

# Growth Management

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**BOARD OF COUNTY COMMISSIONERS  
OKALOOSA COUNTY, FLORIDA**

**SERVICE AREA:** GENERAL GOVERNMENT

**DEPARTMENT/PROGRAM:** GROWTH MANAGEMENT/PLANNING DIVISION

**PROGRAM DESCRIPTION:** The Planning Division is responsible for:

- Administration of the Okaloosa County Comprehensive Plan and Land Development Code, a non-discretionary, state-mandated function intended to set general guidelines and principles for the growth and development of the County, including capital facilities and infrastructure planning.
- Coordination of the County’s floodplain management program as needed to participate in the National Flood Insurance Program (NFIP). As of this writing, there are approximately 11,900 active flood insurance policies in the County with a premium value of roughly \$5 million.
- Coordination of the County’s participation in the NFIP Community Rating System which is a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed minimum NFIP requirements. Flood insurance premium rates are discounted to reflect reduced flood risk resulting from community actions toward meeting CRS goals. The County currently has a CRS classification of 5 which translates into a 25% savings for flood insurance policy holders.
- Coordination of the Countywide (County and municipality) Local Mitigation Strategy which is a federal mandate requiring all local governments to develop hazard mitigation plans as a condition of receiving federal mitigation project grants under the pre- and post-disaster hazard mitigation grant programs.
- Development and implementation of the Eglin Joint Land Use Study and Eglin Growth Management Plan undertaken in response to the 2005 Base Realignment and Closure legislation that resulted in Eglin being the recipient of significant new missions.

**REVENUE:** The Planning Division is funded within the General Fund. Supporting revenue of the General Fund are ad valorem taxes, communications service tax, local business tax, permits and fees, state shared revenue, charges for services, judgments and fines, miscellaneous revenue and transfers from other funds.

**EXPENDITURES:**

Category	Expenditures		Budget	
	FY09 Actual \$	FY10 Actual \$	FY11 Original \$	FY12 Approved \$
Personal Services	593,838	597,957	664,307	615,770
Operating Expenses	91,223	74,887	102,670	71,277
Capital Outlay	0	1,918	0	0
Other	0	0	0	0
<b>Total</b>	<b>685,061</b>	<b>674,762</b>	<b>766,977</b>	<b>687,047</b>

## HISTORICAL STAFFING SUMMARY:

Category	FY09	FY10	FY11	FY12
Full-time	10	9	9 <sub>1</sub>	9 <sub>1</sub>
Part-Time	0	0	0	0
Relief	0	0	0	0
Total	10	10	9	9

1 Four (4) positions split between Fund 0108 (Planning) and 441 (Building) as well as 2 FT Transit and Grants Employees

## MAJOR ACCOMPLISHMENTS LAST YEAR:

- Completely re-wrote **in-house** the Federally-mandated Local Mitigation Strategy which was approved by State and FEMA
- Wrote RFP, advertised, and retained services of Matrix Design Group to initiate JLUS Small Area Study
- Created Military Sustainability Partnership with surrounding communities to continue cooperative efforts begun through the JLUS and GMP
- Assisted in acquisition of Defense Infrastructure Grant funds for Shoal River Buffer
- Revised Land Development Code to provide streamlined development review process
- Provided staff support including agendas, staff reports, minutes, etc. to Planning Commission, Board of Adjustment, construction licensing boards, and Military sustainability Partnership.

## PROGRAM GOAL:

1. To develop and implement short, medium, and long-range land use planning strategies, including associated regulatory programs, that ensure the County's long term economic vitality, environmental health, and quality of life consistent with state land use legislation.
2. Implement a streamlined and efficient development review process that does not include unnecessary steps or superfluous requirements.
3. Enhance the ability of Eglin Air Force Base, the Eglin Reservation, and Hurlburt Field to continue and expand their military missions.
4. Maintain favorable insurance rates through continued participation in the NFIP Community Rating System

## KEY OBJECTIVES:

1. Continue to improve the County's Land Development Code.
2. Stay informed of and update the Board of County Commissioners in regard to, the status of changes to state growth management legislation and programs.
3. Continue implementation of the 2009 Eglin Joint Land Use Study (JLUS) through the Small Area Study.
4. Work with the Military Sustainability Partnership to identify opportunities to enhance the utility of the area's military installations through shared use of resources, as feasible.
5. Achieve a NFIP/CRS rating of 4.

**PERFORMANCE MEASURES:**

Performance Measures		Actual FY09/10	Estimated FY10/11	Adopted FY11/12
Input	Full-time Equivalent (FTE)			
	Planning Manager (PM)	1	1	1
	Planning Coordinator (PC)	1	1	1
	Planner III (P-3)	2	2	2
	Planning Analyst (PA)	1	0	0
	GIS Planner/Analyst (GIS)	1	1	1
	<i>Positions Shared with Enterprise Fund</i>			
	Growth Management Director	1	1	1
	Fiscal Coordinator	1	1	1
	Administrative Assistant II (AA)	2	2	2
Output	Comprehensive Plan:			
	Text amendments	1	0	4
	Large-scale map amendments	0	0	5
	Small-scale map amendments	3	5	5
	Planning Commission meetings	7	7	6
	DRI Changes	2	0	1
	Land Development Code:			
	Change to zoning map	4	6	10
	Development order reviews	0	0	0
	Site Plan Reviews	40	30	50
	Subdivision Review	1	3	10
	Administrative Adjustments	8	4	8
	Lot Splits	27	30	30
	Landscaping Reviews	17	25	28
	Alcohol Reviews	31	25	0
	Consistency Letters	16	15	20
	Temporary Use Review	18	15	20
	Board of Adjustment:			
	Variances	4	3	4
Special exceptions	0	1	3	
Appeals	0	0	0	
National Flood Insurance Program:				
Elevation certificates reviewed	1,099	1,200	1,200	
Efficiency	Maintain least level of staff per 1,000 unincorporated county population <sup>1</sup> (does not include GM Director or Financial Coordinator)	6 to 117	6 to 120	6 to 181
	Maintain least staff cost per taxpayer budget dollar (budget divided by number of staff)	\$112,460	\$127,830	\$111,930
	Achieve shortest development review time in region	130 days	130 days	75 days
Effectiveness	Continue participation in NFIP			
	Total premiums in flood zones	\$2,120,000	\$4,895,289	\$5,000,000
	Avg. policy premium	\$503.00	\$411.96	\$500.00
	Maintain and improve CRS rating	6/\$126	5/\$157	4/\$207

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**BOARD OF COUNTY COMMISSIONERS  
OKALOOSA COUNTY, FLORIDA**

**SERVICE AREA:** PUBLIC SAFETY

**DEPARTMENT/PROGRAM:** GROWTH MANAGEMENT/CODE ENFORCEMENT DIVISION

**PROGRAM DESCRIPTION:** The Code Enforcement Division protects the health, safety, and quality of life of Okaloosa County’s residents and visitors by ensuring compliance with the Land Development Code and other ordinances adopted by the Board of County Commissioners, enforcing licensing and other legal requirements associated with the contracting and building trades, and processing building code violations in conjunction with the Building Official through appropriate boards and authorities.

The Code Enforcement Division provides administrative and professional service to the Code Enforcement Board as well as the Construction, Mechanical, Plumbing, and Electrical competency boards. Through Interlocal Agreements between the Board of County Commissioners and their respective city councils, the Code Enforcement Division also administers competency board cases (in conjunction with the County Building Official) for the City of Mary Esther and the City of Destin.

**REVENUE:** The Code Enforcement Division is funded within the General Fund. Supporting revenue of the General Fund are ad valorem taxes, communications service tax, local business tax, permits and fees, state shared revenue, charges for services, judgments and fines, miscellaneous revenue and transfers from other funds.

**EXPENDITURES:**

Category	Expenditures		Budget	
	FY09 Actual \$	FY10 Actual \$	FY11 Original \$	FY12 Approved \$
Personal Services	108,949	107,263	115,651	114,403
Operating Expenses	14,873	16,507	28,703	26,869
Capital Outlay	0	0	0	0
Reserves	0	0	14,500	23,000
<b>Total</b>	<b>123,822</b>	<b>123,770</b>	<b>154,854</b>	<b>164,272</b>

**HISTORICAL STAFFING SUMMARY:**

Category	FY09	FY10	FY11	FY12
Full-time	3	3	3	3
Part-Time	0	0	0	0
Relief	0	0	0	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**MAJOR ACCOMPLISHMENTS LAST YEAR:**

- Coordinated and conducted door-to-door surveys in Greater Sylvania Heights for CDBG Road Re-paving Project
- Initiated and administered 3 community clean ups
- Initiated 3 proactive area sweeps
- Initiated Citizen’s Code Enforcement Auxiliary

**PROGRAM GOAL:** To protect the health, safety, and quality of life of Okaloosa County’s residents and visitors by providing effective, timely, and professional enforcement of County Codes and state laws.

**KEY OBJECTIVES:**

1. Investigate complaints of code and ordinance violations within 24 hours or next working day on weekends or holidays.
2. Work with contractors and property owners to *achieve compliance* with codes and ordinances.
3. Effectively coordinate investigations with other County departments, the Sheriff’s office, as well as state and federal agencies as applicable.
4. Investigate reports of unlicensed contracting, in conjunction with the Florida Department of Business and Professional Regulation, if necessary.
5. Organize community clean ups.
6. Institute the use of citizen volunteers as an auxiliary for administrative functions.
7. Increase public awareness of code requirements through public service announcements, informational flyers, and other avenues as appropriate.

**PERFORMANCE MEASURES:**

Performance Measures		Actual FY09/10	Estimated FY10/11	Adopted FY11/12
Input	FTEs	3	3	3
	Supervisor/Manager	1	1	1
	Officers	2	2	2
Output	Number of complaints of alleged code violations investigated	2719	2694	2700
	Number of contractor licensing investigations (includes unlicensed contracting as well as contractor misconduct)	642	357	500
	Number of cases prosecuted to Code Enforcement Board or Court	12	5	8
	Number of cases presented to contractor licensing boards	15	9	10
	Number of community clean ups	3	4	4
	Number of lien/code violation public record requests	502	425	475
	Citations Issued	19	15	15
Efficiency	Number of cases per Code Enforcement Official	906	898	900
Effectiveness	Number of cases resolved without necessitating Board action	3326 <sup>1</sup>	2877 <sup>2</sup>	3182
	Restitution to victims	\$0	\$5861.89 (\$11,061.89)	No estimate
	Total fines and fees recovered	\$1,725.00	\$16,611.89 (\$25,936.89)	No estimate



**BOARD OF COUNTY COMMISSIONERS  
OKALOOSA COUNTY, FLORIDA**

**SERVICE AREA:** GENERAL GOVERNMENT

**DEPARTMENT/PROGRAM:** GROWTH MANAGEMENT/PLANNING DIVISION/*TRANSIT AND GRANTS*

**PROGRAM DESCRIPTION:** The Transit and Grants Section of the Planning Division serves as the Community Transportation Coordinator as required by Section 427.011 of the *Florida Statutes* and manages in excess of \$9 million in state and Federal grants funds through which both paratransit and fixed route services are provided. The Transit and Grants Section is also responsible for oversight of the \$3.2 million Neighborhood Stabilization Program (NSP) which provides housing to low to moderate income households. In addition to transit and NSP programs, this division oversees various grants as they become available.

**REVENUE:** The Planning Division/Transit and Grants is funded with General Funds with salary supporting FDOT grants. The Section also receives revenue from grant reimbursement through the NSP and Community Development Block Grant programs. Revenue for transit operations is obtained through fare collections and advertising bus wraps. Funding for transit operations is subsidized by the Federal Transit Administration, Florida Department of Transportation, Florida Commission for the Transportation Trust Fund, Medicaid and matching local dollars. Miscellaneous non-transit grants (DCA, FEMA, DIG) are utilized for administration fees if feasible.

**EXPENDITURES:**

Category	Expenditures		Budget	
	FY09 Actual \$	FY10 Actual \$	FY11 Original \$	FY12 Approved \$
Personal Services	0	0	0	0
Operating Expenses	134,404	245,495	279,862	188,307
Capital Outlay	1500	0	0	0
Grants & Aids	21,334	25,000	25,000	25,000
<b>Total</b>	<b>157,238</b>	<b>270,495</b>	<b>304,862</b>	<b>213,307</b>

2 full-time positions associated with this function are paid out of Planning Division 0108.

**HISTORICAL STAFFING SUMMARY:**

Category	FY09	FY10	FY11	FY12
Full-time	2	2	2	2
Part-Time	0	0	0	0
Relief	0	0	0	0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## **MAJOR ACCOMPLISHMENTS LAST YEAR:**

- The Transit and Grants Section of the Planning Division managed in excess of \$8 million in transit related grants, \$3.2 million in Neighborhood Stabilization Program Funds, \$1.48 million in American Recovery and Reinvestment Act of 2009 funding, and oversaw \$400,000 in Defense Infrastructure Grant funding.
- Provided over 162,000 fixed route trips and over 133,000 in paratransit/door-to-door trips.
- Assisted the Public Works and Water & Sewer departments with CDBG grant administration

**PROGRAM GOAL:** The goal of the Transit and Grants Section is to maximize the procurement and use of state, Federal and other grants in order to:

1. provide the most affordable possible public transportation to citizens of Okaloosa County through the most cost-effective mix of fixed route and paratransit services;
  - a. transfer as many paratransit users as possible to fixed route
2. supplement County funds used for infrastructure;
3. assist the County as well as individual citizens in efforts to mitigate hazard vulnerability;
4. enable the provision of affordable housing to economically challenged households

## **KEY OBJECTIVES:**

1. Serve as the Community Transportation Coordinator (CTC) for Okaloosa County. This entails grant compliance monitoring and administration of grant funding for Federal Transit Administration, Florida Department of Transportation, Commission for the Transportation Disadvantaged, Medicaid, Department of Community Affairs (CDBG), Enterprise Florida, Inc. (Defense Infrastructure Grants) and FEMA.
2. Continue administration of 15+ grant programs totaling over \$9,579,049, including review of financial and accounting systems relative to program revenues and expenditures and daily oversight and monitoring of primary public transit provider and management of three secondary providers.
3. Increase grant revenues by developing in-house expertise in grant administration and working with contract grant administrator.
4. Monitor implementation of the Neighborhood Stabilization Program to ensure compliance with all applicable state and federal regulations.
5. Manage overall planning and intergovernmental relations of the County's public transit system, including transit service design, route planning, performance monitoring, comprehensive planning, and land use coordination for transit.
6. Coordinate with the business community, citizen groups, federal, state, regional and local funding agencies, partners and planning agencies to secure funding and to develop public transportation services and capital improvements for Okaloosa County.
7. Continue to provide public transportation in the form of fixed-route and paratransit service.

**PERFORMANCE MEASURES:**

Performance Measures		Actual FY09/10	Estimated FY10/11	Adopted FY11/12
Input	Farebox Collection –Fixed Route	\$105,521	\$110,000	\$115,000
	Farebox Collection - Paratransit	\$389,000	\$389,000	\$380,000
	Full Time Employees	2	2	2
	BCC Route Operation Contribution	\$220,088	\$279,862	\$188,307
	TDC Route Operation Contribution	\$282,000	\$282,000	\$0
Output	Transportation Disadvantaged Trips Medical (Ridership)	58,722	55,000	55,500
	Transportation Disadvantaged Trips Employment (Ridership)	41,595	47,000	49,000
	Transportation Disadvantaged Trips Other (Ridership)	33,394	32,000	34,000
	Medicaid (Ridership)	15,980	14,000	14,500
	Fixed Route (Ridership)	162,820	200,000	TBD
	NSP Rehabilitation of Homes	0	\$3,200,000	\$3,200,00
	Disaster Recovery Grant Funding	0	\$374,376	As available
	CDBG Grant (Neighborhood Revitalization & Economic Development)	0	\$750,000 \$750,000	\$750,000 \$750,000
	Defense Infrastructure Grant	\$250,000	\$250,000	\$250,000
Efficiency	Public Transit, Reduced Funding, Reduced Service.	No Saturday Service	Cut Several Routes	To be determined
	Two FTE’s Provide Management/Oversight/Compliance Review of Grant Programs	\$6,550,332	\$9,579,049	\$9,500,000
	Two FTE’s Provide Management/Oversight/Compliance Review of Capital Investments	\$5,000,000	\$5,250,000	\$5,250,000
Effectiveness	Awarded ARRA Grant Funding w/Limited Resources & Time	0	\$1,480,000	As available
	Average Fuel Savings for Express Rider	\$2,800	\$3,500	\$3,500 (assumes ridership and fuel costs remain same)

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**BOARD OF COUNTY COMMISSIONERS  
OKALOOSA COUNTY, FLORIDA**

**SERVICE AREA:** PUBLIC SAFETY

**DEPARTMENT/PROGRAM:** GROWNTH MANAGEMENT DEPARTMENT/INSPECTIONS DIVISION

**PROGRAM DESCRIPTION:** The Inspections Division of the Growth Management Department enforces the Florida Building Codes (Mechanical, Plumbing, Fuel/Gas, Residential, and Building) and the Fire- Life/Safety codes as mandated by Florida law. The Inspections Division also administers the County’s contractor licensing program as provided in Chapter 489, Florida Statutes, which protects public health and safety by ensuring that all contractors working in our jurisdiction are properly licensed. The Inspections Division receives and reviews permit applications, conducts on-site inspections for compliance with the requisite codes, and provides annual fire safety inspections for existing regulated structures. The Inspections Division provides building permit review services throughout unincorporated Okaloosa County as well as the City of Mary Esther, Town of Shalimar and City of Laurel Hill. The Division also provides Fire/Life Safety reviews for all the independent fire districts north of Eglin Air Force Base.

The Inspections Division’s enforcement of the Building and Fire/Life Safety codes has earned Okaloosa County an Insurance Services Office (ISO) rating of 4 which enables Okaloosa County’s homeowners to receive favorable homeowners’ insurance rates.

**REVENUE:** Pursuant to Section 553.80, Florida Statutes, the Inspections Division operates as an enterprise fund, using building permit application fees as its primary source of revenue.

**EXPENDITURES:**

Category	Expenditures		Budget	
	FY09 Actual \$	FY10 Actual \$	FY11 Original \$	FY12 Approved \$
Personal Services	1,104,454	1,127,897	1,049,247	1,029,893
Operating Expenses	142,097	113,389	120,510	398,452
Capital Outlay	0	0	0	0
Other	0	0	0	0
<b>Total</b>	<b>1,245,451</b>	<b>1,241,286</b>	<b>1,169,757</b>	<b>1,428,345</b>

**HISTORICAL STAFFING SUMMARY:**

Category	FY09	FY10	FY11	FY12
Full-time	13	13	12	12
Part-Time	0	0	0	0
Relief	0	0	0	0
<b>Total</b>	<b>13</b>	<b>13</b>	<b>12</b>	<b>12</b>

## **MAJOR ACCOMPLISHMENTS LAST YEAR:**

- Worked with the Building Industry Association to develop fee structure that allows Enterprise fund to be self supporting
- Co-sponsored with BIA training session to enable contractors and Inspections staff to receive continuing education credits
- Upgraded permitting software
- Initiated automated permit courtesy reminder program

**PROGRAM GOAL:** Inspections Division's is responsible to protect the public health and safety by ensuring that all regulated construction activities meet or exceed the requirements of the Building and Fire/Life Safety codes while providing customer-friendly service to the development industry by ensuring that building permit reviews and inspections are carried out in a timely, uniform manner and operate independently of the County General Fund.

## **KEY OBJECTIVES:**

1. Maintain staffing sufficient to meet the following levels of service:
  - a. Inspections performed the next business day for any inspection requested by midnight of the preceding day.
  - b. Provide twice-per-week (Tuesdays and Thursdays) walk-through review of single-family residences, renovations, additions, pools, and accessory structures.
  - c. Provide plans review for single family home in 5 working days, commercial plans in 10 working days.
  - d. Maintain ability to respond in times of natural disaster.
  - e. Maintain an ISO rating of 4 or better
2. Maintain revenues and reduce costs where possible to enable the Division to function without subsidy.

**PERFORMANCE MEASURES:**

Performance Measures		Actual FY09/10	Estimated FY10/11	Adopted FY11/12
Input	FTEs	13	12	12
	Office Locations	2	2	2
Output	Number of building permits issued	6,349	7,060	7,800
	Number of Building Plans Examinations	1,190	630	840
	Number of fax permits issued (this is a subset of the total number of permits)	2,021	2,632	3,400
	Number of licenses issued <sup>1</sup>	1,320	1,531	1,200
	Number of trade board meetings	21	20	22
	Number of Public Records Requests	69	366	400
	Number of Fire Plans Reviews	6	9	12
	Number of Fire Inspections	3,467	2,322	2,500
Efficiency	Inspections per Inspector per day	15	17	18
	Plans Examinations per examiner/year	5	3	4
	Number of permits issued per tech per day	7	10	11
Effectiveness	ISO rating	4	4	4

<sup>1</sup> Okaloosa County allows contractors to renew licenses in two year increments, so year-to-year variations do not necessarily indicate a declining contractor base.

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