

Memorandum



Date: October 8, 2020

Agenda Item No. 2(B)(1)
October 20, 2020

To: Honorable Chairwoman Audrey M. Edmonson
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

A handwritten signature in blue ink, appearing to read "Carlos A. Gimenez", written over the printed name of the Mayor.

Subject: Report Pursuant to Resolution No. R-1078-19 - Directive No. 192170

The attached report responds to Resolution No. 1078-19, sponsored by Commissioner Eileen Higgins. Resolution No. 1078-19 directed a multi-faceted analysis of the permitting process for housing developments, with a view towards shortening the timelines for affordable housing developments. The attached report addresses each of the eight analysis categories within the resolution and was compiled by the Department of Regulatory and Economic Resources (RER) with assistance from staff in the Departments of Transportation and Public Works (DTPW), Fire Rescue (MDFR), Water & Sewer (WASD) and Parks, Recreation & Open Spaces (PROS).

This report will be placed on the next available agenda of the Board pursuant to Ordinance No. 14-65.

Please do not hesitate to contact Lourdes Gomez, Deputy Director, RER, at 305-375-2886 should you have any questions.

Attachments

- c: Abigail Price-Williams, County Attorney
- Geri Bonzon-Keenan, First Assistant County Attorney
- Office of the Mayor Senior Staff
- Alice Bravo, Director, Department of Transportation and Public Works
- Alan Cominsky, Director, Fire Rescue Department
- Michael Liu, Director, Public Housing and Community Development Department
- Kevin Lynskey, Director, Water and Sewer Department
- Maria Nardi, Director, Parks, Recreation & Open Spaces Department
- RER Senior Staff
- Yinka Majekodunmi, Commission Auditor
- Eugene Love, Agenda Coordinator
- Melissa Adames, Interim Director, Clerk of the Board

The following report was prepared by the Department of Regulatory and Economic Resources (RER) in collaboration with the Departments of Transportation and Public Works (DTPW), Miami-Dade Fire Rescue (MDFR), Water and Sewer Department (WASD) and Parks, Recreation & Open Spaces (PROS). The report addresses the eight analysis categories referenced in Resolution No. R-1078-19.

I. Detailed analysis and review of the current permitting process for all housing developments, including review timelines for all County departments and a proposal to shorten the timelines for review and comment by departments for affordable housing developments.

The permitting process for affordable projects is the same as the permitting process for market-rate projects as they are subject to the same building codes that apply to all construction projects. Standards do not vary based on the affordability of the unit; hence, any improvement to streamline the plan review process for permitting in general will streamline the process for affordable projects. The building permit process is deliberately organized so that a building permit cannot be issued and later finalized (given its Certificate of Occupancy or CO) unless and until all other associated project elements are constructed and in place. This is to ensure, for example, that a house is not built and occupied without the necessary roadway approaches leading to it also being completed and appropriately paved and signed; or that the water and sewer infrastructure that will service it is also adequate and appropriately connected. In fact, the State Building Code and our County Code place responsibility on each municipal Building Official to ensure that any other applicable rules and codes are satisfied prior to the issuance of a building permit. So, following the examples above, a permit will not be issued until a plan for adequate paving & drainage is submitted and approved, and water and sewer connections are assured to be in place and functional for the structure. The plan review process for these elements is associated with the building permit process in that their approvals must all coalesce in order for a building permit to be issued for the structure itself, but their approval is independent of the building trades' review of the integrity of the proposed structure. Continuing with the examples from above, private roadway and public right of way approaches for the property would be separately reviewed by staff with expertise in roadway design as well as Regulatory Economic Resources Division of Environmental Resource Management (RER-DERM) staff for possible environmental remediation concerns; similarly, specialized Water and Sewer Department (WASD), Florida Department of Health (FDOH), Miami-Dade Fire Rescue (MDFR) and RER-DERM staff would review plans for any required sewage infrastructure and water connections.

The timely coordination of the many elements necessary to arrive at a CO for the totality of a construction project is one of the biggest challenges that the development community faces in realizing any project on a given schedule. Developers are responsible for coordinating the services of specialized design and construction contractors, potentially requiring expertise in over a dozen areas such as zoning, platting, traffic, paving & drainage, environmental engineering, water and sewer and fire engineering in addition to the traditional building trades. Predictability and transparency in the governmental plan review and permit processes associated with these multi-jurisdictional areas is hence a key element to any developer's ability to successfully execute a project within a given timeframe. The County has consequently focused in recent years on using technology to create a more accessible, efficient, and transparent process. Efforts have been focused on conversion from paper-based plan review to electronic and concurrent systems with public facing portals. This has been the principal means of expediting and making more uniform the totality of the plan review and approval process associated with permitting. Once a plan review process is electronically tracked, applicants can readily gain access

to the status and disposition of their submittals via online platforms. This approach, emphasizing transparency and predictability in the plan review process, benefits affordable projects as well as all project types and has either been implemented or is being pursued across all County departments involved in the development process at this time.

In Miami-Dade County, the building permit process has been housed in a publicly viewable, electronic system with the capacity for concurrent review since the year 2007. However, this capacity was confined to the review of the structure and site itself. Other approvals incidental to the building permit but located outside of that review process -specifically roadway improvements and water and sewer extensions, in addition to any prerequisite zoning and land use, have converted to electronic and concurrent plan review systems over the last seven years. These processes and others (which involve multidisciplinary reviews) have been prioritized for electronic conversion due to the time savings presented by the implementation of concurrent review. For purposes of this report, multidisciplinary plan review processes are those that involve review by more than one agency, department, or area of expertise within a department and represent major milestones in development (such as a zoning action, platting, paving & drainage, water and sewer approvals, and building permit issuance). Major multidisciplinary plan review processes currently housed in electronic and concurrent systems include eBuilder (managed by WASD and housing the water and sewer extension process), Energov (managed by RER and housing certain planning, zoning, paving & drainage and (in the near future) platting processes, and Goldkey (managed by RER and housing the building permitting process). They are to be distinguished from other single process permits (such as a tree removal permit, a maintenance of traffic approval or a driveway permit) that may still be required but are evaluated by staff in one area of expertise. One important single process permit type that has already been converted to electronic form are the plan reviews conducted by the Department of Transportation and Public Works (DTPW) for construction and utility infrastructure projects impacting County roadways and rights of way. DTPW manages these through the Public Works (PW) Permits system. These processes and the systems housing them are described in further detail below.

The attached schedule, included and referenced as Attachment A, displays the current time frames associated with both multidisciplinary and single discipline review processes that may be required as part of a development or permit approval for a given project. Keep in mind that not every development or project will require all the permit types listed. The type of review applicable to a specific project will vary based on site-specific conditions. However, at a minimum, all construction projects will experience at least the building permit cycle. Please note this schedule does not itemize certain subsidiary building permits, shop drawings or approvals that may be required as part of a master building or other infrastructure permit (such as subsidiary building trade permits, shop drawings or specific specialty permits related to systems such as boilers or fire alarms). These subsidiary permits and shop drawings are submitted after the master permit is issued. This expedites the process in that it allows the industry to proceed with construction under the master permit approval. The majority of subsidiary permits do not require plan review and can be obtained online or through RER's submittal portal, allowing industry the flexibility to submit for these approvals when they are ready to proceed with that part of construction. The schedule depicts plan review times upon receipt by County departments of a complete plan submittal for the applicable permit or approval. The overall time for approval depends on both County review times and the time that the plans are out with applicants and design professionals as disapprovals are resolved and corrected. Oftentimes, resubmittal to the County is delayed by factors that affect projects but are extraneous to plan review (such as financing and cash flow concerns or even applicants' and design professionals' prioritization of other projects). Total approval times

for any specific application will depend on the initial completeness of the submittal, the number of disapprovals, and the time that it takes the applicants or design professionals to make corrections and resubmit.

Recent Electronic Process Conversions

Environmental Resources Management (RER-DERM)

As noted above, the building permit process has been electronic and concurrent for more than a decade. However, like all technology, systems require modernization and enhancements to remain relevant. Last year, RER's Building Division launched the first phase of a planned upgrade to building permitting systems (referred to as Goldkey). Goldkey provides a more user-friendly public portal for building permitting which made viewable for the first-time specific RER-DERM disciplinary dispositions not previously viewable to the public through the building permitting portal. RER-DERM plan review can include review and mitigation of impacts to or remediation of contaminated sites, air quality, trees, coastal resources, wetlands, drainage and stormwater discharge, dewatering and/or canal right-of-way impacts required by construction. Prior to the initiation of Goldkey, building permit applicants could not see a detailed disapproval disposition for RER-DERM review areas -seeing only a broader disapproval for RER-DERM which necessitated email, phone or in-person appointments to understand specific disapproval comments not previously viewable through the existing public portal. The enhancement provided by Goldkey for RER-DERM disciplines has brought tremendous transparency to the RER-DERM plan review process for building permit applicants. However, other single review environmental processes (where a separate RER-DERM Class permit, tree permit, or other approval is required through a specific RER-DERM discipline) are not yet captured in Goldkey. These processes are presently scheduled for conversion over the next two to three years. While electronic conversion will not necessarily bring the same time savings to these single-discipline reviews as that which occurs when a multi-disciplinary plan review process is converted to the concurrent review enabled by an electronic platform, having these processes reside in Goldkey will nevertheless provide transparency in tracking review times and dispositions and will provide greater accessibility to applicants via its public facing portals. As noted above, conversion to Goldkey of all remaining RER-DERM permits and processes is already underway and will continue into the near future.

Fire Sprinkler Permits and Access & Site Setup (MDFR)

Fire review is incorporated into all of the multidisciplinary reviews described above for building permitting (Goldkey), planning, zoning and soon platting (Energov) and in the water and sewer main extension process (eBuilder). However, one stand-alone fire permit that may be required in an affordable housing development is the fire sprinkler permit. An Access and Site Setup review may also be required for municipal construction projects that are under MDFR's jurisdiction (but otherwise not under the County's jurisdiction for building and zoning review). Prior to the COVID-19 pandemic (pandemic), this process was paper-based and plans were dropped off for review at the County's Coral Way Permit & Inspection Center (PIC). With the advent of RER's on-line submittal portal (launched in light of the pandemic and described in further detail below) this process has become fully electronic.

Paving & Drainage (RER Development Services Division)

This summer, RER converted the paving & drainage review to an electronic and concurrent process in Energov. A paving & drainage review may be required at various phases of a development depending on the scope of the project. Private and public roadways receive this review, which may be triggered by a zoning application, a platting

action, or a roadway plan accompanying a building permit application. Approval of these plans are a pre-requisite for the issuance of a building permit for certain developments, and the prior paper (and hence sequential) process translated to a many months long approval process. While data is limited due to the novelty of this plan review in Energov, the system is showing that paving & drainage plans reviewed since the advent of Energov are being issued final approvals within 6 weeks. This is in stark contrast to the over six-month duration that often accompanied the paper process.

Public Works (DTPW) Permits

Permits administered directly by DTPW were converted in 2019 to the PWPermits system. PWPermits provides a public facing portal for electronic plan submittal and provides for the transparent tracking of plan review times and dispositions. While PWPermits captures much of the permitting activity in the right of way (ROW) shown in Attachment A, it does not presently cover incidental public works permits required as part of the building permit process which may be required for CO (such as tree plantings in the ROW, driveways, and paving & drainage on private property). These permits reside in a non-public facing public works permitting system. ITD staff is presently coordinating with DTPW staff on a future deployment of this enhancement. PWPermits will also be evaluated in conjunction with RER staff to ensure that overlapping permit processes (such as paving & drainage reviews that often encompass both private and public ROW) are being coordinated through their respective review systems.

Water and Sewer Processes

WASD's eBuilder successfully launched concurrent review at the start of 2020 for water and sewer main extensions and sewer certifications. eBuilder originally launched in 2018 but the process, while electronic, initially provided for a sequential review of water main and sewer extension plans. After hearing concerns from both the development community and this Board, WASD staff coordinated with RER to launch a concurrent model for eBuilder. Concurrent review has already yielded significant time savings for the water and sewer extension processes, having shortened a process that might have lasted anywhere from 6 to 12 months to an average approximate 8 to 10-week overall time to final approval. WASD is also actively working on adding its capital projects' review to the eBuilder system which will serve to accelerate execution of the County's own infrastructure improvements.

The permitting process was described in full detail to the Housing, Social Services & Economic Development Committee as Discussion Item (1F1-191753) via a PowerPoint presentation on July 16, 2019. That presentation is attached as Attachment B to serve as a reference point for the reader as to the order and organization of the plan review types identified in Attachment A. While some of the overall timelines referenced in that PowerPoint have since been streamlined via conversion to electronic and concurrent review over the last year (such as with eBuilder as noted above) its description of the potential approval paths, review disciplines, and general process remains valid. Improvements since the date of the presentation are noted on the PowerPoint.

II. A review of the electronic processes used by all County departments, including publicly available online portals for submittals and comments and how to further integrate departments without current electronic review.

Attachment A, in addition to the above, describe which permit and approval processes are presently accomplished via electronic review. Those noted as being housed in eBuilder (WASD), Energov (RER Development Services), Goldkey (RER Building Division), and PWPermits (DTPW) are reviews that can be fully accomplished online. This means that the applicant uploads or enters application and project information directly into interactive

program review screens. All the above referenced systems provide for plans to be uploaded into software that sequences, assigns, and tracks reviews by staff. This same software allows applicants (and the public) to view the status of their plans and their final disposition through dashboards or portals accessed by entering permit or application numbers. It also has the capability of tracking time in (with the County) and time out (with applicants for rework or correction).

It is important to note that specific review timeframes for any particular permit or approval are generally governed by a combination of available revenue and staffing levels within the specific review area, and the volume of applications within a specific plan review discipline. The shortest review times depicted on Attachment A lies within the building permit process (total reviews accomplished within 10 business days by staff dedicated exclusively to plan review) and the longest are between 30 and 45 calendar days for a single review. In general, the departments and review areas experiencing the longer time frames accomplish reviews with staff who have multiple duties (plan review is but one element of their daily work). They may be staff involved in Countywide traffic evaluations (as opposed to review of traffic studies exclusively for private applicants) or may be involved in environmental analysis related to pollution control (so assignment of a plan review for a specific development where pollution remediation will be required is again just one element of that staffers many responsibilities). Such staff might also have multiple duties because plan review alone would not warrant a dedicated, full-time position. This approach has advantages in certain disciplines in that plan review staff engaged in active analysis of this community's traffic and environmental conditions, for example, are able to approach plan review with a more practical or comprehensive appreciation of the real-time impacts of a proposed development. Projects that require processes with lengthier reviews also tend to be in program areas that are less common (traffic studies are warranted in approximately 20 percent of zoning applications). However, these more extraneous processes do often affect the most ambitious of development projects (and consequently, those with the potential for greater economic impact). Conversely, plan review processes with volumes that warrant dedicated plan review staff (as has been the case in building permitting for many years) does generally enable a shorter review timeframe.

The County has and will continue to evaluate specific processes in an attempt to gain efficiencies with existing staff and has also added staff where financially feasible in response to the requests for shorter timeframes from the development community. A recent example is the request for nine overage positions within RER-DERM's adopted FY 2020-21 budget which is intended to cut in half existing pollution related review times. However, conversion of linear, paper processes to concurrent, electronic reviews has been the single most effective tool in gaining efficiencies with existing staff for processes with multi-disciplinary reviews as evidenced by eBuilder and the conversion of the paving & drainage plan review process to Energov. Electronic systems allow the County to manage the plan review process more strategically in addition to realistically benchmarking plan review goals. Similarly, the transparency brought about by electronic systems has also enhanced the development community's understanding of the impact that time in and out of plan review with the County will have on the timely execution of construction projects.

RER Building Division

During the pandemic, RER created an electronic portal to allow applicants to submit applications and plans. The portal eliminated the need for paper drop off at the PIC for the building permit application process. In other words, the portal allowed applicants to upload their own PDFs of application documents that would previously have been dropped

off in person and converted by RER into electronic format for concurrent review. After these uploads are reviewed by staff for completeness, clerks continue to process applications and enter project information remotely as they did during the physical drop off process that occurred at the PIC prior to the pandemic. Once this occurs, applications and plans are queued into Goldkey for concurrent electronic review. The electronic conversion of this intake process was the last remnant of paper in the County's building permitting process. The portal has now made the RER building process fully electronic and RER will maintain the portal and a fully paperless plan review process even after the pandemic has subsided.

RER Division of Environmental Resources Management

This portal also allows uploads of RER-DERM's applications (previously received in paper format primarily at RER-DERM's downtown Overtown-Transit Village (OTV) Offices) for all Class permits, tree permitting, and reviews associated with pollution remediation on contaminated sites. In the case of these applications, uploads are received and routed to clerks to check for completeness or to individual plan review staff. For the Class and Tree Permit types and reviews for developments proposed on contaminated sites, no further electronic plan review tracking capacity exists at this time, however, RER is already mapping these processes for integration into Goldkey. As noted above, these RER-DERM processes will be brought on line one by one over the course of the next two to three years and the intake capabilities of the portal will remain available into the future.

RER Development Services

Energov was the first program deployed within RER in an effort to accelerate and make more transparent the zoning process. It was deployed along with the initiation of the pre-application meeting which provides applicants with information on the feasibility of a proposed development on a given site. Information such as the status of necessary water and sewer connections, environmental issues, required platting and other site-specific details are provided to applicants prior to their undertaking the time and expense associated with a zoning hearing or adjustment. These meetings, along with the ability of Energov to track, time and provide dynamic status information to applicants, had cut zoning hearing times to four to six months (down from 8 to 12 months just six years ago) prior to the pandemic.

As noted above, the paving & drainage process, which was previously paper based and linear, was recently launched in Energov and is already providing faster turnarounds for applicants. The platting process is also presently being programmed into Energov and is expected to be completed within the next several months. Submittal will be fully electronic and will provide for concurrent review. It will also be tracked and timed with transparency on the existing Energov portal. The only exception to the electronic process is the final treatment of the mylar. Statutory language requires a physical mylar for signature and recordation; RER has submitted a legislative request to provide for an electronic disposition in the hopes of eliminating the need for the physical mylar in the future.

PROS Special Taxing and Community Development Districts (CDD)

Special Taxing Districts and CDD processes do not currently reside in an electronic system but PROS is working with ITD to develop an online petition process to facilitate the district creation process. Time savings resulting from the electronic conversion of this process will depend on how this process is mapped and implemented.

FDOH

An important County partner in the realization of construction plan review is the FDOH. Staff from the FDOH was deliberately collocated with building permitting staff at the PIC

almost 20 years ago. The FDOH has expressed interest in having its review process mirror those of the County where feasible. RER staff is working with local FDOH leadership to this end and will make RER platforms available to the FDOH in an effort to make the delivery of their services more uniform with the County. Some low hanging fruit that was recently identified was the addition of FDOH staff to RER's online MeetQ portal.

MeetQ is an appointment system that allows any building permit applicant to make a telephonic, virtual, or in-person appointment with a specific plan reviewer. It also works as a queuing system to get assistance from an on-call expert for that discipline during designated hours, operating on a first-come, first-serve basis. These appointments bring together staff and design professionals to ensure that applicants have a more comprehensive understanding of disapproval comments. A timely meeting with a plan reviewer can save applicants weeks or even months in the overall process. Drop down menus allow applicants to select their specific plan reviewer or supervisory staff for appointments to resolve disapproval comments. MeetQ existed in a prior incarnation as an appointment system at the PIC but was expanded to include a virtual component in light of the pandemic. MeetQ was also recently expanded to include appointment requests for OTV RER-DERM plan review staff to ensure the accessibility of said staff as the pandemic persists. RER is planning to expand MeetQ capabilities to all its divisions to increase accessibility to plan review staff across the department. MeetQ can also be replicated in other County departments that may be interested in its capabilities.

WASD

Another potential enhancement to the services provided by eBuilder is the creation of multiagency rework appointments to resolve comments across the reviewing disciplines (RER-DERM/MDFR/WASD/FDOH). Rework appointments have been available for many years as a part of the multi-disciplinary building permitting process at the PIC, and the availability of such a service as part of the water and sewer extension process has been suggested by members of the development community but proved challenging to coordinate since staff from reviewing disciplines were physically housed in separate and, in some cases, distant facilities. This suggestion is discussed in more detail below and may now be more feasible in light of the proliferation of virtual meeting forums. RER and WASD staff will continue to work together to enhance the delivery of plan review services for water and sewer extension processes.

III. The opportunities presented by instituting concurrent review by relevant departments for affordable housing developments.

As noted in Attachment A and reported above, all approvals and permits that require review by more than one department or discipline have been converted to concurrent review or are scheduled for conversion. All other single-discipline plan review processes associated with construction permitting are scheduled for conversion by RER in the near term.

IV. Input from the development community on identifying any additional methods for reducing regulatory costs for affordable housing developments with comments from the development community.

RER staff met with members of the development community regarding this Resolution on November 7, 2019, and on November 15, 2019. Their comments centered on shortening some of the lengthier existing plan review times and the possible initiation of shorter review times for reworks. Conflicting comments and more effective means of resolving said comments was also raised.

Many of the comments around existing plan review times are being addressed by the improvements and electronic conversions described above. Because the issue of conflicting comments is difficult to reconcile at the individual reviewer level, one proposed remedy may lie in instituting more organized rework meeting options (such as through MeetQ for processes housed in eBuilder or Energov as noted above). While rework meetings have always been available to the development community for the building permitting process, they have not necessarily been well publicized and hence, are not always taken advantage of by the development community as often as they could be. Rework meetings bring together staff and design professionals from all disapproving departments or disciplines to ensure that applicants have a more comprehensive understanding of disapproval comments and can reconcile any remaining disapprovals expediently. As noted above, a timely rework meeting can save applicants valuable time and energy going from reviewer to reviewer in each department or discipline. However, the expansion of the availability of rework meetings needs to be well coordinated in departments with smaller numbers of specialized plan review staff. Introduction of a significant volume of new meetings has the potential to inadvertently cause plan reviews to run late because reviewers are tied up in said meetings and not available to engage in concentrated plan review. The ability of a given review discipline or department to add staff to meet the demand that may be generated by the proliferation of rework meetings where they do not presently exist needs to be evaluated as it may create a fiscal impact which may not be able to be absorbed with existing fees. While it has the potential to significantly increase design professionals' understanding of disapproval comments and increase overall customer satisfaction with the plan review process, the financial feasibility of adding staff to meet a significant or new demand for this type of meeting must be carefully reviewed with each respective department.

V. An assessment of the effect of County permitting review of affordable housing developments within municipalities, including the feasibility of implementing a single meeting to encompass comment and review from all reviewing departments for both unincorporated and municipal development applications, and methods to incentivize municipalities to integrate their permitting review process with the County's electronic review process.

As noted above, rework meetings are useful for the reconciliation of plan review comments and are often key in shepherding large or complex projects across the finish line. While affordable projects located in municipalities are largely governed by the building permit process and accompanying timelines of that jurisdiction (each municipality has its own building permit jurisdiction and respective Building Official) the County still plays a role in what is referred to as the Municipal Review. Projects submitting for Municipal Review are presently accepted through the upload portal that was unveiled in light of the pandemic. Prior to the pandemic, municipal applicants brought their plans to the PIC or RER-DERM offices at the OTV. Plans were then routed for RER-DERM, WASD, Impact Fee and MDFR review (if the municipality is served by the County Fire District).

Municipal Review for Building Permit Applications

To serve municipalities, the municipal review has for over eight years been available for transmittal to the County via electronic means. Eight cities have integrated to the County's municipal eReview system (City of Miami, Cutler Bay, Doral, Homestead, Miami Beach, Miami Gardens, Miami Lakes, North Miami Beach) with several more pending (Bal Harbor, Sweetwater, and others). Interest has also been expressed by other municipalities. While the municipal eReview system provides convenience to customers, it does require a significant investment of time on the part of the municipality in that staff resources must

be committed to partner with County staff on system implementation. For those that have joined, municipal customers receive the benefit of the County review without having to shuttle plans to and from the County, with the municipality shepherding the process for the customer. The municipal eReview system automatically queues municipal construction plans for concurrent review within RER-Building's Goldkey system and tracking and dispositions are viewable through the same online portal enjoyed by the County's unincorporated municipal service area (UMSA) building permit applicants.

Pre-application Meetings for Municipal Zoning Actions

Approximately three years ago, the Development Community requested that the County institute meetings to specifically service municipal projects. Developers noted frustration at having projects approved at the municipal level for rezonings and other land use changes, only to find while undergoing platting or, even worse, at the permitting phase, that water and sewer infrastructure requirements had gone unplanned for, traffic studies or roadways proposed were inadequate, or that contamination would require significant redesign of already planned infrastructure. To help applicants better predict project requirements, the County began offering the municipal pre-application meeting through RER's Development Services Division. This meeting brings together plan review staff from traffic, paving & drainage, platting, WASD, RER-DERM and MDFR. The County also always invites municipal zoning staff to these meetings so that municipal staff can be aware of County requirements and specific application comments. Applicants receive valuable information that is otherwise unavailable at the municipal level through these meetings.

Municipal Certificate of Use Review

A Certificate of Use (CU) assures that a business or activity is allowed in the zoning district where it is located. It also verifies that the structure was built for the proposed type of business. The County issues CUs in UMSA and reviews certain municipal CUs. As part of a larger municipal outreach effort requested via Resolution No. R-416-20 sponsored by Commissioner Esteban L. Bovo, Jr., the County has begun to conduct more proactive outreach to municipalities on a more regular basis so as to raise the awareness of our municipal counterparts as to issues that their customers may encounter once they are directed to the County for applicable reviews, whether for the Municipal Review associated with building permitting described above or for the Municipal CU Review (a CU may be required for a multifamily housing development). The recent launch of an electronic review process for municipal CUs coincided with the outreach mandated by Resolution No. R-416-20 and provided an opportunity for the County to communicate and reinforce comprehension of long-standing County jurisdictional issues associated with changes of use and the issuance of CUs and/or Business Tax Licenses by municipalities. The municipal CU review process was a paper based, linear process until its conversion into Goldkey at the end of August 2020. The CU process can include review by RER-DERM, MDFR and WASD. Integration of the UMSA CU process into Goldkey is underway and is anticipated for completion in 2021. This electronic conversion will provide for a more seamless CU and licensing process for both existing and new businesses in the UMSA area.

VI. The feasibility of creating an office to promote interdepartmental permitting cooperation.

Interdepartmental cooperation in the permitting process has been prioritized within the County in recent years through the creation of RER. RER houses the vast majority of plan review and permit services required in the development process and was created to bring together disparate and confusing permit processes for the development community. Its

organizing vision is that regulatory processes be deployed in a clear, timely and consistent manner, thus serving to enable the economic development that is the end result of construction and redevelopment. Their alignment under a single administration was deliberate and has ushered the systematic conversion of each permit and plan review process and approval to an electronic, tracked, timed, concurrent, transparent, and accessible experience for the customer. Technological advancement in plan review software has also allowed a level of collaboration within RER and across County Departments that was heretofore unachievable. The conversion of plan review processes to these systems has also raised the consciousness of staff involved in the process as to the similarities and differences in plan review across the County, and how related customer services are deployed.

Because of the multi-jurisdictional nature of the development process, a successful business model for permitting must continue to be prioritized at the highest levels of County government and be clearly articulated through the policy goals of the Board. It was, in fact, via Board action almost 20 years ago that the plan review times employed in the building permitting process were established. This action came after a long and collaborative process between industry and staff as to realistic and achievable plan review goals. To this end, creation of any office intended to expedite processes and promote further interdepartmental cooperation must be strategically placed within the administration and must maintain the strong support of County leadership. RER has successfully aligned permitting processes previously housed within five different departments largely through the creation of a Business Architecture Unit whose mandate has been to prioritize uniformity of business practice and process across all Divisions of RER. This Unit is responsible for the design and implementation of all process improvement and information technology initiatives in RER, engaging with the Director's Office to resolve plan review issues to ensure that processes are managed with customer outcomes in mind. This staff is also critical in dialoguing with other County Departments involved in the development process to attain cohesion and consistency of practices across plan review processes.

RER is the custodian of the development process, and while MDFR, WASD, DTPW and PROS play critical roles in plan review with specializations that cannot be replicated in RER, their core function is not regulatory. These departments have other primary and critical public service delivery missions in this community. While they must continue to come together with RER to make the totality of the permit process cohesive and successful, they cannot individually spearhead its process improvement. Their departmental reviews and approvals act in a manner that is subsidiary to or integrated with the building permit and its CO, and so it is arrival at that permit that must set the agenda for process, speed and timeliness of these incidental approvals. RER has collaborated with its partner departments (and the development community) on common issues and business processes in recent years to arrive at mutually agreeable goals in plan review that will expedite the issuance of the building permit, and continuation of that dialogue and collaboration is critical to continued process improvement.

True change in the permitting process cannot be ushered by an elevated office that simply expedites plans for projects of significance, no matter how laudable their economic impact may be. Expediting one set of plans is but a band-aid on the underlying procedural issues that serve to delay plan review and permit issuance and cannot be overcome without analysis of their root causes and accompanying implementation of solutions that are systematic and available to all applicants without necessitating individualized intervention. This has been the success of the County's building permitting plan review for almost 2 decades -the predictability and consistency of its service. This service has been backed

by electronic, concurrent, tracked, and timed plan review processes for many years, along with a transparent and accessible public facing portal. Nevertheless, these system conversions are only the beginning.

Despite all the work that has been done within RER and other County Departments, we are far from true uniformity of process. Even in light of all of the preliminary work that has been described herein to convert paper-based, sequential review systems, there is yet another layer of review and analysis required to ensure cohesion and consistency of plan review practices across the County. This is a deeper review beyond the preliminary metrics of electronic conversion that will require fine tuning of specific disciplines' reviews. Of course, as time goes on, enhancement and upgrades of existing technology and plan review software will be required and today's modern systems will become obsolete, necessitating once again the same cycle of review and improvement. An effective permitting process must be dynamic in addition to being reliable and predictable.

Furthermore, no matter how many concurrent processes are implemented, the totality of the permitting process will always be if its longest review. Having a 10-business day review as part of the core building permit review process does not get a project its permit within that time frame if it also requires a review for an incidental permit that takes 30 days. However, shrinking of a 30-day review timeframe may not be financially feasible in a specific process if insufficient staff (and accompanying fee revenue) is unavailable. Hence, any goal to further synchronize plan review timeframes and practices will require that departments analyze their workflows with an objective eye towards efficiency, and will likely require an analysis of budgets and fees so that staffing can be aligned with plan review goals. While some of this analysis has already occurred (through the implementation of the above described process conversions) further process refinement and coherence across systems will require a fresh look at practices across departments and processes. The development community must also have a voice in this analysis.

Improvement in permitting requires sustained attention and energy by persons knowledgeable in an array of processes housed in different electronic systems and governed by various Code chapters. Because of the complex and multi-jurisdictional nature of permitting, it is difficult to find one person with knowledge in all of its elements. Hence, staff charged with process improvement must have broad knowledge and experience, not just in the development process but also in the business practices of the County, to ensure that directives can be rationally implemented and do not prove counterproductive. Because RER houses the overwhelming majority of the permitting activity in this County and is the key stakeholder and custodian of the building permit and CO (where all plan review approvals ultimately coalesce), a permitting office charged with process improvement external to RER (or any department) is not recommended. However, the role of an office of permitting cooperation is well aligned with the role of RER's existing Business Architecture Unit. The continued development of the mission of the Business Architecture Unit to this end, recast with a broader interdepartmental process analysis and integrational mandate, may be useful in continuing the prioritization and emphasis on electronic conversion, synchronization and consistency of systems, and meaningful streamlining of processes. Again, because this goal has the potential to cause a fiscal impact in some departments or divisions, the choice to pursue such a goal should be articulated via Board policy.

RER will continue to collaborate with its partner departments to achieve a consistent business model across plan review areas. The many recent electronic conversions described above (and those yet underway) must be given time to bear fruit. The process of mapping for the electronic conversion forces staff to question their usual assumptions

about steps in the plan review process and find efficiencies. Once work commences in new systems, consciousness around review steps can serve to inspire further suggestions as to procedural efficiencies.

Continued process improvement also requires the maintenance of a sustained dialogue with the development community. In recent years, the County has engaged with the development community through informal quarterly meetings of a “Development Process Advisory Group”. This forum includes Department heads and Mayor’s Office leadership, applicants and industry professionals and has been appreciated by industry as a means for elevating concerns with the development and permitting process. Legislative changes have been seeded at these meetings and the group dynamic has been recommended by members of the development community for replication within municipalities.

VII. A review of the existing rules around the timing and number of resubmittals and revisions of submitted plans and ways to improve the review and comment process within each permitting department.

The development community has expressed an interest in differential review times for initial plan submittal versus rework/resubmittal review times. This suggestion is not deemed feasible at this time for a variety of reasons. First, it is not always the case that a second review takes less time than an initial submittal. Plan revisions can introduce significant new issues or trigger comments that would not have been made on initial submittals. It is also difficult for staff (or electronic intake technology) to systematically differentiate between resubmittals that include minor changes as opposed to those necessitating more careful plan review. RER’s Building Division has historically addressed minor revisions by allowing for walk-in appointments where supervisors or plan review staff can make “on the spot” notations to plans. Such appointments do not exist with broad availability across all the plan review types described in this report. Similarly, some plan review areas force design professionals into mandatory meetings prior to the acceptance of further resubmittals after a certain number of disapprovals have been made on the same set of plans. This too is another practice that is not consistently required outside of the building permit process. Such a practice may prove useful in resolving the frustrations around disapprovals and resubmittals in other plan review areas of the County. As noted above, suggestions along these lines need to be reviewed in detail for financial feasibility and could be undertaken by a more broadly cast Business Architecture Unit that drives uniformity of business issues across all County development processes. Such practices might require electronic system program changes, additional staffing, changes to implementing orders, adjustments to managerial practices, revisions to fee schedules, and even coordination and planning for additional meeting spaces or forums.

VIII. Action plan for creating an expedited permitting process for affordable and workforce housing developments.

Expediting the development process is not just about technology and electronic conversion but also ensuring that best practices are being evaluated and implemented as technology is implemented. This managerial element of process improvement is the most important and is the one that takes the most time. Convincing staff that new plan review practices and alternatives can work effectively and that review standards will not be compromised takes considerable time and energy. The inability to gain staff buy-in for change is a sure path to failure. It also takes commitment from management and staff that they will look with an unbiased eye at existing process, that they are open to

recognizing and eliminating unnecessary steps where they can, and that adopted deadlines are stuck to and have consequences.

In the long term, continuation of the electronic system conversions described in this report are the most effective way of expediting the development of all housing units. Processes not currently housed in electronic systems must continue on the current track to conversion. Evaluation for consistency of service across all plan review types must also be undertaken, as well as more detailed financial reviews with each department as to the viability of further compressing lengthier plan review times. The viability of adding rework meeting forums for multi-disciplinary plan review processes where they do not currently exist must also be analyzed. This fine tuning and synchronization of customer service is critical to the perfection of the County's permitting service delivery.

In the short term, the directive issued via this Resolution to expedite affordable housing review has accomplished this goal. Section 2 of Resolution No.1078-19 immediately implemented the mandate that "It is the policy of this Board to prioritize review of permits involving affordable housing developments in all reviewing departments, which will incentivize the development of more affordable housing projects." As reported in the memorandum responding to Resolution No. 1083-19, sponsored by Commissioner Dennis C. Moss, RER, WASD and DTPW made system modifications to ensure that all existing electronic plan review systems (Energov for planning, zoning and paving & drainage, PWPermits for public works and E-builder for water and sewer main extensions) were programmed to allow applicants to identify their plans as related to affordable housing developments and to track and prioritize said plans. This was a notable change because previously, only the RER's Building Division had been directed via Board action to expedite plan review in association with affordable projects. This was in part because it was historically the only permitting area with the capacity to track affordable project types because it was the only plan review area that operated on an electronic review system. In addition, the virtualized electronic permit application portals created for Building and RER-DERM permit applications due to the COVID-19 emergency also allow applicants to indicate that their projects are affordable; hence, even though the pandemic, affordable projects can continue to be expedited through plan review.

The response to Resolution No. 1083-19, which requested that full-time staff be appointed whose sole responsibility would be to engage in affordable housing plan review, noted that while plans volumes did not presently necessitate dedicated plan review staff, a senior staff committee was formed to lend greater structure to the efforts to prioritize the development of affordable housing units in our community. This group met for the first time on July 24, 2020 and will meet at least quarterly with an agenda to be directed by the prioritizations of the Public Housing & Community Development (PHCD) Director in order to shepherd projects and monitor concerns related to these projects. Similar to the above described "Development Process Advisory Group", this group could be expanded to include affordable developers, thereby creating a forum tailored to address these developer's specific needs. Affordable developers typically find themselves facing additional governmental approval deadlines such as Tax Credit processes and other financing related thresholds that are extraneous to permitting. Nevertheless, these financial approvals oftentimes depend on these developers' success at meeting major permitting milestones. Surprises in the land development process such as needs for unforeseen infrastructure requirements or additional development approvals can quickly sabotage aggressive development schedules. Hence, this forum could also serve to educate permitting staff on this aspect of affordable housing development while

in turn educating the affordable development community as to the feasibility of their intended plans.

PHCD has also actively partnered with RER in recent years to optimize the initial site selection process for the development of affordable housing. RER has analyzed specific parcels for PHCD such as the infill inventory for their “ripeness” for redevelopment, providing valuable planning information on items such as density, availability of sewage infrastructure, need for platting, and remediation issues that may be facing contaminated sites. This information arms PHCD with valuable information that it can share with its infill developers, which in turn serves to focus their site selection on the most viable parcels.

While not directly serving to expedite permitting, recent Board legislation has also contributed to the enabling of a development climate fostering more affordable and workforce housing. In 2018, the Board updated WASDs rules and regulations (via Resolution No. 349-18 sponsored by Commissioner Jean Monestime) to provide greater flexibility for property owners to meet requirements and continue use of existing infrastructure while meeting WASDs objective of providing adequate water and sewer service. The changes included use of pressure testing vs. automatic feasible distance requirements; billing by usage within mixed use developments; ability to demonstrate flow capacity in lieu of infrastructure upgrades; allowance of variable frequency drive pump stations; and reductions in certain redundant infrastructure requirements. These changes together simplify projects, reduce costs, and provide more equitable water and sewer service solutions for the community.

In 2018 and 2019, administrative approval thresholds relating to setback, frontage requirements, lot coverages and non-conforming uses were expanded via Ordinance No. 19-51 sponsored by Chairwoman Audrey M. Edmonson. In addition, Ordinance No. 19-52 sponsored by Commissioner Audrey M. Edmonson and Barbara J. Jordan, expanded workforce housing standards to all properties within the County’s infill housing program. The combination of these ordinances directly benefitted approximately 70% of PHCD’s current infill property inventory. Urban Centers were also comprehensively updated to reflect maximum densities allowed by the CDMP (Ordinance No. 18-124 sponsored by Commissioner Esteban L. Bovo, Jr.), again adding the potential for many new residential units. The SMART Corridors CDMP and zoning code amendments also allow horizontal and vertical mixed-use development along premium transit corridors (Ordinance No. 20-20 sponsored by Commissioner Esteban L. Bovo, Jr.) enabling more multi-family development.

The County’s workforce housing ordinance incentivizes the private sector to develop workforce housing units by providing density bonuses as well as flexible zoning standards (Ordinances No. 16-138 and 20-22 sponsored by Commissioner Barbara J. Jordan). In particular, the regulations emphasize infill development and provides creative methods of developing and redeveloping small urban lots for either workforce or affordable housing. In essence, a single-family lot could be developed with up to a triplex. In order to be able to build more on a smaller lot, specific zoning standards were developed to allow for such development. Recognizing that the timeliness of these projects is important, RER’s Development Services Division created a specialized workflow for the approval of these small infill developments which, includes an expedited review of 7-days in lieu of the standard 21-day review for standard applications. Staff who review these plans are considered experts with regards to the implementation of the workforce housing and affordable infill lot zoning standards. This is also a multidisciplinary review which, in addition to a zoning review, reviews are conducted by RER-DERM, traffic (within RER), WASD and PHCD. As noted above, workforce housing privileges were also expanded to

PHCD's infill and other affordable PHCD developments, adding the potential for many new units via Ordinance No. 19-52.

RER's Development Services Division has also provided monthly educational workshops providing industry outreach on these enabling regulations. This is in addition to the pre-application process described above (which functions as a prelude to a zoning application) and pre-permit meetings which offer site-plan approval of single-family and duplex lots for workforce and infill housing so that they may more expediently proceed to building permitting and construction.

All these changes together serve to foster understanding, provide greater flexibility, simplify projects, reduce costs and, ultimately, provide more housing units. RER will continue to work with its partners in the development process to identify and implement opportunities to streamline the permitting process for all of its customers.

Permit Name or Review Type	Initial review days	Resubmittal review days	Average number of submittals to achieve approval (if available)	Can an application for this permit/review type be submitted electronically?	Are review comments/dispositions available via an online portal? If not, how do customers obtain feedback?	If this review includes multiple disciplines or reviewers, are these done concurrently?
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Department of Regulatory and Economic Resources (RER)

Building Permits - Construction, Permitting & Building Code Division*

UMSA - Residential Single Family	5	5	2-3	Yes	Yes	Yes
UMSA - Residential Multi-Family	10	10	3-4	Yes	Yes	Yes
UMSA - Commercial	10	10	3-4	Yes	Yes	Yes
Municipal Residential Reviews for DERM, Impact Fees, and/or WASD	5	5	2-3	Yes	Yes	Yes
Municipal Commercial or Multi-family Reviews for DERM, Impact Fees, Fire, and/or WASD	5-10	10	3-4	Yes	Yes	Yes

*Days are provided in working days

Zoning Actions - Development Services Division*

Administrative Site Plan Review	21	21	3	Yes	Yes	Yes
Substantial Compliance	21	21	2	Yes	Yes	Yes
Administrative Adjustment	21	21	2	Yes	Yes	Yes
Rezoning (No Plan)	21	21	2	Yes	Yes	Yes
Administrative Modification	21	21	1	Yes	Yes	Yes
Public Hearing (With Plan)	21	21	3	Yes	Yes	Yes
Public Hearing (Single Family)	21	21	1	Yes	Yes	Yes
Public Hearing (DIC)	21	21	3	Yes	Yes	Yes

*Days are provided in calendar days

Plating and Paving and Drainage - Development Services Division*

Paving and Drainage Plan	21	21	3-4	Yes	Yes	Yes
Tentative Plat	7	7	2	Yes	Yes	Yes
Final Plat	10**	N/A	N/A	Yes	Yes	Yes
Entrance Feature	7	7	1	Yes	Yes	Yes

*Days are provided in calendar days

**Basic Initial Technical Review to ensure submittal meets minimum state and county standards for next steps, and draft punchlist for online deployment.

Development Process and Reviews

Permit Name or Review Type	Initial review days	Resubmittal review days	Average number of submittals to achieve approval (if available)	Can an application for this permit/review type be submitted electronically?	Are review comments/ dispositions available via an online portal? If not, how do customers obtain feedback?	If this review includes multiple disciplines or reviewers, are these done concurrently?
Environmental Permits & Approvals - Division of Environmental Resources Management*						
Phase I Report	30	N/A	N/A	Yes	DERM online records**	N/A
Phase II Report	30	30	1.5	Yes	DERM online records**	No
CLASS I	30	30	4	Yes	DERM online records**	N/A
CLASS II	30	30	2	Yes	DERM online records**	N/A
CLASS III	30	30	2	Yes	DERM online records**	N/A
CLASS IV	30	30	2	Yes	DERM online records**	N/A
CLASS V	30	30	2	Yes	DERM online records**	N/A
CLASS VI	30	30	2	Yes	DERM online records**	N/A
Drainage Wells	30	30	2	Yes	DERM online records**	N/A
Cut and Fill	30	30	2	Yes	DERM online records**	N/A
SWMGP	30	30	2	Yes	DERM online records**	N/A
Tree Removal	30	30	3	Yes	DERM online records**	N/A
Sewer Extension	30	30	2	Yes	DERM online records**	No
Sewer Extension - Certification	30	30	2	Yes	DERM online records**	No
<i>*Days are provided in calendar days</i>						
<i>**Plan review comments associated with specific properties are accessible via the DERM online records system, which contains more than 2 million environmental records. Records may include inspection reports, permit records, enforcement actions, contamination records, environmental monitoring records, contract records and project information. Communications on plans disposition is made via email, phone, in person or via the virtual MeetQ appointment system. A public facing portal dedicated to plan review comments and dispositions will be made available via Goldkey over the next 2-3 years.</i>						
CDMP and Planning Approvals - Planning Division*						
Letter of Interpretation	30 - 60	N/A	1	Yes	Yes	N/A
CDMP Amendment Cycle - Small-Scale	45	N/A	1	Yes**	Yes	Yes
CDMP Amendment Cycle - Standard	60	N/A	1	Yes**	Yes	Yes
<i>*Days are provided in calendar days</i>						
<i>**Application may be submitted via Energov but must be supplemented by a signed hard copy to satisfy State records requirements.</i>						

Development Process and Reviews

Permit Name or Review Type	Initial review days	Resubmittal review days	Average number of submittals to achieve approval (if available)	Can an application for this permit/review type be submitted electronically?	Are review comments/ dispositions available via an online portal? If not, how do customers obtain feedback?	If this review includes multiple disciplines or reviewers, are these done concurrently?
Miami-Dade Fire Rescue (MDFR)*						
Fire Department Access & Site Set Ups (If required)	10	10	3-4	Yes	Yes	Yes
Fire Sprinklers (above & below ground) (if required)	10	10	3-4	Yes	Yes	Yes
<i>*Days are provided in business days.</i>						
Parks, Recreation & Open Spaces (PROS)*						
Special Taxing Districts & Community Development Districts						
Districts Created with Platting Process	30	30	3	No-Original signatures required	No-Feedback via email	No, Sequentially
Community Development District Creation	30	30	2	No-Original signatures required	No-Feedback via email	No, Sequentially
Resident District Creation	30	120	2	No-Original signatures required	No-Feedback via email	No, Sequentially
Special Taxing Districts required by Municipalities	30	30	2	No-Original signatures required	No-Feedback via email	No, Sequentially
<i>*Days are provided in calendar days.</i>						
Department of Transportation and Public Works (DTPW)						
Public Works Roadway and Right of Way Permits & Approvals*						
Dsg Rev for Water and Sewer	20	15	N/A	Yes	Yes	Yes
Water Main Permit	25	15	N/A	Yes	Yes	Yes
Sewer Main Permit	25	15	N/A	Yes	Yes	Yes
Water Service Connection Permit	20	15	N/A	Yes	Yes	Yes
Sewer Service Connection Permit	20	15	N/A	Yes	Yes	Yes
Paving & Drainage Permit	20	15	N/A	Yes	Yes	Yes
Gas Line Permit	20	15	N/A	Yes	Yes	Yes
Concrete Driveway and Approach	20	10	N/A	Yes	Yes	Yes
Landscape Tree Planting	20	15	N/A	Yes	Yes	Yes
Landscape Ground Covers	20	15	N/A	Yes	Yes	Yes
Monitoring Well	25	15	N/A	Yes	Yes	Yes

Development Process and Reviews

Permit Name or Review Type	Initial review days	Resubmittal review days	Average number of submittals to achieve approval (if available)	Can an application for this permit/review type be submitted electronically?	Are review comments/dispositions available via an online portal? If not, how do customers obtain feedback?	If this review includes multiple disciplines or reviewers, are these done concurrently?
Public Works Roadway and Right of Way Permits & Approvals* (continued)						
Buried Cables/Conduit	25	15	N/A	Yes	Yes	Yes
Soft Dig	20	15	N/A	Yes	Yes	Yes
Soil Boring	20	15	N/A	Yes	Yes	Yes
Irrigation Lines	20	15	N/A	Yes	Yes	Yes
<i>*Review days are provided in calendar days and do not include the MOT portion of the permit application or other items overseen by the DTPW Traffic Division (if applicable).</i>						
Public Works Traffic Studies & Related Approvals						
Traffic Studies (submitted as part of zoning actions)	21 calendar days	21 calendar days	4-5	Yes (hard copies may be requested for large submittals)	Yes	Yes
Traffic Studies (all others)	7-8 weeks	4-6 weeks	3	Yes (hard copies may be requested for large submittals)	Yes	Yes
Site plan	25 business days	25 business days	4	Yes (hard copies may be requested for large submittals)	Yes	Yes
Signing and Pavement marking	25 business days	25 business days	5	Yes (hard copies may be requested for large submittals)	Yes	Yes
Signals plans	25 business days	25 business days	5	Yes (hard copies may be requested for large submittals)	Yes	Yes
Maintenance of Traffic (for Construction permits)	25 business days	25 business days	3	Yes (hard copies may be requested for large submittals)	Yes	Yes
Water and Sewer Department (WASD)*						
WASD Letter of Availability	10	N/A	N/A	Yes	Yes	Yes
WASD Points of Connection Memorandum for Service Agreements	15	N/A	N/A	No, Requires Application for Service Agreement (legal document)	Yes	Yes
WASD Concurrent Water and Sewer Extension Plans Review	20	20	4	Yes	Yes	Yes
WASD Concurrent Pump Station Plans Review	30	30	4	Yes	Yes	Yes
<i>*Days are provided in calendar days.</i>						

Development and Construction Permitting Processes & Opportunities for Housing Development

21 *Updates from the July 2019 Committee presentation in red and italics.*

Development and Permitting Overview

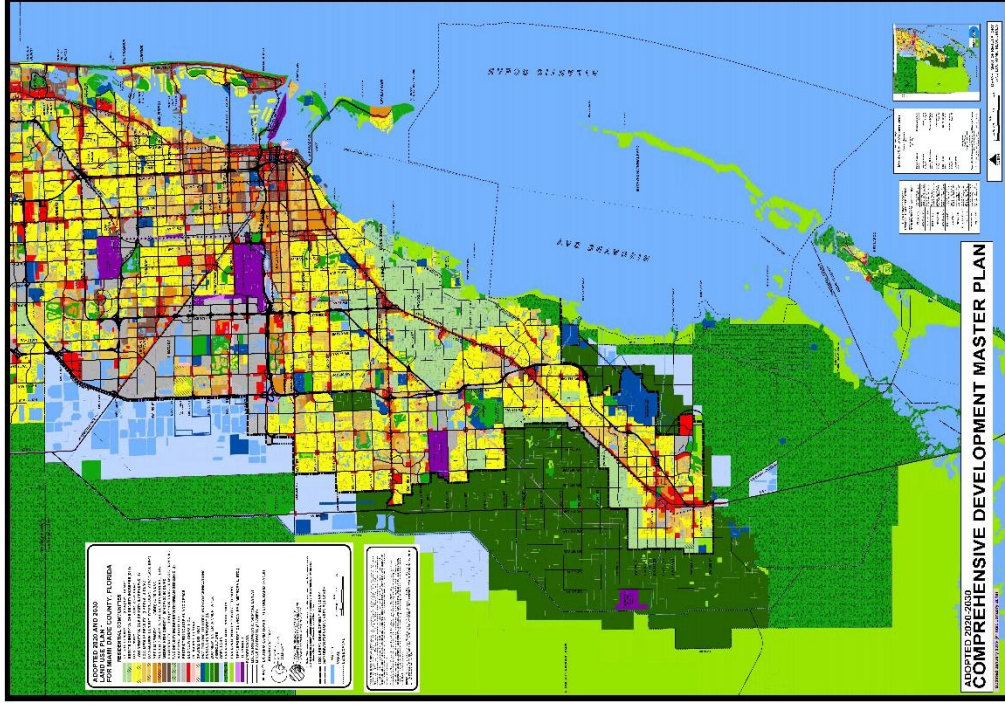
A customer's first stop with RER depends on **their specific project and site conditions.**

- A **CDMP amendment, Zoning change and/or a plat** may be required.
- Ultimately, all projects are required to undergo **plan review, permit issuance, inspection and occupancy certification.**



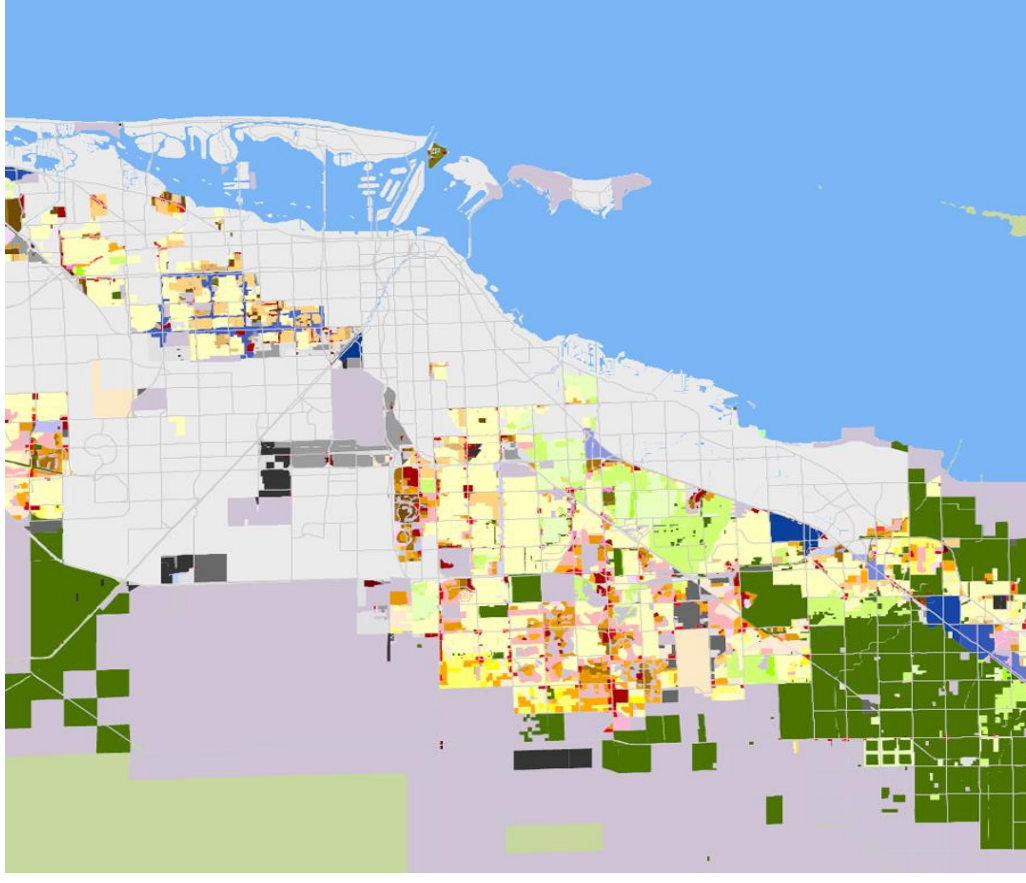
Comprehensive Development Master Plan (CDMP) Amendment Timeframe

- Changes in land use require a CDMP amendment.
- Project size and type influence the timeline which ranges from **7-10 months**.
- Reviews conducted by County Departments, Community Councils, Local & Regional Planning Boards, Florida Department of Economic Opportunity, with final approval by the BCC.
- In FY 17-18, RER processed 23 CDMP applications.
- *In FY 18-19, RER processed 20 CDMP applications.*



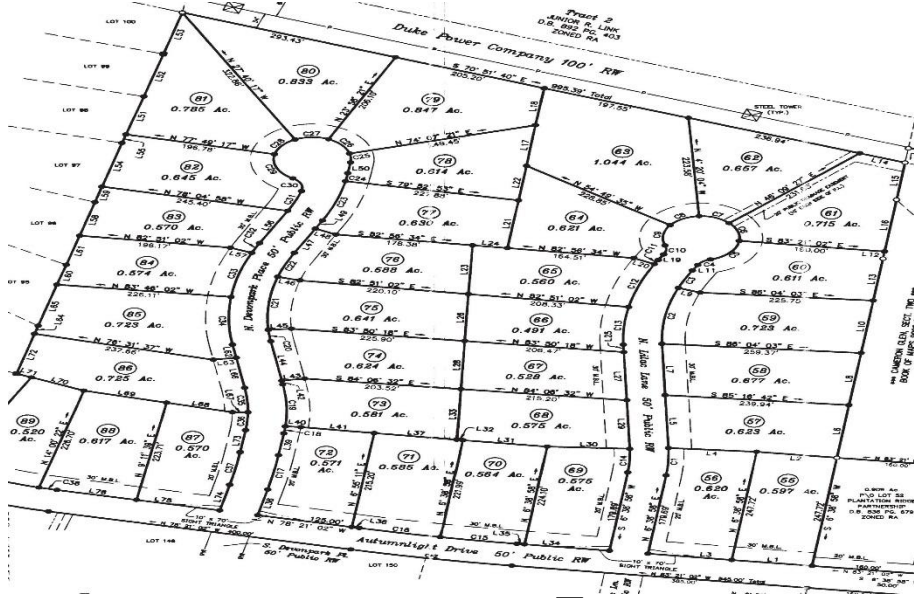
Zoning Approval Timeframe

- Zoning changes require administrative approval (**≤ 21 days**) or public hearing approval through Community Council, DIC and/or BCC (most go to hearing within **4-6 months**).
- 779 applications in FY 17-18.
- **889 applications in FY 18-19.**
- The entire application intake and review process is electronic and concurrent, completed in **≤ 21 days**.
- More than one review cycle may be required as applicant seeks approval.
- Reviews Include:
 - Zoning
 - Planning
 - WASD
 - DERM
 - Public Works
 - Fire
 - School Board
 - Transit
 - Aviation
 - Platting
 - Traffic



Platting and Paving & Drainage Timeframes

- Plat applications eligible for Plat Committee receive review within **10 days** of submittal. Reviews include:
 - Planning, Zoning, DERM, WASH, FDOT, DOH, School Board, Fire, Transit, Parks & Special Taxing District.
- **Limited building permitting is available with tentative plat approval.**
- Paving and drainage is a **2130-day** review which includes DERM and Public Works review. Approval results in ability to begin roadway construction within development site (upon issuance of permit from Public Works Department).
- When the final plat application is submitted, punch list requirements are published, and the final plat is reviewed. Final review takes about **8 weeks**.
- Final Plat Requires BCC Approval, if in UMSA. In municipalities, compliance with Chapter 28 is required. All plats, whether municipal or UMSA, are recorded by RER.
- Overall approval ranges from **9-12 months**.



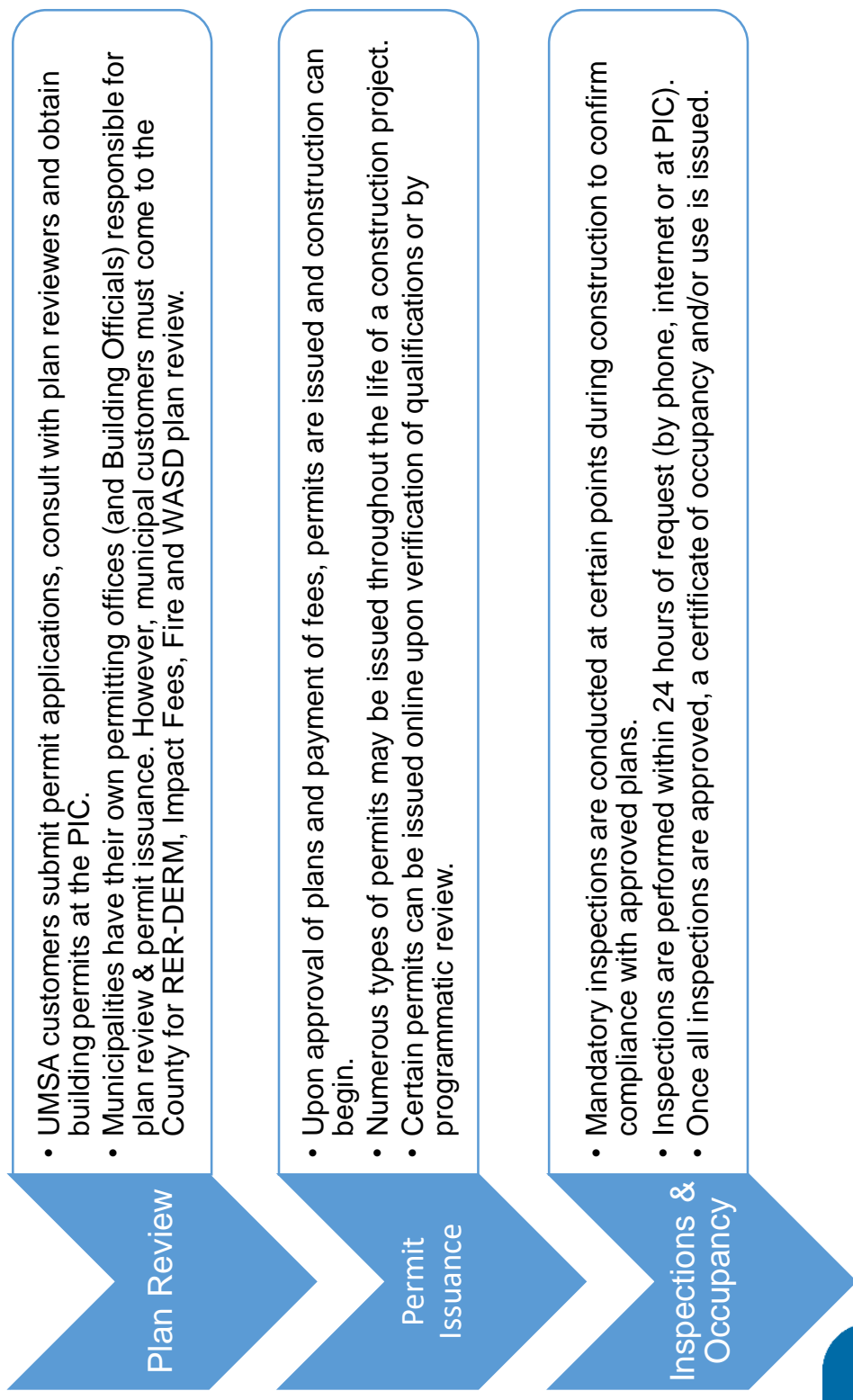
Related Public Works Approvals & Permits

- Roadway Improvement Permits or approvals may be required for County roads within municipalities for projects not otherwise under County jurisdiction.
- Utility permits are required in ROW for the installation of sanitary and storm sewers, water lines, gas lines, buried electrical, telephone, cable, communication or other underground utilities.
- A Traffic Study may be required for certain developments Countywide. Traffic signal approvals & pavement marking approvals may be required.
- Maintenance of Traffic approvals may be required for traffic impacts to roadways incidental to construction.
- Permits for private parking areas along with corresponding sidewalks & approaches (via Building permit process).



Permitting & Inspection Overview

The Permitting & Inspection Center (PIC) is a one-stop shop for UMSA building plan review.



UMSA Building Permit Concurrent Review Time

Formerly, plans were converted to electronic format for concurrent review whether or not applicant has submitted as such for any residential addition, repair or alteration & commercial alterations under \$100,000. **In March 2020, RER created an electronic portal to allow applicants to submit applications and plans online. The portal allows applicants to upload their own PDFs of application documents that would previously have been dropped off in-person and converted by RER into electronic format for concurrent review. The portal has now made the RER building process fully electronic and RER will maintain the portal and a fully paperless plan review process..**

* Based on type of construction and site conditions; other environmental reviews and permits may be required including but not limited to trees, flood, natural forest communities, etc.

**When infrastructure upgrades are required WASD water main and sewer extensions are required. That time is not within the 5 day review.

***Public Works review begins after DERM and Zoning reviews are completed.

****Assumes plans are submitted in electronic format and goes through the concurrent review process. Paper plans are routed sequentially through review areas increasing review cycle time.

Discipline/ Review Area	Single Family Review Time in Working Days	Multi-family Review Time in Working days
Zoning	2	3
Planning	2	2
Impact Fees	1	2
DERM*	4	8
Building	2	3
Plumbing	2	2
Mechanical	3	4
Electrical	2	2
Structural	4	6
Fire	n/a	9
WASD **	5	5
Public Works***	1	2
Public Works Concurrency	1	2
Total Time For full Review Cycle****	5	10

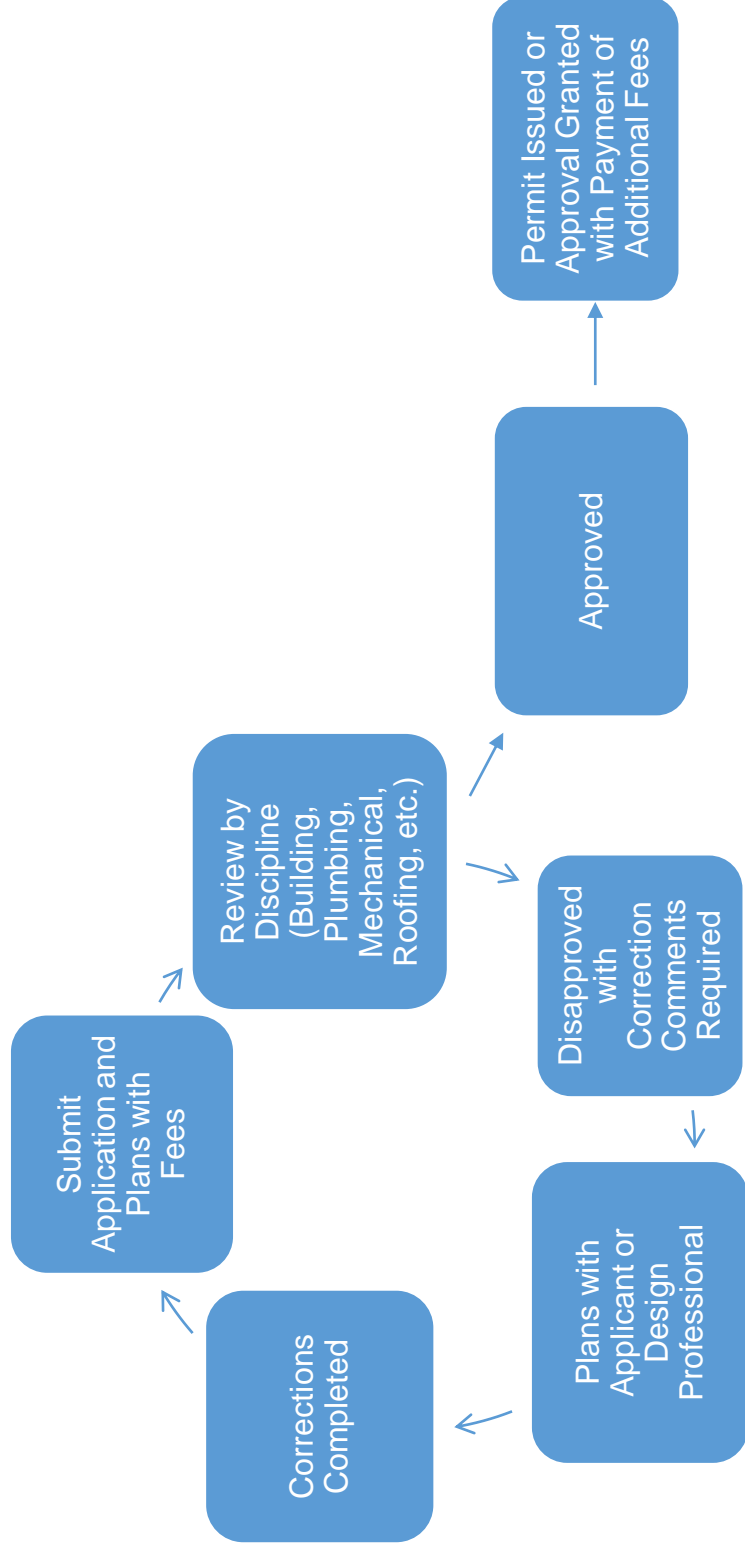
Municipal Building Permit Process Times

If a project is in a municipality, certain reviews and approvals must first be obtained from the County prior to the issuance of the municipalities' building permit.

* Based on type of construction and site conditions other environmental reviews and permits may be required including but not limited to trees, flood, natural forest communities, etc.
 ** Fire Review is only performed for municipalities serviced by Miami-Dade Fire Rescue.
 ***When infrastructure upgrades are required, WASD water main and sewer extensions are required. That time is not within the 5 day review.
 ***** Assumes plans are submitted in electronic format and goes through the concurrent review process. Paper plans are routed sequential through review areas increasing review cycle time.

Discipline/ Review Area	Single Family Review Time in Working Days	Multi-family Review Time in Working days
Impact Fees	1	2
DERM*	4	8
Fire **	n/a	9
WASD***	5	5
Total Time For full concurrent Review Cycle*****	5	10

Building Permit Review Cycle



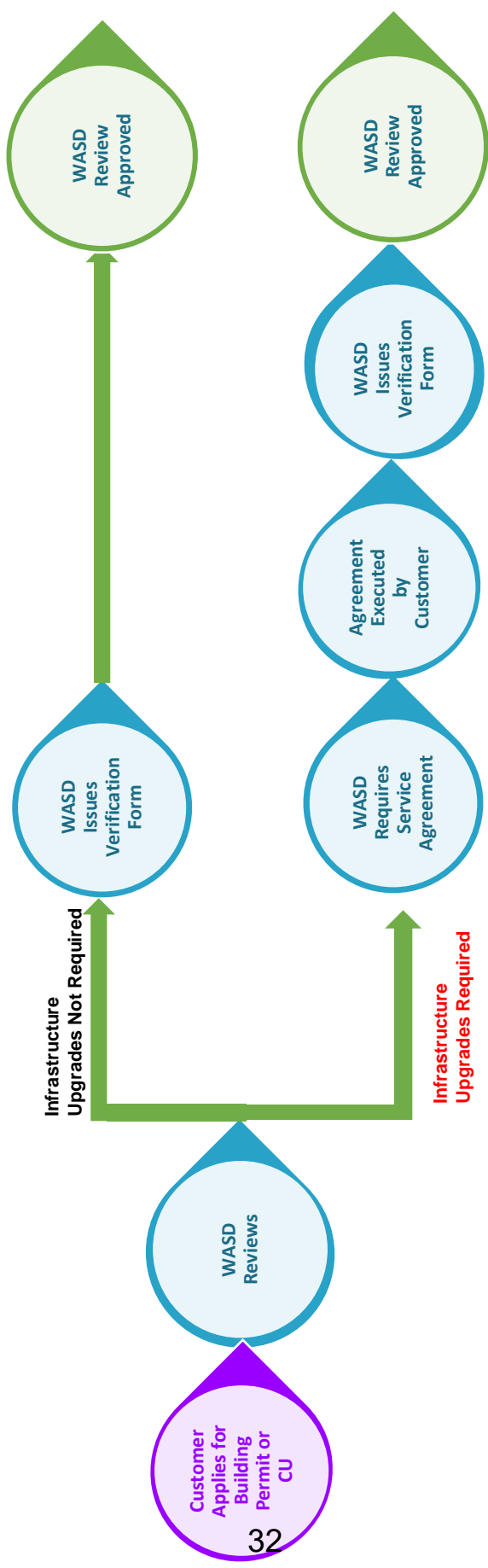
Each discipline reviews the respective plans for approval, or in the case of non-compliance, denies the plans and notes deficiencies. Corrected plans must be resubmitted to gain approval. As a result, the total time to obtain a final approved permit is the sum of each review cycle including the time with the applicant for corrections or to obtain approvals from other review agencies outside of the county such as the Department of Health.

Electronic, Concurrent Plan Review & E-Permits

- **81% of the 42,444 permits and approvals requiring plan review in FY 17-18 received concurrent review in electronic format.**
This number jumps to 98% when municipal paper reviews are excluded.
- **82% of the 27,601 permits and approvals requiring plan review in FY 18-19 received concurrent review in electronic format. This number jumps to 99% when municipal paper reviews are excluded.**
- **Less than 20% of plans are reviewed on paper.**
The vast majority of these come from municipalities not participating in our electronic municipal interface. (Participants include Cutler Bay, Doral, Homestead, Miami, Miami Beach, Miami Gardens, Miami Lakes, North Miami Beach)
- In FY 17-18, an additional 42,534 permits were issued either programmatically, over the counter (no plan review) or through e-permitting to qualified contractors.
- **In FY 18-19, an additional 42,012 permits were issued either programmatically, over the counter (no plan review) or through e-permitting to qualified contractors.**
- **91% of total building permits and approvals occurred through electronic, concurrent review or E-permitting in FY 17-18.**
- **92% of total building permits and approvals occurred through electronic, concurrent review or E-permitting in FY 18-19.**

Water and Sewer Development Process

80% of development in WASD service area receives review approval within 5 days through building permit process (no new infrastructure needed).



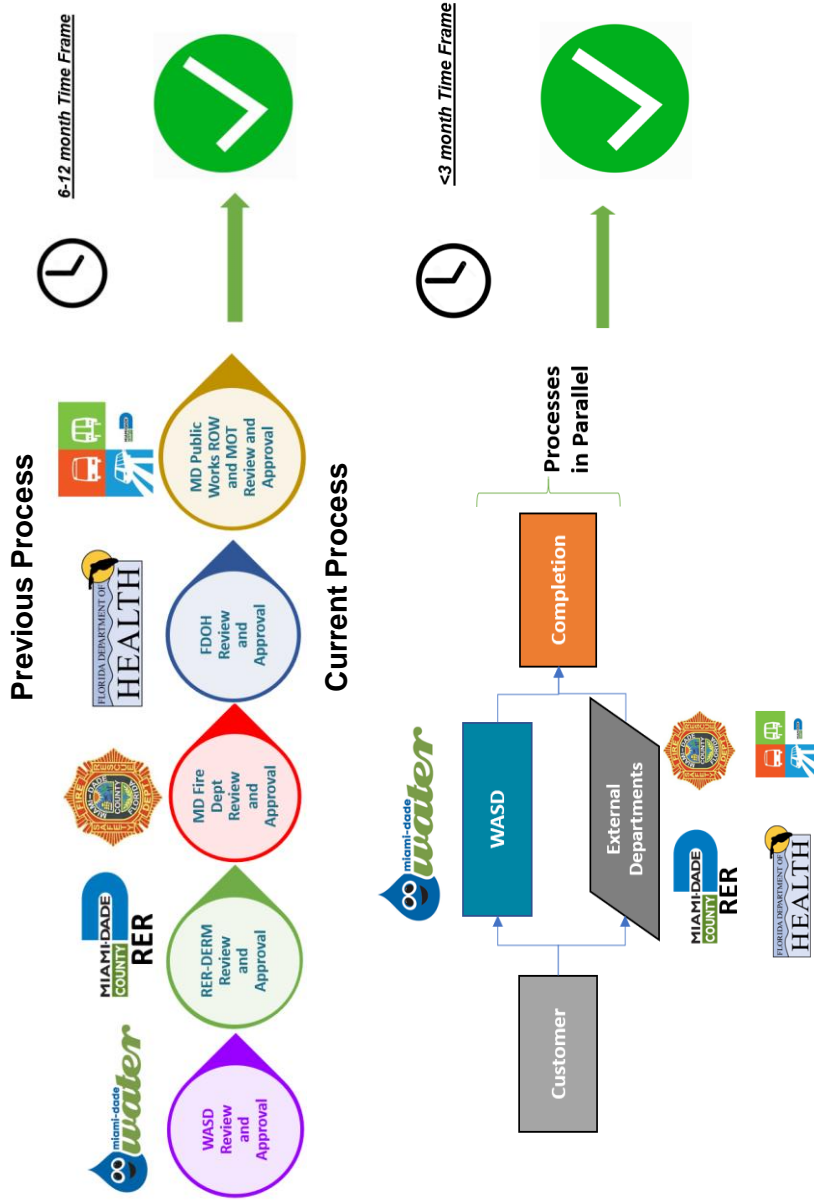
WASD building permit approval \leq 30 days if water main, sewer extension or pump station needed upon execution of Service Agreement.

This slide from the July 2019 presentation has been updated as Water and Sewer has shifted to a concurrent review as described in the following slide.

Other Developer/Owner responsibilities include: Letter of Availability, Ordinance Letter, Construction Connection Charges – Collection & Payment, and Verification Form. External Department of Health. Certification is required in order for meters to be set.

Water and Sewer – Service Agreement Path

- Entire application intake & plan review process is electronic for infrastructure to be conveyed to MDWASD resulting from a Service Agreement.*
- In 2020, Miami-Dade County launched Concurrent Reviews for Water and Sewer Infrastructure.
- Average multi-agency review time of 15 days. Total time, start to finish, is approximately 3 months, time reduction of more than 50%.



Building-Related DERM Approvals & Permits

Review times for all permit types is **≤ 30 days**. Overall average approval time varies from **2-11 months**.

- **Class I** - Work in, on, over or upon tidal waters or coastal wetlands of Miami-Dade County or of any of the municipalities (countywide).
- **Class II** - Control of storm water discharge to any surface water (countywide).
- **Class III** - Construction within non-tidal canals or areas under the direct control of the County, such as canal rights-of-way, canal maintenance easements and reservations (countywide).
- **Class IV** - Work in wetlands (countywide).
- **Class V** - Temporary dewatering or whenever water is removed from an excavation, from the ground or existing structure to ensure that sediment, turbidity and contaminants are removed before it is later discharged (countywide).
- **Class VI** - Installation of a drainage system for any project that has known soil or groundwater contamination or that uses, generates, handles, disposes of, discharges or stores hazardous materials (countywide).
- **Air Construction Permit** - Construction or modification of any facility or emissions unit which may emit certain air pollutants (countywide).
- **Tree Removal/Relocation Permit** – For trees not specifically exempt under Chapter 24 and not under a municipal Tree Ordinances jurisdiction.



Existing Expedite Opportunities Residential Building Permitting

Cookie Cutter & Master Model Programs

- Designed to expedite plans review process for construction of a model of a home to be built on a repetitive basis whether on unrelated lots (cookie cutter) or in a unified subdivision (master model).
- Plans for the model home are reviewed and approved for building trades compliance –electrical, mechanical, plumbing, building & structural.
- Later, when the approved model comes for permitting on a specific site, remaining reviews relate to site location only:
 - Zoning
 - Impact Fees
 - DERM
 - Public Works
 - Plumbing (site review only)*
 - Structural (site review for soil statement & special inspector requirements only)*

*Master Model do not require these reviews.



Existing Expedite Opportunities Residential Building Permitting

Affordable & Workforce Housing Expedite*

Upon submittal, applicants can self-identify as a project qualifying for expedited review -bringing that plan to the top of the building plan review queue.

As reported in the memorandum responding to Resolution No. 1083-19, sponsored by Commissioner Dennis C. Moss, RER, WASD and DTPW made system modifications to ensure that all existing electronic plan review systems (Energov for planning, zoning and paving & drainage, PWPermits for public works, Upload portal for Building and DERM, and E-builder for water and sewer main extensions) were programmed to allow applicants to identify their plans as related to affordable housing developments and to track and prioritize said plans.

Pre-Submittal Meetings

Organizational meetings between design professionals and Plan Review staff are offered at no additional charge. Helps plan reviewers to understand the full scope of projects and identify early on any missing documents, answer question and provide information.

Rework Meetings

Request a rework meeting with review staff and the design professional to clarify review comments or obtain approval on minor items outside of the typical appointment system and with multiple trades at the same meeting.

* This program *previously only existed* exists ~~today only~~ for **building permitting** and *did* does not apply to other approval processes or permits such as zoning, platting, paving & drainage/public works permits, non-building permit related DERM or WASD permitting

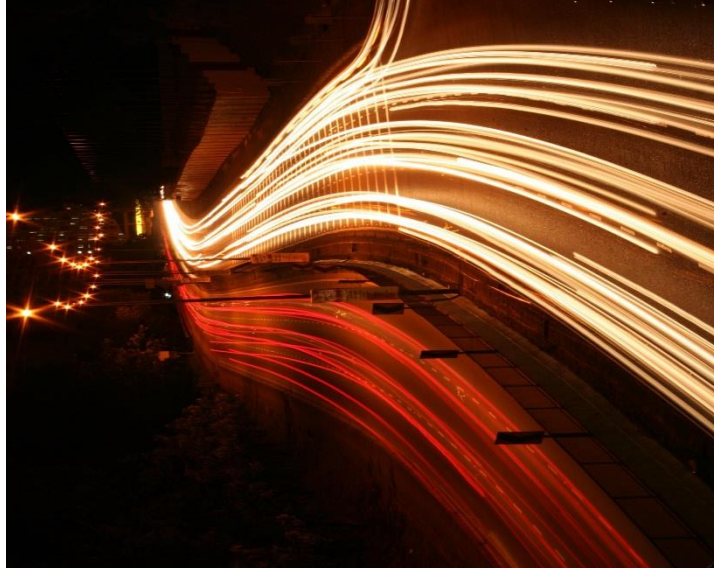


Photo Source: <https://www.freeimages.com/photo/busy-83-1184096>

Housing Development-Existing Opportunities Enabling Updates to WASD Rules & Regulations

- Approved by BCC in April 2018.
- Changes provide greater flexibility for property owners to meet requirements and continue use of existing infrastructure while meeting WASD objective of providing adequate water/sewer service.
 - Pressure testing vs. automatic feasible distance requirements
 - Billing by usage within mixed use developments
 - Allows demonstration of flow capacity in lieu of infrastructure upgrades
 - Allows variable frequency drive pump stations
 - Reduction in certain redundant infrastructure requirements
- Changes simplify projects, reduce costs, and provide more equitable water & sewer solutions for the community.



Housing Development – Existing Opportunities

Enabling Updates to CDMP & Zoning Regulations

Approved by BCC in 2018, 2019, & 2020:

- Expanded administrative approval thresholds relating to set backs, frontage requirements, lot coverages and non-conforming uses *via Ordinance No. 19-51 sponsored by Chairwoman Audrey M. Edmonson.*
- Workforce privileges were expanded to PHCD's Housing's* infill housing program **and*** other affordable PHCD* developments, adding many potential new units ~~within the infill-area~~* *via Ordinance No. 19-52 sponsored by Commissioner Audrey M. Edmonson and Barbara J. Jordan.*



- 33. Urban Centers comprehensively updated to reflect maximum densities allowed by the CDMP, again adding potential for many new residential units *via Ordinance No. 18-124 sponsored by Commissioner Esteban L. Bovo, Jr.*
- **Adopted*** SMART Corridors CDMP and **zoning code*** amendments allowing ~~horizontal*~~ mixed-use development along premium transit corridors, enabling more multi-family development *via Ordinance No. 20-20 sponsored by Commissioner Esteban L. Bovo, Jr.*
- *The County's workforce housing ordinance was amended in 2020. In general, the established regulatory framework promotes infill development and creative methods of developing and redeveloping properties, including small urban lots, for either workforce or affordable housing purposes. (Ordinances No. 16-138 and 20-22 sponsored by Commissioner Barbara J. Jordan).*

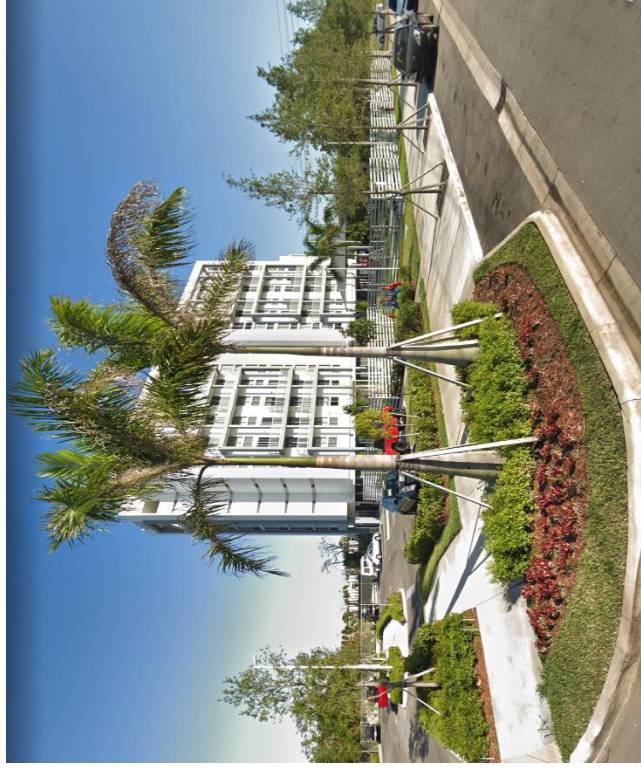
*Items in bold and strikethrough are changes that provide clarity from the July 2019 presentation.

Housing Development – Existing Opportunities

Enabling Updates to CDMP & Zoning Regulations

Changes provide greater flexibility, simplify projects and reduce costs.

- **70% of Housing’s current infill properties inventory is directly benefitting from new administrative allowances, reducing development costs.**
- Pre-application process available to multifamily workforce or affordable development.
- Pre-permit meetings available for single family and duplex lots for workforce and infill (affordable).
- Educational workshops providing industry outreach on regulations will be **are** provided **on a monthly basis** beginning later this year.



We will continue to seek opportunities to enable the housing development process.

Questions?

