



**Board of County Commissioners  
Environmental Protection and Growth Management  
Department**



**FY 2014-2016  
Strategic Business Plan**

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## **Message From The Director**

## **I. Message From The Director**

**Cynthia S. Chambers**

**Environmental Protection and Growth Management Department**

Thank you for the opportunity to present you with our business plan. The Environmental Protection and Growth Management (EPGM) Department is comprised of seven (7) divisions, which directly impact the quality of life for Broward County residents. Our divisions include: Animal Care and Adoption, Emergency Management, Environmental Licensing and Building Permitting, Housing Finance and Community Development, Natural Resources Planning and Management, Planning and Redevelopment; and Pollution Prevention, Remediation and Air Quality.

Created in 2008, the Department merged the functions of urban redevelopment and planning with environmental protection, animal care and adoption, emergency management and consumer protection. Changes in demographics, marketplace and economic trends, the potential of natural disasters, increasing use of the internet for retail purchases of goods and services, land availability, lack of affordable housing, an increase in housing prices, continued violation of environmental laws, and limited financial resources have led to a greater need for the Department to develop more innovative and creative ideas regarding environmental protection, growth management, regulatory activities and emergency preparedness in Broward County. The combined staff from the various divisions have faced these challenges with renewed commitment and a combined pool of talent and resources.

We anticipate that the next two to five years will bring its own share of challenges and opportunities to the agency. As indicated by the comprehensive list of issues in our business plan, there will be a continuous need for EPGM staff to provide quality service to the residents of Broward County. Each year will present its own unique challenge, both planned and unexpected. With that in mind, I would like to thank EPGM staff for their continued support and dedication that allows the agency to make a positive and valuable contribution to Broward County's effort to maintain and improve the quality of life for its residents. The EPGM Department is committed to providing excellent service and will make every effort to achieve the County's overall mission of providing high-quality, cost-effective services and programs to the citizens of Broward County and creating an environment where our business operations can continuously enhance our global competitiveness.

## **Executive Summary**

## II. EXECUTIVE SUMMARY

### **Background**

Over the past few years, the Environmental Protection and Growth Management Department has experienced many organizational and service environment challenges. These include growth of organizational divisions, budget reductions, loss of key personnel due to retirements, changes in leadership, and greater demands for services. The Department has also been greatly impacted by the dynamic economic environment and its effects on Broward County growth and development, the increasing demands of Broward County communities, changes in legislation, regulations, and financial conditions. In light of these challenges, the Department engaged in a strategic planning process to focus the efforts of the Department, set organizational priorities and guide the activities and initiatives of the Department. EPGM's service environment allows for responsive and appropriate solutions to meet ongoing challenges.

### **Department Overview**

The Environmental Protection and Growth Management Department is a multi-disciplinary organization comprised of seven (7) divisions, which directly impact the quality of life for Broward County residents. The Department is focusing on accountability of the management team in implementing its goals and objectives, which support the overall vision and goals developed by the Broward County Board of County Commissioners.

The Department's core business emphasizes service to its customers and stakeholders by addressing animal care and adoption, environmental, growth management, building code services, affordable housing, consumer protection and emergency management requirements of the private and public sectors within Broward County. Through its many services and programs, the Department encourages proper use of natural resources and promotes affordable housing, and redevelopment through the management of development activities and enforcement of animal care and adoption, building, environmental, zoning and consumer protection regulations. These services may involve cooperative efforts with other local, state and/or federal jurisdictions. Important interface among these agencies is maintained to ensure timely implementation of the County's strategic plan for public protection, construction of public infrastructure, natural habitat enhancement and protection, effective legislation and support of the Board of County Commissioners.

#### **Mission:**

To safeguard lives, natural resources and property of residents and visitors by providing for natural resource planning, management and protection, planning for appropriate land use patterns and housing mix, establishing an incident command system and emergency operations plans, enforcing animal care and adoption, environmental, development and construction regulations and providing for consumer protection.

#### **Core Values:**

- Responsive Services
- Integrity
- Positive Work Environment
- Excellence

## **A. Tie To Commission Strategic Plan.**

The Environmental Protection and Growth Management Department is responsible for protecting, regulating, monitoring, and managing diverse programs in the areas of animal care and adoption, environment, land use, planning, urban design, affordable housing, zoning, consumer protection, redevelopment, and emergency management.

EPGM program focus over the next two years will be directly aligned with the Commission's Strategic Plan (CSP) through work on the following CSP visions, goals and objectives:

### **A Pristine, Healthy Environment**

**Goal:** *Promote, protect and enhance the built environment in collaboration with governmental and private partners.*

- Reduce greenhouse gas emissions from County operations by 7% from 1997 levels by 9/30/2015.
- Ensure that 95% of publicly accessible beaches are sufficient in dimension (i.e. >75 feet in width) to provide storm protection, recreational opportunities, and sea turtle nesting habitat through 9/30/2020.
- Maximize the efficient implementation of alternative water supply solutions through the development of regional and sub-regional projects in coordination with affected utilities by 9/30/2014.
- Initiate priority actions detailed in Broward County's Climate Change Action Plan with 90% of all recommendations in progress by 12/31/2015.

**Goal:** *Encourage and promote community stewardship and appreciation of the natural environment with the conservation and wise use of our resources.*

- Maximize water conservation by reducing water use for irrigation purposes among large users by 20% per year.
- Advance collaborative partnerships with federal, state, other local governments, and nongovernmental community stakeholders by 2% per year through 9/30/2015.
- Maximize water conservation by reducing total water consumption through Broward County by 10% by 9/30/2014.
- Ensure that 100% of city-operated land preservation bond-acquired sites are managed in accordance with approved land management plans by 12/31/2015.

### **Growth and Affordable Housing**

**Goal:** *Facilitate a regional approach to growth and redevelopment through coordination and collaboration at the federal, state, county, and municipal levels.*

- Review and update the adequacy of the level of service standards in the Broward County Comprehensive Plan annually.
- Re-evaluate projections of Broward County's population following receipt of the 2010 Census data annually.
- Update the County Recovery Process Document/Post Disaster Redevelopment Plan to develop a Long-Term Recovery and Redevelopment Strategic Framework, which includes public workshops and the creation of technical advisory committees by 3/31/2014.

**Goal:** *Strengthen stakeholder partnerships to increase the availability of affordable housing options for all, both for purchase and rental.*

- Provide new home ownership for a minimum of ten new owners through new construction and/or purchase assistance by 9/30/2016.
- Provide home repair funding for a least minimum of ten current income qualified home owners to insure that the home meets minimum housing codes by 9/30/2016.
- Provide a local governmental tax credit match for a minimum of ten 9% tax credit applications for new affordable multifamily development by 9/30/16.

**Goal:** *Develop through effective community collaboration, neighborhoods and communities incorporating intermodal connectivity, while integrating energy efficiency and other livability standards and initiatives.*

- Implement the Complete Streets Initiatives by 9/30/2016.

### **Social Safety Net**

**Goal:** *Coordinate and maintain quality accessible health and human services in collaboration with public and private partners.*

- Increase by 10% the number of outreach presentations and collaborative partnerships with the community to address emergency preparedness by 9/30/2016.



## **B. Key Focus Areas**

The Department will be faced with several challenges regarding animal care and adoption, emergency management, consumer protection, environmental protection, restoration, pollution prevention, redevelopment, affordable housing, land use and comprehensive planning, development review and building code services over the next 2-5 years. To address these concerns and support the Commission Strategic Plan Visions, Goals and Objectives, the Department developed the following Key Focus Areas:

- 1. Promote, protect and enhance the built environment in collaboration with governmental and private partners.**
- 2. Encourage and promote community stewardship and appreciation of the natural environment and the conservation and wise use of our resources.**
- 3. Facilitate a regional approach to growth and redevelopment through coordination and collaboration at the federal, state, county, and municipal levels.**
- 4. Strengthen stakeholder partnerships to increase the availability of affordable housing options for all, both for purchase and rental.**
- 5. Develop through effective community collaboration, neighborhoods and communities incorporating intermodal connectivity, while integrating energy efficiency and other livability standards and initiatives.**
- 6. Encourage and promote a sustainable community.**
- 7. Maintain effective regulatory compliance systems through inspections, licensing, permitting and enforcement.**
- 8. Provide quality building code services to contract municipalities and unincorporated areas.**
- 9. Coordinate and maintain quality accessible health and human services in collaboration with public and private partners.**
- 10. Promote community based public awareness and education programs related to unlicensed contractors, consumer protection, affordable housing, environmental protection, and growth management issues.**
- 11. Increase the number of animals saved through rescues and adoptions.**
- 12. Promote community based public awareness and pet owner responsibility.**

The Department's core businesses emphasize service to its customers and stakeholders through planning, regulation, enforcement and management of services and programs. The Department will begin fulfillment of the Commission Strategic Plan objectives and achieve operational success by building and implementing work plans on the following initiatives.

**1. Promote, protect and enhance the built environment with collaboration with governmental and private partners.**

- Reduce greenhouse gas emissions from County operations by 7% from 1997 levels by 9/30/2015.
- Ensure that 95% of publicly accessible beaches are sufficient in dimension (i.e. >75 feet in width) to provide storm protection, recreational opportunities, and sea turtle nesting habitat through 9/30/2020.
- Initiate priority actions detailed in Broward County's Climate Change Action Plan with 90% of all recommendations in progress by 12/31/2015.

**2. Encourage and promote community stewardship and appreciation of the natural environment and the conservation and wise use of our resources.**

- Maximize water conservation by reducing water use for irrigation purposes among large users by 20% per year.
- Advance collaborative partnerships with federal, state, other local governments, and nongovernmental community stakeholders by 2% per year through 9/30/2015.
- Maximize water conservation by reducing total water consumption through Broward County by 10% by 9/30/2014.
- Ensure that 100% of city-operated land preservation bond-acquired sites are managed in accordance with approved land management plans by 12/31/2015.
- Maximize the efficient implementation of alternative water supply solutions through the development of regional and sub-regional projects in coordination with affected utilities by 9/30/2014.
- Improve the percentage of surface waters monitored found to be in compliance with water quality standards by an additional 1% by 9/30/2014.

**3. Facilitate a regional approach to growth and redevelopment through coordination and collaboration at the federal, state, county, and municipal levels.**

- Review and update the adequacy of the level of service standards in the Broward County Comprehensive Plan annually.
- Re-evaluate projections of Broward County's population following receipt of the 2010 Census data annually.
- Update the County Recovery Process Document/Post Disaster Redevelopment Plan to develop a Long-Term Recovery and Redevelopment Strategic Framework, which includes public workshops and the creation of technical advisory committees by 3/31/2014.
- Facilitate municipal redevelopment in accordance with the Redevelopment Capital Program (RCP) and Broward Redevelopment Program (BRP) by 9/30/2014.

- 4. Strengthen stakeholder partnerships to increase the availability of affordable housing options for all, both for purchase and rental.**
  - Provide new home ownership for a minimum of ten new owners through new construction and/or purchase assistance by 9/30/2016.
  - Provide home repair funding for a least minimum of ten current income qualified home owners to insure that the home meets minimum housing codes by 9/30/2016.
  - Provide a local governmental tax credit match for a minimum of ten 9% tax credit applications for new affordable multifamily development by 9/30/16.
- 5. Develop through effective community collaboration, neighborhoods and communities incorporating intermodal connectivity, while integrating energy efficiency and other livability standards and initiatives.**
  - Implement the Complete Streets Initiatives by 9/30/2016.
- 6. Encourage and promote a sustainable community.**
  - Develop and implement a Sustainability Program to build community awareness by 9/30/2016.
- 7. Maintain effective regulatory compliance systems through inspections, licensing, permitting and enforcement.**
  - Maintain regulatory licensing, inspection and enforcement program outputs through 9/30/2016.
  - Increase the percentage of remediated contaminated sites by 4% by 9/30/2014.
  - Decrease the number of violations addressed through formal enforcement action by 5% by 9/30/2014.
  - Improve the quality of taxi and limousine services and auto repair shops by increasing the number of inspections by 5% by 9/30/2014.
  - Increase implementation of e-Permit review option for development and environmental reviews by 9/30/14.
  - Develop an innovative electronic permitting process by 9/30/18.
- 8. Provide quality building code services to contract municipalities and unincorporated area.**
  - Maintain revenues, quality building code services and full cost recovery of all operational units annually.
- 9. Coordinate and maintain quality accessible health and human services in collaboration with public and private partners.**
  - Increase by 10% the number of outreach presentations and collaborative partnerships with the community to address emergency preparedness by 9/30/2016.
- 10. Promote community based public awareness and education programs related to unlicensed contractors, consumer protection affordable housing, environmental protection, and growth management issues.**
  - Increase the number of public outreach educational activities by 5% by 9/30/2014.
- 11. Increase the number of animals saved through rescues and adoptions.**
  - Increase the save rate by 15% by 9/30/2016.
- 12. Promoting community based public awareness and pet owner responsibility.**
  - Reduce animal shelter intake by 15% by 9/30/2016.
  - Increase the shelter visitors by 30% by 9/30/2016.

## C. Noteworthy Accomplishments

- Received 2013 WaterSIP grant for \$50,000 from South Florida Water Management District for high-efficiency toilet rebates in support of the Broward Water Partnership.
- Received a 2012 NACO Award for the Broward Water Partnership in the category of intergovernmental cooperation and coordination.
- Received a 2012 NACO Award for the county-wide energy and sustainability municipal survey
- Implemented the interagency ePermits initiative to provide the public with electronic plan submission and permit/license application processing options.
- Implemented the Central County Community Sustainability Plan, in coordination with the newly created Central County Community Advisory Board.
- Developed a Regional Threat and Hazard Identification and Risk Assessment (THIRA) process which will be used as a basis for future homeland security funding allocations.
- Implemented the Integrated Public Alert and Warning System (IPAWS), an enhanced public emergency alert system, for Broward County.
- Received PetSmart Charities Trap, Neuter, Release (TNR) grant of \$50,000 for the purpose of spaying or neutering community cats in the 33019 and 33020 target zip codes.
- Received Florida Animal Friends TNR grant of \$25,000 for the purpose of spaying or neutering community cats in the 33309, 33311 and 33312 target zip codes.
- Developed a financially feasible animal care and adoption plan to respond to the Board's intent to become a "No Kill" Community, based on existing resources and the proposed 40,000 square foot animal adoption center to open in 2015.
- Housing Finance Authority financed three (3) projects that resulted in the construction of more than 700 new affordable multifamily units.
- Provided local match funding for the construction of eight (8) new multifamily affordable housing developments that included 1,454 new units.
- Broward County was awarded the U.S. Environmental Protection Agency's 2012 Clean Air Excellence Award for Education/Outreach for the Conservation and Climate Change (C3) Challenge for schools program.

# **Organization Profile**

### III. ORGANIZATION PROFILE

#### A. Mandates

#### Environmental Protection and Growth Management Department Mandates

In March 2008, the Board of County Commissioners created the Environmental Protection and Growth Management to develop and implement the policies and programs of urban planning, environmental protection, consumer protection, animal care, housing and emergency management. The Environmental Protection and Growth Management Department is guided in much of its day-to-day business operations by Federal, State and Local Mandates. Table 1 provides a summary of these mandates.

**Table 1: EPGM Mandates**

Source	Regulation	EPGM Division
<b>Federal</b>		
	Title 1 of the Housing and Community Development Act of 1974, Public Law 93-383, as amended	Housing Finance and Community Development
	42 U.S.C.-5301 et seq.	Housing Finance and Community Development
	Clean Air Act	Pollution Prevention, Remediation and Air Quality
	Clean Water Act	Pollution Prevention, Remediation and Air Quality
	Resource Conservation & Recovery Act	Pollution Prevention, Remediation and Air Quality
	Toxic Substances Control Act	Pollution Prevention, Remediation and Air Quality
	Federal Insecticide, Fungicide, and Rodenticide Act	Pollution Prevention, Remediation and Air Quality
	Comprehensive Environmental Response, Compensation, and Liability Act	Pollution Prevention, Remediation and Air Quality
	Endangered Species Act	Natural Resources Planning and Management
	Hazardous Materials Transportation Act	Pollution Prevention, Remediation and Air Quality
	15 U.S.C. 45(a)(1), Federal Trade Commission Act	Environmental Licensing and Building Permitting
	Homeland Security Presidential Directive - 5	Emergency Management Division
<b>State</b>		
	Florida Building Code	Environmental Licensing and Building Permitting
	Florida State Statute Chapter 399	Environmental Licensing and Building Permitting
	Chapter 489, Florida State Statutes	Environmental Licensing and Building Permitting
	Chapter 163, Part II, Florida Statutes	Planning and Redevelopment
	Chapter 177, Part I, Florida Statutes	Planning and Redevelopment
	Chapter 163, Part II, Florida Statutes	Planning and Redevelopment
	Rule 9J-5 of the Florida Administrative Code	Planning and Redevelopment
	Chapter 380, Florida Statutes	Planning and Redevelopment
	Chapter 163, Part III, Florida Statutes	Planning and Redevelopment
	Chapter 163, Part IV, Florida Statutes	Planning and Redevelopment
	Chapter 171, Section 171.0413, Florida Statutes	Planning and Redevelopment
	Chapter 96-542, Laws of Florida as amended	Planning and Redevelopment
	Chapter 420, Section 420.907-9079, Florida Statutes	Housing Finance and Community Development
	Chapter 67-37.007, Florida Administrative Code	Housing Finance and Community Development
	Florida Housing Finance Authority Law, Chapter 78-89, Laws of Florida.	Housing Finance and Community Development
	Chapter 370, Florida Statutes, Florida Manatee Sanctuary Act	Natural Resources Planning and Management
	Chapter 373, Florida Statutes, Water Resources	Environmental Licensing and Building Permitting; Natural Resources Planning and Management
	Chapter 376, Florida Statutes, Pollutant Discharge Prevention & Removal	Environmental Licensing and Building Permitting; Natural Resources Planning and Management; Pollution Prevention, Remediation and Air Quality

Source	Regulation	EPGM Division
	Chapter 403, Florida Statutes, Environmental Control	<b>Pollution Prevention, Remediation and Air Quality</b>
	Broward County Natural Resources Protection "Special Act"	<b>Environmental Licensing and Building Permitting</b>
	Chapter 501, The Florida Deceptive and Unfair Trade Practices Act	<b>Natural Resources Planning and Management;</b>
	Chapter 559.901, The Florida Motor Vehicle Repair Act	<b>Environmental Licensing and Building Permitting</b>
	Chapter 83.49 Part II, The Florida Landlord Tenant Act	<b>Environmental Licensing and Building Permitting</b>
	Chapter 516, Florida Consumer Finance Act	<b>Environmental Licensing and Building Permitting</b>
	Chapter 542, Florida Antitrust Act of 1980	<b>Environmental Licensing and Building Permitting</b>
	Chapter 817, Florida Fraudulent Practices	<b>Environmental Licensing and Building Permitting</b>
	Chapter 585, Florida Statutes, Animal Industry	<b>Animal Care and Adoption</b>
	Chapter 767, Florida Statutes, Damage by Dog	<b>Animal Care and Adoption</b>
	Chapter 823.041, Florida Statutes, Disposal of Bodies of Dead Animals	<b>Animal Care and Adoption</b>
	Chapter 828.27 Florida Statutes, Animal Cruelty, Sales and Protection	<b>Animal Care and Adoption</b>
	Chapter 828.30, Florida Statutes, Rabies Certification	<b>Animal Care and Adoption</b>
	Chapter 252, Florida State Statutes (Emergency Management)	<b>Emergency Management Division</b>
	Chapter No. 2002-43, Florida Statutes (Relating to Disaster Preparedness)	<b>Emergency Management Division</b>
<b>County</b>		
	Broward County Code of ordinances, Chapter 4, Part II	<b>Animal Care and Adoption</b>
	Broward County Code of Ordinances, Chapter 8 1/2	<b>Planning and Redevelopment</b>
	Broward County Code of Ordinances, Chapter 9	<b>Environmental Licensing and Building Permitting</b>
	Broward County Land Development Code, Article IX, Chapter 5, Broward County Code of Ordinances	<b>Planning and Redevelopment</b>
	Article I of the Broward County Natural Resource Protection Code, Chapter 27, Broward County Code of Ordinances	<b>Environmental Licensing and Building Permitting;</b>
	Broward County Code of Ordinances, Chapter 39	<b>Natural Resources Planning and Management;</b>
	Broward County Resolution 2004-76	<b>Pollution Prevention, Remediation and Air Quality;</b>
	1979 by Ordinance of Broward County, Florida, Board of County Commissioners, Ord. No. 79-41	<b>Planning and Redevelopment</b>
	Broward County Charter	<b>Planning and Redevelopment</b>
	Broward County Charter, Sec. 1.04(o)	<b>Environmental Licensing and Building Permitting;</b>
	Broward County Consumer Protection Code, Ch. 20, Article VII Sec. 20-160 - 20.176	<b>Natural Resources Planning and Management;</b>
	Broward County Motor Carrier Ordinance, Chapter 22½	<b>Pollution Prevention, Remediation and Air Quality;</b>
	Broward County Motor Vehicle Repair Shop Regulatory Ordinance, Sec. 20-176.70	<b>Planning and Redevelopment</b>
	Broward County Motor Vehicle Body Repair and Paint Shop Regulatory Ordinance, Sec. 20-176.36	<b>Environmental Licensing and Building Permitting</b>
	Broward County Code of Ordinances, Chapter 8, Article III	<b>Environmental Licensing and Building Permitting</b>
	Broward County Administrative Code, Chapter 2, Part IV	<b>Emergency Management Division</b>
	Broward County Administrative Code, Chapter 19, Part XI	<b>Emergency Management Division</b>
	Broward County Administrative Code, Chapter 19, Part III	<b>Emergency Management Division</b>
	Broward County Administrative Code, Chapter 19, Part IV	<b>Planning and Redevelopment</b>
	Broward County Administrative Code, Chapter 19, Part XIII	<b>Housing Finance and Community Development</b>
	Broward County Administrative Code, Chapter 30, Part III	<b>Environmental Licensing and Building Permitting</b>
	Broward County Administrative Code, Chapter 33, Part III	<b>Housing Finance and Community Development</b>
		<b>Environmental Licensing and Building Permitting</b>

In addition to deriving authority from legislative mandates, the Animal Care and Adoption, Environmental Licensing and Building Permitting and Pollution Prevention, Remediation and Air Quality Divisions have been delegated specific authority by the State of Florida Department of Environmental Protection (FDEP) and the South Florida Water Management District (SFWMD) through several contracts. Table 2 provides a summary of these delegated programs. (See Appendix for a more detailed description of these programs.)

**Table 2: EPGM Delegated Programs**

Source	EPGM Division	Delegated Program	Grants/Revenues	Cost to the County
FDEP	ELBPD	<b>Mangrove Protection</b> – enforcement of Mangrove Trimming and Preservation Act., which limits trimming or alteration of mangroves to specific circumstances in order to preserve mangrove resources.	This program is complaint/enforcement driven. Infrequent complaints mean revenues derived from fines for violations do not lend themselves to forecasting.	The regulatory activities related to this delegation are at no net cost to the County as the enforcement work would be performed in accordance with the County Code even without delegation.
FDEP & SFWMD	ELBPD	<b>Environmental Resource Permit</b> – regulation of activities involving the alteration of surface water flows including new activities in uplands that generate storm water runoff from upland construction, as well as dredging and filling in wetlands and other surface waters.	2013 Revenue - \$250,150 2012 Revenue – \$164,625	This program is operated at no additional expense to the County. The activities performed are consistent with regulatory activities already performed under the County Code and a significant portion of the revenues generated are used to offset the total cost to perform both the County and State regulation.
FDEP	ELBPD	<b>Domestic Wastewater Collection &amp; Transmission</b> - regulation of domestic wastewater collection and transmission systems.	2013 Revenue - \$22,680 2012 Revenue - \$33,350	This program is operated at no additional expense to the County. The activities performed are consistent with regulatory activities already performed under the County Code and a significant portion of the revenues generated are used to offset the total cost to perform both the County and State regulation.
FDEP	ELBPD	<b>Solid Waste</b> - the administration of solid waste facilities.	2013 Revenue – \$52,400 2012 Revenue – \$69,580	This program is operated at no additional expense to the County. The activities performed are consistent with regulatory activities already performed under the County Code and a significant portion of the revenues generated are used to offset the total cost to perform both the County and State regulation.



FDEP	PPRAQD	<b>Air Pollution Control</b> – a permitting program that regulates major stationary sources of air pollution.	FY13 Revenues: \$3,242,846	Cost to the County: \$293,300  Note: Total 2013 costs are \$3,048,072, but only \$293,300 are County dollars, provided as a grant match. The remainder of the funds come from state and local grants and contracts. (Numbers are from the 2014 Budget Proposal.)
FDEP	PPRAQD	<b>Storage Tank Compliance Verification</b> – regulation of state delegated compliance verification inspections of storage tank facilities.	FY13 Revenues: \$364,080	Cost to the County: \$362,209  Note: Grant is part of a 10-year contract with annual Task Assignments that began in July 2007 and are expected to continue through June 2017.
FDEP	PPRAQD	<b>Environmental Assessment &amp; Remediation</b> – administration of State-funded petroleum cleanup projects.	FY13 Revenues: \$527,265	Cost to the County: \$478,503  Note: This contract expires in June 2015. Tasks assignments are issued every year.
FDEP	PPRAQD	<b>Small Quantity Generators of Hazardous Waste</b> – Inspection of small quantity generators of hazardous waste.	FY13 Revenues: \$24,923	Cost to the County: \$25,000  Note: Grant was NOT available for FY14.
FDEP	PPRAQD	<b>Brownfields Program</b> - the management of Brownfield assessment and clean-up in Broward County	No revenues	Minor expenses
FDH	ACAD	<b>Rabies Control</b> - management of human exposures to rabid or suspect rabid animals, and control of animal rabies including quarantine.	No revenues	Note: The delegation of managing this encompasses all sections of the Division the cost would have to be estimated at the current operating budget of \$5.389mm. Although the Division pursues grant funding for specific programs and donations whenever possible, the bulk of this operating expense has no identifiable secondary source outside of ad valorem taxes.

## B. Lines of Business

The Department has many functions but its primary responsibilities revolve around the following lines of business: 1) Animal Care Operations; 2) Regulation: Licensing, Plan Review and Permitting, Enforcement, Monitoring and Compliance; 3) Management: Planning, Program Development, Implementation, Policy and Operations; and 4) Planning Consulting and Assistance Services, Public Outreach and Training. The lines of business listed describe the programs and services that allow the Department to effectively promote redevelopment and emergency preparedness throughout Broward County, improve coordination of activities among stakeholders, and administer and enforce the building, environmental, zoning code and consumer protection regulations. Each line of business is described in detail as follows:

**Animal Care: Clinic and Kennel/Shelter Operations** – includes providing routine examinations, tests, immunizations, and treatments for impounded animals; sterilizing County-owned animals, providing emergency treatment for impounded animals; assisting with foster care; providing shelter and care to stray and surrendered cats and dogs; managing the shelters animal population; providing animal adoption services; coordinating return of found animals to their owners; managing coordination of rescue groups; and assisting with foster care.

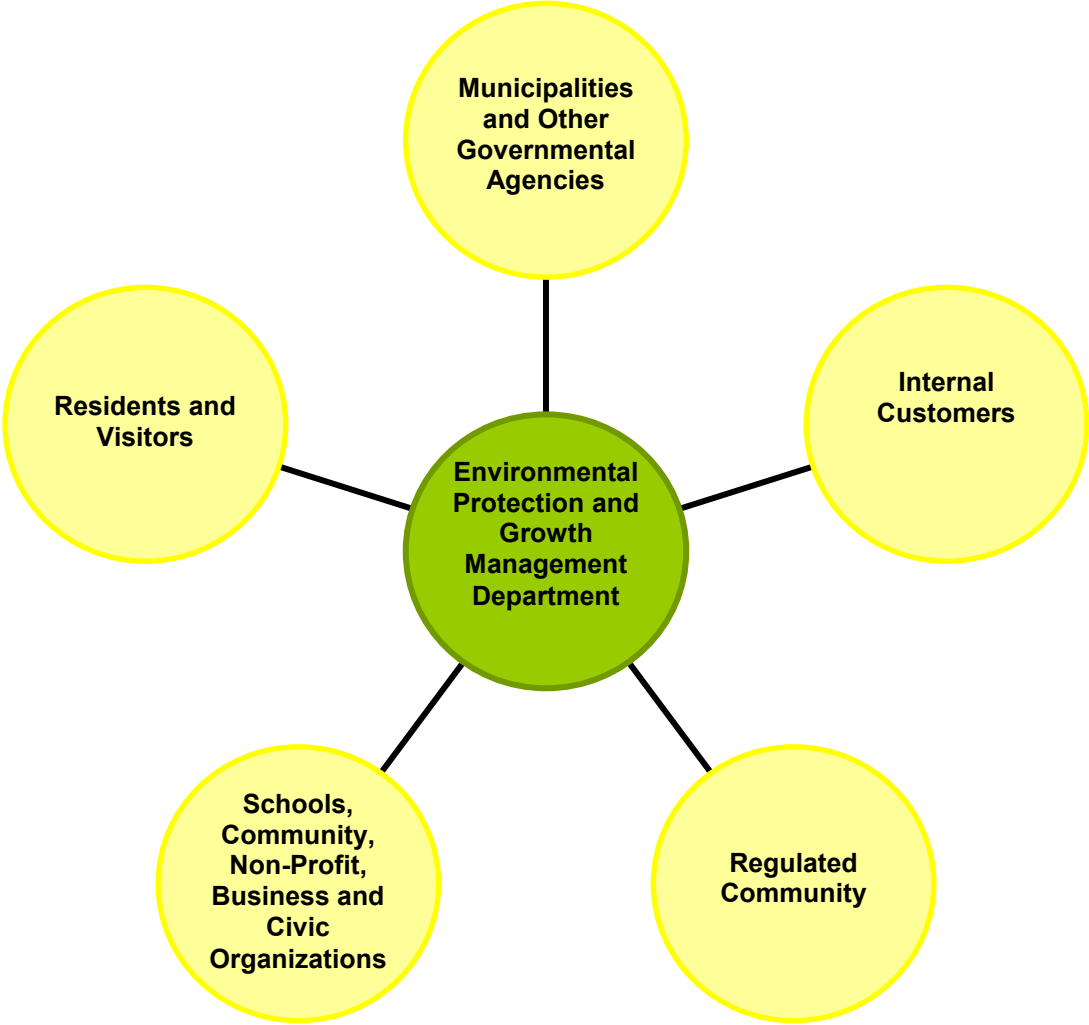
**Regulation: Licensing, Plan Review and Permitting, Enforcement, Monitoring and Compliance** - encompasses much of the mandated core business of the Department including overseeing plan reviews, permit issuance, and the inspection process through enforcement of the Florida Building Code, Broward County Zoning Code and Consumer Protection Code regulations; addressing the regional impact issues of proposed developments; and enforcing community standards through property inspections relating to landscaping and overall aesthetic improvements, assessments, and referrals; and ensuring compliance of federal, state and local regulatory ordinances and regulations requiring licensing, registrations, and permitting of licensed sites, facilities, and vehicles.

**Management: Planning, Program Development, Implementation, Policy and Operations** - includes developing and implementing redevelopment initiatives; managing the County's Comprehensive Plan; administering and funding housing programs; planning for future environmental challenges; developing environmental policy; monitoring conditions to ensure science-based decision-making; and coordinating the County-wide emergency management planning and policy services.

**Planning Consulting and Assistance Services, Public Outreach and Training-**encompasses the services provided to 31 Broward municipalities, unincorporated areas, Constitutional officers and other County agencies, including providing population projections and Geographic Information Services (GIS) to various local governments and County agencies; coordinating adoptions and community outreach programs and coordinate the licensing of domestic animals; maintaining the Broward County Comprehensive Plan to further Commission goals; providing quality emergency management training, education and certification to County staff; and coordinating environmental protection and natural resource preservation, public outreach and education programs to the residents of Broward County.

# C. Customer/Stakeholder Profile

## CUSTOMERS



The Environmental Protection and Growth Management Department has a wide range of customers and stakeholders. EPGM works to provide efficient and effective services to 31 municipalities, approximately 1.75 million residents and over 10 million annual visitors in Broward County. EPGM customers include residents and property owners within the Unincorporated Area, public agencies, including all County agencies and members of private sector. Our stakeholders include not only residents, visitors, state and local governments but also any private entity involved in planning, redevelopment, animal care, emergency management, affordable housing, environmental review and development processing within Broward County.

### **EPGM Customers:**

**Residents & Visitors** - EPGM provides multiple programs and services to the residents and visitors of Broward County. EPGM enforces environmental protection and animal care regulations, provides adoption and spay/neuter services; implements building code regulations; provides elevator inspections, monitors unlicensed activity; provides code enforcement services for the remaining unincorporated areas and protects consumers in Broward County. All of these activities lead to improved safety, health and welfare for the Broward County community.

**Regulated Community** – Businesses or individuals that use the Department’s services to comply with animal care, environmental protection, building code services, and consumer protection regulatory law requirements.

**Schools, Community, Non-Profit, Business and Civic Organizations** – Organizations that use Department resources for animal care, environmental protection, emergency management, consumer protection, building code services, comprehensive planning and affordable housing education and information. Examples are the School Board of Broward County, Housing Finance Authorities, Florida Humane Society, Inc; Broward County Humane Society, Peggy Adams Animal Rescue League; Tri-County Humane Society, Inc.

**Other Governmental Agencies** – Federal, state and local regulatory and planning agencies, who rely on EPGM for animal care, environmental protection, emergency management, consumer protection, building code services, comprehensive planning and affordable housing needs. Examples are the consumer protection agencies of Miami-Dade and Palm Beach Counties, the Florida Department of Business and Professional Regulation, the Florida Division of Consumer Services, the Federal Trade Commission, U.S. Environmental Protection Agency, Florida Department of Environmental Protection, Florida Department of Economic Opportunity, and Florida Department of Transportation.

**Internal Customers** - are other County departments and agencies to which EPGM provides services, such as 1) laboratory analysis; 2) GIS support; 3) demographic and economic data; 4) assistance with affordable housing needs; 5) assistance with transportation and transit related issues. Examples are County Administration, the Broward County Port Everglades Department, Broward County Aviation Department, the Broward Sheriff's Office, Supervisor of Elections, Transportation Department, Traffic Engineering Division, and Water and Wastewater Division.

## STAKEHOLDERS



## **EPGM Stakeholders:**

**Residents & Visitors** – Represent our largest stakeholder base. EPGM works to protect and enhance the environment on behalf of each of the approximately 1.75 million residents and over 10 million annual visitors in Broward County. EPGM enhances the quality of life and provides a safe and healthy community by protecting the environment, providing building code and enforcement services, and enforcing consumer protection regulations.

**Business Community** – Businesses or individuals that rely on the EPGM to meet their needs regarding redevelopment, development, affordable housing, building code services, land use planning and transportation planning needs. Examples include architects, engineers, contractors, individual homeowners, developers and financial institutions.

**Schools, Community, Non-profit, Business and Civic Organizations** – Organizations that benefit from the use of Department resources for environmental protection, emergency management, consumer protection, building code services, land use planning and affordable housing education and information. Examples are The School Board of Broward County and Housing Finance Authorities, Florida Humane Society, Inc; Broward County Humane Society, Peggy Adams Animal Rescue League; Tri-County Humane Society, Inc.

**Municipalities and Other Governmental Agencies** – EPGM has developed ongoing strategic partnership and collaborative activities with federal, state and other local regulatory, planning, housing and emergency management agencies. These partnerships provide for the necessary enhanced resources that lead to effective and efficient planning and decision making. Examples are the consumer protection agencies of Miami-Dade and Palm Beach Counties, the Florida Department of Business and Professional Regulation, the Florida Division of Consumer Services, the Federal Trade Commission, U.S. Environmental Protection Agency, Florida Department of Environmental Protection, Florida Department of Economic Opportunity, Florida Department of Transportation, US Department of Homeland Security, and Federal Emergency Management Agency.

**Internal Customers** – Represent other County departments and agencies that benefit from the services provided by the EPGM, including 1) GIS and technical support; 2) demographic data; 3) research and analysis; and 4) general planning and policy recommendations. Examples are County Administration, the Broward County Port Everglades Department, Broward County Aviation Department, the Broward Sheriff's Office, Supervisor of Elections, Transportation Department, Traffic Engineering Division, and Water and Wastewater Services Division.



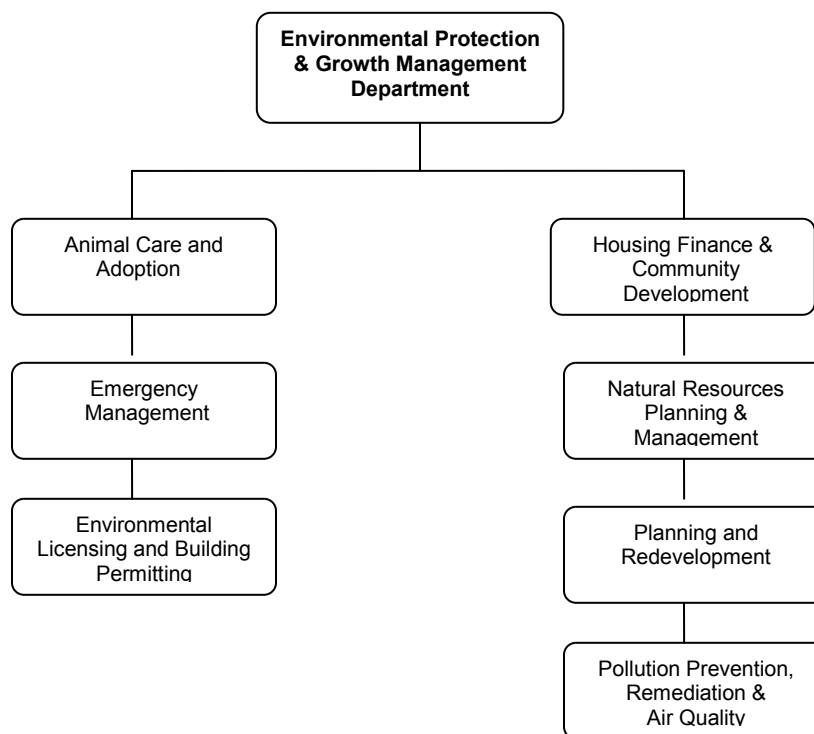
## D. Organizational Chart

The mission of the Environmental Protection and Growth Management Department is to safeguard lives, natural resources and property of residents and visitors by providing for natural resource planning, management and protection, planning for appropriate land use patterns, housing mix, establishing an incident command system and emergency operations plans, enforcing animal care and adoption, environmental, development and construction regulations and providing for consumer protection.

### Department Responsibilities and Staffing Levels

The Department’s organizational structure consists of seven (7) divisions that are responsible for animal care and adoption services, environmental protection, plan development, building code services, redevelopment, affordable housing, comprehensive planning, consumer protection and emergency management requirements of the private and public sectors within the unincorporated areas of Broward County. The Department, with a staff of 391, is committed to creating a sustainable living and working environment and enhancing the quality of life Broward County residents. Each Division plays a major role in accomplishing the mission of the Department. Appendix 1 provides a detailed description of the services provided by each division.

## Environmental Protection & Growth Management



# Case For Action

## IV. CASE FOR ACTION

### A. Work Plans

**Key Focus Area #1: Promote, protect and enhance the built environment in collaboration with governmental and private partners.**

**Objective 1:** Reduce greenhouse gas emissions from County operations by 7% from 1997 levels by 9/30/2015.

**Baseline:** 245,735 metric tonnes CO<sub>2</sub> equivalent  
**Target:** 228,533 metric tonnes CO<sub>2</sub> equivalent

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Implement the WasteWise partnership program with U.S. EPA for Broward County government operations.	0	N/A	1	10/1/2013	9/30/2015	PPRAQD
Coordinate the Broward County Government Operations Climate Change Workgroup.	1	N/A	1	10/1/2013	9/30/2015	PPRAQD
Develop a Climate Change Mitigation program.	0	1	N/A	10/1/2013	9/30/2015	NRPM, PPRAQD
Brand Broward County Projects with Go Green Seal.	0	40	20	10/1/2013	9/30/2015	NRPM

**Objective 2:** Ensure that 95% of publicly accessible beaches are sufficient in dimension (i.e. >75 feet in width) to provide storm protection, recreational opportunities, and sea turtle nesting habitat through 9/30/2020.

**Baseline:** 90%  
**Target:** 95%

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Maintain beaches of sufficient dimension to provide storm protection and recreational opportunities.	90%	95%	92%	10/1/2013	9/30/2020	NRPM
Maintain mooring buoys in a safe and operable condition.	90%	90%	90%	10/1/2013	9/30/2016	NRPM
Monitor the County's coral reef program through the completion of coral reef monitoring events.	30	150	60	10/1/2013	9/30/2016	NRPM
Manage the County Sea Turtle program to minimize the percentage of sea turtle nests experiencing disorientation.	20%	15%	20%	10/1/2013	9/30/2016	NRPM

**Objective 3:** Initiate priority actions detailed in Broward County’s Climate Change Action Plan with 90% of all recommendations in progress by 12/31/2015.

**Baseline:** 66%  
**Target:** 90%

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Percentage of Broward County Climate Change Action Plan priority actions completed.	13.5%	35%	25%	10/1/2013	12/31/2015	NRPMD
Number of presentations given to increase awareness of energy, climate, and sustainability issues and gain community participation in sustainability initiatives.	70	150	90	10/1/2013	12/31/2015	NRPMD
Achieve a 2% increase in the number of local and regional governments participating in sustainability, energy conservation, and climate initiatives implemented by the Energy and Sustainability Program.	54	60	57	10/1/2013	12/31/2015	NRPMD

**Key Focus Area #2: Encourage and promote community stewardship and appreciation of the natural environment and the conservation and wise use of our resources.**

**Objective 1:** Maximize water conservation by reducing water use for irrigation purposes among large users by 20% per year.

**Baseline:** 18% irrigation demand reduction per site  
**Target:** 20% irrigation demand reduction per site

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Conduct irrigation service inspections per year.	200	1,000	200	10/1/2013	9/30/2016	NRPMD

**Objective 2:** Advance collaborative partnerships with federal, state, other local governments, and nongovernmental community stakeholders by 2% per year through 9/30/2015.

**Baseline:** 135 partnerships  
**Target:** 143 partnerships

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Coordinate water resources protection and management through the County-wide Integrated Water Resources Plan, measured as partnering entities.	51	54	52	10/1/2013	9/30/2015	NRPM D
Improve beach and marine resources protection and restoration efforts through interlocal collaborations, measured as partnering entities	37	40	39	10/1/2013	9/30/2015	NRPM D
Increase the membership and participation in the Climate Change Taskforce.	20	22	21	10/1/2013	9/30/2015	NRPM D
Convene and achieve regional participation in the activities of the Greater Fort Lauderdale Flyway Cities Coalition, measured as partnering entities.	27	30	28	10/1/2013	9/30/2015	NRPM D

**Objective 3:** Maximize water conservation by reducing total water consumption through Broward County by 10% by 9/30/14.

- \***Baseline:** 151 gallons/person/day total water consumption (Countywide average)
- \***Target:** 135 gallons/person/day total water consumption (Countywide average)

\* To achieve long-term, County-wide water conservation goals, the Natural Resources Planning and Management Division (NRPMD) will seek partnerships with local water utilities and governments to enhance County-wide water conservation efforts, both indoors and outdoors, building upon the foundation of the County's Water Matters and NatureScape Broward programs and potentially through the efforts of the Broward Water Resources Task Force.

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Maintain a coordinated focus on water conservation through creation and support for a county-wide water resources taskforce of local governments and water utilities.	1	1	1	10/1/2013	9/30/2014	NRPMD
Enhance water conservation outreach with continued development and implementation of the Broward Water Partnership and support for existing programs such as Water Matters and NatureScape.	1	1	1	10/1/2013	9/30/2014	NRPMD
Deliver 1,750 toilet rebates per year through the Broward Water Partnership Program	1750	8,750	3500	10/1/2013	9/30/2016	NRPMD
Inventory the number of landscapes located on residential, school, government, and business properties that achieve NatureScape Certification.	3,348	4,348	3,748	10/1/2013	9/30/2016	NRPMD

**Objective 4:** Ensure that 100% of city-operated land preservation bond-acquired sites are managed in accordance with approved land management plans by 12/31/2015.

- Baseline:** 52%
- Target:** 100%

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Inventory 100% of publicly-protected parcels in the Protected Natural Lands Inventory for compliance with approved management plans, bond covenants and best practices.	25%	100%	50%	10/1/2013	12/31/2015	NRPMD

**Objective 5:** Maximize the efficient implementation of alternative water supply solutions through the development of regional and sub-regional projects in coordination with affected utilities by 9/30/2014.

**Baseline:** 245 mgd potable water demand  
**Target:** 100 mgd of additional alternative water supply projects

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Provide annual IWRP grant funding to support the feasibility analysis and design of alternative water supply projects.	0	\$1,000,000	\$200,000	10/1/2013	9/30/2014	NRPM D
Identify and provide technical assessment of sub-regional and alternative water resource projects and strategies to meet the County's future water supply needs	3	4	4	10/1/2013	9/30/2014	NRPM D
Participate in the development of alternative water supply projects needed to meet future County-wide water demands.	0	15 mgd	3 mgd	10/1/2013	9/30/2014	NRPM D

**Objective 6:** Improve the percentage of surface waters monitored found to be in compliance with water quality standards by an additional 1% by 9/30/2016.

**Baseline:** 98%  
**Target:** 99%

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Renew licenses through the implementation of the five-year storm water management license renewal program in areas subject to Broward County government jurisdiction.	100	150	100	10/1/2013	9/30/2016	ELBPD
License domestic wastewater and storm sewer systems to ensure compliance with water quality regulations and achieve pollutant load reductions	900	1000	930	10/1/2013	9/30/2016	ELBPD
Monitor municipal separate storm sewer systems to achieve compliance regarding water quality standards.	98%	100%	99%	10/1/2013	9/30/2016	ELBPD
Review businesses for environmental license compliance and innovation in pollution prevention to promote environmental advocacy through the annual Emerald Awards program.	10	30	10	10/1/2013	9/30/2016	PPRAQD

**Key Focus Area #3: Facilitate a regional approach to growth and redevelopment through coordination and collaboration at the federal, state, county, and municipal levels.**

**Objective 1:** Review and update the adequacy of the level of service standards in the Broward County Comprehensive Plan annually.

**Baseline:** 0  
**Target:** 1

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Ensure amendments to the Broward County Comprehensive Plan are in compliance and recertified, as appropriate within 6 months of adoption	100%	100%	100%	10/1/2013	9/30/2014	PRD
Ensure plans and reviews are completed within mandated deadlines	100%	100%	100%	10/1/2013	9/30/2014	PRD



**Objective 3:** Re-evaluate projections of Broward County’s population following receipt of the 2010 Census data annually.

**Baseline:** 0  
**Target:** 1

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Produce demographic reports semi-annually.	0	N/A	2	10/1/2013	9/30/2014	PRD
Provide responses to demographics requests based on projections	100	N/A	100	10/1/2013	9/30/2014	PRD

**Objective 4:** Update the County Recovery Process Document/Post Disaster Redevelopment Plan to develop a Long-Term Recovery and Redevelopment Strategic Framework, which includes public workshops and the creation of technical advisory committees by 3/31/2014.

**Baseline:** 0  
**Target:** 1

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Review and update Post Disaster Redevelopment Plan.	0	N/A	1	10/1/2013	9/30/2014	EMD
Incorporate components of the Post Disaster Redevelopment Plan into the Natural Disaster Element of the Broward County Comprehensive Plan	0	N/A	1	10/1/2014	12/31/2015	PRD

**Objective 5:** Facilitate municipal redevelopment in accordance with the Redevelopment Capital Program (RCP) and Broward Redevelopment Program (BRP) by 9/30/2014.

**Baseline:** 0  
**Target:** 5

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Maintain RCP loan agreements and BRP interlocal agreements to facilitate implementation of municipal redevelopment.	8 RCP Loan Agreements	9 RCP Loan Agreements	9 RCP Loan Agreements	10/1/2013	9/30/2014	PRD
	0 BRP ILAs	9 BRP ILAs	9 BRP ILAs			
Conduct meetings with municipalities to discuss redevelopment projects, consistent with the interlocal agreements.	3	15	3	10/1/2013	9/30/2014	PRD

**Key Focus Area #4: Strengthen stakeholder partnerships to increase the availability of affordable housing options for all, both purchase and rental.**

**Objective 1:** Provide new home ownership for a minimum of ten new owners through new construction and/or purchase assistance by 9/30/2016.

**Baseline:** 0  
**Target:** 10

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Number of homes provided purchased by new owners.	0	N/A	10	10/1/2013	9/30/2016	HFCDD

**Objective 2:** Provide home repair funding for a minimum of ten current income qualified home owners to insure that the home meets minimum housing codes by 9/30/2016.

**Baseline:** 0  
**Target:** 10

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Number of units acquired out of foreclosure for repair or resell.	0	N/A	25	10/1/2013	12/31/2016	HFCDD
Number of unites purchased for rehabilitation.	0	N/A	15	10/1/2013	12/31/2016	HFCDD

**Objective 3:** Provide Mortgage Credit Certificates, supported by the Housing Finance Authority bond allocation, to a least 20 new income qualified affordable home owners by 9/30/2016.

**Baseline:** 280  
**Target:** 300

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Number of Mortgage Credit Certificates.	0	N/A	20	10/1/2013	12/31/2016	HFCDD

**Key Focus Area #5: Develop, through effective community collaboration, neighborhoods and communities incorporating intermodal connectivity, while integrating energy efficiency and other livability standards and initiatives.**

**Objective 1:** Implement the Complete Streets Initiatives by 9/30/2016.

**Baseline: 0**

**Target: 1**

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Implement the recommendations of Complete Street Guidelines	1	1	1	10/1/2013	9/30/2016	PRD
Update the Transportation Element of the Broward County Comprehensive Plan	1	1	1	10/1/2013	9/30/2016	PRD
Update Broward County Land Use Plan to incorporate Complete Street Guidelines	1	1	1	10/1/2013	9/30/2016	PRD/PLANNING COUNCIL

**Key Focus Area #6: Encourage and promote a sustainable community.**

**Objective 1:** Develop and implement a Sustainability Program to build community awareness by 9/30/2018.

**Baseline: 0**

**Target: 1**

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Review and update (as appropriate) the Climate Change Element of the Broward County Comprehensive Plan	1	1	1	10/1/2013	9/30/2016	NRPM
Implement internal ePermit application	0	1	0	10/1/2013	9/30/2018	PPRAQD ELBPD EPGM-ADMIN
Implement external ePermit interface application	0	1	0	10/1/2013	9/30/2018	PPRAQD ELBPD EPGM-ADMIN
Implement Go SOLAR II grant	1	2	1	10/1/2013	9/30/2016	PPRAQD ELBPD EPGM-ADMIN
Continue to implement "green" rebate programs	5	5	5	10/1/2013	9/30/2014	NRPM
Continue to implement "green" initiatives related to conservation, reduction, reuse and recycling of renewable and non-renewable resources	4	4	4	10/1/2013	9/30/2016	NRPM

**Key Focus Area #7: Maintaining effective regulatory compliance systems through Inspections, licensing, permitting and enforcement.**

**Objective 1:** Maintain regulatory licensing, inspection and enforcement program outputs annually.

**Baseline:** 9,000 facilities licensed, 25,000 inspections, and 2,800 enforcement actions annually

**Target:** 9,000 facilities licensed, 25,000 inspections, and 2,800 enforcement actions annually

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Issue licenses to regulate the compliance of facilities with environmental regulations.	4500	N/A	4500	10/1/2013	9/30/2014	PPRAQD ELBPD
Conduct inspections of facilities to regulate compliance with environmental regulations.	7,000	N/A	7,000	10/1/2013	9/30/2014	PPRAQD ELBPD
Issue notices of violations to regulate compliance with environmental regulations.	1,800	N/A	1,800	10/1/2013	9/30/2014	PPRAQD ELBPD
Regulate the auto repair and body shops industry by issuing notices of violations.	1,000	N/A	1,000	10/1/2013	9/30/2014	ELBPD
Conduct inspections of elevators countywide to enhance regulation through the Countywide Elevator Inspection Program.	18,000	N/A	18,000	10/1/2013	9/30/2014	ELBPD
Maintain the number of contractor licenses issued and renewed through the State and County Contractor Licensing Program.	4,500	N/A	4,500	10/1/2013	9/30/2014	ELBPD

**Objective 2:** Increase the percentage of remediated contaminated sites by 4% by 9/30/2014.

**Baseline:** 55% of known Broward County contaminated sites remediated

**Target:** 59% of known Broward County contaminated sites remediated

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Maintain and update an inventory of known Broward County contaminated sites and status of remediation.	1	1	1	10/1/2013	9/30/2014	PPRAQD

**Objective 3:** Decrease the number of violations addressed through formal enforcement action by 5% by 9/30/2014.

**Baseline:** 300

**Target:** 285

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Reduce formal enforcement by negotiating compliance settlements.	300	N/A	285	10/1/2013	9/30/2014	ELBPD

**Objective 4:** Improve the quality of taxi and limousine services and auto repair shops by increasing the number of inspections by 5% per year by 9/30/2016.

**Baseline:** 23,000  
**Target:** 28,750

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Increase the number of inspections of auto repair body shops to improve services.	3,000	3,750	3,150	10/1/2013	9/30/2016	ELBPD
Increase the number of inspections of for-hire vehicles to improve the quality of taxi and limousine service.	20,000	25,000	21,000	10/1/2013	9/30/2016	ELBPD

**Objective 5:** Increase implementation of e-Permit review option for development and environmental reviews by 9/30/14.

**Baseline:** 40%  
**Target:** 50%

\*Two major categories of walk-in customers are those seeking construction plan reviews and those seeking Board action with regard to development projects. The average customer wait times are directly related to the level of walk-in customer traffic in these categories as monitored by the initiatives indicated.

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
*Monitor the number of construction reviews processed to coordinate the regulation of development projects in Broward County.	4,500	5,000	4,700	10/1/2013	9/30/2014	PRD
*Prepare development related agenda items for Board consideration to regulate compliance with the Land Development Code.	150	150	150	10/1/2013	9/30/2014	PRD

**Objective 6:** Develop an innovative electronic permitting process by 9/30/2018.

**Baseline:** 0  
**Target:** 1

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Implement internal ePermit application	0	1	0	10/1/2013	9/30/2018	PPRAQD ELBPD EPGM-ADMIN
Implement external ePermit interface application	0	1	0	10/1/2013	9/30/2018	PPRAQD ELBPD EPGM-ADMIN
Implement Go SOLAR II grant	1	2	1	10/1/2013	9/30/2016	PPRAQD ELBPD EPGM-ADMIN

**Key Focus Area #8: Provide quality building code services to contract municipalities and unincorporated areas.**

**Objective 1:** Maintain revenues, quality building code services and full cost recovery of all operational units annually.

**Baseline:** 100%  
**Target:** 100%

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Reduce average plan review turnaround time.	10	N/A	8	10/1/2013	9/30/2014	ELBPD
Perform building code inspections within 24 hours of request.	100%	N/A	100%	10/1/2013	9/30/2014	ELBPD
Maintain provision of building inspection services to unincorporated Broward and cities under interlocal agreement to increase enforcement of the Florida Building Code.	27,000	N/A	36,000	10/1/2013	9/30/2014	ELBPD
Provide permits for construction to unincorporated Broward and cities under interlocal agreement to increase enforcement of the Florida Building Code.	6,000	N/A	4,200	10/1/2013	9/30/2014	ELBPD
Provide inspections of new business for occupancy and compatibility to existing buildings.	300	N/A	350	10/1/2013	9/30/2014	ELBPD
Update and maintain annually the Time Management System.	1	1	1	10/1/2013	9/30/2014	ELBPD
Review bi-annually the rate and fee schedule for building code services and consumer protection units.	1	1	1	10/1/2013	9/30/2016	ELBPD

**Key Focus Area #9: Coordinate and maintain quality accessible health and human services in collaboration with public and private partners.**

**Objective 1:** Increase by 10% the number of outreach presentations and collaborative partnerships with the community to address emergency preparedness by 9/30/2016.

**Baseline:** 25  
**Target:** 35

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Number of Broward Emergency Response Team members who have completed training and maintain Emergency Operations Center credentials to work activation in the event of a disaster.	480	580	500	10/1/2013	9/30/2016	EMD
Conduct comprehensive countywide public outreach, and emergency management responder training and exercise programs.	25	35	27	10/1/2013	9/30/2016	EMD
Develop and update a Local Mitigation Strategy.	1	1	1	10/1/2013	9/30/2016	EMD
Update and maintain the Comprehensive Emergency Management Plan.	1	1	1	10/1/2013	9/30/2016	EMD

**Objective 2:** Increase the number of funding proposals developed with other community providers to support emergency preparedness in communities by 65% by 9/30/2016.

**Baseline:** 8  
**Target:** 18

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Identify the number of eligible funding opportunities available for collaborate consideration.	3	7	5	10/1/2013	9/30/2016	EMD
Increase the number of funding proposals developed through community partnerships.	8	18	10	10/1/2013	9/30/2016	EMD

**Key Focus Area #10: Promote community based public awareness and education programs related to unlicensed contractors, consumer protection affordable housing, environmental protection, and growth management issues.**

**Objective 1:** Increase the number of public outreach educational activities by 5% by 9/30/2014.

**Baseline:** 540  
**Target:** 565

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Increase the number of Air Quality Outreach events.	100	N/A	105	10/1/2013	9/30/2014	PPRAQD
Increase the number of Water Resources workshops and presentations.	300	N/A	315	10/1/2013	9/30/2014	NRPMDD
Inventory the number of businesses applying for Emerald Award.	10	N/A	10	10/1/2013	9/30/2014	PPRAQD
Increase the number of consumer protection educational and outreach activities.	85	N/A	90	10/1/2013	9/30/2014	ELBPD
Maintain partnerships with public/private entities for affordable housing development.	30	N/A	30	10/1/2013	9/30/2014	HFCDD
Conduct outreach activities educating the public about contractor fraud.	15	N/A	15	10/1/2013	9/30/2014	ELBPD

**Key Focus Area #11: Increase the number of animals saved through rescues and adoptions.**

**Objective 1:** Increase the save rate by 15% by 9/30/2016.

**Baseline:** 45%  
**Target:** 60%

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Increase the number of "Returned to Owner" animals.	1,600	2,500	2,000	10/1/2013	9/30/2016	ACAD
Increase the number of animals released to partner groups	1,400	1,800	1,600	10/1/2013	9/30/2016	ACAD
Increase the number of animals adopted	3,500	7,000	5,000	10/1/2013	9/30/2016	ACAD



## Key Focus Area #12: Promote community based public awareness and pet owner responsibility

**Objective 1:** Reduce animal shelter intake by 15% by 9/30/2016.

**Baseline:** 19,250  
**Target:** 16,400

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Increase in the number of sterilizations	3,500	5,000	4,200	10/1/2013	9/30/2016	ACAD
Increase the number of educational outreach programs	50	120	75	10/1/2013	9/30/2016	ACAD
Increase the number of pet licenses sold	105,000	150,000	120,000	10/1/2013	9/30/2016	ACAD
Increase the number of community cats sterilized through "Trap, Neuter, and Release" initiatives	1,000	4,000	2,000	10/1/2013	9/30/2016	ACAD

**Objective 2:** Increase the shelter visitors by 30% by 9/30/2016.

**Baseline:** 19,000  
**Target:** 25,000

Actions/Initiatives	Baseline	5-Year Target	1 to 2-Year Target	Start Date	End Date	Responsible Party
Increase the number of volunteer hours	5,000	7,500	6,000	10/1/2013	9/30/2016	ACAD
Increase the number of approved foster families	157	200	170	10/1/2013	9/30/2016	ACAD
Increase the number of approved rescue partners	97	150	120	10/1/2013	9/30/2016	ACAD
Increase the number of rabies clinics	12	24	18	10/1/2013	9/30/2016	ACAD
Increase the number of rabies clinic participants	3,000	6,000	4,500	10/1/2013	9/30/2016	ACAD



# Financial Overview

## V. FINANCIAL OVERVIEW

Agencies that rely on property tax dollars for funding will continue to have their five-year forecast update completed by the Office of Management and Budget and submitted to the Board at the annual pre-budget workshop. To view this information, please refer to the current fiscal year's pre-budget workshop report for General Fund agencies.

The Environmental Protection and Growth Management Department FY2014 Adopted Operating Budget summary pages follow.

<b>Environmental Protection and Growth Management</b>						
<b>Fiscal Year 2014</b>						
<b>GENERAL FUND</b>						
	FY 12 Actual	FY 13 Budget	FY 14 Budget	Positions		
				Percent Change 2013-14	FY 13 Budget	FY 14 Budget
<b>Administration</b>	\$887,657	\$960,520	\$985,070	3%	4	4
<b>Animal Care and Adoption</b>	\$4,258,459	\$4,346,570	\$5,389,110	24%	57	69
<b>Emergency Management</b>	\$1,184,443	\$1,226,040	\$1,285,790	5%	10	10
<b>Environmental Licensing and Building Permitting</b>	\$2,382,641	\$2,453,160	\$2,284,080	-7%	31	28
<b>Housing Finance and Community Development</b>	\$168,028	\$175,610	\$180,710	3%	2	2
<b>Natural Resources Planning and Management</b>	\$2,634,086	\$2,641,750	\$2,803,140	6%	27	28
<b>Planning and Redevelopment</b>	\$2,834,817	\$2,873,480	\$2,879,020	0%	34	33
<b>Pollution Prevention, Remediation and Air Quality</b>	\$3,026,428	\$3,041,340	\$3,179,370	5%	41	42
<b>Subtotal</b>	<b>\$17,376,559</b>	<b>\$17,718,470</b>	<b>\$18,986,290</b>	<b>7%</b>	<b>206</b>	<b>216</b>
<b>OTHER FUNDS</b>						
	FY 12 Actual	FY 13 Budget	FY 14 Budget	Positions		
				Percent Change 2013-14	FY 13 Budget	FY 14 Budget
<b>Animal Care Trust Fund</b>	\$382,637	\$743,860	\$833,090	12%	1	1
<b>Environmental Licensing and Building Permitting/ Special Purpose Fund</b>	\$6,247,297	\$5,986,270	\$6,943,400	16%	51	52
<b>Licensing, Elevator and Regulatory</b>	\$4,770,906	\$6,979,560	\$6,962,290	0%	53	52
<b>Manatee Protection Program Fund</b>	\$233,109	\$1,419,370	\$1,504,810	6%	2	2
<b>Environmental Licensing and Building Permitting Contracts</b>	\$270,905	\$583,220	\$504,140	-14%	3	3
<b>Housing Finance Fund</b>	\$796,877	\$867,060	\$867,060	0%	6	7
<b>Community Development Grants</b>	\$2,203,439	\$1,734,120	\$1,530,090	-12%	19	18

<b>Natural Resources Planning &amp; Management Contracts</b>	\$769,020	\$1,335,980	\$1,592,890	19%	5	5
<b>Pollution Recovery Trust Fund</b>	\$787,371	\$2,170,190	\$1,958,880	-10%	3	3
<b>Impact Fee Surcharge Trust</b>	\$64,788	\$158,240	\$184,000	16%	0	0
<b>Code and Zoning Enforcement/Municipal Services District</b>	\$562,095	\$814,870	\$664,160	-18%	7	7
<b>Air Pollution Trust</b>	\$1,163,609	\$1,805,500	\$1,684,500	-7%	14	14
<b>Pollution Prevention, Remediation and Air Quality Contracts</b>	\$1,370,083	\$1,322,820	\$1,191,460	-10%	11	11
<b>Subtotal</b>	<b>\$19,622,136</b>	<b>\$25,921,060</b>	<b>\$26,420,770</b>	<b>2%</b>	<b>175</b>	<b>175</b>
<b>Grand Total</b>	<b>\$36,998,695</b>	<b>\$43,639,530</b>	<b>\$45,407,060</b>	<b>4%</b>	<b>381</b>	<b>391</b>



# Appendices

## VI. APPENDICES

### Appendix 1

#### Environmental Protection and Growth Management Department

Administration - provides management, direction and administrative support to divisions within the Environmental Protection and Growth Management Department to enhance the quality of life for Broward County residents and visitors by protecting and enhancing natural resources, encouraging appropriate land use patterns, improving the availability and quality of housing, coordinating activities and programs for emergency management, managing development and redevelopment activities and enforcing building/consumer, environmental protection and animal care regulations.

Animal Care and Adoption Division - coordinates the operations and procedures affecting all the animal care adoption centers and enforce animal care and regulation ordinances through the development and management of supporting programs, including adoptions, shelter operations, clinics, humane education, public relations, and animal license tag sales.

Emergency Management Division - coordinates all activities, services, and programs for emergency management within the County and is the liaison with federal, state and local organizations for emergency management. The Training, Education and Outreach Program provides visual programs, written materials, brochures, and lectures on all types of disasters and emergency actions to the public.

Environmental Licensing and Building Permitting Division - administers and enforces applicable regulations related to building code inspections and plan review in the Unincorporated Area; administers and enforces applicable consumer protection laws and regulations related to unfair and deceptive business practices; performs inspections and conducts follow-up enforcement activity to ensure compliance with the Florida Building Code, the Broward County Motor Carrier Ordinance and the Broward County Auto Repair and Body Shop Regulatory Ordinances; manages the Central Examining Board which is responsible for investigating complaints about unlicensed contractors; coordinates the activities of the Broward County Consumer Protection Board which hears cases involving alleged violations of the Consumer Protection Ordinance; administers civil enforcement activities; provides plan review and inspection services to municipalities and the Broward County School Board; oversees the permitting and inspecting of elevators, local moving companies, and kosher food establishments Countywide; coordinates the Surface Water Management Program, Domestic Wastewater Program, and Non-Domestic Wastewater/NPDES Programs; and administers the Tree Preservation and Abuse Ordinance.

*Housing Finance and Community Development Division* - administers and manages the housing programs of the Housing Finance Authority, Community Development Block Grant (CDBG), State Housing Initiative Partnerships (SHIP), Home Investment Partnerships (HOME) programs, and other housing-related programs.

*Natural Resources Planning and Management Division* - optimizes and protects the beneficial uses of Broward County's water resources for all people and ecosystems within the County; provides for an adequate quantity and quality of water for the present and the future; protects, restores, and enhances the biological productivity, abundance, and diversity of the marine, aquatic, wetland, and upland resources; preserves, protects, reclaims and restores natural lands and open spaces for conservation of wildlife habitat and native plant communities while providing passive recreational opportunities; administers the Beach/Marine Resources and Land Preservation program; conducts baseline monitoring to benchmark changes in the environment; supports natural resource protection and environmental compliance through provision of microbiological and chemical analyses; and conducts scientific investigations to support regulatory changes.

*Planning and Redevelopment Division* - coordinates and monitors the regulation of development projects throughout Broward County; administers the Broward County Land Development Code and Natural Resource Protection Code; administers the County's impact fee and concurrency programs; performs traffic impact analyses, as required; administers the County's plat review process; manages the comprehensive planning program, annexation program, and rezoning petition process; serves as a repository for demographic and economic data; manages the Geographic Information System (GIS) and provides GIS services to County agencies; administers and enforces applicable regulations related to zoning code inspections in the unincorporated Areas; and coordinates Code Enforcement activities in unincorporated areas.

*Pollution Prevention, Remediation and Air Quality Division* - maintains, protects, and improves air quality to ensure the health, safety, and welfare of the citizens and visitors; prevents and controls air pollution from commercial and industrial sources; ensures that all solid waste and hazardous materials management and related activities are conducted in accordance with governing regulations; provides technical and regulatory oversight of the assessment and cleanup of petroleum contaminated sites; and conducts state delegated compliance verification inspections of regulated storage tank facilities.

## Appendix 2

### Delegated Programs

F.S.S 403.9321-403.9333 is known as the Mangrove Trimming and Preservation Act. Responsibility for mangrove protection in Broward County as delineated in the Act is delegated to the EPGMD. The Act limits trimming or alteration of mangroves to specific circumstances in order to preserve mangrove resources.

The Environmental Resource Permit Program regulates activities involving the alteration of surface water flows. This includes new activities in uplands that generate storm water runoff from upland construction, as well as dredging and filling in wetlands and other surface waters. The Florida Department of Environmental Protection has delegated this program to the South Florida Water Management District, which in turn has delegated it to the EPGMD.<sup>1</sup> In EPGMD, the permitting process is coordinated by the Environmental Licensing and Building Permitting Division.

FDEP has delegated the regulation of domestic wastewater collection and transmission systems to EPGMD's Environmental Licensing and Building Permitting Division. Collection and transmission systems refers to sewers, pipelines, conduits, pumping stations, force mains, and all other facilities used for collection and transmission of wastewater from individual service connection laterals to facilities intended for the purpose of providing treatment prior to release to the environment.

The Air Pollution Control program, administered by the Pollution Prevention, Remediation and Air Quality Division, stems from the Clean Air Act. The EPA has delegated responsibility for this program to FDEP, which has in turn delegated it to the EPGMD. It is a permitting program regulating major stationary sources of air pollution. A *major source* is defined as a stationary source that emits 10 tons per year or more of any hazardous air pollutant or 25 tons per year or more of any combination of hazardous air pollutants.<sup>2</sup>

Because Florida relies so heavily on groundwater for its drinking water supply, the State has very stringent requirements for underground and aboveground storage tanks. The EPGMD's Pollution Prevention, Remediation and Air Quality Division houses one of the State's delegated Storage Tank Compliance & Verification programs.

The Pollution Prevention, Remediation and Air Quality Division also manages the Environmental Assessment and Remediation program delegated by FDEP. This program administers State-funded petroleum cleanup projects. To be eligible for State Funding, sites must meet specific criteria established in Chapter 376, Florida Statutes.

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<sup>1</sup> Florida Department of Environmental Protection, Environmental Resource Permit Program, <http://www.dep.state.fl.us/water/wetlands/erp/index.htm>

<sup>2</sup> Clean Air Act, <http://www.epa.gov/oar/caa/caa.txt>



Through authority delegated by FDEP, Pollution Prevention Remediation and Air Quality Division inspects small quantity generators of hazardous waste. These facilities generate 100 - 1000 kilograms of hazardous wastes per month.

FDEP has delegated the administration of solid waste facilities to the Environmental Licensing and Building Permitting Division. A solid waste management facility is any solid waste disposal area, volume reduction plant, transfer station, materials recovery facility, or other facility, the purpose of which is resource recovery or the disposal, recycling, processing, or storage of solid waste.<sup>3</sup>

FDEP has also delegated the management of Brownfield assessment and clean-up in Broward County to the Pollution Prevention, Remediation and Air Quality Division. The Division's responsibilities include the oversight of assessment and remediation of contaminated sites within Brownfield-designated areas. Individuals or businesses wishing to clean up and redevelop contaminated sites within Brownfield areas may execute a Brownfield Site Rehabilitation Agreement with the Division in order to claim, among other benefits, a State tax credit equivalent to 50% of certain assessment and remediation costs, subject to Statutory limits.

The Florida Department of Health (DOH) has delegated through collaboration with the County Health Department (CHD) and County Health Officer (CHO) the Division to be primarily responsible for the management of human exposures to rabid or suspect rabid animals, and control of animal rabies including quarantine. This responsibility includes but is not limited to coordination of licensure programs; enforcement of vaccination requirements; initiation of home confinement and provision of confinement for animals for which home confinement is not suitable; collecting and managing information relating to animal bite reports through interagency agreement; capture/confinement of domestic animals and euthanasia of rabies vector species involved in potential exposure incidents or as deemed necessary by the Division; enforcing area quarantine, including euthanizing rabies vector species, established by the local CHD; and advising the local CHD of individual home confinement and the release date.

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<sup>3</sup> Broward County Pollution Prevention and Remediation Division, Waste Regulation Section [http://www.broward.org/pprd/wr\\_wasteregulation.htm](http://www.broward.org/pprd/wr_wasteregulation.htm)