

THE CORRADINO GROUP

City of Key West Development Services Process Audit

Scope of Work

September 25, 2023

Project Understanding:

Corradino understands the City of Key West desires to undertake a Development Review Processes and Procedures analysis. The existing code may not provide sufficient clarity on how it should be administered to, particularly who is in charge of making final determinations, and which staff to use in certain circumstances. Through interviews with city department leaders, a review of the existing codes, ordinances, and charter requirements and a comparison with best practices from similar cities, an evaluation of Key West processes and procedures can be made. If the Administration feels changes or streamlining is warranted, such suggestions can be created and implemented. The costs for the implementation will be provided specifically for those needs at that time based on Corradino's standard rates, as provided below.

In Florida every city processes some form of development. These applications move through two or three general phases. First is obtaining the permission to build, or entitlements. Once it is established that a particular development or redevelopment can be in the desired location, the permitting and inspection process begins. The entire process ends with a certificate of occupancy, certificate of use and or a business license. A series of processes governs each phase of the development.

Zoning codes, which are for the most part completely at the discretion of the individual city, guide the planning processes. Cities are in complete control of these, and they can be as stringent or as relaxed as city leaders see fit. They can be changed quickly, typically with two readings of the elected body. These codes like the Historic Preservation Code or Land Development Regulations, are typically under control of the Historic Preservation Department or Planning Department.

Once an entitlement, or permission to build is given, the process shifts to the Building Department, who regulates to the State of Florida Building Code. Which is not under the control of the city. Changes come from the state level. Most conflicts internally come as a project transitions from the entitlements phase to the building phase. The Florida Building Code is adopted by Florida Statute and requires the Authority having Jurisdiction (AHJ) to regulate construction, i.e., permits and inspections to ensure that construction complies with the Florida Building Code. Typically, the initial review of a project that transitions from a planning department to a building department is a zoning review and subsequently a zoning inspection, to ensure that the construction complies with both City Code and the applicable development order approved by the City Council or administratively by staff. All other Building inspectors do not check for compliance with City code nor the development orders.

A review of other cities processes and procedures will show how other cities handle similar processes. While not all the same, they all are similar, and will allow Key West to have a menu of options.

With over 300 people in multiple offices across the country, The Corradino Group, headquartered in Doral Florida was incorporated in 1971 providing local government services such as land use, zoning and

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transportation planning, building permit reviews, civil engineering, roadway design and environmental services as well as airport planning and construction engineering and inspection services.

The team that will be assigned to this Key West effort are long serving municipal planners, who work directly with cities as their staff, department heads and development reviewers as those cities process development applications. Our Planners have familiarity with the Key West codes and processes through a general services contract. Corradino planning staff has served or are serving as Development Services Directors or Planning Directors in places including Islamorada, Homestead, Cutler Bay, Palmetto Bay, South Miami, Key Biscayne, Sunny Isles Beach, Hallandale Beach, West Park, North Miami Beach and many more cities. In these roles, evaluations of processes and procedures is something that the firm does on a regular basis. Corradino has become a go-to company to provide these exact services.

The Corradino Team will consist of technical professionals in the local government development review process field, including Development Services Directors, Building Officials, and Inspectors. Each professional has years of experience in working with multiple local governments across the State of Florida, creating, implementing, and administering to development review processes.

This Project will be overseen by Mr. Joseph M. Corradino as the Principle in Charge. Mr. Corradino has served as department director in multiple municipalities over his 30-year career. He is also a four-time elected official serving his second term as the Mayor of Pinecrest Florida. He uniquely understands the pressures cities face as they try to efficiently and effectively process development, while at the same time applying its regulations objectively and consistently over time. He has worked to evaluate multiple cities processes and procedures, including Homestead, Cutler Bay, Palmetto Bay, South Miami, North Miami Beach, Key Biscayne and Islamorada.

Ms. Scarlet Hammons will be the team's project manager. She has worked in Key West, Islamorada, Cutler Bay, Medley, El Portal and Key Biscayne, administering to similar processes. She will do the day to day work on this contract. During this process Corradino will have an expert in building departments and an attorney participate in the analysis.

SCOPE OF SERVICES

Task 1: Existing Conditions

The first task is to gain an understanding and document the entire development review, approval and monitoring process in the City of Key West. This task is critical in identifying exactly where the "sticking points" in the system are. Most frequently, these exist in few critical areas. These will be the focus of the review. Early identification will allow the project team to efficiently and effectively work through the process of removing whatever obstacles exist.

- 1.1: Review of existing zoning code, Historic Preservation Board processes, Business licensing processes, and City Charter
- 1.2: Outline application types, including the Building Permit Allocation System
- 1.3: Interviews with key stakeholders: Planning Director, Historic Preservation Officer, Chief Building Official, Utilities administrator, City Manager, IT Director or others as needed
- 1.4: Review past and current permitting process, correspondence and issued building permits through prior applications and projects. This will include City sponsored projects. A total of 5 will be reviewed. If

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additional reviews are desired, they would be billed on an hourly basis. These will be chosen by the City's Project Manager.

1.5: Creation of a flow chart of critical processes or application types.

Task 2: Comparison of Other Processes

The second task is to review and outline other development review process from similar cities in the region including:

1. Islamorada
2. Coral Gables
3. Miami Beach

This will consist of a brief outline of each city's development review and historic preservation processes, as they transition from the planning or entitlement process to the building process of permitting and inspection.

Task 3: Analysis

The third task will determine what processes are under the jurisdiction of the City and which are under the jurisdiction of the State or other agencies, including permit review timeframes. Similarly, which must be done, and which are discretionary.

This can be done from the larger perspective of land development regulations, historic preservation ordinances, and building codes, and then in a narrower application type by application type basis.

In this task there will be a review of the Trackit software to determine if it is being fully utilized and integrated into the development review process.

Task 4: Recommendations

In the fourth task the City of Key West processes will be compared with other processes individually, then with the overall process trend. Recommendations for a formalized development review process for City sponsored projects will be provided. If it is determined to be necessary through the processing reviews, recommendations to modifications of staffing may be provided.

After recommendations are made, the City will have several options related to their implementation. Once this is known, Corradino will provide a price. That price will be in accordance with the rates, charged by the firm. Those rates can be seen in the attached cost proposal.

Task 5: Project Management

In the final task The Corradino Group will work closely with the City Manager's Office, the City Attorney's Office and all applicable department heads to review the processes and procedures. A presentation to the Planning Board and City Commission will be made to present the initial findings of the report. Should revised processes be necessary, additional meetings with the City Commission will be scheduled. This task accounts for two such meetings and presentations. All others will be done on an hourly basis. In order to save costs, the project team will strive to hold virtual meetings whenever possible.

Budget and Timeline:

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This effort can be completed in 5 months from the notice to proceed.

KEY WEST																
DEVELOPMENT PROCESS REVIEW																
Task	Personnel		Rate		Principal Planner		Planner III		Planner II		Attorney		Building Official		Lodging/Meals/Mileage	
	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost
Existing Conditions	8	\$ 1,800	18	\$ 3,780		\$ -	30	\$ 4,500		\$ -	4	\$ 800		\$ -		\$ -
Comparison of Other Processes	5	\$ 1,125	24	\$ 5,040		\$ -	60	\$ 9,000		\$ -	8	\$ 1,600		\$ -		\$ -
Analysis	5	\$ 1,125	24	\$ 5,040		\$ -		\$ -	10	\$ 3,000	4	\$ 800		\$ -		\$ -
Recommendations	5	\$ 1,125	16	\$ 3,360		\$ -		\$ -		\$ -	8	\$ 1,600		\$ -		\$ -
Project Management	9	\$ 2,025	10	\$ 2,100		\$ -		\$ -		\$ -		\$ -		\$ -	4	\$ 2,000
Total	32	\$ 7,200	92	\$ 19,320	0	\$ -	90	\$ 13,500	10	\$ 3,000	24	\$ 4,800	4	\$ 2,000		
TOTAL																
\$		49,820														