

STREAMLINING ORANGE COUNTY'S PERMITTING PROCESS

THE MAYOR'S REGULATORY STREAMLINING TASK FORCE

FINAL REPORT



Orange County, Florida
November 2012



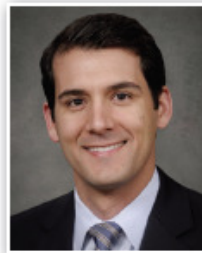
Board of County **COMMISSIONERS**



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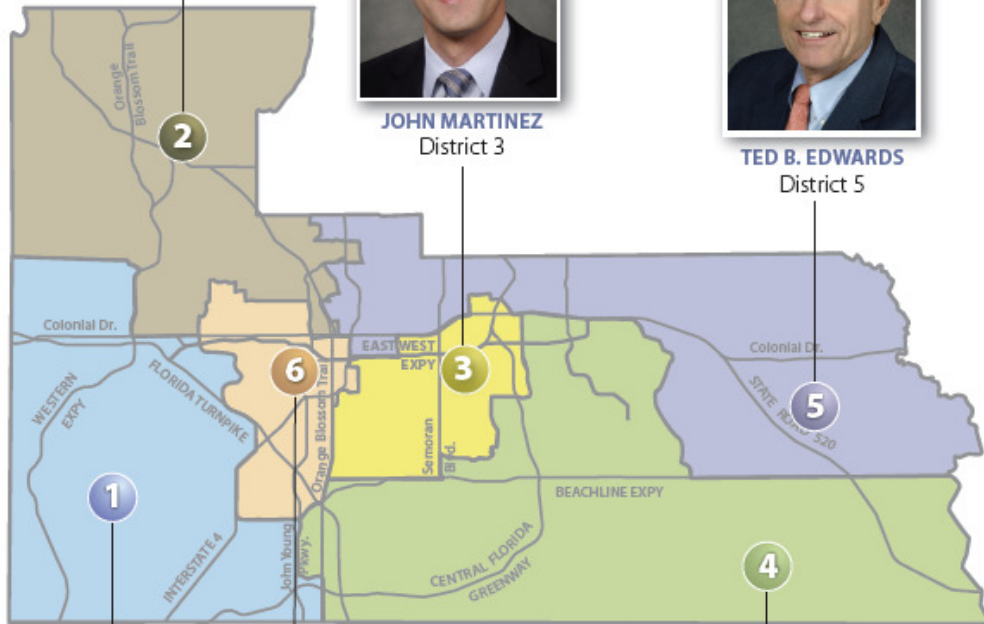
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VICE-MAYOR
District 4

The new district lines in this map will officially take effect on December 4, 2012

Letter from the Task Force to the Mayor

Dear Mayor Jacobs:

I am pleased to present the report and recommendations of the Regulatory Streamlining Task Force. This report is the product of numerous public meetings held by the Task Force since our appointment by you in March 2011. Our meetings covered a wide range of issues associated with the County's development review processes. Many individuals and organizations participated in our review and provided us with important and helpful information.

Speaking for all of the Task Force members, I can say with confidence that we enjoyed the opportunity to assist the County in streamlining its regulatory structure and processes. I am very proud of the work our Task Force has completed.

Although there is still work to be done to implement the recommendations, I believe that once the recommendations are implemented, the revised processes and procedures will serve the County and its citizens even more effectively and efficiently. Thank you for your strong commitment to making Orange County the preferred place to do business. Your streamlining initiative was an important step toward this goal.

I hope that our Task Force's recommendations can be revisited and updated each year as a means of providing the best and most efficient government for the employees and citizens of Orange County.

Sincerely,



Miranda F. Fitzgerald, Esq.
Partner, Lowndes, Drosdick, Doster, Kantor & Reed, P.A.
Chair, Regulatory Streamlining Task Force

TASK FORCE MEMBERSHIP

Miranda Fitzgerald, Chair

Partner

Lowndes, Drosdick, Doster, Kantor & Reed, P.A

Jim Cooper, Vice Chair

Principal

Cooper Development

Teska Dillard

Principal

Votum Construction, LLC

Carmen Dominguez

President

Carmen Dominguez Construction, LLC

Ernesto Gonzalez

President

Architects in Partnership

Nate Groover

Real Estate and Public Affairs Representative

Clear Channel Outdoor

George Hansford

Owner

Prominent Construction, LLC

Andrea Jernigan-Gwinn

President

Civil/Site Engineering, Inc.

Ganesh Jiawon

President

Cost Management Inc.

Randy June

Principal

June Engineering Consultants

Bob Paymayesh

Principal

Paymayesh Engineering

Priscilla Robinson

Office Manager

JCB Construction

Jim Sellen

Principal

VHB Miller-Sellen

Bill Tomala

Sr. Due Diligence/Permitting Coordinator

Cuhaci & Peterson Architects

Jason Walker

V.P. of Operations

Build A Business

STAFF

Task Force Support

Jon V. Weiss, P.E.

Susan McCune, AICP

Susan E. Caswell, AICP

Elaine Parker

Jan Lawrence

Other Staff

Diana Almodovar

Mirna Barq

Tim Boldig

Tina Burnett

Nannette Chiesa

Jeff Dunn

Lisette Egipciano

John Geiger

Jim Harrison

Catherine Howard

Joe Kunkel

Melissa Lawrie

Alan Marshall

Mark Massaro

Jennifer McGill

Rafael Mena

Vivien Monaco

Renzo Nastasi

Lourdes O'Farrill

Bob Olin

Gean Olin

Greg Price

Joy Rambaram

Linda Ramsey

Jason Reynolds

Kris RiCharde

Andres Salcedo

Louis Schoolkate

Gary Showe

Scott Skraban

John Smogor

Dean Stites

Lavon Williams

Laura Woodbury

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INTRODUCTION AND BACKGROUND

TASK FORCE MISSION

To support job growth and economic development by eliminating duplicative regulations, reducing process times, and improving customer service.

MAYOR'S ASSIGNMENT

Orange County Mayor Teresa Jacobs established the Regulatory Streamlining Task Force to review the County's permitting regulations and processes. The Mayor's goal was to make the County's development processes more transparent and predictable, as well as to establish greater public trust that Orange County staff desire to perform their jobs properly while ensuring everyone is treated equitably. The stated mission of the Task Force is "to support job growth and economic development by eliminating duplicative regulations, reducing process times, and improving customer service."

The Task Force held its first meeting on April 28, 2011, and has met twenty-eight times in the past eighteen months. The strategy developed by the Task Force to address the Mayor's charge involved taking inventory of various regulatory processes (shown in the chart on page 9) and prioritizing the topics they deemed most important to streamlining Orange County's review of development.

IDENTIFYING THE ISSUES

The Task Force relied on numerous sources for understanding how the regulatory processes might benefit from streamlining efforts. Members provided comments to staff on a variety of development process, relying on their own experiences and bringing comments from developer organizations. The Task Force also hosted a public comment meeting devoted entirely to hearing from anyone interested in contributing information and experiences.

The Task Force meetings were designed to encourage open discussion between Task Force members and County staff from a number of departments. While somewhat unconventional in its approach, the Mayor's Task Force provided a forum for an exchange of information that proved to be invaluable. The Task Force used staff presentations, subcommittee meetings (DRC and Infill), and interactions with outside groups to look for ways to streamline and to formulate the

recommendations offered in this report.



Gathering data about the development review process.

SUBCOMMITTEES

The DRC Subcommittee mapped out a pilot program that would use *Project Managers* for Planned Developments (PDs). The subcommittee recommended that the project manager follow the project through all stages of review, as well as the public hearings. (For more detail on this recommendation, see page 18.)

Subcommittee members also looked for opportunities to streamline the DRC review process. The subcommittee agreed that the difficulty to call spur-of-the-moment meetings because of *Government in the Sunshine* considerations made it difficult to have the DRC act as the collaborative and comprehensive review body it is intended to be for the County. (Their recommendations on this issue can be found on page 16.)

The Infill Subcommittee discussed ways to streamline development review for redevelopment projects. The Subcommittee looked at various development scenarios to better understand the regulatory barriers, and it became clear to them that redevelopment projects tend to have unique circumstances and issues. The County needs a mechanism to handle these projects on a case-by-case basis. (The subcommittee's recommendations can be found on page 26.)

Each Subcommittee reported their findings to the Task Force, and their recommendations have been incorporated in this report.

RECOMMENDATIONS

The Task Force's recommendations fall under seven topic areas: *Customer Service, Development Review Committee, Project Manager, Comprehensive Plan, Land Development Code, Infill and Redevelopment, and Technology*. Finally, the Task Force has offered its thoughts on maintaining the lines of communication established between the County and the development community as part of this process.

Mayor Jacobs joined in the Task Force discussions at their October 11, 2012 meeting.



INTRODUCTION AND BACKGROUND (cont.)

TASK FORCE GOALS

In setting the stage for their discussions, the Task Force agreed on goals for County compliance review processes. Processes should be, above all else, clearly articulated and predictable. The challenge is balancing predictability with flexibility—flexibility both in the code’s performance standards and in the review process.

GOALS FOR THE DEVELOPMENT REVIEW PROCESS

Clearly articulated. The development review process must recognize that developers, policymakers, neighborhoods and others have important interests in development, and that each of these perspectives can be effectively considered. Having a clearly articulated vision, requirements, and processes helps to manage everyone’s expectations and to provide more certainty for all parties.

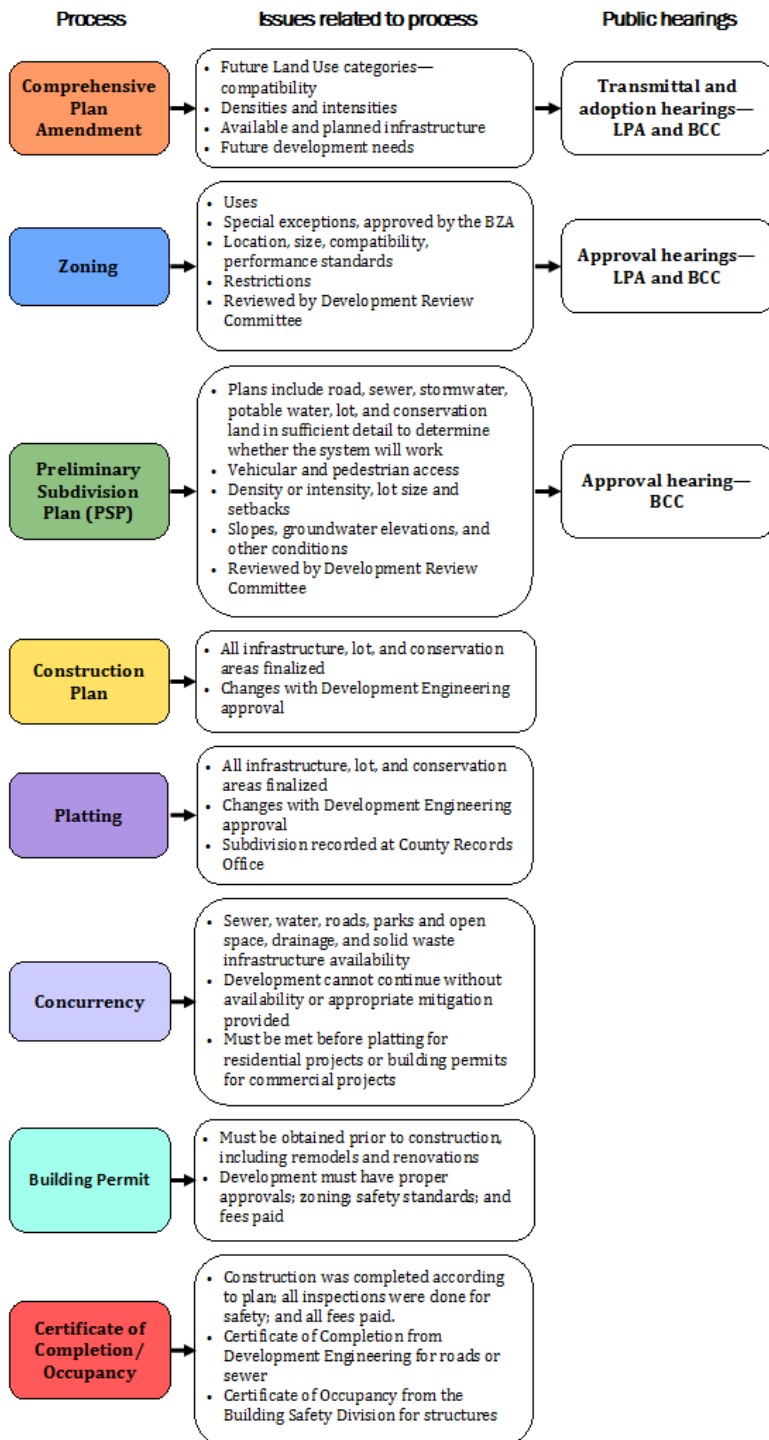
Predictable. The development process involves collecting information and completing numerous applications – all of which takes considerable time and effort before permits are ever issued. The ultimate goal of streamlining is to keep the lines of communication open both among reviewing staff and between the County and the applicant during the entire process. Communication offers predictability, and certainty for the developer is the hallmark of an “open for business” culture. The earlier a developer can have certainty about the process, the better. With certainty, developers are more willing to take a risk on innovative projects.

Well managed. The time between a developer’s purchase of land and conversion of that land into a building project is called a holding period. The development review process necessarily falls within the holding period. The length of the review period should be directly related to a proposal’s complexity, because the developer is usually incurring significant costs related to the holding of land. A well-managed process provides predictability and fairness. It avoids unnecessary steps, and it actively seeks solutions when needed. Well-managed processes facilitate better solutions.

Collaborative. It is important to ensure a collaborative development review process, where staff can work together to identify relevant issues and viable solutions. Staff involved in collaborative reviews need to be empowered to ensure that early resolution of issues is possible. Collaboration, with appropriate levels of flexibility, ensures that the intent of policies and regulations can be achieved.

Timely. Multiple, overlapping, and uncoordinated approval processes increase administrative costs for the applicant and the County. Addressing uncertainty and delay reduces costs for the developer and creates an incentive for developers to submit quality proposals.

GUIDE TO DEVELOPMENT PROCESSES AND ISSUES



THE DEVELOPMENT REVIEW PROCESS

The Task Force's discussions covered all aspects of the development review process, from the Comprehensive Plan amendment stage all the way to Certificate of Completion/ Occupancy. These processes involve numerous County divisions and outside agencies, including:

- Attorney's Office
- Building Safety
- Concurrency Office
- Development Engineering
- Environmental Protection
- Fire Rescue
- Health
- OCPS
- Parks
- Planning
- Traffic Engineering
- Transportation Planning
- Utilities
- Zoning

Staff from each of these divisions, as well as staff from Information Systems and Services (ISS) and Geographic Information Systems (GIS), participated in Task Force discussions.

CUSTOMER SERVICE

Goal

Empower staff to be proactive problem solvers who are committed to meeting the highest standards of professional customer service while demonstrating a commitment to the County's vision for the quality of life for citizens.

Having a strong workplace culture where staff provides competent, efficient, and responsive service while still protecting regulatory goals is the avenue to achieving economic development and job growth in Orange County. Compliance review is at the heart of the service the County provides to the development and business community. Effective and workable processes strike a balance between ensuring an acceptable project while streamlining the steps required to achieve it.

With every interaction—answering the telephone, sending an e-mail, writing a letter, or attending a meeting—staff makes an impression on customers, whether the customers are citizens, visitors, people working with staff, or other County employees. Delivering good customer service in an efficient and professional way is the hallmark of

Mayor Jacobs and Commissioners Edwards, Damiani, Boyd, Thompson, and Brummer open a new One Stop Shop for permitting services.



a responsive government, and maintaining good service requires continually looking for improvements, ranging from upgrading technology, making process adjustments, and developing better reporting methods, to providing reminders of best practices in communication.

Key elements in the regulatory environment are the regulations themselves, the regulatory processes, how compliance is communicated,

and attitudes of the relevant parties. The Task Force worked through these elements to enhance customer service for any applicant developing in the County. The focus of these recommendations is to create an attitude of increased communication and optimism.

1. VERTICAL PERMITTING

The efficiency of the permitting process is an important factor in the decision to start a development project. The Mayor's decision to move forward with *One-Stop Permitting* for residential permits provided the first big step toward establishing some much-needed efficiencies. For the process to be carried out effectively, plans need to be tracked, inspectors and reviewers need protocols for resolving conflicts, and applicants need a way to cure minor concerns expeditiously.

Recommendations

- Include commercial permitting services at one-stop location.
- Require pre-application meetings for construction site plans, or require applicants to waive such meetings.
- For construction plan review, provide each reviewing Department with the ability to change a denial to an approval if the applicant disagrees with the denial and can show their plans meet code, or if they are able to address the reason for the denial without revising the plans.
- Signed and sealed plans should be required only after plans are approved. Additionally, all approved drawings/revisions should be stamped upon final approval.

2. PLATTING

Two concerns surfaced during the Task Force's platting discussions. The first is that the County employs one person to process plats. The second is that often the delay in getting a plat completed is the result of the applicant's engineer not including recorded conditions of approval associated with the development on the plat.

Recommendations

- Provide additional cross-training for plat review so that other staff members can step in during the primary staff person's absence.
- Provide computer upgrades for platting staff, including providing a monitor large enough to allow reviewing plats in digital format.

ALREADY ACCOMPLISHED

- ✓ *Create a tracking and accountability strategy for all plan sets submitted to the Building Safety Division.*
- ✓ *To shorten lobby wait time for submitting commercial plans, appointments are accepted for Building Safety Division permitting and plan review services from 7:30 a.m. to 9:30 a.m.*
- ✓ *Establish standard operating procedures (SOPs) for field supervisors to resolve building inspector/inspector examiner/inspector conflicts in the field before halting the work.*
- ✓ *When the utility provider for a proposed development is not Orange County, the County should provide information about utility service areas and providers to applicants as early in the review process as possible.*
- ✓ *Continue supporting efforts now underway to petition the State Legislature to bolster regulations for unlicensed contractors. The Florida Home Builders Association, Florida Building Officials Association and other governmental and industry organizations are joining forces on the issue of unlicensed contracting and the lack of enforceable regulations at the State level.*

CUSTOMER SERVICE (cont.)

ALREADY ACCOMPLISHED

- ✓ *Conduct pre-application conferences at the regularly scheduled Development Review Committee (DRC) meetings.*
- ✓ *Amend the DRC process and reorganize the staff report to reduce time required for the applicant at the DRC meeting.*
- ✓ *Allow concurrent Land Use Plan (LUP) and Preliminary Subdivision Plan (PSP)/ Development Plan (DP) review, to shorten the length of time required between public hearings before the Board of County Commissioners (BCC).*
- ✓ *Eliminate architecture, lighting, and landscaping reviews from the DRC unless required by code or unless a waiver from the code is requested.*
- ✓ *Expedite the re-review process. Allow the submission of draft plan revisions in PDF directly to the reviewing Division requiring the revision. Allow a one-sheet update to the submitted plan to resolve the issue.*
- ✓ *Simplify the procedure for processing the development approval extensions allowed under State legislation.*

- Require a pre-application meeting, either through a code change or through a Development Review Committee (DRC) directive [DRC would add a condition to a Preliminary Subdivision Plan (PSP) that would require a pre-application meeting with platting staff.]

3. DEVELOPMENT REVIEW COMMITTEE

The Development Review Committee (DRC) reviews land use plans, preliminary subdivision plans, development plans, septic tank variances, and various appeals. Most of the activity with the DRC involves reviewing and recommending action on planned developments. Discussion of the DRC process provided a number of streamlining recommendations that result in better customer service for applicants. Issues ranging from access to decision makers at the pre-application phase of the review to consolidating the DRC staff report to reduce the meeting time were addressed by members. One recommendation serves as the precursor to electronic filing; the DRC Office will accept plans in portable document format (PDF) to a file transfer protocol (FTP) site and accept the payment of applicable fees for the review by credit card.

Recommendations

- Allow PDF submittal and remote payment of fees.
- Allow minor revisions identified at DRC (such as incorrect parcel ID numbers) to be noted on the PD Land Use Plan, with changes to be reflected at the next step of the process.
- Once a Development Plan has been approved by DRC, address issues that are not health/safety related in the same manner (administratively) as they are with conventional zoning districts.

4. ROAD AGREEMENT COMMITTEE

The Road Agreement Committee (RAC) reviews and evaluates all roadway and right-of-way agreements and negotiates all proposed road impact fee credit agreements to ensure that the County's interests are adequately addressed. The Task Force recognized several adjustments in the process that will streamline the review process, especially when the agreements involve multiple property owners.

Recommendations

- Schedule one or more special meetings for complicated agreements.
- Allow the applicant the option to go through a process where a redlined document is generated from the County Attorney's Office.
- Address concerns regarding subordination of easements associated with dedication of land to the County for road right-of-way so that an evaluation of subordination requirements is made on a case-by-case basis.
- Reduce the voting membership of the Road Agreement Committee.

5. CONCURRENCY

In most cases, proposed new development, additions to existing buildings, or conversions of existing buildings are required to go through concurrency review as part of the development approval process. The facility evaluations that have the most impact on permit approval are school and transportation concurrency, and procedures associated with their review can be cumbersome.

Clarifying procedures, while making information on capacity and trip generation for transportation concurrency easily accessible to applicants and staff, would allow easier determination of whether a project meets the de minimis criteria.

Recommendations

- Consolidate the process so the applicant is applying for concurrency at the same time they are applying for their permit.
- Tailor the review based on the type of project (large/small projects, infill/greenfield projects).
- For potable water, solid waste, wastewater, parks, stormwater, and mass transit: service provider will provide a quarterly report to the concurrency management official (CMO) with authorization to the Concurrency Management Official (CMO) for the next quarter allowing the CMO to sign off on concurrency. The service provider will notify the CMO if capacity issues arise.
- Provide capacity information at the preapplication conference or as early in the review process as possible. If an applicant knows of any issues, they can begin working to immediately resolve those issues.

CUSTOMER SERVICE (cont.)

ALREADY ACCOMPLISHED

- ✓ *Provide responsive customer service by returning phone calls within 48 hours and answering emails within 24 hours. Use the phone system capability for routing calls when out of office, and use "Out of Office Assistant" for e-mails when out of the office.*
- ✓ *Create, adopt, and support practices that ensure a "can-do" culture from the top levels of the County administration throughout all staff levels to promote excellent customer service in all interactions with the public. Continue to recognize and reward those staff members demonstrating leadership in customer service.*
- ✓ *Encourage and empower staff to make responsible decisions to further good development proposals in the case where interpretation of codes or polices is required or when there are existing conflicts between code provisions, and then support staff in those decisions. If staff provides a fully documented justification for a decision regarding a project where code or policy is not a perfect fit, allow staff to bring that proposal forward for full discussion and consideration.*
- ✓ *Use the Public Works Advisory Board (PWAB) to function as a technical review for waiver items or the use of a new method or technology in development plans.*

- Make it easier to determine de minimis impacts by providing information about level of service, facility capacity, and traffic generation that would help applicants look at their project and determine up front whether the project would be de minimis.
- Consider adding to the list of exemptions other kinds of projects that have minimal impact that could be exempt and also increase thresholds for de minimis impacts.
- Faster turn-around time on transportation concurrency, such as a five-day turn-around time from time of submittal for projects generating 50 trips or fewer.
- Review the Concurrency Management system to determine whether and how the process of documenting concurrency (after capacity has been encumbered) could be simplified and made available on-line. Use the Land Development Management System to automate as much as possible.

6. GENERAL CUSTOMER SERVICE

Citizens and customers have the right to expect courtesy, respect, honesty and professionalism when interacting with County staff. Standards for customer service are usually defined in terms of timeliness, accuracy and appropriateness. The mission of Orange County Government, "To serve the citizens of Orange County and our guests with integrity, honesty, fairness, and professionalism" is a good place to anchor the commitment to customer service. In the regulatory environment, good customer service involves a number of issues, including timely and accurate responses to inquiries, problem solving, and guidance when the regulations seem to conflict or require interpretation, and development of creative solutions when appropriate.

Recommendations

- Allow the County Engineer to accept standards in an approved stormwater permit issued by the Water Management District or the Department of Environmental Protection in the case of conflict with County codes.
- Review and revise checklists for all permitting processes to ensure that they are up to date and include all required information.



In Permitting Services—located on the first floor of the County Administration Building—representatives from all reviewing divisions in the County (including Public Works, Stormwater Management, Health, Environmental Protection, and Utilities) are now available to assist applicants with the permitting process.



Staff assists applicants by answering questions about the future land use and zoning designations on their property, the uses that would be allowed within their current designations, and the process for requesting a future land use change (Comprehensive Plan amendment) or rezoning if necessary.

DEVELOPMENT REVIEW COMMITTEE

FROM FLORIDA'S GOVERNMENT IN THE SUNSHINE MANUAL

Florida's Government in the Sunshine Law, commonly referred to as the Sunshine Law, provides a right of access to governmental proceedings of public boards or commissions at both the state and local levels. The law is equally applicable to elected and appointed boards, and applies to any gathering of two or more members of the same board to discuss some matter which will foreseeably come before that board for action. There are three basic requirements of s. 286.011, FS:

- (1) meetings of public boards or commissions must be open to the public;*
- (2) reasonable notice of such meetings must be given; and*
- (3) minutes of the meetings must be taken and promptly recorded.*

Goal

Restructure the Development Review Committee (DRC) from a committee that makes recommendations directly to the BCC, to a staff Technical Review Committee (TRC). This would allow the Committee to work collaboratively as needed on review projects and resolve issues.

The Development Review Committee (DRC) reviews land use plans, preliminary subdivision plans, development plans, septic tank variances, and various appeals at regularly-scheduled meetings held on two Wednesdays of each month. The committee comprises five voting members: a chair appointed by the Mayor; a representative from the Public Works Department; a representative from the Utilities Department; and one representative each from the Planning and the Zoning divisions of the Community, Environmental, and Development Services Department. DRC makes recommendations on development proposals directly to the Board of County Commissioners (BCC); therefore, committee members are subject to the Government-in-the-Sunshine regulations.

Development applications requiring action by the DRC are reviewed by eleven County divisions—Development Engineering in Public Works, Development Engineering in Utilities, Environmental Protection, Fire Rescue, Health Department, Parks, Planning, Public Works Engineering, Traffic Engineering, Transportation Planning, and Zoning—as well as the Orange County School Board. Voting members of the DRC from those reviewing divisions are not permitted to discuss any case coming to DRC for decision except in a noticed meeting with written meeting minutes; therefore, when conducting a technical review of the project, the members cannot collaborate in spur-of-the-moment conversation to resolve issues.

The Task Force recommendation is to create a technical review committee that can work together with applicants to ensure compliance with codes and policies while providing appropriate

flexibility afforded in the Planned Development zoning district. Working in partnership with one another, reviewers would be better able to pool resources and make recommendations based on a comprehensive approach to understanding the plan and its locational context. The expectation is that these comprehensive reviews would expedite the process, while improving the quality of the reviews.

Recommendation

- Restructure the Development Review Committee from a committee that makes recommendations directly to the BCC, to a staff technical review committee that informs the decision-makers through fact-finding consultations. By making this change, the DRC would act as a staff resource in reviewing development proposals in the County and would no longer fall under the requirements of the Sunshine law. Under this scenario, DRC members can discuss solutions collaboratively.



DRC meets every other Wednesday in the main conference room at Orange County Public Works—the same location where the Task Force held a majority of their meetings.

PROJECT MANAGER

Goal

Implement a Project Manager (PM) approach to development approvals. The PM would serve as a single point of contact for an applicant. The PM would work with the applicant and County staff to map out the review process, coordinate the review, resolve any issues that may arise, and keep the process on schedule.

Process predictability is the chief concern for applicants submitting projects to the County for compliance review. Efficient navigation through development review requires that the process be clearly defined for the applicant at submittal. The Task Force recognized that processes that are agreed upon at the start allow applicants to better predict the review schedule and move through the process efficiently. Also, coordinating reviews and simplifying the workflow eases the process by providing opportunities to solve problems effectively. Coordination of review becomes all the more critical as applications inside the Urban Service Area for infill, reuse, or redevelopment continue to be submitted to the County.

For this reason, the Task Force recommended that a Project Manager (PM) approach to project review could streamline the County's development review process by coordinating the preliminary review among the reviewing divisions, by providing a process map for applicants, and by providing the applicant a single point of contact during the development review process. By working in partnership with the applicant, the PM would ensure compliance with all applicable codes and policies by relying on a transparent "how-to-make-it-work" strategy for success.

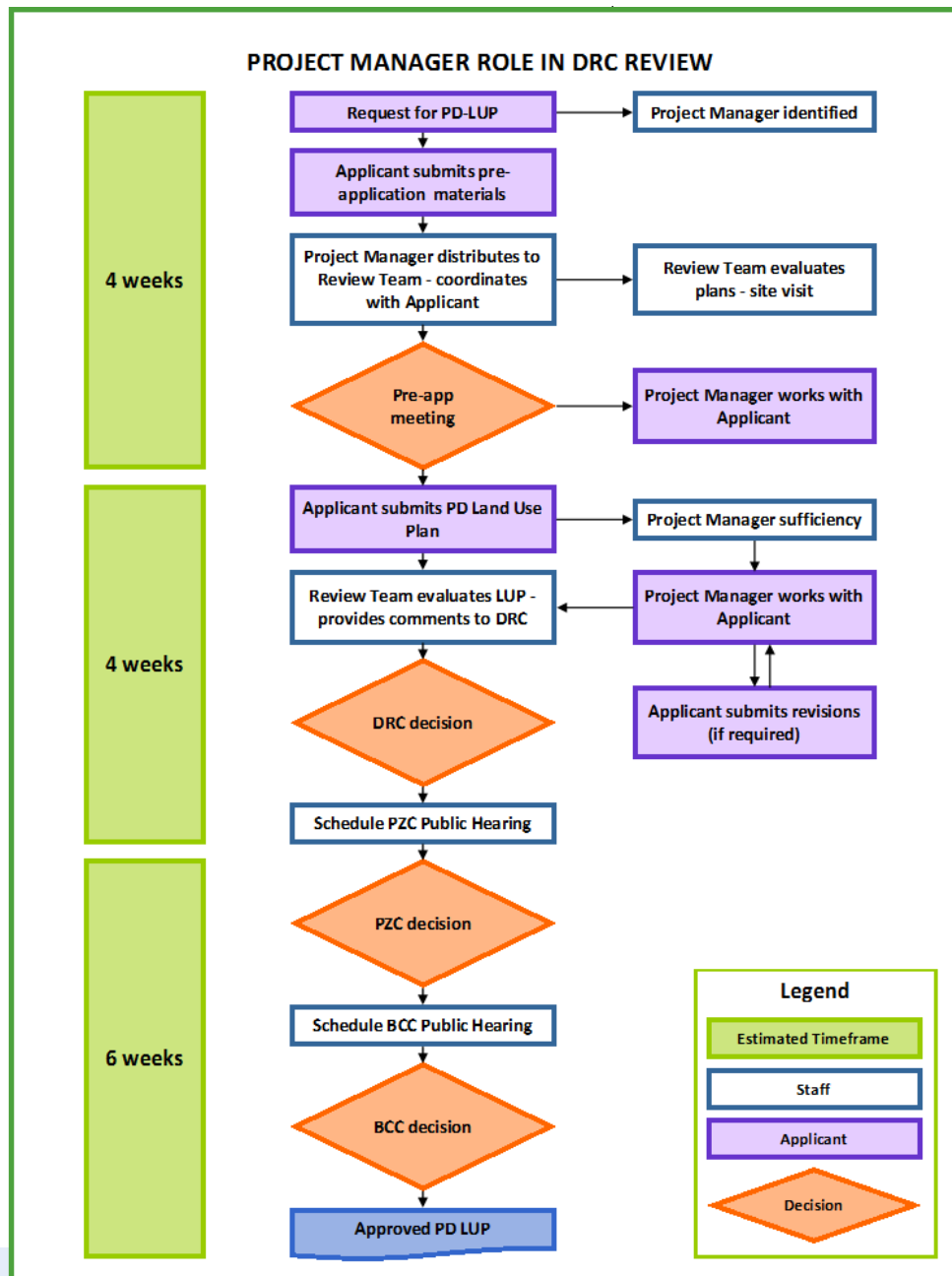
The County has started a pilot program using a Project Manager to shepherd a project through the development review and approval process. (See diagram at right for pilot process.) In the pilot, navigating the complexities of project review is the responsibility of the process lead rather than the applicant. The designated staff person works with

ALREADY ACCOMPLISHED

- ✓ *A pilot project is underway to determine whether a Project Manager—a staff person who shepherds a project through the development review process—can provide enhanced customer service to applicants.*

reviewing divisions and agencies in the County to address issues and resolve conflicts that arise during project review.

Potential measures of success include customer satisfaction surveys (both external and internal), reductions in the number of required plan revisions and DRC meetings, reduction in staff conflicts about code interpretation or priorities, troubleshooting measures taken, etc. Effectiveness will be measured in terms of customer satisfaction with the process—such measures may include increased certainty, access to information, having someone to troubleshoot issues, and having one point of contact at the County.



Recommendation

- Implement a Project Manager approach to development approvals. The Project Manager would have a certain degree of authority that is not currently present in the development review process in Orange County. The Project Manager would be responsible for negotiating and resolving / prioritizing conflicting staff concerns and code interpretations and working with other staff to keep the project on schedule.

COMPREHENSIVE PLAN

FROM THE COMPREHENSIVE PLAN

*Orange County shall implement an urban planning framework that provides for long-term, cost-effective provision of public services and facilities and the desired future development pattern for Orange County.
(Goal FLU1)*

Goal

The County should review the Comprehensive Plan for potential revisions that would streamline development—particularly in areas where the County wants to encourage and incentivize such development—and amend the Plan to implement these revisions.

The Comprehensive Plan, which is required by Statute, guides growth and development in Orange County. The Plan covers a variety of topics, including future land use, housing, transportation, infrastructure, schools, recreation and open space, and environmental protection. Goals, objectives, and policies are adopted by the Board of County Commissioners, and land development regulations, or codes, are adopted to implement the Plan.

In 2009, the County adopted a Comprehensive Plan update for the years 2010-2030. The update's main goals were to promote infill and redevelopment, which would result in more efficient service provision, increased transit viability, and reversing neighborhood disinvestment. This strategy also would allow the County to take advantage of existing, underutilized infrastructure. The Plan contains both land use and transportation strategies to achieve these goals. Land use strategies include a development framework that allows and encourages mixing of land uses, and transportation strategies call for creating places with alternative mobility.

The Task Force discussed several Plan-related issues, including inconsistencies (between Future Land Use Map and zoning designations, as well as between the Comprehensive Plan and the County's Land Development Code); Comprehensive Plan amendment processing; conflicts between Rural Settlement policies and other Plan goals; and changes to growth management legislation adopted in 2011 as House Bill 7207. Specific recommendations on these issues are summarized below.

1. INCONSISTENCY ISSUES

The Comprehensive Plan, which was adopted in 1991, includes a Future Land Use Map. The County also has a Zoning Map, which has been in place since 1957. In most instances, the zoning districts are consistent with the future land use designations, but in some cases they are not. This inconsistency results in a need to amend the future land use designation or zoning district, which costs time and money for a property owner.

This issue has been partially addressed through changes in the Comprehensive Plan (see sidebar). Additionally, an analysis of map inconsistencies would provide information about the nature and extent of the inconsistency issue. Other potential actions suggested by the Task Force included administrative rezoning or waiving fees in cases where designations are inconsistent.

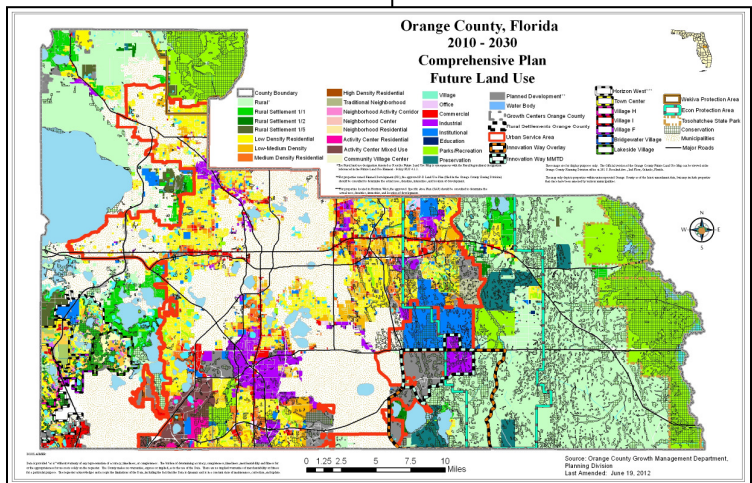
Another consistency issue raised by the Task Force involved the Comprehensive Plan and the Land Development Code. The Land Development Code adopted by the County must be consistent with the Comprehensive Plan. Recent Plan updates have not yet been incorporated into the code. This can cause confusion during the project review process.

Recommendations

- Address inconsistency between Future Land Use Map (FLUM) designations and zoning designations
- Update the Code to be consistent with the Comprehensive Plan (see page 24, Code update)

2. COMPREHENSIVE PLAN AMENDMENT PROCESSING

Comprehensive Plan amendments are processed in two cycles each year. Using a timeline provided by staff, the Task Force reviewed the amendment process, including which parts were statutorily



ALREADY ACCOMPLISHED

- ✓ To address the issue of inconsistency between a parcel's future land use and zoning designations, staff proposed amendments to the Comprehensive Plan in the first plan amendment cycle of 2012. The amendments, which allow property owners to use property under certain circumstances even if the future land use and zoning designations are inconsistent, were adopted in June 2012.

COMPREHENSIVE PLAN (cont.)



Planning Division staff working with residents at a community meeting.

mandated and which were not, and also to determine where streamlining would be possible.

The Task Force discussed the cycle schedule and agreed that the County should accommodate applicants who are willing to pay a fee to cover the costs of processing an amendment out of cycle. They also discussed whether other non-statutory County requirements, such as community meetings or the Local Planning Agency (LPA) adoption hearing, were necessary.

Recommendations

- Community meetings should not be required for every Comprehensive Plan amendment. Community meetings could be held at a Commissioner's request; at an applicant's request; at the discretion of staff; and/or for amendments outside the Urban Service Area.
- Florida Statutes require only one public hearing before the Local Planning Agency (LPA) for Comprehensive Plan amendments. Currently the County requires two LPA hearings (transmittal and adoption) for large-scale amendments. The LPA adoption public hearing should be eliminated.
- Allow small-scale amendments to be processed anytime the LPA meets, rather than limiting them to the two yearly cycles.
- Allow large-scale amendments to go out of cycle if an applicant is willing to pay the additional processing costs.
- Eliminate the two-year wait period after an amendment is denied.

3. RURAL SETTLEMENTS

Rural Settlement is a Future Land Use Map (FLUM) designation in the Comprehensive Plan. The Plan also contains policies that guide development in these areas. The Task Force discussed Rural Settlement policies—specifically, policies that may be inconsistent with other Plan goals. One example related to Plan restrictions on connecting land in Rural Settlements to central water and sewer lines. In northwest Orange County, Wekiva regulations encourage abandonment of septic tanks and suggest making central sewer and water available. The Task Force recommended that the County

eliminate policy restrictions to providing central water and sewer to Rural Settlements, as this is a dated policy.

Another inconsistency discussed was between Rural Settlements and Enterprise Zones. Enterprise Zones encourage and incentivize job growth, but Rural Settlements have restrictions on non-residential development. A review of Rural Settlement policy would address these issues.

Recommendations

- Review Rural Settlement policies to identify and address conflicts with other policy goals, including economic development and environmental protection.
- Delete restrictions in the Comprehensive Plan for provision of central water and sewer service to Rural Settlements.

4. GROWTH MANAGEMENT LEGISLATIVE CHANGES

House Bill 7207, passed in 2011, changed Florida's Comprehensive Plan requirements significantly. The Task Force asked staff to provide information about how this legislation affected the County's Comprehensive Plan – specifically, whether some Plan policies could be amended or deleted because of the changes in statutory requirements. Potential changes discussed by the Task Force included deleting the requirement that Specific Area Plans (SAPs), which are required by Sector Plans, be adopted into the Comprehensive Plan; increasing the potential for mixed uses in infill areas; and amending requirements for the County's Alternative Mobility Area (AMA).

Recommendation

- Complete a policy review to determine which policies could be amended or deleted, in light of the legislative changes adopted in 2011 under House Bill 7207. Look for opportunities to build flexibility into the Comprehensive Plan, so that fewer Plan amendments are required.

LAND DEVELOPMENT CODE

ORANGE COUNTY CODES THAT DEAL WITH LAND DEVELOPMENT

Chapter 9 – Building and Construction Regulations (architectural and lighting)

Chapter 15 – Environmental Control

Chapter 19 – Floodplain Management

Chapter 24 – Landscaping, Buffering and Open Space

Chapter 25 – Licenses, Taxation and Miscellaneous Business Regulations

Chapter 30 – Planning and Development

Chapter 31.5 – Signs

Chapter 34 – Subdivision Regulations

Chapter 38 – Zoning

Goal

Invest resources in a complete update of the County's Land Development Code. This update should address redundancies and inconsistencies in the Code, provide development standards appropriate for different sectors of the County (such as redevelopment areas) and provide for more flexibility for Planned Developments (PDs).

The Task Force agreed that the County's land development code is not adequate to address many of the issues coming forward in development proposals. The codes, which were developed incrementally over time, also contain redundancies and internal inconsistencies that can result in stalled development projects as staff tries to determine the proper course of action. Other issues brought up by the Task Force include that the codes and development standards reinforce suburban land development patterns, as opposed to redevelopment, and that the PD code includes too much specification, which hampers staff's ability to negotiate performance standards within a PD.

Of the 38 chapters in the Orange County Code, nine include codes that address land development. These chapters should be updated to reflect the goals contained in the Comprehensive Plan update, particularly goals to promote redevelopment in the Urban Service Area. Redundancies and inconsistencies should be eliminated, and development standards should be calibrated for different sectors of the County (mixed use/infill and redevelopment areas, suburban, rural). As part of the update, particular attention should be paid to the PD code to address the issues mentioned above.

A complete update of the code is a priority project that requires greater resources than are available in-house. The Task Force suggested that it would be beneficial to have the assistance of a national firm with code experience in completing this update.

Finally, because a code update would be a long-term effort, interim fixes should be considered to address common issues with the Code. Additionally, flexibility could be built into the code to allow for a small amount of variation from the development standards, and the criteria and process for determining non-substantial changes to PDs could be clarified to streamline change determinations.

Recommendations

- Invest resources in hiring a national firm with experience developing unified land development codes to complete an overhaul of Orange County's codes regulating land development. This is an intensive process best accomplished with the assistance of an outside resource.
- Review the site development standards in the Planned Development (PD) District Code to eliminate redundancy with other sections of the code, and remove those standards that have become a barrier to the flexibility and creativity that was intended for the PD District.
- Amend the Planned Development (PD) District Code to allow for up to a 15% deviation from any performance standard that is used for the purpose of providing development criteria for a particular land use. Performance criteria is considered to be, but is not limited to: lot width/size, building height, setbacks, alternative parking arrangements, or other criteria the County Administrator may deem appropriate.
- Develop an SOP for the administrative determination of non-substantial changes to Land Use Plans (LUP) and Development Plans (DP) as provided for in the Land Development Code. Clarify criteria in the Code as necessary.
- Change the code so that Development Plans (DPs) are not required unless entitlements are being allocated through the DP.

TYPES OF CODES

*A **Unified Land Development Code** would include all the requirements for development within the County. The code should include development standards that are appropriate for different areas of the County.*

*A **Form-Based Code** places more emphasis on physical form than use as the organizing principle for the code. Form-based codes offer an alternative to conventional zoning. They address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks.*

(Source: Form Based Codes Institute)

INFILL AND REDEVELOPMENT

Goal

The County has adopted the goal of facilitating redevelopment in its Comprehensive Plan. To achieve this goal, the County should include additional guidance in the Comprehensive Plan, develop a code and review process tailored for redevelopment, and provide funding and other incentives to identified redevelopment areas.

FROM THE COUNTY'S INFILL MASTER PLAN (2009)

Infill development increasingly is recognized as an effective way to achieve a variety of goals, including making better use of existing infrastructure; locating community services, jobs and shopping in close proximity to neighborhoods; stabilizing and enhancing existing neighborhoods; providing affordable housing; providing alternatives to auto trips by supporting walking, biking, and transit; and cleaning up environmentally contaminated sites.

To successfully facilitate infill development, redevelopment and reuse of vacant and underutilized parcels within the county, a progressive infill and redevelopment strategy is necessary.

Development in an already developed area can take on many forms, including brownfield or greyfield development, infill, redevelopment, or repurposing/adaptive reuse. (See definitions on the next page.) Redevelopment is, by nature, more challenging than greenfield development. Barriers to redevelopment include physical (site constraints, environmental issues, aging infrastructure), market (cost of land, costs to prepare site for development, obtaining financing), and regulatory (development standards designed for greenfield areas, restrictions on mixing uses, development review processes not geared toward redevelopment). The Task Force emphasized that the benefits of redevelopment to the County are significant, and despite policy guidance in the Comprehensive Plan, the County lacks a mechanism designed to accommodate the complexity of these types of development proposals.

Policy guidance is a good start, but additional steps need to be taken to facilitate redevelopment in the County. Currently there is a disconnect between Comprehensive Plan policies that broadly promote redevelopment and codes that dictate specific requirements. The Task Force agreed that the lack of code provisions creates uncertainty for staff regarding the amount of discretion possible, and too much uncertainty for developers as to the potential outcome, which leaves them reluctant to invest in redevelopment projects.

The County has not sufficiently articulated in its policies and codes that growth, diverse business and housing types, and economic development are desired in those neighborhoods with existing

infrastructure. The Task Force recommendations cover four main areas where the County could enhance the private sector's ability to redevelop underutilized property in the County's Urban Service Area: 1) additional guidance and criteria in the Comprehensive Plan; 2) short-term and long-term code changes to address redevelopment issues; 3) a project review process designed to deal with the unique nature of redevelopment projects; and 4) programs and incentives that could be targeted toward identified redevelopment areas.

Comprehensive Plan. Although the County already has adopted policies encouraging infill development and redevelopment, additional criteria should be provided in the Plan that would help identify areas appropriate for redevelopment. Additionally, policies adopted in the Comprehensive Plan to establish criteria and guidance for code flexibility would pave the way for development review processes specifically tailored for infill and redevelopment projects.

Land Development Code. The County's Land Development Code (LDC) is designed for greenfield development, including development standards that can create barriers when applied to redevelopment projects. Common examples include parking requirements that kick in if building reuse is proposed – reuse becomes exceedingly difficult if additional parking has to be incorporated into the property. Landscaping and stormwater standards also can be problematic if applied to redevelopment sites. The Task Force has recommended a code update that includes codes designed specifically for redevelopment projects in certain areas. A floating zoning district could serve as the best means for accomplishing the appropriate flexibility in performance standards.

Recognizing that a code update is a long-term fix, the Task Force also recommends an interim update to the existing code to build in flexibility for redevelopment projects.

Project Review. Redevelopment projects are complex and unique. A code tailored for redevelopment would go a long way toward streamlining development approval, but another necessity is a review process that encourages innovation and flexibility. The code would provide standards that work in more situations, but no code can anticipate and address everything. The review process, therefore, is

TYPES OF REDEVELOPMENT

Brownfield development—

Brownfields are generally described as “real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.”

Greyfield development—

The development of older, functionally obsolescent retail areas.

Infill development—*The use of vacant land within a built-up area for further construction or development.*

Redevelopment—*New construction on a site that has pre-existing uses. Likely involves demolition of old structures and construction of new ones.*

Repurposing/adaptive

reuse—*The process of adapting old structures for new purposes.*

INFILL AND REDEVELOPMENT (cont.)

critical. The process should give staff the flexibility to work with applicants to develop innovative solutions on a site-by-site basis.

Incentives. Once areas have been identified in the Comprehensive Plan, directing infrastructure investments to these areas would further incentivize redevelopment. The County has a number of programs and funding sources that also could be targeted to encourage redevelopment, including neighborhood grants and incentive areas for creating employment (Enterprise and HUB Zones). Finally, advance planning in redevelopment areas would be a positive signal to the private sector that investment in such areas would be supported by the County.

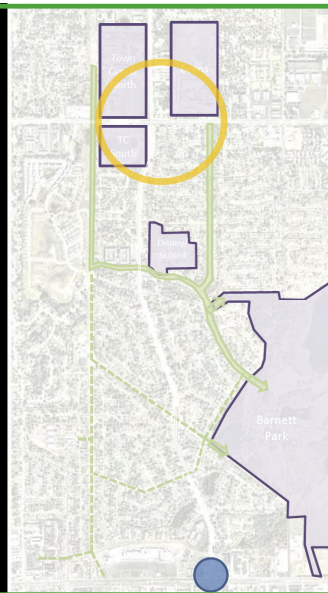
Recommendations

- Amend the Comprehensive Plan to provide criteria for identification of infill and redevelopment areas in Orange County; and to provide policies which enable immediate flexibility and code updates in those areas.
- Direct infrastructure investments to a select number of these areas to further incentivize development projects in these locations.
- Identify programs and incentives that could be offered in select infill and redevelopment areas.
- Create a code designed specifically for infill and redevelopment. Consider a hybrid “form-based code” that puts greater emphasis on how the project looks and functions, and lesser emphasis on the actual use.
- Create a floating zoning district for redevelopment and infill projects that could be triggered when a redevelopment proposal is presented. The floating zoning district would supersede the underlying zoning. Conditions and criteria should be established that would specify under what circumstances the floating zoning district could be applied.
- Investigate whether the code contains potential triggers that require redevelopment projects to upgrade beyond what seems to be reasonably necessary for the proposed redevelopment. The issue may be the lack of code governing redevelopment projects. Perhaps it is appropriate to have code language addressing potential reductions in parking and landscaping under certain circumstances. The focus may need to be on creating some flexibility within the existing codes.
- Give credit to reduction of parking spaces in favor of providing motorcycle and bicycle parking spaces so that there will be less parking required. Encourage or allow a certain percentage of the spaces to be pervious parking.

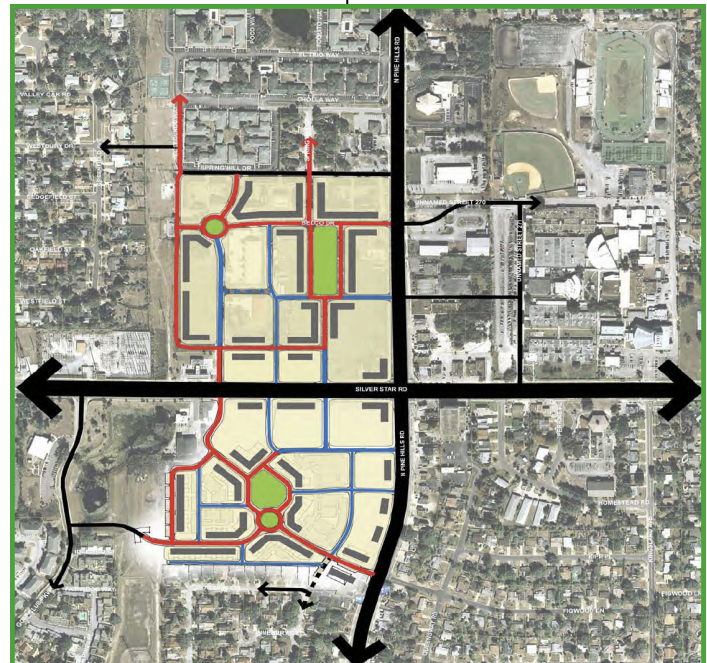
- Develop a PD process specifically for infill and redevelopment projects. This process could provide more flexibility when a project is located on an infill site or proposes adaptive reuse or redevelopment.
- Adjust the requirements in the Planned Development (PD) Code to mirror those in conventional zoning districts when infill or redevelopment is proposed.

Ideas for Pine Hills

- Focus Efforts
- Protect the Neighborhood Line
- Build off of Community Assets
- Provide Pedestrian & Bicycle Connections
- Access to Town Center
- Colonial Dr. (SR 50) & Silver Star Rd.
- Pine Hills Road
 - Entrance into Pine Hills
 - Reduce Barrier Effect
 - Attract Investment
 - Complete Street
 - Site Plan Guidance



The County worked with the Pine Hills community in 2010 on a redevelopment plan for one of the community's major corridors. A Neighborhood Improvement District has been established to implement the corridor plan.



TECHNOLOGY

Goal

Offer members of the development community the ability to apply and pay for all aspects of the development process, including permitting, electronically.

On October 4, 2011, the Task Force made a presentation to the BCC on the progress of their work to recommend changes that would streamline regulatory processes in the County. At the center of their recommendations was that the timeframe be advanced for instituting an electronic filing system for permit applications and plan review. Task Force discussions quickly made clear that because building codes and local regulations are complex, the one of the biggest hassles associated with developing a project is the paperwork. A more modern permitting system would improve speed and efficiency by minimizing the need to run back and forth between reviewing divisions with paper files in the course of getting a project approved. New uses of technology give the County an opportunity to create new business practices that promote more effective and efficient customer service.

The County has long recognized that technology is dramatically changing the way government operates, so it has embarked on a number of initiatives to incorporate advanced computing systems into regulatory processes. On June 5, 2012, based on the Task Force's initial recommendations, the BCC voted to accelerate the ongoing upgrades in technology to incorporate electronic filing for developers and builders doing business with the County. The project provides technology for on-line application submittals, on-line status review, electronic plans review, and development fee management. These innovative uses of technology provide ways for the County to make processes more transparent and accessible, resulting in better customer service. Great customer service does not mean always saying "yes," but even when applications must be denied or restructured, using electronic filing considerably speeds up the process. The ability to conduct business online improves communication, reduces paperwork, and builds easily accessible public records.

ALREADY ACCOMPLISHED

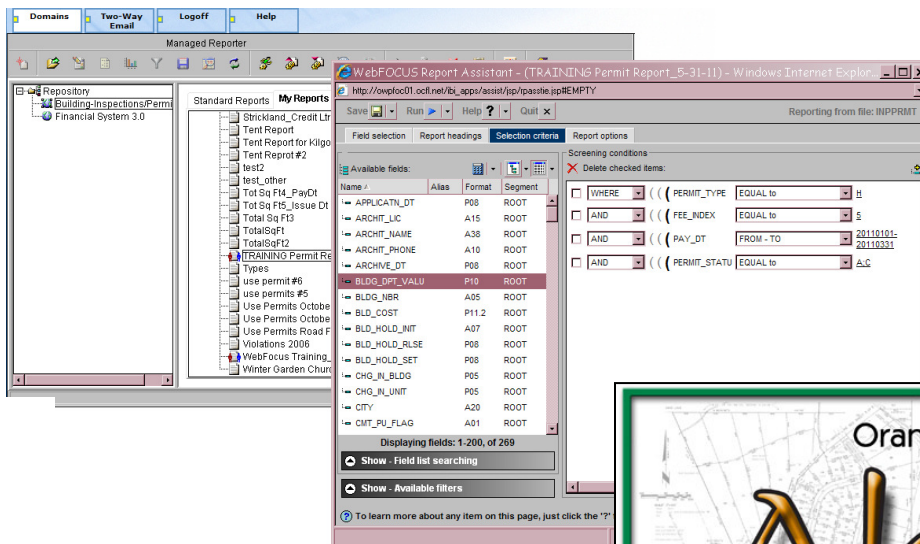
- ✓ *Interim solutions for online permitting.*
- ✓ *Accept plan submittals in portable document format (pdf).*

In response to the Task Force recommendation, the Development Review Committee Office is now accepting plans in Portable Document Format (PDF) on the County's FTP site. This serves as the preliminary step to fully automated electronic filing technology, which is currently under development.

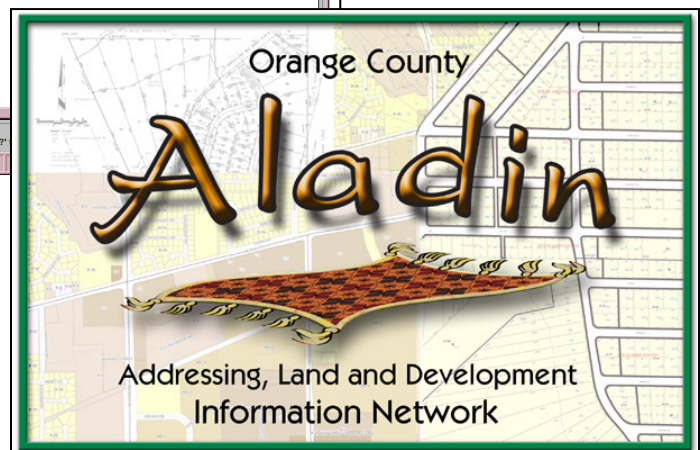
The Task Force also requested that all application and permitting forms on the County's website be redesigned as interactive PDF forms. While many of the forms are already available in this format, others need to be updated.

Recommendations

- Implement online permitting.
- Develop interactive forms for all development applications.
- Upgrade the vertical permitting system with automation of site-work permits and enhanced web access.



ALADIN is a multi-phase project to automate the County's development review processes.



LOOKING TO THE FUTURE

Goal

Maintain open lines of communication between the development community and the County. Work together to implement the Task Force recommendations and to continually review and improve the development review process.

Once the Task Force completes its work, the County still has much to do. Implementing the Task Force's recommendations will be a complex and time-consuming process. Staff is working on an implementation strategy, which will prioritize the recommendations and estimate time, staff resources, and cost for each. The implementation strategy will be presented to the Board in the near future.

The Task Force was appointed to provide recommendations about the development review process, but process and policy often are intertwined. Consequently, the Task Force offered a number of policy-related recommendations, such as consideration of alternative funding sources, changes to the County's concurrency system, and Comprehensive Plan amendment recommendations. Those recommendations are presented on the following page.

Finally, Task Force members agreed that an ongoing committee would be useful to the County as it implements the Task Force recommendations. The group could monitor implementation and serve as a resource for additional streamlining efforts in the future. Perhaps one of the most beneficial consequences of the Task Force meeting regularly with staff has been the collaboration in analyzing processes and developing solutions to increase efficiency. The communication between Task Force members and staff was helpful for all involved, so the Task Force recommends keeping open those lines of communication.

Recommendations

- Task Force members acknowledged that they are not making policy recommendations, but respectfully submit that the County should analyze the results of administering concurrency to look at concurrency's effectiveness as a timing mechanism, as well as the impact of concurrency on funding. Compare the results with mechanisms used by other local governments to provide services and facilities.
- Explore the possibility of developing an alternative funding source to replace impact fees.
- Examine the issue of when during the development process impact fees are assessed to determine whether they could be assessed at a later point in the process.
- Offer the opportunity for full payment of impact fees at time of platting without offering refunds, in which case concurrency reservations would not expire.
- Expand or create new concurrency exception areas where appropriate to promote infill in the Urban Service Area (USA).
- Establish an ongoing committee that can monitor the implementation of prior streamlining recommendations and serve as a resource for further streamlining efforts as needed.

The Task Force met twenty-eight times in the past eighteen months to discuss the County's regulatory processes.



APPENDIX

COMPLETE LIST OF TASK FORCE RECOMMENDATIONS

No.	Recommendation	Page
1	Accept plan submittals in portable document format (PDF).	12
2	Develop interactive forms for all development applications.	31
3	Implement online permitting.	31
4	Create, adopt, and support practices that ensure a “can-do” culture from the top levels of the County administration throughout all staff levels to promote excellent customer service in all interactions with the public. Continue to recognize and reward those staff members demonstrating leadership in customer service.	14
5	Encourage and empower staff to make responsible decisions to further good development proposals in the case where interpretation of codes or polices is required or when there are existing conflicts between code provisions, and then support staff in those decisions. If staff provides a fully documented justification for a decision regarding a project where code or policy is not a perfect fit, allow staff to bring that proposal forward for full discussion and consideration.	14
6	Use the Public Works Advisory Board (PWAB) to function as a technical review for waiver items or the use of a new method or technology in development plans.	14
7	Allow applicants to pay all fees in one place or to pay fees online.	12
8	Provide responsive customer service by returning phone calls within 48 hours and answering emails within 24 hours. Use the phone system capability for routing calls when out of office, and use “Out of Office Assistant” for e-mails when out of the office.	14
9	When the utility provider for a proposed development is not Orange County, the County should provide information about utility service areas and providers to applicants as early in the review process as possible.	11
10	Review and revise checklists for all permitting processes to ensure that they are up to date and include all required information.	14
11	Address inconsistency between Future Land Use Map (FLUM) designations and zoning designations.	21
12a	Community meetings should not be required for every Comprehensive Plan amendment. Community meetings could be held at a Commissioner’s request; at an applicant’s request; at the discretion of staff; and/or for amendments outside the Urban Service Area.	22
12b	Florida Statutes require only one public hearing before the Local Planning Agency (LPA) for Comprehensive Plan amendments. Currently the County requires two LPA hearings (transmittal and adoption) for large-scale amendments. The LPA adoption public hearing should be eliminated.	22
12c	Allow small-scale amendments to be processed anytime the LPA meets, rather than limiting them to the two yearly cycles.	22
12d	Allow large-scale amendments to go out of cycle if an applicant is willing to pay the additional processing costs.	22

No.	Recommendation	Page
12e	Eliminate the two-year wait period after an amendment is denied.	22
13a	Review Rural Settlement policies to identify and address conflicts with other policy goals, including economic development and environmental protection.	23
13b	Delete restrictions in the Comprehensive Plan for provision of central water and sewer service to Rural Settlements.	23
14	Complete a policy review to determine which policies could be amended or deleted, in light of the legislative changes adopted in 2011 under House Bill 7207. Look for opportunities to build flexibility into the Comprehensive Plan, so that fewer Plan amendments are required.	23
15	Invest resources in hiring a national firm with experience developing unified land development codes to complete an overhaul of Orange County's codes regulating land development. This is an intensive process best accomplished with the assistance of an outside resource.	21, 25
16	Review the site development standards in the Planned Development (PD) District Code to eliminate redundancy with other sections of the code, and remove those standards that have become a barrier to the flexibility and creativity that was intended for the PD District.	25
17	Amend the Planned Development (PD) District Code to allow for up to a 15% deviation from any performance standard that is used for the purpose of providing development criteria for a particular land use. Performance criteria is considered to be, but is not limited to: lot width/size, building height, setbacks, alternative parking arrangements, or other criteria the County Administrator may deem appropriate.	25
18	Allow the County Engineer to accept standards in an approved stormwater permit issued by the Water Management District or the Department of Environmental Protection in the case of conflict with County codes.	14
19	Amend the Comprehensive Plan to provide policies and criteria for identification of infill and redevelopment areas in Orange County, develop a program to consider administrative rezonings in such areas, and direct infrastructure investments to a select number of these areas to further incentivize development projects in these locations.	28
20	Identify programs and incentives that could be offered in select infill and redevelopment areas.	28
21	Create a code designed specifically for infill and redevelopment. Consider a hybrid "form-based code" that puts greater emphasis on how the project looks and functions, and lesser emphasis on the actual use.	28
21a	Create a floating zoning district for redevelopment and infill projects that could be triggered when a redevelopment proposal is presented. The floating zoning district would supersede the underlying zoning. Conditions and criteria should be established that would specify under what circumstances the floating zoning district could be applied.	28
21b	Investigate whether the code contains potential triggers that require redevelopment projects to upgrade beyond what seems to be reasonably necessary for the proposed redevelopment. The issue may be the lack of code governing redevelopment projects. For example, under the current code, if you come in to redevelop a parcel involving a change in use, parking and landscaping requirements would be the same as it would be for a new development. Perhaps it is appropriate to have code language addressing potential reductions in parking and landscaping under certain circumstances. The focus may need to be on creating some flexibility within the existing codes.	28

APPENDIX (cont.)

No.	Recommendation	Page
21c	Give credit to reduction of parking spaces in favor of providing motorcycle and bicycle parking spaces so that there will be less parking required. Encourage or allow a certain percentage of the spaces to be pervious parking.	28
21d	Develop a PD process specifically for infill and redevelopment projects. This process could provide more flexibility when a project is located on an infill site or proposes adaptive reuse or redevelopment.	28
22	Conduct pre-application conferences at the regularly scheduled Development Review Committee (DRC) meetings.	29
23	Amend the DRC process and reorganize the staff report to reduce time required for the applicant at the DRC meeting.	12
24	Allow concurrent Land Use Plan (LUP) and Preliminary Subdivision Plan (PSP)/Development Plan (DP) review, to shorten the length of time required between public hearings before the Board of County Commissioners (BCC).	12
25	Eliminate architecture, lighting, and landscaping reviews from the DRC unless required by code or unless a waiver from the code is requested.	12
26	Expedite the re-review process. Allow the submission of draft plan revisions in PDF directly to the reviewing Division requiring the revision. Allow a one-sheet update to the submitted plan to resolve the issue.	12
27	Simplify the procedure for processing the development approval extensions allowed under State legislation.	12
28	Implement a Project Manager approach to development approvals. The Project Manager would have a certain degree of authority that is not currently present in the development review process in Orange County. The Project Manager would be responsible for negotiating and resolving / prioritizing conflicting staff concerns and code interpretations and working with other staff to keep the project on schedule.	19
29	Develop an SOP for the administrative determination of non-substantial changes to Land Use Plans (LUP) and Development Plans (DP) as provided for in the Land Development Code. Clarify criteria in the Code as necessary.	25
30	Change the code so that Development Plans (DPs) are not required unless entitlements are being allocated through the DP.	25
31	Allow minor revisions identified at DRC (such as incorrect parcel ID numbers) to be noted on the PD Land Use Plan, with changes to be reflected at the next step of the process.	12
32	Restructure the Development Review Committee from a committee that makes recommendations directly to the BCC, to a staff technical review committee that informs the decision-makers through fact-finding consultations. By making this change, the DRC would act as a staff resource in reviewing development proposals in the County and would no longer fall under the requirements of the Sunshine law. Under this scenario, DRC members can discuss solutions collaboratively.	17
33	Once a Development Plan has been approved by DRC, address issues that are not health/safety related in the same manner (administratively) as they are with conventional zoning districts.	12

No.	Recommendation	Page
34	Create a tracking and accountability strategy for all plan sets submitted to the Building Safety Division.	11
35	To shorten lobby wait time for submitting commercial plans, appointments are accepted for Building Safety Division permitting and plan review services from 7:30 a.m. to 9:30 a.m.	11
36	Establish standard operating procedures (SOPs) for field supervisors to resolve building inspector/inspector conflicts and plans examiner/inspector conflicts in the field before halting the work.	11
37	Include commercial permitting services at one-stop location.	11
38	Require pre-application meetings for construction site plans, or require applicants to waive such meetings.	11
39	Upgrade the vertical permitting system with automation of site-work permits and enhanced web access.	31
40	For construction plan review, provide each reviewing Department with the ability to change a denial to an approval if the applicant disagrees with the denial and can show their plans meet code, or if they are able to address the reason for the denial without revising the plans.	11
41	Signed and sealed plans should be required only after plans are approved. Additionally, all approved drawings/revisions should be stamped upon final approval.	11
42	Continue supporting efforts now underway to petition the State Legislature to bolster regulations for unlicensed contractors. The Florida Home Builders Association, Florida Building Officials Association and other governmental and industry organizations are joining forces on the issue of unlicensed contracting and the lack of enforceable regulations at the State level.	11
43	Make it easier to determine de minimis impacts by providing information about level of service, facility capacity, and traffic generation that would help applicants look at their project and determine up front whether the project would be de minimis.	14
44	Consider adding to the list of exemptions other kinds of projects that have minimal impact that could be exempt and also increase thresholds for de minimis.	14
45	Consolidate the process so the applicant is applying for concurrency at the same time they are applying for their permit.	13
46	Tailor the review based on the type of project (large/small projects, infill/greenfield projects).	13
47	Provide capacity information at the preapplication conference or as early in the review process as possible. If an applicant knows of any issues, they can begin working to immediately to resolve those issues.	13
48	Review the Concurrency Management system to determine whether and how the process of documenting concurrency (after capacity has been encumbered) could be simplified and made available on-line. Use the Land Development Management System to automate as much as possible.	14
49a	Faster turn-around time on transportation concurrency, such as a five-day turn-around time from time of submittal for projects generating 50 trips or fewer.	14
49b	Allow for concurrency application earlier in the process to alert the applicant of problems so they can begin the work of resolving them. (same as 45)	N/A

APPENDIX (cont.)

No.	Recommendation	Page
49c	For potable water, solid waste, wastewater, parks, stormwater, and mass transit: service provider will provide a quarterly report to the concurrency management official (CMO) with authorization to the CMO for the next quarter allowing the CMO to sign off on concurrency. The service provider will notify the CMO if capacity issues arise.	13
50	Allow the opportunity for full payment at plat without offering refunds, in which case concurrency reservations would not expire.	33
51	Expand or create new concurrency exception areas where appropriate to promote infill in the Urban Service Area (USA).	33
52	Task Force members acknowledged that they are not making policy recommendations, but respectfully submit that the County should analyze the results of administering concurrency to look at concurrency's effectiveness as a timing mechanism, as well as the impact of concurrency on funding. Compare the results with mechanisms used by other local governments to provide services and facilities.	33
53	Explore the possibility of developing an alternative funding source to replace impact fees.	33
54	Examine the issue of when impact fees are assessed to determine whether they could be assessed later in the development process.	33
55	Reduce the voting membership of the Road Agreement Committee.	13
56	Allow the applicant the option to go through a process where a redlined document is generated from the County Attorney's Office.	13
57	Schedule one or more special meetings for complicated road agreements.	13
58	Address concerns regarding subordination of easements associated with dedication of land to the County for road right-of-way so that an evaluation of subordination requirements is made on a case-by-case basis.	13
59	Require a pre-application meeting, either through a code change or through a Development Review Committee (DRC) directive [DRC would add a condition to a Preliminary Subdivision Plan (PSP) that would require a pre-application meeting with platting staff.]	12
60	Provide additional cross-training for plat review so that other staff members can step in during the primary staff person's absence.	11
61	Provide computer upgrades for platting staff, including providing a monitor large enough to allow reviewing plats in digital format.	11
62	Establish an ongoing committee that can monitor the implementation of prior streamlining recommendations and serve as a resource for further streamlining efforts as needed.	33

MEETING SUMMARIES

For meeting summaries and other information about the Regulatory Streamlining Task Force, please visit the Orange County website:

<http://www.orangecountyfl.net/PermitsLicenses/RegulatoryStreamliningTaskForce.aspx>



www.ocfl.net

