ is also in charge of maintaining and updating the City's official Zoning maps. DOZ has various functions involving code compliance and inspections.

Staffing and Budgeting
DOZ is funded through the Corporate Fund (which is a combination of ad valorem funds and various taxes collected by the City of Chicago).

Chicago Department of Zoning					
	FY 2004 Budgeted	FY 2005 Budgeted	FY 2006 Budgeted	FY 2007 Budgeted	FY 2008 Recommended
Budget	$1,975,337	$1,959,104	$2,191,672	$2,530,433	$2,678,765
Positions	40	40	41	41	45

Department of Buildings

The City of Chicago's Department of Buildings (DOB) is tasked with ensuring that all structures located within the City of Chicago are structurally sound and in compliance with applicable Building Codes and Ordinances. DOB is responsible for issuance of permits, plan review, and inspections.

Over the last four years, DOB has focused heavily on customer service initiatives and automation services for developers, contractors, and general customers. They promote an "Easy Permit Program," which is an in-person and online permitting process program. The online feature allows customers to obtain permits for: building, electrical, environmental equipment, garage, hot water heaters, livery renewal and updates, sewer, repairs, and power rods, signs, and simple permits requiring no plan review.

Staffing and Budgeting

DOB's budget is composed of Community Block Grants, the Water Fund, the Sewer Fund, and Corporate Funds (which includes revenue collected from permit and inspection fees). The Corporate Fund is a mix of various taxes and several fees collected by the City of Chicago.

Department of Planning and Development

The Department of Planning and Development (DPD) promotes economic development, preservation of City architecture and historical landmarks. DPD is responsible for Chicago's land use.

DPD is divided into six divisions, each with individual goals and objectives. The six divisions are the Commissioners Office, Development Support Services, Landmarks Division, Real Estate Division, Regions Division, and the Zoning and Land Use Planning Division. They are primarily focused on economic development initiatives and helping various businesses throughout the City. This is accomplished by the numerous partnerships DPD has with community and business groups. Additionally, DPD provides several qualifying businesses with low-interest loans, tax increment financing, and other support services.

DPD is responsible for applying the City's sustainable building practices into the City's development plans.

Staffing and Budgeting

DPD's budget is composed of the Corporate Fund, Special Service Area Number One (special taxing district), Community Block Grants, and various grant sources.

Chicago Department of Planning and Development					
	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
	$68,280,433	$52,745,251	$45,012,888	$51,154,846	$48,712,247
Positions	208	191	186	170	155

Maricopa County, Arizona

Department of Planning and Development

The Department of Planning and Development (DPD) includes planning, zoning, and building activity functions. DPD is known for its One-Stop Shop Program which is a comprehensive online and in-person program designed to make it easier for customers to submit and apply for permits and pay fees.

The One-Stop Shop provides a unique method of collection of fees and coordinated services for all developers and customers. DPD also offers expedite services for permits, inspections, and plan review at an additional cost. DPD has focused many of its program and activity goals around customer service initiatives. For example, improving online permitting, development, code violations inquiries and enhancing the One-Stop Shop Program to lower turnaround times.

Staffing and Budgeting

It is anticipated that there will be a reduction of approximately 45 positions due to economic and construction industry constraints in FY 2008-09. Twenty-two of these positions are vacancies and the remaining 23 are filled full-time positions. DPD is expected to propose fee increases for the next fiscal year to cover any additional reductions. The anticipated reductions represent almost 25% of the Department.

DPD outsources commercial, structural, and drainage review, plan reviewers and inspectors due to the lack of in-house expertise. This represents an estimated $700,000 to $1 million annually in contractual services.

DPD revenue is derived from license and permit fees, intergovernmental revenue, charges for services, fines and forfeits, and other miscellaneous revenue. The majority of DPD's budget is from fee revenue, and is not substantially subsidized by the General Fund. Below is the DPD budget and staffing for FY 2005-06 through FY 2007-08:

Maricopa County Department of Planning and Development			
	FY 05-06 Actual	FY 06-07 Revised Restated	FY 07-08 Adopted
Revenue	$16,425,582	$17,383,968	$17,227,710
Expenditures	$15,460,001	$18,123,654	$17,194,035
Positions	190	206	205

Trends and Issues
Maricopa County underwent several fee increases as recently as March 2007. DPD has increased their revenue over the last three fiscal years as the development community has experienced tremendous growth. The County's staff has grown to meet these needs; however, there has been a recent slowdown in the construction and development markets. Therefore, DPD revised its fee structure to include a system-wide 11% increase for Zoning and Development Fees. These fees include Code Enforcement, Permits, and Zoning Clearances.

Phoenix, Arizona

Planning Department
The Planning Department of the City of Phoenix (PDP) oversees the Phoenix General Plan. PDP also administers and updates the City's Zoning Ordinance. PDP handles all re-zoning requests, development of area and neighborhood plans, freeway mitigation plans and provides support to the Planning Commission of the City of Phoenix.

The Planning Commission makes recommendations to the City Council on all matters concerning the City's comprehensive plan and can recommend amendments to the City Charter. The Planning Commission is also authorized to confer and advise with other similar City planning commissions or County planning commissions.

Staffing and Budgeting

The PDP budget is composed of the City General Fund, Community Development Block Grants, and Zoning Fee revenues. Below is a chart detailing the PDP budget from FY 2004-05 to FY 2007-08:

Phoenix Planning Department				
	FY 04-05	FY 05-06	FY 06-07	FY 07-08
Budget	$7,968,000	$8,088,000	$7,591,000	$8,290,000
Positions	77.9	74.9	75.9	76.9

PDP expects to eliminate approximately nine positions this current fiscal year, effective April 11, 2008. The reductions are due to various economic and industry conditions. It is anticipated that staffing levels will be further reduced next fiscal year.

PDP is divided into 10 divisions. The divisions are Special Planning Projects, Central South/Freeway Mitigation, the North Team, the West Central Team, Light Rail Coordination, Rezoning, Zoning Administration, Personnel/Budget, Information Services, and Infrastructure Financing.

Development Services Department
The City's building code enforcement and permit functions are handled by the Development Services Department (DSD), which reviews building, site and civil

construction plans for compliance. DSD issues permits, inspects construction and issues Certificates of Occupancy.

DSD reviews residential lot plans, civil/landscaping plans, residential plans, and commercial plans. The Department has reviewed 5,051 plans (year-to-date), issued over 17,000 permits, and conducted over 200,000 inspections this year alone. They provide assistance to customers relating to all commercial, fire, site, civil, water/sewer, sign and residential development requirements.

DSD staff is divided into 11 customer service centers throughout the City of Phoenix. Customer service centers provide basic information about the development process, plan submittals, development-related codes/ordinances and to issue permits. They also have various review teams that ensure code compliance and provide inspection services.

Staffing and Budgeting

The DSD budget is composed of fee and permit revenues, which all go to the City's General Fund and is reimbursed to the Department. The chart below details the various budgets from FY 2004-05 to FY 2007-08 along with the approved positions:

Phoenix Development Services Department				
	FY 04-05	FY 05-06	FY 06-07	FY 07-08
Budget	$39,987,000	$46,986,000	$56,318,000	$61,186,000
Positions	405	473	532	576

The considerable increase in staffing and budget from FY 2004-05 to FY 2007-08 was due to increased demand for development services and construction. Part of this increase was attributed to overtime and the opening of a new Office of Customer Advocacy. The Office of Customer Advocacy is used for case management and development assistance to business customers. During FY 2006-07, the construction and development services demand began to decrease significantly due to economic and industry conditions. In June 2007, 186 positions were cut as a result of these market conditions. Sixty of these positions were vacant, and the remaining 126 positions were full-time employees. For FY 2008-09, it is expected that the Department's budget will drop to an estimated $49 million.