



BUSINESS PLAN

Fiscal Year 2012-2013

GROWTH MANAGEMENT DEPARTMENT PLANNING / ZONING / CODE ENFORCEMENT

2710 East Silver Springs Blvd.

Ocala, FL 34470

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www.marioncountyfl.org/Planning/Planning_default.aspx

QR code for department external website



QR code for department business plan





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Growth Management Executive Summary

The Growth Management Department provides a comprehensive range of services through each stage of the land development process. This business plan will assist in focusing the services offered by the Growth Management Department in meeting the goals and priorities of the Marion County Board of County Commissioners and the citizens of Marion County.

The Growth Management Department was created in conjunction with the County Administrator's "Doing More with Less, It's All about Change" initiative and reorganization plan adopted by the Marion County Board of County Commissioners on April 13, 2009. Prior to the reorganization, the Growth Management Bureau comprised 5 departments including Zoning, Planning, Code Enforcement, Building, and MSTU. With the reorganization, MSTU became a stand-alone department. The remaining departments were consolidated into integrated divisions under the newly formed Growth Management Department. In 2010, the Building Division withdrew from the Growth Management Department and is now on its own as the Building Department.

Currently, the Growth Management Department is staffed with 33 total personnel divided between 3 divisions. Staffing levels have been reduced in past years due to the worsening economic conditions in the County and the recent reorganization. Despite experiencing a 50% reduction in staffing levels from 2007, the Planning, Code Enforcement, and Zoning Divisions continue to provide exemplary customer service to a wide range of clients. Maintaining and improving the continuum of services provided by the Growth Management Department continues through an aggressive cross-training program and a department-wide analysis identifying opportunities for increased organizational efficiency by providing consolidated services.

The Planning, Zoning, and Code Enforcement Divisions receive funding from the County General Fund budget.

PLANNING DIVISION

The primary responsibility of the Planning Division is to provide a combination of long and short range planning services focused on guiding future growth in the County through current development review and implementation of the Comprehensive Plan. Long range planning services provided by the division include updating and maintaining the Comprehensive Plan, implementation of the EAR based amendments, updating and revising the Land Development Code, transportation infrastructure planning, and community and economic development. Short range planning services include review of development for concurrency and consistency with the Comprehensive Plan, collection of impact fees, and review of amendments to the

Comprehensive Plan. The Division provides services to Marion County citizens, business owners, developers, and attorneys as well as a wide range of local, regional, and state agencies involved in growth management in North Central Florida. The mission of the Planning Division is to effectively manage existing and future development by facilitating the availability of adequate services and facilities, ensuring the wise use of our natural resources, promoting an awareness and consideration of cultural resources, and facilitating the protection and enhancement of the quality of life in Marion County.

ZONING DIVISION

The primary responsibility of the Zoning Division is to provide assistance and guidance to customers in understanding and complying with the Land Development Code through a range of services including development review, Special Use Permits and Rezoning requests, agricultural exemptions, flood elevation information, and environmental resource protection. The Division provides services to the general public as well as other stakeholders in the business, government, and development sectors. The Zoning Division's mission is to promote a balance between community livability, economic vitality, and environmental sensitivity for all Marion County residents.

CODE ENFORCEMENT

The primary responsibility of the Code Enforcement Division is to educate citizens about Marion County codes and ordinances through a voluntary compliance program in order to protect the property values, health, safety, and welfare of the public. The Division has implemented a balanced and comprehensive approach to enforcement, allocating Division resources between public generated complaints and more proactive investigations of code violations. The Code Enforcement Division's mission is to promote, protect, and improve the health, safety, and welfare of the citizens of Marion County through an effective Code Enforcement program.

Challenges and Opportunities

The Growth Management Department has experienced a range of challenges predominantly associated with the continued economic downturn particularly at the State and County level. These challenges include:

- Budget Constraints
 - ▶ State and County budget shortfalls
 - ▶ Slow recovery of construction related activity
 - ▶ Reduction in staffing levels

- Legislative and Legal Growth Management Mandates
 - ▶ Legislative changes to the Growth Management Act
 - ▶ Ongoing submittal of the Land Development Code revisions resulting from the EAR Based Amendments

Despite these challenges, the Growth Management Department has continued to efficiently serve the citizens of Marion County through a variety of achievements including:

- Completion of the first round of EAR Based Amendments to the Land Development Code
- Amending the Land Development Code
- 10 amendments processed
- 6,602 Code Cases resolved
- 762 Plans reviewed (Planning & Zoning)
- 3,000 Building Permit Site Plans reviewed
- 106 Special Use Permit and Rezoning Cases processed (Planning & Zoning)

The Growth Management Business Plan provides a formal statement of the department's main policy goals and establishes clear benchmarks to guide development and direct Department resources in meeting the expectations of Marion County citizens.



Business Description & Vision

PLANNING DIVISION

Division Mission Statement:

To effectively manage existing and future development by facilitating the availability of adequate services and facilities, ensuring the wise use of our natural resources, promoting an awareness and consideration of cultural resources, and facilitating the protection and enhancement of the quality of life in Marion County.

Division Vision:

The Planning Division completed its Evaluation and Appraisal Report (EAR) for the State Department of Community Affairs, now renamed to the Department of Economic Opportunity. This report was found in compliance in February, 2010. Last year, our staff began submitting EAR-based amendments to the Land Development Code, as the LDC is the implementing document for many of the Comprehensive Plan's policies. This process is still ongoing.

In addition to these duties, our Division will continue long range planning activities, including the processing of Comprehensive Plan Amendments and responding to public requests for Comprehensive plan information; to manage and coordinate programs and activities that implement the Comprehensive Plan; to review and make recommendations on all development applications; to manage and implement the Impact Fee Ordinance and its processes; and to manage and complete special projects as directed by the Board of County Commissioners.

History:

In response to the Growth Management Act of 1989, the Marion County Planning Department began the task of creating our first Comprehensive Plan. That Plan was adopted in 1992, and has had many revisions since, including two Evaluation and Appraisal Reports, one in 1998 and the other in 2010. Each year the Planning Division processes both large and small scale amendments to the Comprehensive Plan, per Florida Statutes. Through the past years, this division has assisted many different types of development throughout Marion County, including the Development of Regional Impacts such as On Top Of The World, Spruce Creek South, Spruce Creek Golf and Country Club, the Villages of Marion and Stonecrest. We have studied and documented several Corridor Studies for areas of interest, like SR 200, Hwy 40, the Greenway and SR 27. The Division provides the BCC with planning expertise for special tasks whenever assigned.

Key Principals:

The key department principal is the Growth Management Director. This is a top leadership position who leads the three (3) Growth Management Divisions toward our common goals in development and customer service. Senior Planners are divided between long and short range planning, with a key division principal on each side, managing and leading their specific work programs. Planning Technicians provide Geotechnical expertise in map creation and their maintenance, and customer service.

ZONING DIVISION

Division Mission Statement

The Marion County Zoning Division endeavors to achieve a good balance between community livability, economic viability, and environmental sensitivity. We recognize the key to achieving our mission's proactive, inclusive, community-supported growth management. This mission will only be accomplished through the efforts of our staff. We are committed to make the Zoning Division a fulfilling place to work – a place where teamwork and customer service are valued and rewarded.

Division Vision

As the first point of contact for the majority of people planning to live and develop in our community we pride ourselves on providing accurate, helpful and timely information regarding property in Marion County. In the past the development community was our primary customer. Due to the dramatic decline in the real estate market the customer base has shifted to predominantly distressed property and business owners, as well as, nervous lenders. Today's zoning customer is often looking for assistance in maximizing their property's potential. In many cases property owners need to subdivide their property to offset the decline in value. In other cases a business may need to diversify or expand its advertising signage in an attempt to increase business. Lenders are requiring much more accountability from their legal and appraisal staff who rely on our zoning staff for that information. The Zoning Division continues to see more buyers re-entering the real estate market and anticipate this trend to continue into the near future. Our staff has adjusted to this change and continues to endeavor to maintaining the livability that has made Marion County the destination community for so many.

Division goals and objectives

- The primary goal of the Zoning Division is to provide excellent service in assisting customers in compliance with the Marion County Land Development Code
- To safely conduct our business

- To remain current regarding knowledge of the Land Development Code and related codes, ordinances, state and federal regulation regarding property use within the County
- To provide building permit site plan review and approval accurately and in the most efficient manner
- To continue to improve the public availability of zoning information via the internet

History

In 1950 the county's zoning code contained 24 pages. By April of 1960 zoning was adopted by resolution and expanded jurisdiction to "all lands lying within a five mile radius of Block 56, original survey of Ocala (town square) and within 500 feet of the centerline of all primary roads". The primary roads were US 301, US441, US27, US 301/441 S, SR 200, SR 475, SR 25, Lake Weir Av, 24th Street, Citrus Drive, McDonald Rd, Shady Rd and Anthony Rd.

In 1962 those roads were expanded to include; Maricamp Rd, US 41, 484 from SR200 to Dunnellon, 17th St to Lemon Av, SR 42, SR 315, SR 19 from SR 40 to County Line.

1973 An ordinance adopting the 1962 Marion County Zoning Regulations, as amended, created a countywide zoning ordinance and schedule of district regulations.

In 1978 countywide zoning was ruled unconstitutional and thrown out. The County remained without zoning regulations for nearly 4 years.

March of 1982 zoning was adopted again countywide.

January 29, 1992 the Marion County Comprehensive Plan was adopted and subsequent Land Development Code on June of 1992.

Key Division Principals

Sam Martsof, Zoning Manager
Samuel.martsof@marioncountyfl.org

Office 438-2677

CODE ENFORCEMENT DIVISION

Division Mission Statement

The Code Enforcement Division mission is to promote, protect, and improve the health, safety and welfare of the citizens of Marion County through an effective Code Enforcement program.

Division Vision

The Code Enforcement Division's vision is to continue to educate the citizens and promote voluntary compliance; investigate all public generated complaints as well as sustaining a proactive approach to code violations; and maintaining our current level or higher of service to the citizens of Marion County.

Division Goals and Objectives

Code enforcement personnel enforce ordinances, property use and zoning regulations, statutes, Florida building codes, and other community regulations that preserve the quality of life, property values, and overall economic viability of a community for those who live, work, play, and visit; we enforce these regulations to protect the community from health, safety and welfare issues; we enforce those codes and ordinances that reflect the personality and goals of the community we work in; we protect communities from blight; and we strive to serve the community professionally, with empathy and unwavering dedication.

History

*April 1986 - BCC adopted ordinance 86-6 establishing a code enforcement board. Inspectors presented cases to the Code Enforcement Board for violations of the building codes, junk, and zoning ordinances.

*1994 – Inspectors from the Solid Waste, Zoning and Animal Center departments were assigned to the Code Enforcement Department.

*2000 – Solid Waste Department begins funding two code officer positions that will focus with illegal dumpsites, waste tires and landfills.

*May 2008 – Code Enforcement undergoes reorganization with Code Officers tasked with animal control duties and associated support staff being reassigned to the Animal Services department. The two officer positions funded by Solid Waste are assigned to the Solid Waste Department. The remaining Code Enforcement staff of nineteen positions is relocated to the Growth Management Building.

*March 2009 – Code Enforcement Department is downsized further and made a division of the Growth Management Department.

*March 2010 – Budget cuts and workforce reductions cost the department two more support staff positions, leaving the division with one manager, one staff assistant, and eleven code enforcement officer positions.

Key Division Principals

The division is currently comprised of 13 employees, eleven of which are officers tasked with identifying code infractions. Our officers are members of the Florida Association of Code Enforcement and attend professional training established through this organization in conjunction with the University of Central Florida in order to study the science of code enforcement techniques. The division currently has five officers who hold the designation of *Code Enforcement Professionals*, whose years of experience coupled with their ability to provide leadership for the other officers, enhance the division's interaction with our customers.



Definition of the Market

PLANNING DIVISION

Despite the slow economic recovery, managing growth in Marion County remains a critical issue. The Marion County Planning Division has capitalized on the lull in development to refocus the County's growth management policies to encourage more compact growth that maximizes the use of urban services, in order to deliver a better return on the citizen's investment and to create more livable communities. As the economy continues to recover, growth will occur primarily within the newly implemented Urban Growth Boundary. The Planning Division stands ready to serve this new market with a variety of processes, tools, and programs to guide and foster continued growth.

External Customers: - Planning's external customers are adult Marion County citizens, business owners, engineers, developers, lawyers, real estate agents, governmental agencies (24), both local and throughout the state, local municipalities and professional and community organizations.

Internal Customers:- Planning's internal customers all county departments, as our Comprehensive Plan outlines goals, objectives and policies to guide and govern growth for our County concerning land use, transportation, water and sewer infrastructure, conservation, recreation and open space, intergovernmental coordination and capital improvements.

ZONING DIVISION

Although the real estate market continues to suffer the Zoning Division has seen an increase in customers re-entering the market. Market demand on zoning assistance remains steady amongst the distressed property and business owners, as well as cautious lenders. The commercial property market and businesses in general continue to struggle and represent a valued customer in need of help with business diversity, increasing advertising or exploring different opportunities. Single family residential property owners as well as farm owners are downsizing and looking to do more of their own work at their property. Lenders are requiring much more accountability from their legal and appraisal staff who rely on our zoning staff for accurate and timely information. Our staff has adjusted to this change in customer base by providing a more patient and flexible environment.

The existing market requires that the staff remain up to date on all economic based changes to regulations that extend development deadlines and provide other relief to distressed property owners. Conversely the economic downturn has provided opportunities for other land owners and bargain hunters looking to speculate or expand current property holdings while property appears to be discounted. The traffic impact fee suspension has spawned an additional interest in development that would otherwise have remained on the shelf. The Zoning Division is experienced and available to answer any question regarding the Land Development Code provisions for property in Marion County.

Internal Customers

The zoning division routinely works with other Marion County Departments regarding development of improvements and/or use of properties under their control. The zoning division is an integral part of the development review process as well as the building permit process.

External Customers

Includes all property owners or occupants in Marion County who wish to improve property or establish a legal use on such property. Real estate professionals are a primary customer of the zoning division. As stated before most recently there is renewed interest in real estate as bargain hunters re-enter the market. Lenders continue to heavily scrutinize their loans on property which has increased the division's interaction with real estate agents, appraisers and attorneys. Many outside agencies have statutory requirements for zoning approval such as: Special Events, alcoholic beverages, billboards, tobacco, firearms, assisted living facilities, community residential homes, correction facilities and hospitals. With the substantial holdings of the Ocala National Forest and Greenway properties the division routinely provides assistance to those agencies. The division enforces the environmental and flood plain requirements of the Code which routinely requires the assistance of the Water Management Districts, Florida Fish & Wildlife Conservation Commission, Department of Environmental Protection, Corp of Engineers and US Fish and Wildlife. The division also works closely with two local state organizations the Department of Transportation and the Department of Health.

Current Demand

Walk in, phone and e-mail request for zoning information make the majority of the zoning division's workload. Customers requiring a change of zoning, special use permit or variance are the next largest demand of staff time. The due process and holding the three monthly public hearings require adherence to strict deadlines regarding legal ads and public notice as well as staff preparation. Although the number of zoning change, special use permits and variances vary from month to month, a somewhat steady rate of applications remain. Additionally, many uses which are required to be conducted on commercial or industrial properties are requesting special use permits to conduct those businesses from less expensive residential or agricultural property during this economic downturn. Building Permit site plan review requires

approximately 13% of the total staff time and although the number of permits is greatly reduced from the peak in 2006 the workload is constant with that period because staff levels have been reduced proportionately. Flood zone determination and administration has steadily increased since the adoption of new maps in 2008. Many properties which were not located in a flood hazard area before are now included and the owners are finding out as they refinance or change insurances.

CODE ENFORCEMENT DIVISION

Code Enforcement provides a mechanism for those who live, work, and play in, or visit unincorporated Marion County to inquire about and report potential code infractions. While most of our external customers are property owners; we also interact with tenants as well as minor children from time to time. Additional outside agencies such as the Sheriff's department, Dept. of Health, Dept. of Environmental Protection, and the Florida Dept. of Transportation, have all assisted our division with support and information, sometimes resulting in multi-agency task forces addressing a numerous issues in our neighborhoods. The division interacts with vendors contracted for abating violations. Since the adoption of the vacant abandoned property registration ordinance in 2010, our interaction with the banking/mortgage industry has increased significantly. Our personnel frequently work in conjunction with other county departments.



Description of Products and Service Processes

PLANNING DIVISION

Long Range Planning:

- Updating and maintenance of the Marion County Comprehensive Plan
- Preparation of amendments to the Land Development Code pursuant to the completion of the Evaluation and Appraisal Report Comprehensive Plan Update 2035, adopted in February 2011
- Local Mitigation Strategy planning and coordination
- Long range transportation planning through support and coordination with the Ocala / Marion County Transportation Planning Organization
- Planning and master planning support for other County Departments including Parks, Utilities, Solid Waste and Engineering.
- Public Utility Service Planning
- Community Development

Short Range Planning:

- Concurrency and Comprehensive Plan consistency review for building permit application
- Transportation, Fire Services and Educational Impact Fees
- Development Review Committee
- Rezoning and Special Use Permit application reviews
- Future Land Use Map Series and Comprehensive Plan text amendment application reviews
- Review of Development of Regional Impact and Florida Quality Development project and amendment reviews

ZONING DIVISION

- Zoning Division provides zoning designation determinations, flood zone determinations, reliance letters, and aggregation and vesting determinations.
- Research, review and approve subdivisions of property including access, dimensional requirements and platting requirements.
- Administer Zoning Changes, Special Use Permit and Variances including the public notice and hearing process.
- Maintain, administer and interpret Land Development Code and its amendments.
- Review and approve building permit site plans for compliance with Code.
- Administer the County's sign code
- Review and approve Home occupations, Special Event Permits, towers, mines and all development in between.

Tasks to be undertaken

Continue quality control work and migration to an electronic zoning designation layer

Auto salvage facility inventory and map update

Conduct needed follow-up site inspections Special Use Permits, Environmentally Sensitive and Springs Protection projects.

Continue to eliminate outdated conditional zonings throughout the county

Recertification in the community rating system (CRS) for floodplain development is due this budget year.

Deadline for the DEP Green Yards Program compliance is June, follow-up and enforcement of these regulation are anticipated.

Citizen Advisory Boards Administered by the Zoning Division

1. Board of Adjustment

- **Establishment:** Section 3.2, Land Development Code (Code)
- **Membership:** Seven member and two alternates
- **Term:** Three Years
- **Powers and Duty:**
 - Variances to the terms of the Code (primarily building setbacks and other location issues related to building placement).
 - Wholly or partly affirm or reverse any determination of the Zoning Director.
 - Board of Adjustment acts as the Tree Commission on any related issues.

2. Zoning Commission

- **Establishment:** Section 3.1, 4.6, 4.7 Land Development Code (Code)

- **Membership:** Seven member and alternates (if appointed by Board)
- **Term:** Four Years
- **Powers and Duty:**
 - To hold public hearing to consider the recommendations of the Planning Department on zoning, special use and rezoning applications. To hold public hearings on those applications and to make recommendation to the Board regarding Zoning and Rezoning applications and Special Use Permits.

3. Land Development Review Commission

- **Establishment:** Section 3.1, 4.10 Land Development Code (Code)
- **Membership:** Seven member and alternates (if appointed by Board)
- **Term:** Four Years
- **Powers and Duty:**
 - To hold public hearing to consider and make recommendation to approve or deny amendments to the Code.

CODE ENFORCEMENT DIVISION

Code Enforcement is tasked with investigating all potential violations of codes and ordinances pertaining to accumulations of junk, unserviceable vehicles, 9-1-1 building numbers, hazardous waste, littering, noise emissions, open burning, tobacco placement, bingo gaming, building permitting, registering and maintenance of vacant abandoned properties in foreclosure, various zoning violations including business activity in improper zones, commercial vehicle parking in improper zones, occupying recreational vehicles in improper zones, having livestock/poultry, kennels, aviaries and homing pigeons in improper zones, roadside vendors regulations, violations of Special Use Permits, on and off-site sign violations, special event permit and temporary use permit requirements.

When a complaint is logged, an officer is assigned to investigate whether the conditions constitute a violation and what remedies are necessary to correct the situation if so. When violations are documented, violators are notified of the violation, actions necessary to clear the violation and a reasonable time in which to correct the violation. The goal in any investigation involving an infraction is to gain voluntary compliance. For most of our customers it is just a matter of educating them of the applicable ordinance or code along with options available to them for compliance and they are quick to clear the problem. For others, compliance does not come easy.

When officers are unable to be persuasive enough to gain compliance, the Code Enforcement Board is an alternate enforcement tool established to allow the customer their due process. Marion County's Code Enforcement Board is made up of seven volunteers with various backgrounds that sit in as a quasi-judicial board and determine if violations exist and impose fines against those citizens that fail to comply with their orders. Another alternate enforcement tool available to us is the abatement process. This allows the County to seek bids from vendors that will clear unsafe structures, junk and/or unserviceable vehicles from properties whereby preliminary enforcement has been unsuccessful. Fines imposed by the Code Enforcement Board or costs incurred by the county for abatements, when left unpaid by the violators, are recorded as liens against the violators. Communities free from blight preserve the quality of life, property values, and overall economic viability of our county.

Marion County Board of County Commissioners
Flow Chart Processes

Fund number:
Department number:

Department Name:

Place completed worksheet in business plan template section five.

		Current and Added Services									
		Week 1									
Services (flow chart each service using Information Technology supplied software)	Mandated by Law (mark with an X)	Service Process time for One	Number of positions in this occurrence [B] memo only	Personal Services cost for one	Volume (annual) [D]	Annual Service Hours	Annual Service Cost			Number of FTE's in this service	
		Occurrence-add hours for all personnel involved [A]		Occurrence (includes fringe benefits) [C]		(excludes leave time) [E] Hours (AXD)	Personal Services (includes fringe benefits) (C X D)	Operating Expenses	Total		
Investigating County, LDC, Permitting & Unlicensed Contrator Violations	X	3.60	10	\$ 88.70	6,099	21,956	540,981	102,859	643,840		11.68
Conducting Code Board Hearings	X	38.00	1	\$ 936.32	12	456	11,236	23,532	34,768		0.24
Abating Unsafe Structures	X	3.50	1	\$ 86.24	25	88	2,156	68,483	70,639		0.05
Abating Junk/Unserviceable Vehicles	X	3.00	1	\$ 73.92	7	21	517	6,725	7,242		0.01
Bingo Licensing	X	1.75	1	\$ 43.12	23	40	992	2,052	3,044		0.02

Added Services:

Total	22,561	555,882	203,651	759,533	12.00
divided by 1880 hours (235 work days) equals FTE	FTE>	12.00			
Total 2012-13 Budget	FTE>	12.00	615,020	203,651	818,671
Difference	FTE>	(0.00)	59,138	-	59,138

Marion County Board of County Commissioners

Flow Chart Processes

Fund number: 1
 Department number: 3440

Place completed worksheet in business plan template section five.

Services (flow chart each service using Information Technology supplied software)	Service Process time for One	Number of positions in this occurrence (B) memo only	Personal Services cost for one Occurrence (includes fringe benefits) (C)	Volume (annual) (D)	Annual Service Hours (excludes leave time) (E) Hours (AXD)	Annual Service Cost			Number of FTE's in this service	Priority	Variance
	Occurrence-add. hours for all personnel involved (A)					Personal Services (includes fringe benefits) (C X D)	Operating Expenses	Total		Service Cost	Total Variance
											Service Priority Number #
Investigating County, LDC, Permitting & Unlicensed Contractor Violations	3.50	10	\$ 86.24	6,273	21,956	540,984	102,859	643,843	11.68	1	(643,843)
Conducting Code Board Hearings	38.00	1	\$ 936.32	12	456	11,236	23,532	34,768	0.24	2	(34,768)
Abating Unsafe Structures	3.50	1	\$ 86.24	25	88	2,156	68,483	70,639	0.05	3	(70,639)
Abating Junk/Unserviceable Vehicles	3.00	1	\$ 73.92	7	21	517	6,725	7,242	0.01	4	(7,242)
Bingo Licensing	1.75	1	\$ 43.12	23	40	992	2,052	3,044	0.02	5	(3,044)
											-
											-
Total					22,560	555,885	203,651	759,536	12.00		(759,536)

Added Services:

divided by 1880 hours (235 work days) equals FTE

Total 2012-13 Budget

Difference



Organization & Management

GROWTH MANAGEMENT DEPARTMENT

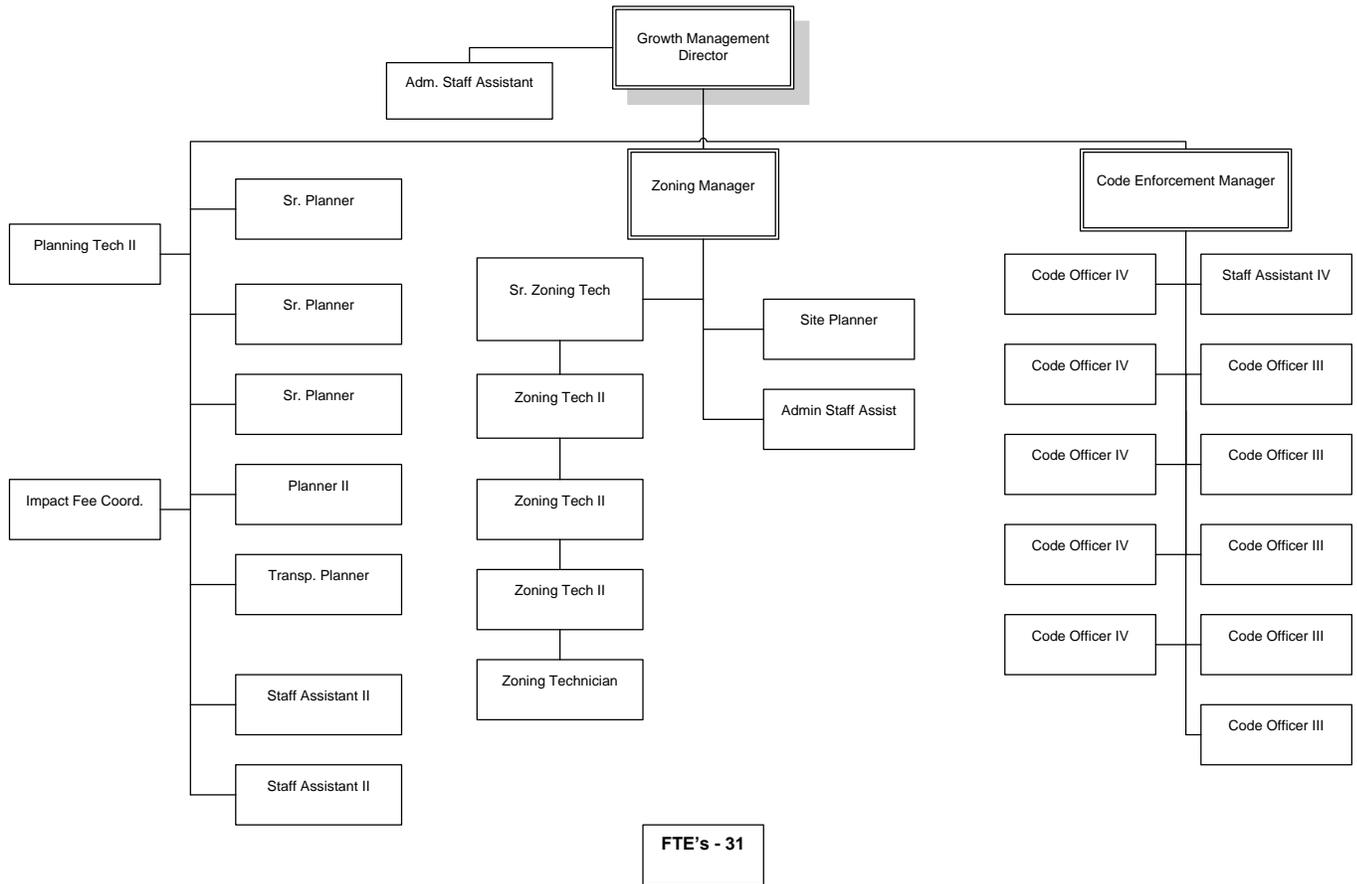
The Growth Management Department consists of three divisions: Planning, Zoning and Code Enforcement. The Growth Management Director manages the entire department, with the assistance of the Zoning Manager and the Code Enforcement Manager.

PLANNING DIVISION

The Growth Management Planning Division is organized into four groups; planners, planning technicians, support staff and impact fees. The planners are further organized into long and short range planning.

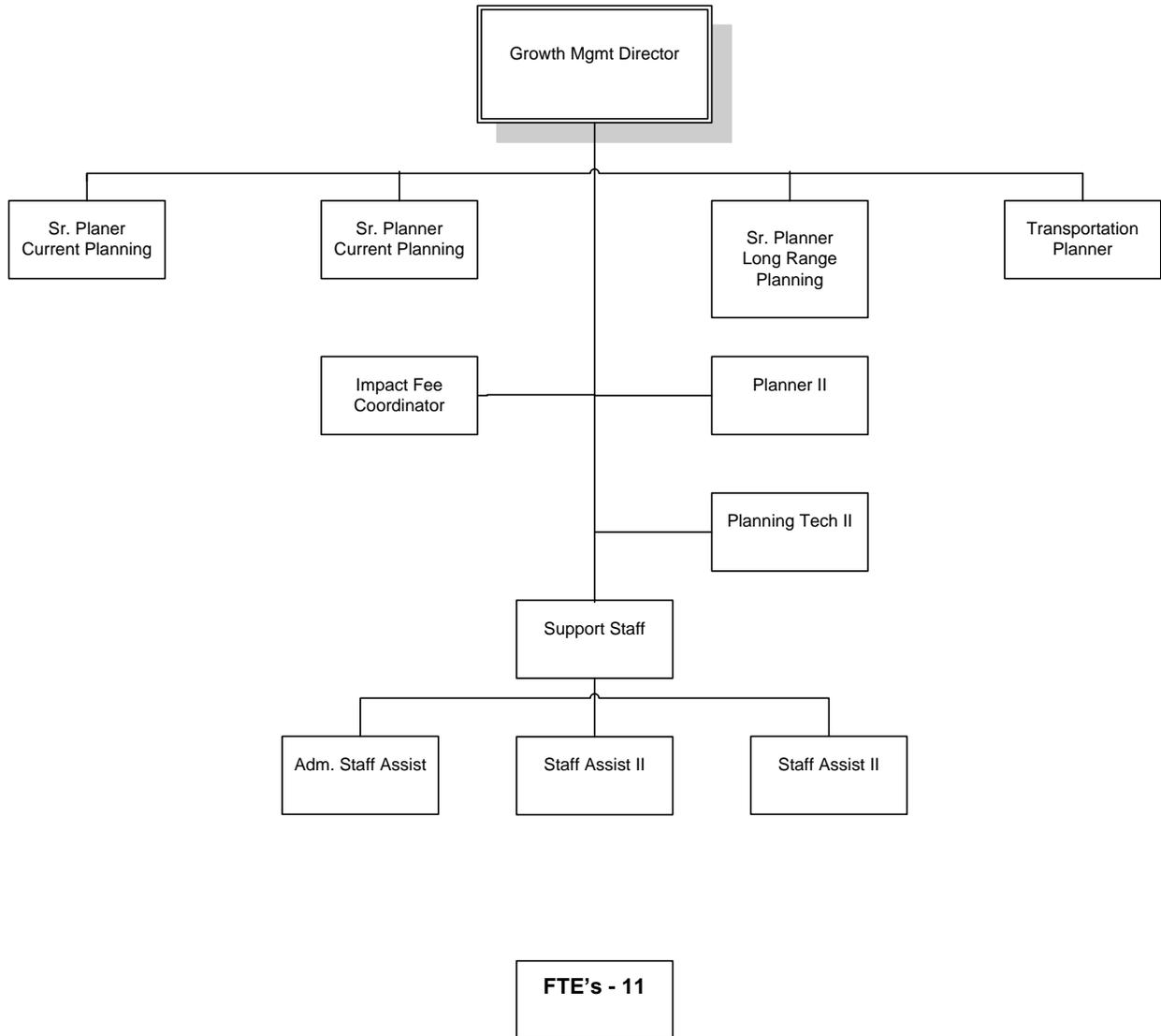
The Planning Division staff do not hold special licenses or permits, although 2 of our 6 planners have their American Institute of Certified Planners (AICP) certification, which has yearly class requirements. Our Impact Fee Coordinator is a notary public.

GROWTH MANAGEMENT DEPARTMENT ORGANIZATIONAL CHART



Growth Management- Planning Division

FY2012 / 2013



ZONING DIVISION

Marion County Zoning Division Staffing History

Zoning Staff level on October 1, 2008.....	13
• Two (2) Zoning Technicians, layoffs, May 8, 2009	-2
• Zoning Director/Bureau Chief, retired, August 7, 2009	-1
• <u>Executive Staff Assistant, retired, September 2009</u>	<u>-1</u>
Zoning Staff level on September 30, 2009.....	9
• <u>Hired Zoning Manager, November 9, 2009</u>	<u>+1</u>
Staff level on October 1, 2010.....	10
• <u>Two Zoning Staff (Mapping Specialist & Zoning Tech, Layoff March 2, 2011</u>	<u>-2</u>
Zoning Staff level on September 30, 2011.....	8

Key Zoning Staff

Sam Martsolf, Zoning Manager

Management Responsibilities

Administrative Staff Assistant
Site Planner
Senior Zoning Technician
Four Zoning Technicians

Other Responsibilities Include:

- Uses not typically permitted
 - Land Development Code interpretation
 - Special Use Permit
- Change of zoning request
- Public hearings (Zoning Commission, Board of County Commission) **FS 125.66**
 - Due Process (advertising and mail-out)
 - Agenda and Minutes
- Building Permit process and review comments **Florida Statute 125.56**
 - Commercial, Industrial and Institutional
 - Multi-family

- Signs
- Development Review
 - Voting Member of the Development Review Committee
- Springs Protection Florida Statue 381.0065(5) Senate bill 550
- Alcoholic beverage F S 562.45(2)(a), 561.18, 562.45 FL Administrative Code 61A-.010
- Temporary Use permit
- Home Occupation permit
- Towers FCC Code of Federal Regulations, title 47(6)(7)(27)
- Mining Florida Statue 378.411
- Appeals to interpretation (Board of Adjustment) Florida Statue 125.66
- Legal challenges to zoning activities
- LDC amendments, Florida Statue 163.3202(1)
 - Land Development Review Commission Administration
- Cemetery/mortuary Florida Statue 497.263(3)(c)
- Electric Substation Preemptions Florida Statue 163.3208 (4)

Jon Harvey, Senior Zoning Technician

Responsibilities Include:

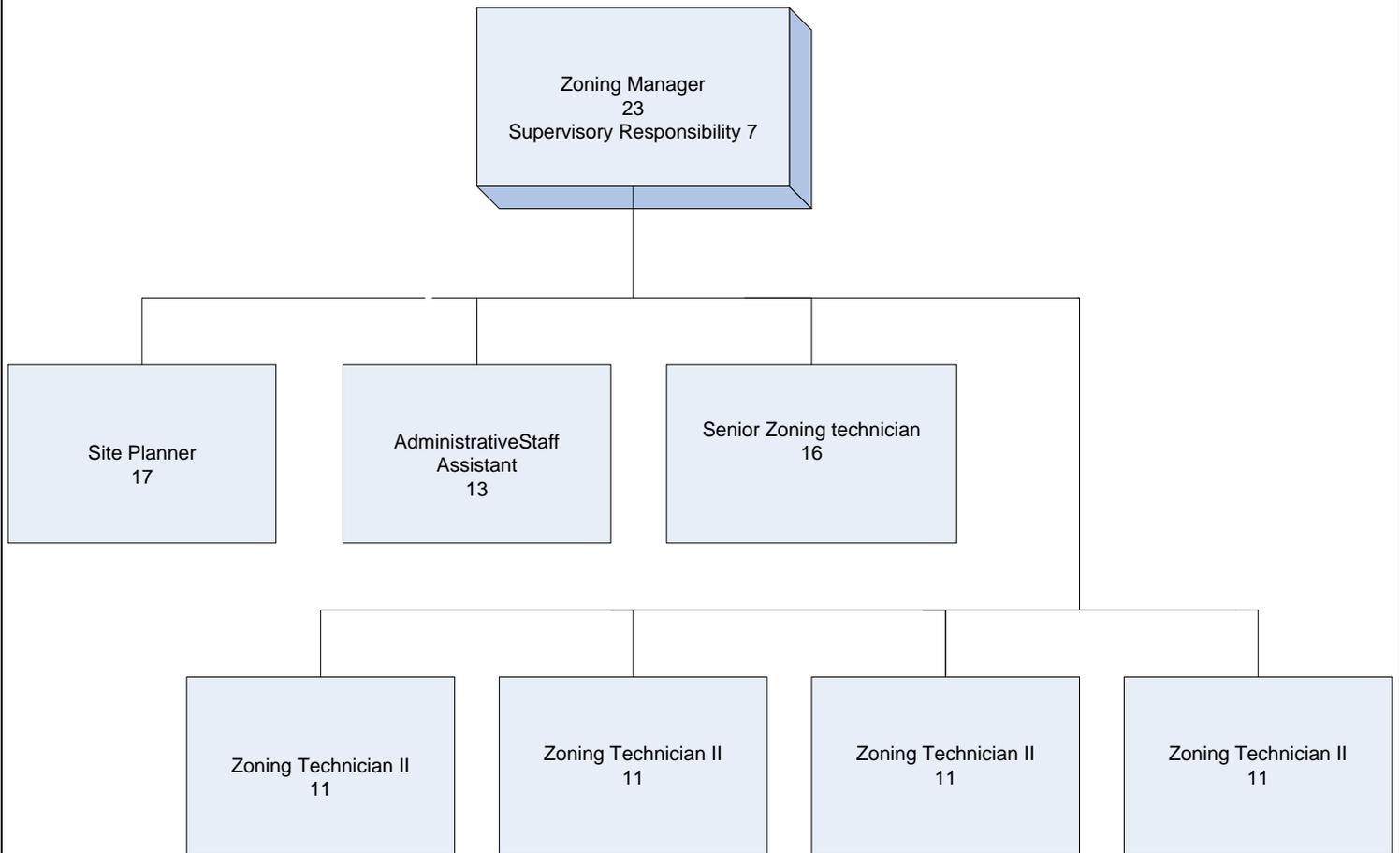
- Zoning Manager representative when needed
- Potential property purchase questions
- Potential residential development questions
- Zoning designation determination
- Building Permit process and review comments Florida Statute 125.56
 - Replacements
 - Renovations
 - Additions
 - Single family (site built and manufactured)
- Flood plain management Florida Statue 125.01(j), The Nat'l Flood Insurance Act of 1968
- Complaint research
- Setback and separation variance request
 - Board of Adjustment public hearing Florida Statue 125.66
- 4-H/FFA animal exemptions
- Agricultural structure and development exemptions Florida Statue 604.50
- Property Subdivision and Family Divisions Florida Statue 163.3179
- Special Event permit
- ACLF and other bed permitting for ACHC Florida Statue 419.001
- Temporary Sign permits
- Child daycare Florida Statue 402.35
- Training

Robert Johnson, Site Planner

Responsibilities include:

- Building Permit process and review comments Florida Statute 125.56
 - Commercial, Industrial and Institutional
 - Multi-family
 - Signs
- Development Review Florida Statute 177
 - Residential/commercial Plating
 - Planned Unit Developments
 - Major/minor site plans
 - Environmental assessments Florida Statute 163.3202(e)
- Springs Protection Florida Statute 381.0065(5) Senate bill 550
- Alcoholic beverage F S 562.45(2)(a), 561.18, 562.45 FL Administrative Code 61A-5.010
- Home Occupation permit
- Towers FCC Code of Federal Regulations, title 47(6)(7)(27)

Zoning Division Organization Chart
Proposed 2012/2013



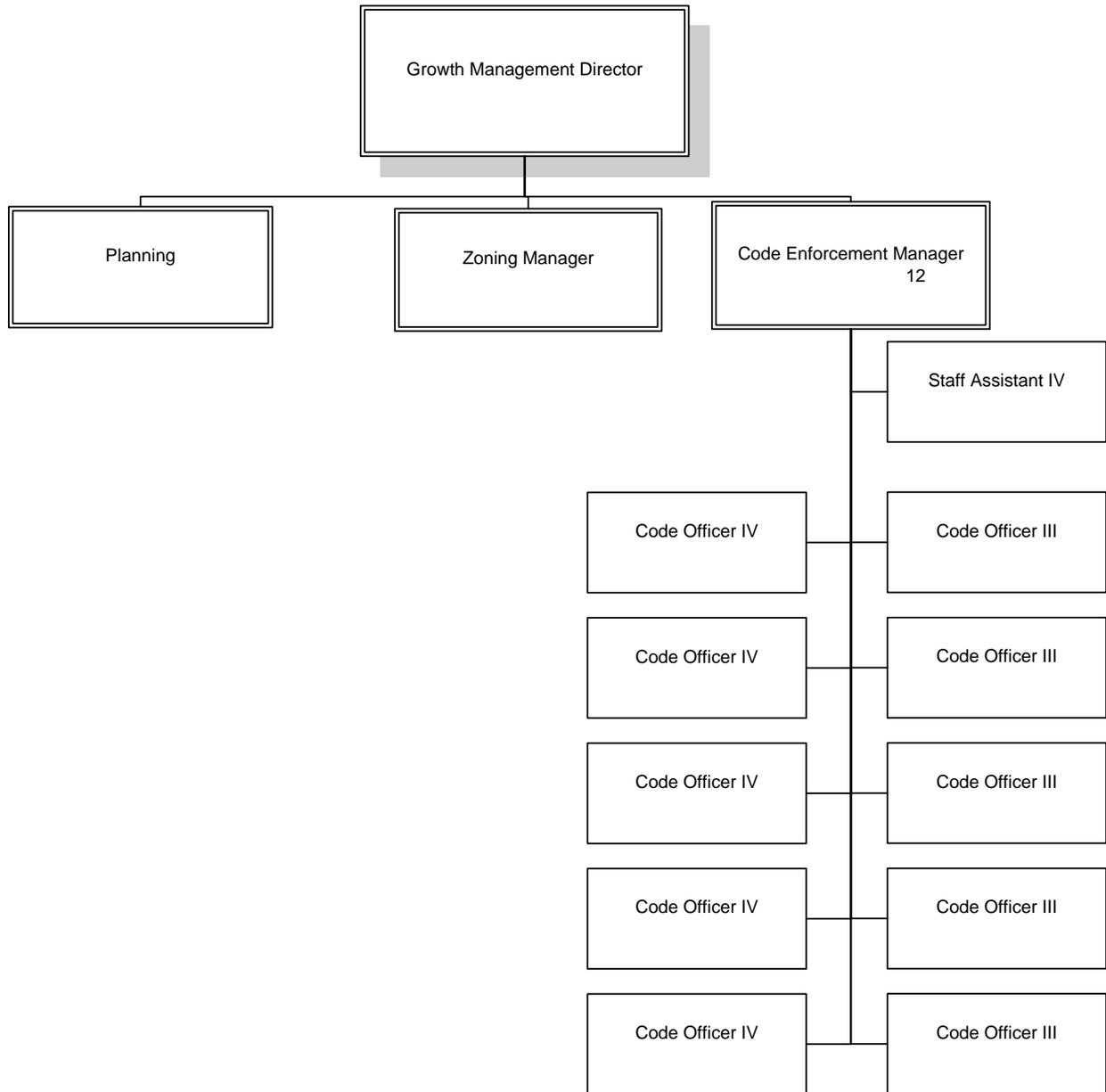
CODE ENFORCEMENT DIVISION

The Growth Management Department consists of three divisions; Planning, Zoning and Code Enforcement. The Growth Management Director manages the entire department, with the assistance of the Zoning Manager and the Code Enforcement Manager.

In May of 2008, the Code Enforcement Department was restructured with the Growth Management Department and is now a division, along with the Zoning and Planning Divisions. The Code Enforcement Division currently has 13 employees. The Code Enforcement division is managed by Sammie L. Luckey Sr.

Sam manages 11 officers with the assistance of one staff assistant IV, whose duties range from payroll, drafting correspondence for all the officers, answering all in-bound phone calls to the division, logging and dispatching complaints, tracking liens and payments of fines, to assisting walk-in customers at the office. This employee also serves as the Code Enforcement Board secretary. In addition to the routine office duties associated with day-to-day Code Enforcement division activities, much of this employee's time is spent drafting correspondence notifying customers of hearing dates and the Board's Orders, drafting meeting agendas and minutes, scheduling the hearings, and attending the monthly Code Enforcement Board hearings.

**GROWTH MANAGEMENT – CODE ENFORCEMENT
DIVISION
FY 2012 - 2013**





Marketing and Customer Service

PLANNING DIVISION

The Planning Division's external customers are adult Marion County citizens, business owners, engineers, developers, lawyers, real estate agents, governmental agencies (24), both local and throughout the state, local municipalities and professional and community organizations.

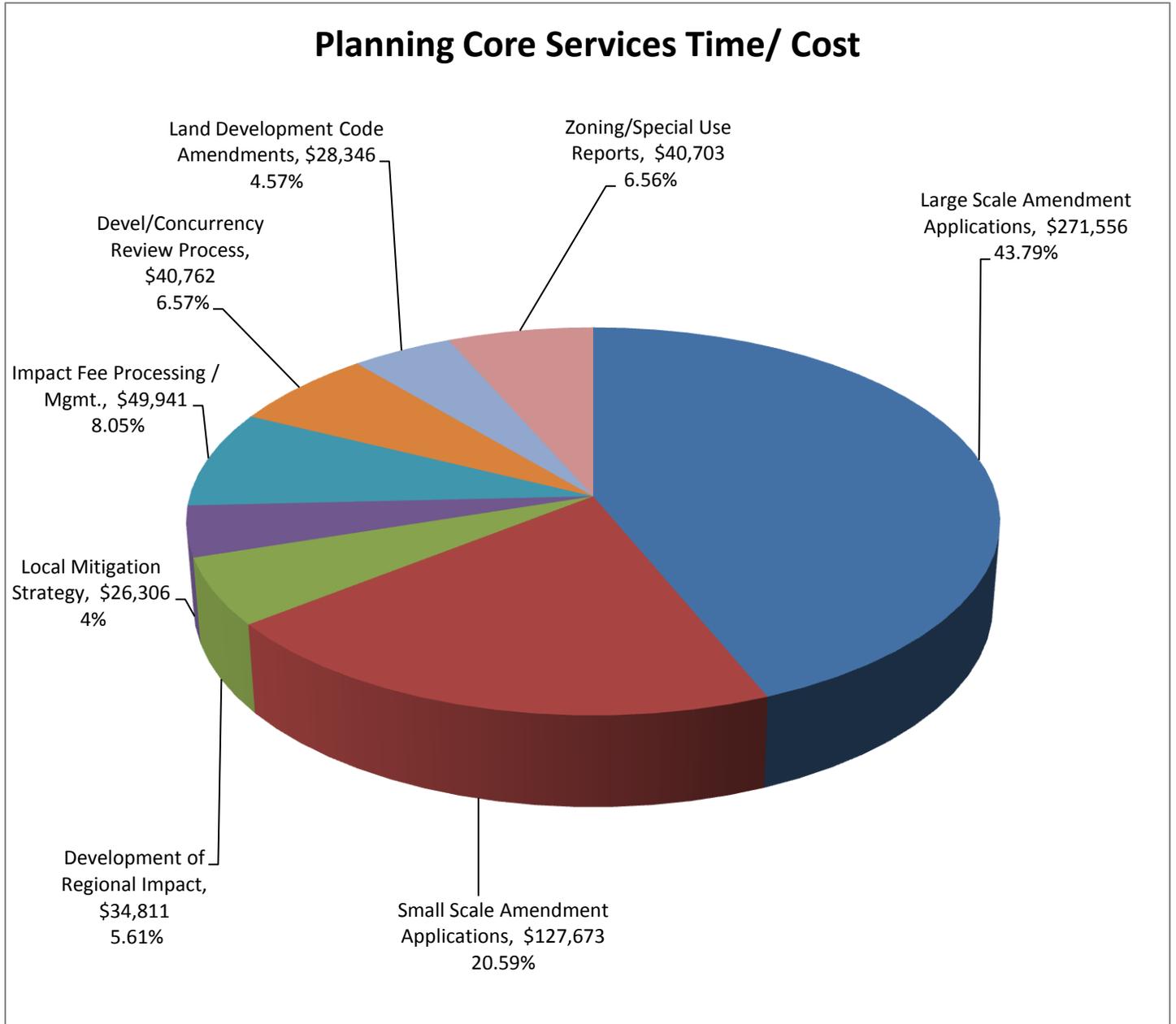
Products and Services to our external customer's consist of offering two Large Scale Amendment Cycles and 120 acres of Small Scale Amendments to the Comprehensive Plan per year for the general public. In addition, we process applications for Developments of Regional Impact and Florida Quality Developments as received. All development permits are reviewed for concurrency. Public hearings with the Marion County Planning Commission and the Marion County Board of County Commissioners are held for all Amendments to the Comprehensive Plan. All amendment information is distributed to the Department of Economic Opportunity and twenty four review agencies for their comments and recommendations. General inquiries as to land use are a daily service available to the public. This division assesses and processes Impact Fees for all residential and commercial development in unincorporated Marion County. We fulfill information requests for Planning related materials, such as maps, copies of all documents produced in the department and we consult with customers regarding future development plans.

The Planning Division's internal customers are all county departments, as our Comprehensive Plan outlines goals, objectives and policies to guide and govern growth for our County concerning land use, transportation, water and sewer infrastructure, conservation, recreation and open space, intergovernmental coordination and capital improvements.

Products and Services to our internal customer's consist of assistance in and providing information for other departmental Master Plans and review and maintenance of development requests for concurrency with the Comprehensive Plan. Close coordination with the Transportation, Utilities, and Solid Waste Departments is imperative to the coordinated effort of the Capital Improvements Program and Transportation Improvement Program.

Planning Division

Customer and Market Demand by Percentage



Zoning Division

Core services workload and product

Walk-in/E-mail Customer 23%

Improve customer service by expanding zoning information available via internet. Conversion from paper mapping to electronic media is ongoing with a goal of <10 Min/Customer.

Products provided to Walk-in/Email Customers:

- Flood zone determinations
- Zoning designation
- Access
- Development standards and Setbacks
- Division or Subdivision of property
- Buildable property?
- Code Enforcement Questions/Complaints (Internal customer)
- Advertising signs
- Environmentally sensitive development
- Building permit review/follow-up

Phone Customers 22%

Improve customer service by expanding zoning information available via internet. Conversion from paper mapping to electronic media is ongoing with a goal of <10 Min/Customer.

Products provided to Phone Customers:

- Flood zone determinations
- Zoning designation
- Access
- Development standards and Setbacks
- Division or Subdivision of property
- Buildable property?
- Code Enforcement Questions/Complaints (Internal customer)
- Advertising signs
- Environmentally sensitive development
- Building permit review/follow-up

Building Permit Review 18%

Ongoing permit streamlining is occurring including an ultimate goal of paperless permitting. Site plans are now scanned in and e-mailed to various review entities. Resubmittals account for majority of the time, for instance the Zoning Division received 3,172 new building permits to review, however, the total reviews due to resubmittals was 4,008. Zoning Techs are urged to call the customer for routine oversights to try and correct omissions without requiring a second visit. Ongoing electronic permitting is expected to reduce the overall review and approval time < 50 Min.

Products provided for Building Permit review:

- New construction residential
- New construction commercial
- Additions/remodeling
- Construction in Flood zone
- Tree removal
- Resubmittals

Special Use Permits (8%), Zoning Change (3%) and Variance (6%) = 17% Total

These three processes perpetually occur each month and involve applications, publication, notification, property inspections and postings, staff recommendation reporting, legal advertising and public hearings (three per month). Many aspects of these processes are bound by Florida Statutes regarding Due Process (advertising and public notice). The number of these applications varies dramatically from month to month as well as year to year proportionate to the economy, new regulations and new business or residential trends. These permits involve uses that are not generally permitted in the property's zoning district (special use), zoning changes or variances in location or dimensional requirements. Special Use Permits typically require the most time due to the conditional nature of the request and negotiations that take place during the public hearing process. Staff has recently reorganized the advertising and notification process dramatically reducing the production time. Administration prompted review of the Legal Advertisement requirements for these processes in 2011 exposed over advertising resulting in substantial cost reductions. Arc View mapping software for mapping will be available for each Zoning staff member.

Products provided for Special Use Permits, Rezoning and Variances:

- Application processing
- Map making/creating notification list
- Site visit and picture taking
- Report writing
- Enforcement/Expiration check

Advertisement
Notification and Mail-out
Legal Ad
Public Hearing
Minutes
Resolutions and Ordinance

Miscellaneous Zoning Permits 7%

Zoning administers a wide variety of use permits from farm animals in residential areas to alcoholic beverages. These require a wide variety of interaction, inspection and review time. One of the main permits handled under this section is the Special Event Permit. An EPIC committee in conjunction with the zoning division has substantially streamlined this process and continues to refine that process with a goal of <13 Min overall.

Products provided for Miscellaneous Zoning Permit:

Special Event
4-H, FFA Exemptions
Temporary Use
Temporary Sign
Home occupation
Health care facility permits
Alcoholic beverage permits

Development Plan Review and Inspection 6%

Currently have limited staff trained to review development plans. Additional staff has been cross trained to review and approve minor development project and smaller commercial, industrial or institutional projects. Reduction of review time to <80 min is anticipated.

Development Review Products

Subdivision Plat review
Major site plan review
Commercial addition/renovation
Commercial change of occupancy
Multi-family
Signs
Towers
Mines
Family Division

Reliance Letters

LDRC Code Revisions 5%

Revisions to the Marion County Land Development Code occur approximately every 1.5 years. 2008/2009 FY included a revision regarding the adoption of the Springs Protection Zone Ordinance. 2009/2010 included a further revision of that ordinance related to septic tank inspections. Staff worked diligently through the 2011/2012 FY and the LDR committee has met weekly working through the amended code since March of 2011. This complete overhaul of the current Code requires extra Zoning Division resources which are reflected in this 2012/2013 business plan and budget.

Products provided in support of Development Code Amendments:

- Code writing
- Development code staff review
- Land Development Regulation Commission public hearings
- Advertisement
- Minutes
- Publication
- BCC Public hearings
- Muni-code updates and funding

Administrative 2%

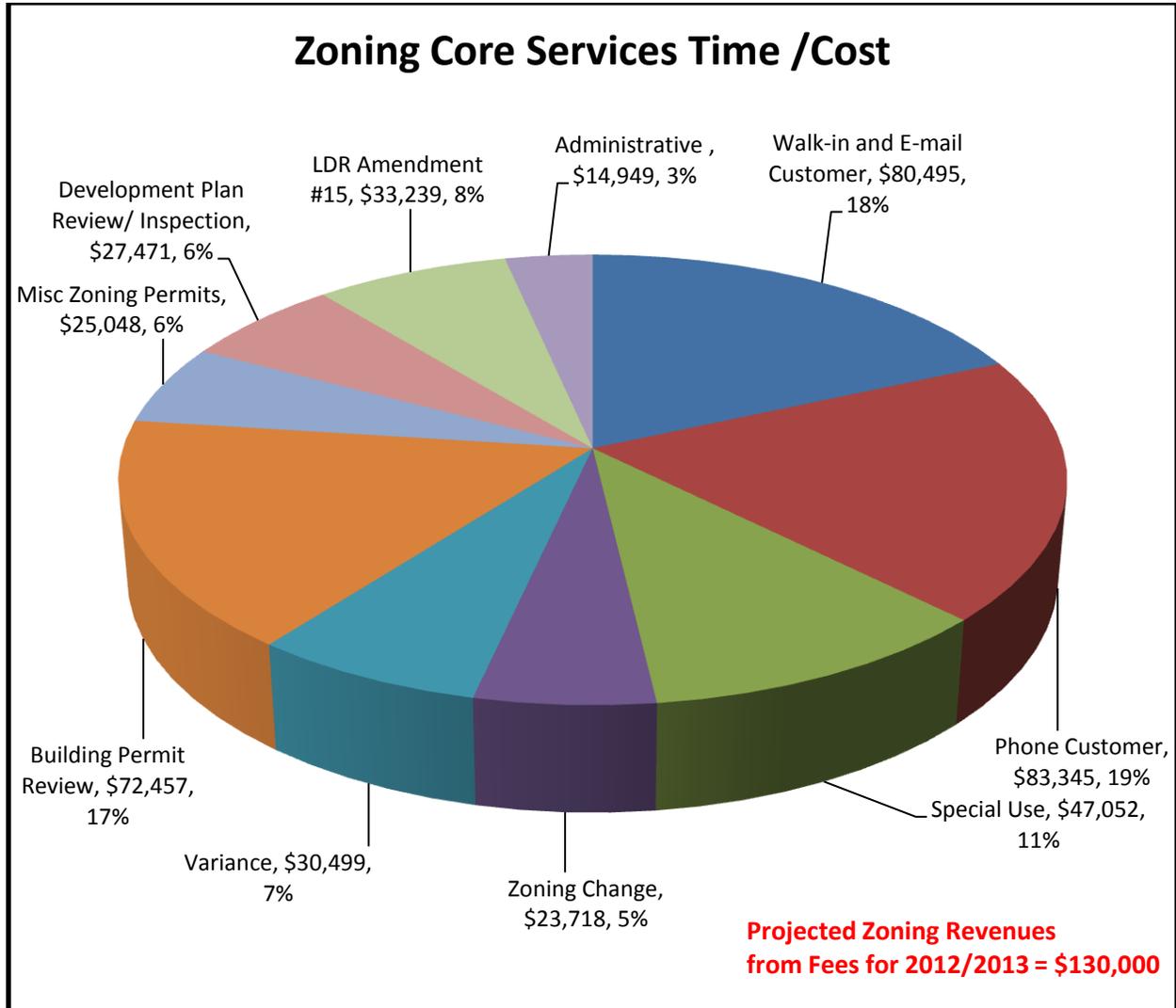
These are typical administrative responsibilities regarding day-to-day operation of the division such as payroll, budget and correspondence.

Products administratively provided:

- Payroll
- Inventory
- Budget
- Business Plan

Zoning Division

Customer and Market Demand by Percentage



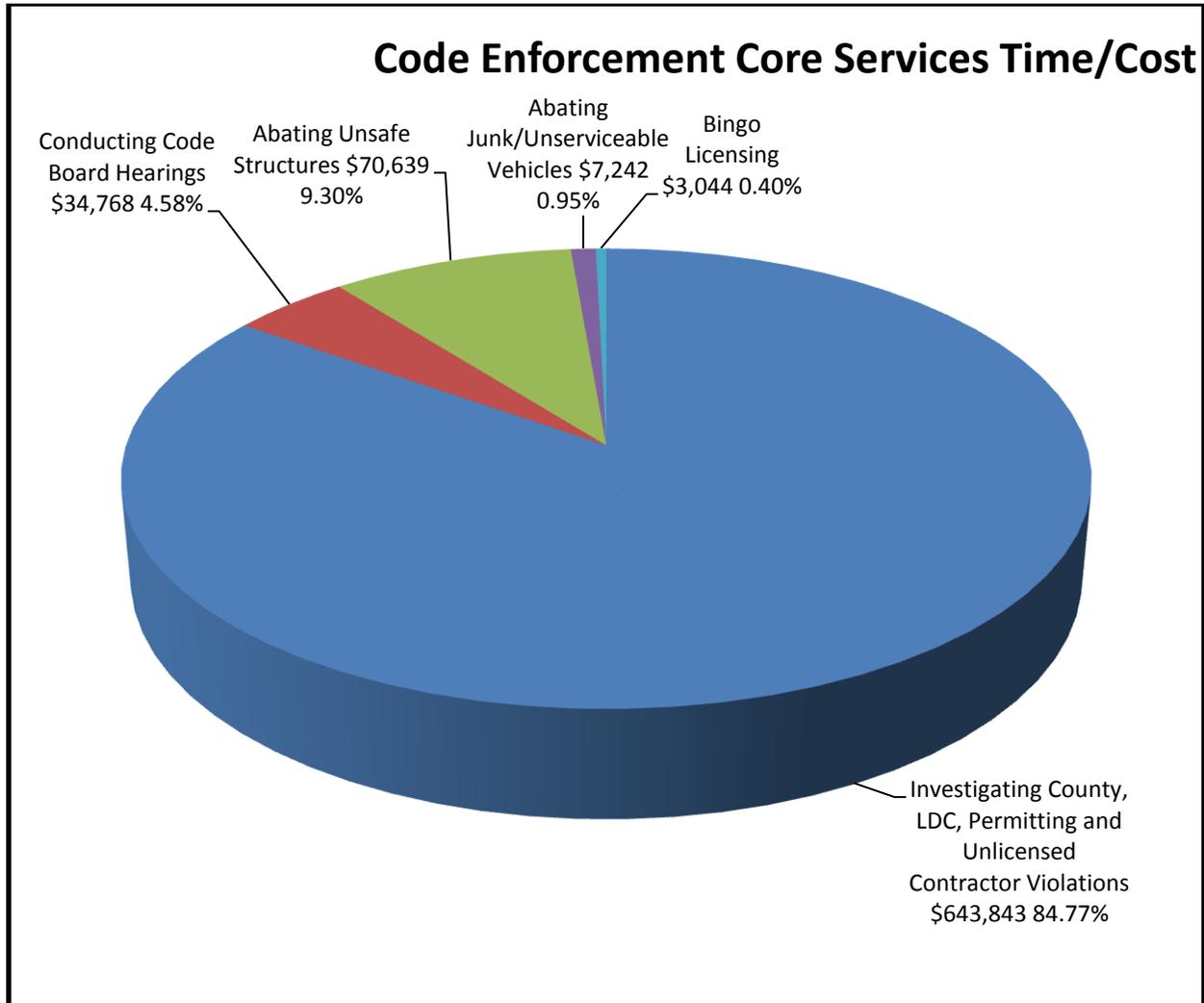
CODE ENFORCEMENT DIVISION

Code Enforcement Division continues to educate citizens through one-on-one communication efforts and their communities, property owners associations and crime watch units, of the codes and ordinances, promoting voluntary compliance in order to protect property values and public health, safety and welfare.

Our division is accessible via telephone, postal mail, e-mail, and facsimile as well as walk-in service at the office. Our website was updated in 2008. We accept anonymous complaints so that citizens that fear retaliation can rest at ease that their names will not be available in the event a public records request is made. Code officers only address violations they personally witness or can document. While 70 % of the work done is re-active, the officers are always on the lookout for unreported violations as they traverse the county.

Code Enforcement Division

Customer and Market Demand by Percentage





Financial Management and Performance Measures and Benchmarks

**MARION COUNTY BOARD OF COUNTY COMMISSIONERS
BUSINESS PLAN BUDGET WORKSHEET
January 3, 2012**

Fund		Department					
001 General Fund		2710 Planning					
Account Code	Account Name	Actual Expenditures 2009-10	Unaudited Expenditures 2010-11	Amended Budget 2011-12	Business Plan 2012-13	Variance	%
<u>EXPENDITURES</u>							
512101	REGULAR SALARIES & WAGES	728,198	612,404	523,904	493,627	(30,277)	-5.8%
514101	OVERTIME	-	-	-	-	-	#DIV/0!
521101	FICA TAXES	53,695	44,951	40,080	37,763	(2,317)	-5.8%
522101	RETIREMENT CONTRIBUTIONS	73,622	56,490	27,924	27,941	17	0.1%
523101	HEALTH INSURANCE	89,427	72,660	74,736	68,508	(6,228)	-8.3%
523401	LIFE, AD&D, LTD INSURANCE	5,592	4,245	3,404	3,205	(199)	-5.8%
524101	WORKERS' COMPENSATION	4,285	3,875	3,248	3,067	(181)	-5.6%
531109	PROFESSIONAL SERVICES	214,331	67,868	-	-	-	#DIV/0!
540101	TRAVEL & PER DIEM	110	257	500	500	-	0.0%
541101	COMMUNICATION SERVICES	1,507	660	840	776	(64)	-7.6%
542201	POSTAGE & FREIGHT	1,368	710	2,988	2,009	(979)	-32.8%
544101	RENT & LEASES - EQUIPMENT	12,615	13,208	14,988	6,468	(8,520)	-56.8%
545101	INSURANCE - PREMIUMS	6,948	6,194	5,511	5,511	-	0.0%
546257	REP & MAINT-FLEET MGT	57	-	-	-	-	#DIV/0!
546301	REP & MAINT-EQUIPMENT	1,874	1,718	2,000	2,072	72	3.6%
547101	PRINTING & BINDING	2,104	10	308	300	(8)	-2.6%
549112	OTHER CURR CHGS-REFUNDS	-	-	-	-	-	#DIV/0!
549990	OTHER CURR CHGS-MISC EXP	323	185	100	100	-	0.0%
551101	OFFICE SUPPLIES	6,116	2,913	4,719	4,400	(319)	-6.8%
552101	GASOLINE OIL & LUBRICANTS	275	371	396	633	237	59.8%
552106	OPERATING - COMPUTER SFTW	6,379	7,648	7,649	13,552	5,903	77.2%
552108	OPERATING SUPPLIES	2,189	609	1,194	5,160	3,966	332.2%
552116	COMPUTER HARDWARE-OPERATI	713	2,145	2,475	825	(1,650)	-66.7%
554101	BOOKS/PUBS/SUBSCRIP/MEMBS	644	136	432	475	43	10.0%
554201	DUES & MEMBERSHIPS	2,298	2,559	2,738	2,928	190	6.9%
555501	TRAINING & EDUCATION	305	252	500	532	32	6.4%
564101	MACHINERY AND EQUIPMENT	5,708	7,224	-	1,400	1,400	#DIV/0!
		1,220,682	909,294	720,634	681,752	(38,882)	

MARION COUNTY BOARD OF COUNTY COMMISSIONERS
 BUSINESS PLAN BUDGET WORKSHEET
 January 3, 2012

<u>Fund</u>		<u>Department</u>					
001	General Fund	2710		Planning			
<u>Account Code</u>	<u>Account Name</u>	<u>Actual Expenditures 2009-10</u>	<u>Unaudited Expenditures 2010-11</u>	<u>Amended Budget 2011-12</u>	<u>Business Plan 2012-13</u>	<u>Variance</u>	<u>%</u>
<u>REVENUES</u>							
33730020	WATER RES ASSESS STUDY	-	-	-	-	-	#DIV/0!
33741010	METRO PLAN ORG	-	-	-	-	-	#DIV/0!
34190011	PLANNING FEE - CDD	-	-	-	-	-	#DIV/0!
34190012	FEES-RD CLOSING PETITIONS	-	-	-	-	-	#DIV/0!
34190013	PLAT VACATE APPLICATION	-	-	-	-	-	#DIV/0!
34190014	FEES-IMPACT FEE PROCESS	14,695	8,990	9,000	8,990	(10)	-0.1%
34190015	PLANNING - AMENDMENT APPL	59,000	27,000	50,000	27,000	(23,000)	-46.0%
34190094	SALE OF MAPS AND PUBLS	8,394	5,013	8,000	119	(7,881)	-98.5%
34290040	FORECLOSURE REGISTRN FEES	500	181,800	-	-	-	#DIV/0!
		<u>82,589</u>	<u>222,803</u>	<u>67,000</u>	<u>36,109</u>	<u>(30,891)</u>	

Marion County Board of County Commissioners

Business Plan Performance Measures and Benchmarks

Fund number:	1
Department number:	2710
Department name:	Growth Management / Planning Division

Place completed worksheet in business plan template section eight.

<u>Type of Measure:</u>		<u>Enter Calculation</u>	<u>Marion County</u>	<u>Comparative one</u>	<u>Comparative two</u>	<u>Comparative three</u>
<u>Efficiency, or</u>	<u>Outcome</u>	<u>formula</u>				
Large Scale Amendment Process:						
# of amendments processed	Workload		10	Lake County *	Polk County *	Alachua County
Timeframe for process	Efficiency		6 months	0	28	5
Small Scale Amendment Process:						
# of amendments processed	Workload		7	N/A	9	4
Timeframe for process	Efficiency		5 months		130 hrs	2 - 3 mths
Development of Reg'l Impact Process:						
# of DRI applications processed	Workload			0	0 in 09/10	0
Timeframe for process	Efficiency			N/A	300 hrs typically	N/A
# of changes processed	Workload		2			N/A
Timeframe for process	Efficiency		2 months			N/A
# of state law changes	Workload		1			
Local Mitigation Strategy Process:						
Annual Project List Update	Workload		4	1		0
Timeframe for process	Efficiency		3 months	One Year		N/A
Dev. & Concurr. Review Process:						
# of applications reviewed	Workload		404	9	110	140
# of building permits reviewed	Workload		63		100 hrs	
Timeframe for process	Efficiency		10 days/1-2 days	5-10 business days		2 - 3 mths
Impact Fee Processing:						
# of permits reviewed for Impact Fees	Workload		1369	952		165
Timeframe for process	Efficiency		varies	varies		30 minutes each
Zoning/Special Use Reports:						
# zoning/sp use reports reviewed	Workload		106		159	18
Timeframe for process	Efficiency		23 hours ea.		120 hrs	2 months

Benchmarks

Large Scale Amendment Process:						
Timeframe for process	Efficiency		12 months	N/A		N/A
Small Scale Amendment Process:						
Timeframe for process	Efficiency		6 months	N/A		N/A
Development of Reg'l Impact Process:						
Timeframe for application process	Efficiency		10 months	N/A		N/A
Timeframe for change process	Efficiency		4 months			N/A
Local Mitigation Strategy Process:						
Timeframe-Annual Project List Update	Efficiency		6 months	One Year		N/A
Dev & Concurr. Review Process:						
Timeframe for process	Efficiency		<= 14 days	5 - 10 Bus Days		N/A
Timeframe for building permits review	Efficiency		<= 2 days			N/A
Impact fee Processing/Management						
Timeframe for process	Efficiency		varies	varies		30 min ea avg.
Zoning/Special Use Reports:						
Timeframe for process	Efficiency		23 hours ea.			2 mths

NOTE: Lake and Polk County information is one year old.

Marion County Board of County Commissioners

Forecast Service Volume

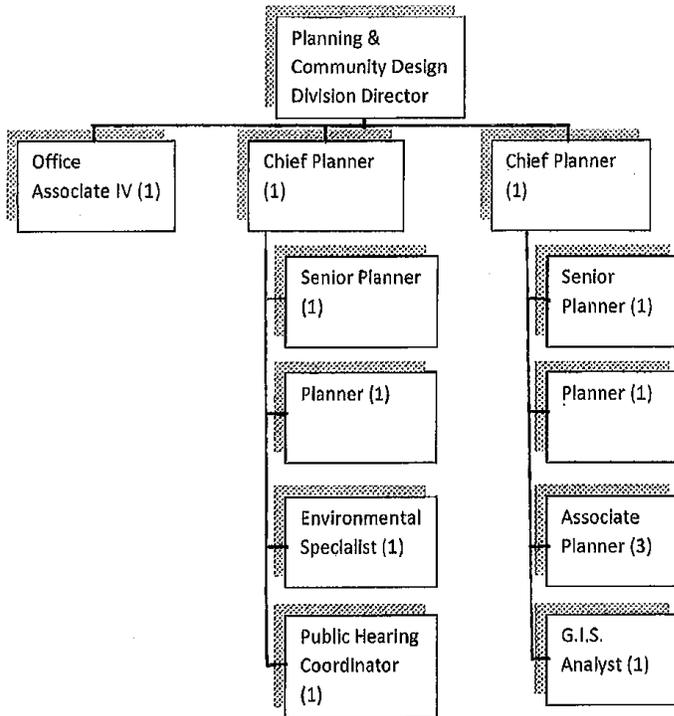
Fund number:	1
Department number:	2710
Department name:	Growth Management / Planning Division

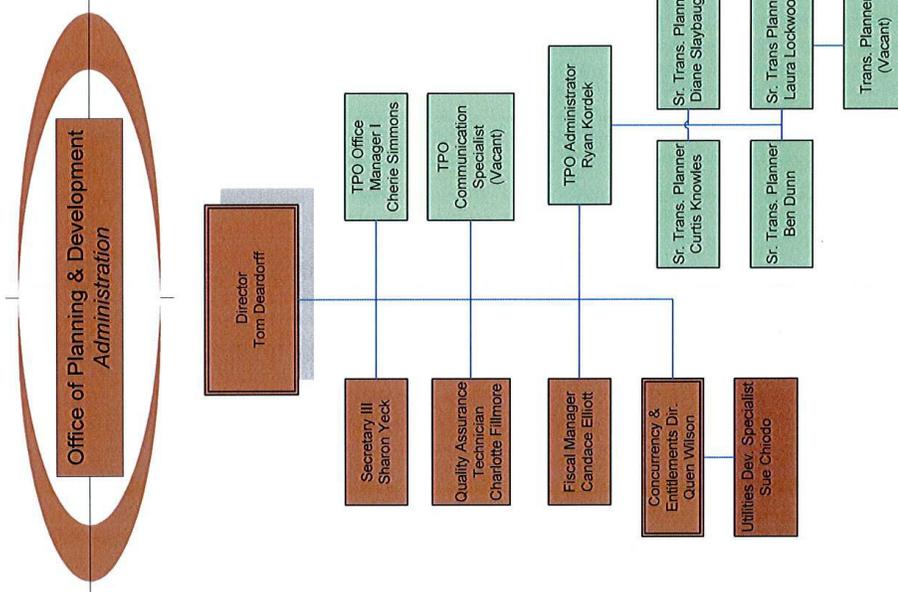
Place completed worksheet in business plan template section four.

<u>List Services provided:</u>	<u>Current volume</u>	<u>Forecast volume</u>	
		<u>2012-13</u>	<u>Variance</u>
Large Scale Amendment Applications	3	10	7
Small Scale Amendment Applications	3	7	4
Development of Regional Impact	1	2	1
Local Mitigation Strategy	1	4	3
Impact Fee Processing / Mgmt.	1,260	1,369	109
Devel/Concurrency Review Process	425	404	-21
Land Development Code Amendments	12	1	-11
Zoning/Special Use Reports	106	106	0

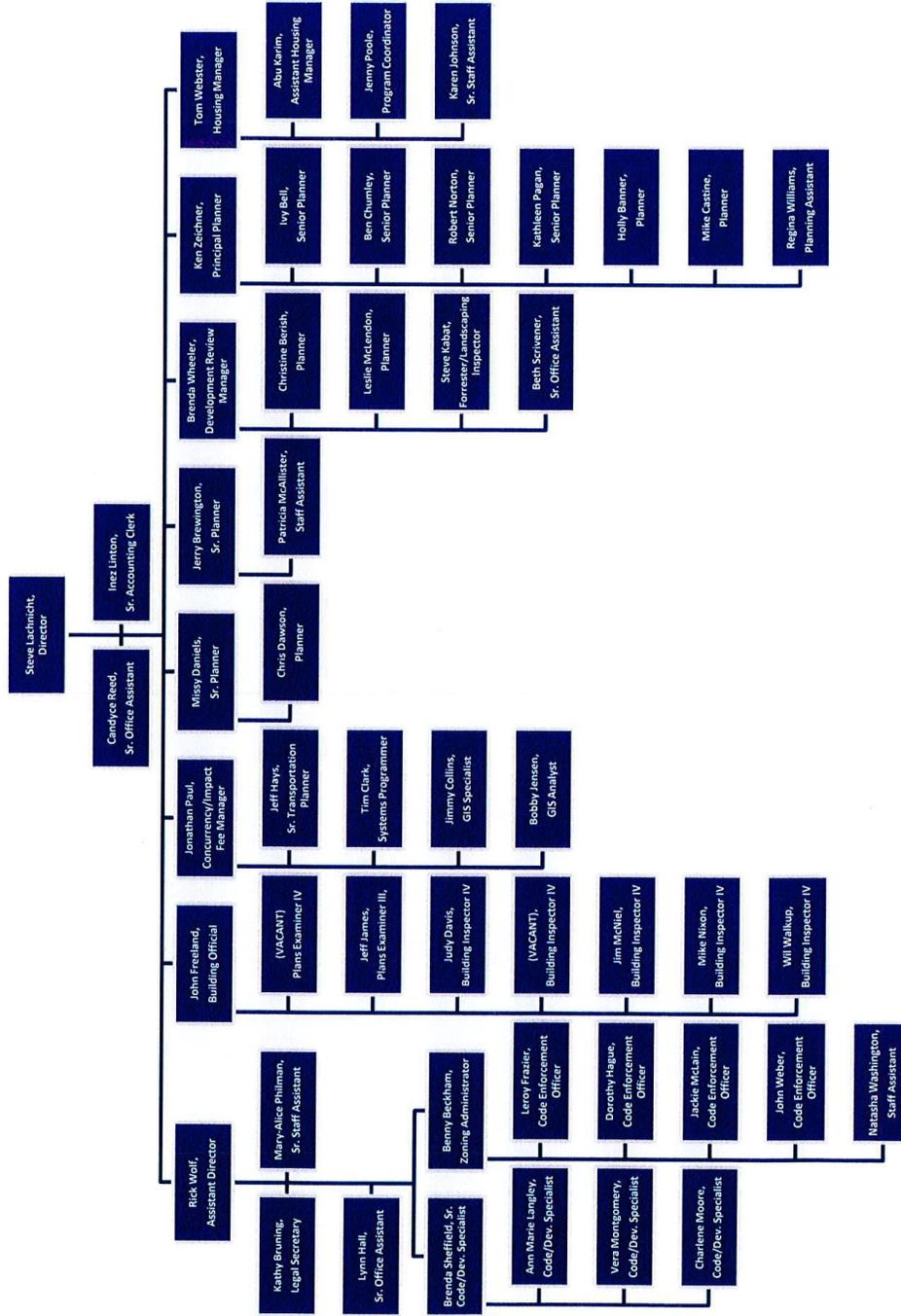
Added Services:

Lake County Planning & Community Design Division Organizational Chart





**ALACHUA COUNTY
GROWTH MANAGEMENT DEPARTMENT ORGANIZATIONAL CHART – FY 10/11
51.0 FTE'S – AS OF FEBRUARY 2011**



Rvscd: 02/22/11/map

PLANNING DIVISION COMPARABLES

The Planning Division’s comparables were Lake County, Polk County and Alachua County. Only Alachua County has responded to our information request so far.

Population/ Area

Marion County	331,298/ 1,584 Sq Miles
Alachua County	247,336/ 875 Sq Miles
Lake County	297,052/ 938 Sq Miles
Polk County	602,096/ 2,011 Sq Miles

Source:<http://quickfacts.census.gov/qfd/states/12/12127.html>

COMPARISON OF ALACHUA COUNTY AND MARION COUNTY GROWTH MANAGEMENT DEPARTMENT / PLANNING DIVISIONS

Community Visit with Alachua County – February 9, 2012

Marion County Growth Management Director, Jimmy Massey met with Alachua County Growth Management Director Steven Lachnicht, Senior Planner Missy Daniels, Development Review Manager Brenda Wheeler and Building Official John Freeland in the Alachua County Growth Management Department. Discussion and comparison was focused on Planning and Development Review processes.

	ALACHUA COUNTY	MARION COUNTY
Population *	247,336	331.298
Median Household Income *	40,656	37,162
Growth Management FTEs	51	33
Growth Management Divisions	Planning/Zoning - Development Services Division - Comprehensive Planning Division Code Enforcement Building Concurrency Review/Impact Fees Housing	Planning - Current Planning - Long Range Planning - Concurrency Review - Impact Fees Zoning Code Enforcement

* - Bureau of Economic and Business Research Florida Statistical Abstract 2011

Further detail regarding the Large and Small Scale Comprehensive Plan Amendment processes and their similarities and differences are categorized below:

PROCESS SIMILARITIES	PROCESS DIFFERENCES
	<p>Alachua charges \$7000, plus \$30 per acre over 10 for Large Scale Amendments and \$4000 flat fee for Small Scale Amendments.</p> <p>Marion charges \$5000, with no fee per acre over 10 and \$3000 flat fee for Small Scale Amendments.</p>
<p>One planner handles applications from beginning through public hearing, with assistance from transportation planner, GIS techs, etc.</p>	<p>Development Services Division Planners handle privately-initiated amendments.</p> <p>Comprehensive Planning Division Planners handle County-initiated amendments.</p>
<p>Mailings of notifications are approximately the same – about 2 weeks prior to public hearing.</p>	<p>Alachua property owners within 500’ are notified and in rural/agricultural areas, owners within 1320’ are notified. Marion notifies owners within 300’ for all property designations.</p>
	<p>Alachua has the property owner post signs on the property, no later than 48 hours after the application has been accepted. Signs are posted at maximum intervals of 400’ along road frontages. Marion staff posts signs, along the roadway, approximately 2 weeks prior to the initial public hearing,</p>
<p>Publication of the public hearing notice is 10 days prior to the public hearing and is a display ad.</p>	
	<p>Alachua’s Planning Commission/Local Planning Agency has 8 members including one school Board representative, who make recommendations on Comp Plan amendments as well as rezonings and special use requests.</p>
<p>About the same amount of general land use designations.</p>	<p>Alachua has about 15 – 20 land use designations specific to “activity centers”, to Marion’s 4 overlay zones specific to “activity centers, growth boundaries and blending overlays”</p>

COMPARISON RESULTS

- Alachua charges \$2000 more for large scale and \$1000 more for small scale amendments. Marion has seen a dramatic decrease in the number of large and small scale amendment applications submitted in the last few years because of the economic situation. We revised our fees last year eliminating the \$10 per acre fee for Large Scale amendments over 10 acres. Raising our fees at this time would be counterproductive for our anticipated economic development. Alachua's median household income is slightly higher than Marion's, and they service 83,962 less people than we do here in Marion.
- It is a good idea, in rural/agricultural areas, to notify property owners within a larger area, since rural parcels are generally larger. Marion is now at 300' for rural/agricultural notification. We may want to consider expanding this in the future.
- Marion posts signs that contain meeting dates that would not be confirmed and/or scheduled as early as 48 hours after acceptance of an amendment application. Small and Large scale amendment application cycles are opened very close, if not concurrently, with meeting dates being identified at a later time. However, having the applicant post the signs would save Marion the cost of gas and staff time.
- Alachua has different amendment types handled by separate planning divisions, where Marion has a single planner assigned to all amendment types; privately-initiated or county-initiated. Alachua has Development Services Division Planners who handle privately-initiated amendments, current planning, zoning and special use requests, customer service and development review and Comprehensive Planning Division Planners who handle County-initiated amendments, the comprehensive plan and its directives. Alachua has approximately 12 planners compared to Marion's 5. Alachua processed 9 amendment requests last year and Marion processed 10.
- Alachua has one Planning Commission/Local Planning Agency that makes recommendations on Comprehensive Plan Amendments and rezoning/special use requests. Marion has separate Planning and Zoning Commissions.

MARION COUNTY BOARD OF COUNTY COMMISSIONERS
BUSINESS PLAN BUDGET WORKSHEET
January 3, 2012

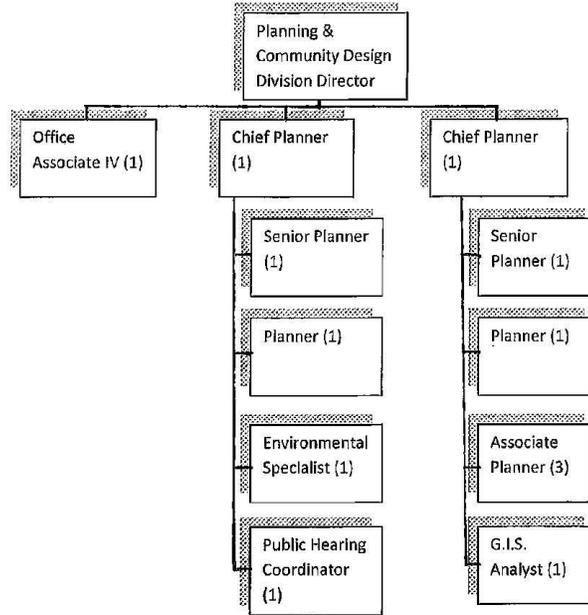
Fund		Department					
001 General Fund		3420 Zoning					
Account Code	Account Name	Actual Expenditures 2009-10	Unaudited Expenditures 2010-11	Amended Budget 2011-12	Business Plan 2012-13	Variance	%
<u>EXPENDITURES</u>							
512101	REGULAR SALARIES & WAGES	385,593	331,612	302,661	302,661	-	0.0%
514101	OVERTIME	-	-	-	-	-	#DIV/0!
521101	FICA TAXES	27,835	23,479	23,154	23,154	-	0.0%
522101	RETIREMENT CONTRIBUTIONS	39,167	30,809	16,131	17,131	1,000	6.2%
523101	HEALTH INSURANCE	55,508	52,419	49,824	49,824	-	0.0%
523401	LIFE, AD&D, LTD INSURANCE	2,905	2,296	1,967	1,965	(2)	-0.1%
524101	WORKERS' COMPENSATION	2,327	1,994	1,877	1,882	5	0.3%
540101	TRAVEL & PER DIEM	27	-	-	-	-	#DIV/0!
541101	COMMUNICATION SERVICES	447	365	940	800	(140)	-14.9%
542201	POSTAGE & FREIGHT	1,984	3,000	3,775	3,750	(25)	-0.7%
544101	RENT & LEASES - EQUIPMENT	2,456	2,829	2,829	2,829	-	0.0%
545101	INSURANCE - PREMIUMS	8,867	4,152	3,810	3,810	-	0.0%
546257	REP & MAINT-FLEET MGT	304	-	-	-	-	#DIV/0!
546301	REP & MAINT-EQUIPMENT	612	250	300	300	-	0.0%
547101	PRINTING & BINDING	193	348	12,600	13,000	400	3.2%
549112	OTHER CURR CHGS-REFUNDS	300	50	800	800	-	0.0%
549201	ADVERTISING - LEGAL	13,947	13,953	20,300	15,300	(5,000)	-24.6%
549990	OTHER CURR CHGS-MISC EXP	510	551	600	600	-	0.0%
551101	OFFICE SUPPLIES	4,587	2,874	5,716	5,600	(116)	-2.0%
552101	GASOLINE OIL & LUBRICANTS	1,755	2,228	3,249	4,550	1,301	40.0%
552106	OPERATING - COMPUTER SFTW	3,438	4,339	7,204	11,642	4,438	61.6%
552108	OPERATING SUPPLIES	1,499	1,939	2,140	1,780	(360)	-16.8%
552116	COMPUTER HARDWARE-OPERATI	-	1,777	2,403	-	(2,403)	-100.0%
554101	BOOKS/PUBS/SUBSCRIP/MEMBS	-	-	-	-	-	#DIV/0!
554201	DUES & MEMBERSHIPS	412	-	-	-	-	#DIV/0!
555501	TRAINING & EDUCATION	100	417	390	732	342	87.7%
564101	MACHINERY AND EQUIPMENT	2,945	1,037	1,150	-	(1,150)	-100.0%
		<u>557,717</u>	<u>482,717</u>	<u>463,820</u>	<u>462,110</u>	<u>(1,710)</u>	
<u>REVENUES</u>							
34190020	ZONING FEES-MISCELLANEOUS	57,322	52,420	60,000	60,000	-	0.0%
34190032	ZONING FEES-SITE PLAN REV	64,105	59,365	63,000	63,000	-	0.0%
		<u>121,427</u>	<u>111,785</u>	<u>123,000</u>	<u>123,000</u>	<u>-</u>	

Marion County Board of County Commissioners

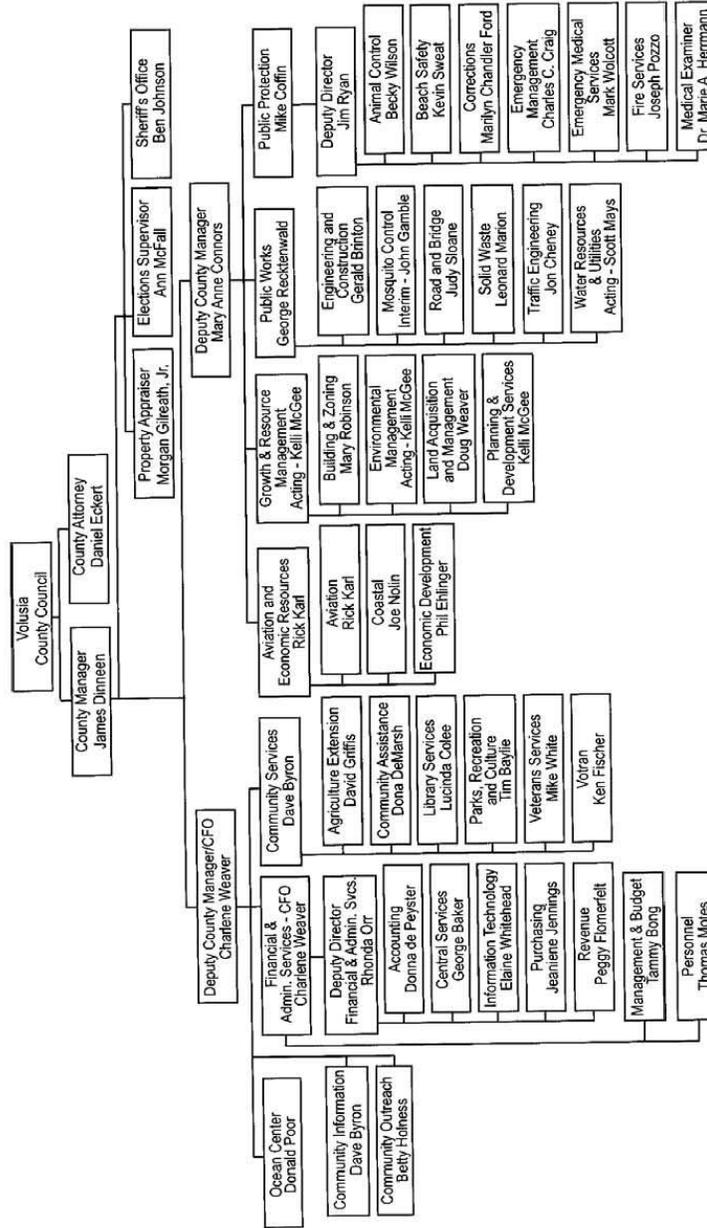
Business Plan Performance Measures and Benchmarks

Fund number:	1					
Department number:	3420					
Department name:	Zoning Division					
Place completed worksheet in business plan template section eight.						
<u>Type of Measure:</u> <u>Workload.</u> <u>Efficiency, or</u> <u>Enter Calculation</u>						
<u>Performance Measure</u>	<u>Outcome</u>	<u>formula</u>	<u>Marion County</u>	<u>Alachua</u>	<u>Lake</u>	<u>Volusia</u>
			Total #/Year	Total #/Year	Total #/Year	Total #/Year
Walk-in/e-mail customer	Workload		27000	8007	4900	20,000
Phone customer	Workload		26000		30000	10120
Development site plan review	Workload		450	134		
Building permit site plan review	Workload		4008	4250	5000	
Misc Zoning permit review	Workload		2800	1000		
Special Use Permit	Workload		58	7		50
Zoning Changes	Workload		24	18	24	40
Variances	Workload		52	17	17	50
LDC revision	Workload		1	1	0	
			Fee \$ collected			
Walk-in/e-mail customer	Outcome		0			
Phone customer	Outcome		0			
Development site plan review	Outcome		250			
Building permit site plan review	Outcome		20			
Misc Zoning permit review	Outcome		15-50			
Special Use Permit	Outcome		300	4000	750+.50/AC	
Zoning Changes	Outcome		400	4000	200-1200	
Variances	Outcome		200	400	500	
LDC revision	Efficiency (cost)		15800	45000		

Lake County Planning & Community Design Division Organizational Chart



Volusia County Organizational Chart



ZONING DIVISION COMPARABLES

Comparisons communities considered*:

Comparative Counties

	<u>Population/ Area</u>
Marion County	331,298/ 1,584 Sq Miles
Alachua County	247,336/ 875 Sq Miles
Lake County	297,052/ 938 Sq Miles
Osceola County	268,685/ 1,327 Sq Miles
Seminole County	422,718/ 309 Sq Miles
Volusia County	495, 000/ 1,100 Sq Miles

Source: <http://quickfacts.census.gov/qfd/states/12/12127.html>

*Only Lake, Alachua, and Volusia counties responded.

Community Visit: Alachua County; February 9, 2012

	Population/Area
Marion County	331,298/ 1,584 Sq Miles
Alachua County	247,336/ 875 Sq Miles

Marion County Zoning Manager, Sam Martsof, met with Alachua County Building Official John Freeland, Senior Planner Missy Daniels, Development Review Manager Brenda Wheeler, and Growth Management Director Steven Lachnicht in the Alachua County Growth Management’s Department. Discussion and comparison was focused on the Zoning Change and Special Exception (Marion’s Special Use) process. The similarities and differences are categorized below:

Alachua County’s Growth Management Department includes: Planning and Development Services, Code Enforcement, Building Department, and Housing (similar to Marion’s Community Services). Alachua’s Growth Management annual budget is \$4,456,184 (\$1,284,942 is Building Enterprise funded) which is 4% of Alachua’s total budget.

Process	Process Differences	Discussion
Overall funding of Growth Management (including Building)	Alachua funds GM: \$1,524,647-34% MSTU \$1,064,368-24% General Fur \$1,284,942-29% Enterprise Remainder Gas Tax & Grant	

Process	Process Differences	Discussion
Initial Application ZC (zoning change) SUP(special use permit)	Fee: Marion \$400 ZC / \$300 SUP Alachua \$4,000 ZC/ \$4,000 SUP	Alachua County's much higher application fee likely explains the dramatically reduced number of applications. However, Alachua's stricter adherence to zoning district uses is mainly due to the administrative establishment of those districts by longstanding and comprehensive planning.
Alachua: Building Dept is an enterprise fund, Zoning is MSTU and General Fund	Generally same	Marion, Zoning is General Fund only (with \$120,000± Annual fee generated offset)
Alachua: Growth Management Director interprets the Land Development Code.	Generally same	
Pre-application conference for Proposed development, 6 per month	Generally same	Marion has a review staff meeting weekly that functions as a pre-Application conference. 8 per month
Environmental review of Development within the County	Alachua has a single Environmental Protection Dept with a \$4,000,000 budget. Marion distributes the administration of environmental regulations across various departments	Marion's administration of Environmental regulation is sometimes difficult to administer due to the multi-departmental jurisdiction.
Flood zone administration	Generally same	

MARION COUNTY BOARD OF COUNTY COMMISSIONERS
 BUSINESS PLAN BUDGET WORKSHEET
 January 3, 2012

Fund		Department					
001	General Fund	3440 Code Enforcement					
Account Code	Account Name	Actual Expenditures 2009-10	Unaudited Expenditures 2010-11	Amended Budget 2011-12	Business Plan 2012-13	Variance	%
EXPENDITURES							
512101	REGULAR SALARIES & WAGES	535,270	502,927	482,498	452,733	(29,765)	-6.2%
514101	OVERTIME	222	85	1,000	1,000	-	0.0%
521101	FICA TAXES	39,226	36,880	36,987	34,713	(2,274)	-6.1%
522101	RETIREMENT CONTRIBUTIONS	54,317	46,395	25,769	25,680	(89)	-0.3%
523101	HEALTH INSURANCE	85,134	76,293	80,964	74,736	(6,228)	-7.7%
523401	LIFE, AD&D, LTD INSURANCE	4,116	3,509	3,144	2,926	(218)	-6.9%
524101	WORKERS' COMPENSATION	29,183	23,125	25,090	23,232	(1,858)	-7.4%
531109	PROFESSIONAL SERVICES	14,638	10,641	15,500	11,950	(3,550)	-22.9%
534101	OTHER CONTRACTUAL SERVICE	85,740	62,268	104,052	73,075	(30,977)	-29.8%
540101	TRAVEL & PER DIEM	3,760	1,928	2,000	2,000	-	0.0%
541101	COMMUNICATION SERVICES	1,908	3,467	6,756	6,678	(78)	-1.2%
542201	POSTAGE & FREIGHT	6,388	6,320	8,000	8,000	-	0.0%
544101	RENT & LEASES - EQUIPMENT	3,383	3,586	3,708	3,060	(648)	-17.5%
545101	INSURANCE - PREMIUMS	40,938	15,884	13,488	13,488	-	0.0%
546257	REP & MAINT-FLEET MGT	15,284	-	-	-	-	-
546301	REP & MAINT-EQUIPMENT	1,501	376	700	775	75	10.7%
547101	PRINTING & BINDING	1,516	691	2,100	2,100	-	0.0%
549120	OTHER CURR CHGS-CLERK	(551)	2,869	5,000	5,000	-	0.0%
549201	ADVERTISING - LEGAL	2,682	3,002	3,080	3,080	-	0.0%
549990	OTHER CURR CHGS-MISC EXP	145	72	80	160	80	100.0%
551101	OFFICE SUPPLIES	1,331	1,283	1,629	1,629	-	0.0%
552101	GASOLINE OIL & LUBRICANTS	30,344	36,048	39,000	54,600	15,600	40.0%
552106	OPERATING - COMPUTER SFTW	3,750	4,666	6,416	7,823	1,407	21.9%
552107	CLOTHING & WEARING APP	81	2,128	2,400	2,400	-	0.0%
552108	OPERATING SUPPLIES	9,192	9,598	6,412	5,292	(1,120)	-17.5%
552116	COMPUTER HARDWARE-OPERATI	-	2,572	-	-	-	-
554101	BOOKS/PUBS/SUBSCRIP/MEMBS	95	95	111	111	-	0.0%
554201	DUES & MEMBERSHIPS	360	360	360	420	60	16.7%
555501	TRAINING & EDUCATION	4,600	1,900	2,010	2,010	-	0.0%
564101	MACHINERY AND EQUIPMENT	20,923	-	13,500	3,875	(9,625)	-71.3%
		<u>995,479</u>	<u>858,968</u>	<u>891,754</u>	<u>822,546</u>	<u>(69,208)</u>	<u>-7.8%</u>
REVENUES							
34190051	FEES - CODE FINE COLLECT	5,519	108	4,000		(4,000)	-100.0%
35400010	CODE ENFORCEMENT BD FINES	43,633	47,158	46,000		(46,000)	-100.0%
		<u>49,151</u>	<u>47,266</u>	<u>50,000</u>	<u>-</u>	<u>(50,000)</u>	

Revised 4-5-12 RH2

Marion County Board of County Commissioners

Business Plan Performance Measures and Benchmarks

Fund number:	1
Department number:	3440
Department name:	Growth Management - Code Enforcement

Place completed worksheet in business plan template section eight.

<u>Performance Measure</u>	<u>Type of Measure:</u> <u>Workload,</u> <u>Efficiency, or</u> <u>Outcome</u>	<u>Enter Calculation formula</u>	<u>Marion County</u>	<u>Lake County</u>	<u>Putnam County</u>	<u>Volusia County</u>
Square miles of land coverage	Workload	Total Sq Mi - water	1579	953	722	1207
No. of officers/inspector positions	Workload	No formula	11	6	3	3
Total no. of complaints received (FY 11)	Workload	No formula	7611	3904		7022
Percentage of cases are reactive	Efficiency	Reactive/total cases	70%	100%		95%
Annual avg. no. of cases per officer (FY 11)	Workload	Total cases/# of CEOs	692	488		2341
Percentage of cases are proactive	Efficiency	Proactive/total cases	30%	0%		5%
Number of days to respond to complaint	Efficiency	No formula - Policy	0-2	1.5	0-2	4-5 for life safety issues 7-10 for non-life safety
Annual no. of cases presented to a Code Enforcement Board/Special Master (FY 11)	Workload	No Formula	317	203		309

Benchmarks

Proactive Enforcement

No. of assigned cases + (number of days worked x 3 new assigned cases per day)

Average 3 new cases assigned per officer per day worked per month

Not permitted at this time

Reports included in annual performance evaluations

Marion County Board of County Commissioners

Forecast Service Volume

	Fund number:	1
	Department number:	3440
	Department name:	Growth Management - Code Enforcement

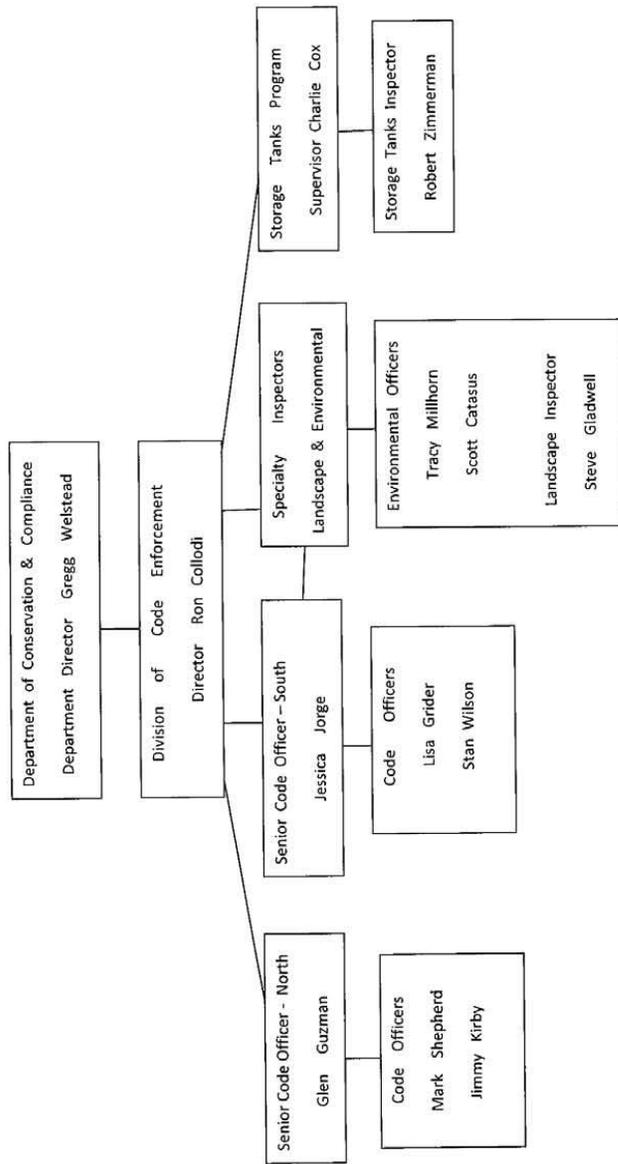
Place completed worksheet in business plan template section four.

<u>List Services provided:</u>	<u>Current volume</u>	<u>Forecast volume 2012</u>	
		<u>13</u>	<u>Variance</u>
Investigating County, LDC, Permitting & Unlicensed Contractor Violations	7611	6273	-1338
Conducting Code Board Hearings	23	12	-11
Abating Unsafe Structures	11	25	14
Abating Junk/Unserviceable Vehicles	17	7	-10
Bingo Licensing	22	23	1

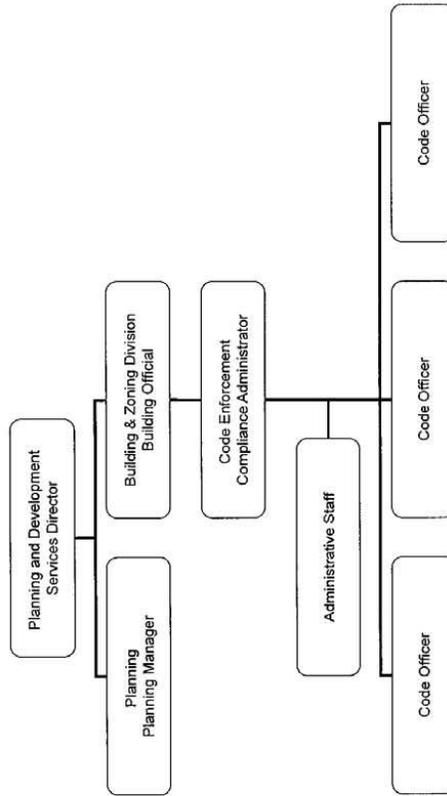
Added Services:	0	0
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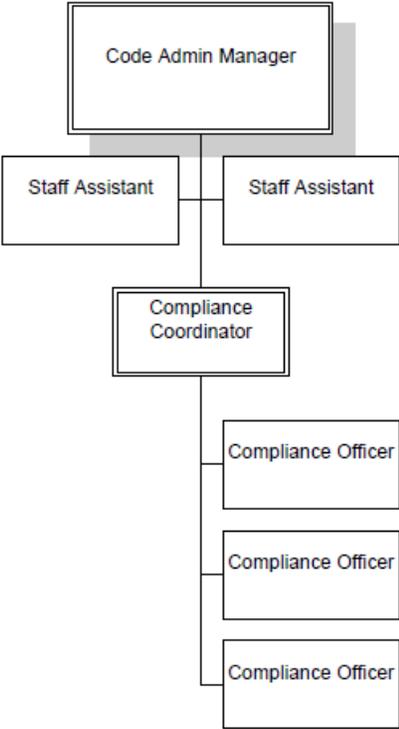
Lake County Florida Organizational Chart 3/15/2011



Putnam County Florida Organizational Chart 3/17/2011



Volusia County Florida Code Enforcement Organizational Chart



CODE ENFORCMENT COMPARATIVE RESULTS

The results from the comparative data were somewhat similar to Marion County Code Division. The processes used in the enforcement of codes and ordinances were parallel; however, Lake County and Volusia County indicated their case investigations are 95 to 100 percent citizen complaint driven, with little or no proactive enforcement.

Lake County Code Enforcement provided specifics about the services they provide.

1. What are Lake County's priorities of code cases? (Life Safety Issues) ex. (car hit a building)
Other than what's considered a life safety issue, calls are investigated as they come in.

2. Do you have a list of criteria for these priorities?

A code officer prioritizes their cases daily, starting with probable life safety issues. Code officers work directly from their vehicles, downloading their caseload from laptop computers daily.

Lake County Code Enforcement utilizes the CD-Plus program for officers to work in the field. County vehicles are taken home daily; officers do not have to come to the office. Field Supervisors meet with the officers in the field and give them supplies that are needed.

Notice of violations are printed out in the field and given to the probable violator at the time of an investigation or posted on the property. If a "No Trespassing" sign is posted on the property, then the officer will email the staff secretary a copy of the notice for mailing out. If a Notice to Appear before the Code Enforcement Board / Special Magistrate needs to be mailed out, the code officer emails the notice to the Board secretary for mailing.

Lake County Code Enforcement is 100% paperless, excluding the cases for the Special Magistrate. "No Hard Copy" files.

An audit was done by the Lake County Clerk's office in reference to Code Enforcement streamlining their processes and it proved to be a cost savings budgetary wise.

3. What is your weekly work schedule?

4 day work week, 10 hrs. Days

7:00A.M. --- 5:00P.M.

7:30A.M. --- 5:30P.M.

Eliminated On-Call, No nights, do not work weekends

Costs savings due to Budgetary Constraints

4. Do you have a Foreclosure Ordinance?
No

How do you deal with foreclosed abandoned properties?

Send out a notice to the bank or mortgagee and monitor the situation until the foreclosure is resolved.