



# ***“Problems with Permits” Primer***

***Executive Committee Briefing: April 11, 2018***

***County Senior Staff Presentation: May 14, 2018***

***Enforcement/Inter-departmental Communications: April 14, 2021***



This effort began as a consulting case study\* in 2017, which included primary research of county documents, interviews with County Staff and consultations with residents and businesses. The case study was focused on the Rural Policy Area, however, a number of findings apply to all areas of the County.

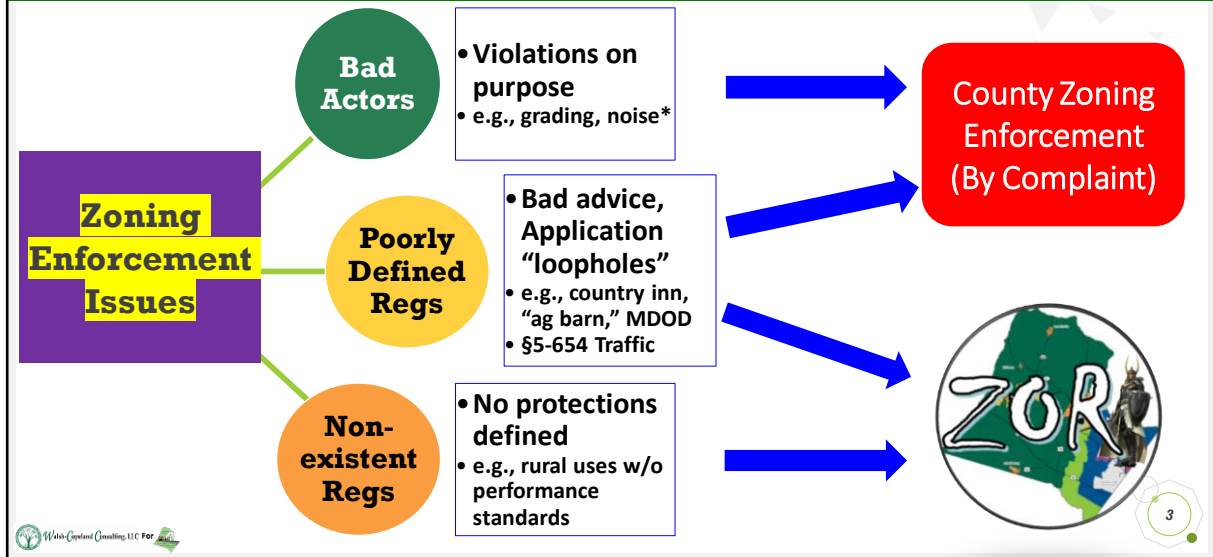
The findings were first presented to County Administrator Hemstreet and Deputy Administrator Yudd and the Zoning Ordinance Action Group (ZOAG) in March/April 2018, with a request to review with County Senior Staff the following month.

The case overview was updated in 2021, with a revised discussion with senior county administration and new assistance county administrators.

\* Walsh-Copeland Consulting, LLC



# ZONING: Enforcement vs. ZOR



## Types of Zoning Enforcement Issues:

Not all zoning enforcement issues are the same. It is important to understand the difference between types of enforcement issues and how they can be managed or addressed.

### Categories:

- "Bad actors" ignoring or violating zoning, requiring county zoning enforcement action.
- Poorly Defined Regulations can enable "loopholes" and/or poor monitoring or protection. The latter may require clarification or strengthening in the Zoning Ordinance Rewrite (ZOR).
- Non-existent and/or inconsistent regulations and lack of performance standards also cause complaints, which can be addressed via the ZOR.

## WSP Code Audit – ZOC Input

CHAPTER	WHO	COMMENT/QUESTION	STAFF/CONSULTANT RESPONSE
Procedures	Walsh-Copeland	Favorite quotations: <b>"A zoning ordinance is not just a document – it is a process,"</b> and "The zoning ordinance should make the right things easy." They may be the best justifications to update internal processes (e.g., checklists) where possible NOW.	Noted.
Procedures	Walsh-Copeland	Fix the zoning performance standards, checklists, process and procedures during ZOR and it's predicted Zoning Enforcement complaints will be significantly less.	Noted.
Procedures	Walsh-Copeland	The County is working to <b>improve trouble ticket entry</b> , tracking, notification and reporting via enerGov. What is the timeframe for implementation? Will there be any interface with enCodePlus?	enCodePlus will codify the Zoning Ordinance, but is not an enforcement tracking application. The latest timeframe for completion of <b>EnerGov is August 2022</b> , subject to change.
Procedures	Walsh-Copeland	Did the Consultant's project scope include reviewing the <b>ZOR Round One Public Input</b> from LCPC, REDC, FRBM, SRL and a number of other sources that provide requests for design changes and more input rather than by-right, administrative approval?	Yes, these were reviewed. Design changes and public input can occur through the application of new zoning districts and special exceptions, along with neighborhood meeting processes.
Procedures	Walsh-Copeland	<b>Learn from zoning complaints/tickets</b> that document instances of taking advantage of poorly defined regulations and non-existent/inconsistent/missing regulations, processes or procedures.	Zoning Enforcement staff are participating on the internal team of ZO Rewrite drafters to offer insight along these lines. We are also open to reviewing other specific instances community members want to point out.
Procedures	Walsh-Copeland	Support for the ZO requiring <b>neighborhood meetings</b> , integrating flowcharts identifying decision-making authority and notice requirements, <b>workflows on general procedures, and stronger checklists.</b>	Noted.



The ZOR consultants (WSP) Code Audit confirmed the need to **LEARN** from zoning complaints and review community input to determine how to mitigate and/or prevent zoning complaints.

County ZOR Staff indicated there were/are *"open to reviewing other specific instances community members want to point out."*



## **WSP/Staff Code Audit**

### **Proposed ZO Chapters**

- |                          |   |
|--------------------------|---|
| 1. Introduction          | 7. Procedures                               |
| 2. Zoning Districts      | 8. Affordable Dwelling Units                |
| 3. Uses                  | 9. Nonconformities                          |
| 4. Overlay Districts     | 10. Officials, Boards and Commissions       |
| 5. Development Standards | 11. Definitions and Rules of Interpretation |
| 6. Signs                 |   |

Loudoun County  
VIRGINIA

6

LOUDOUN.GOV

**Review of the poorly defined and missing/inconsistent performance standards will be needed to complete**

**Chapter 3: USES and**

**Chapter 7: PROCEDURES that outlines the enforcement procedures and penalties.**



# ***“Problems with Permits” Primer***

***County Senior Staff Presentation***

***May 14, 2018***



**The original case study review with County Senior Staff was conducted before Assistant County Administrator Turner’s and Spell’s time.**

**A brief synopsis follows.**





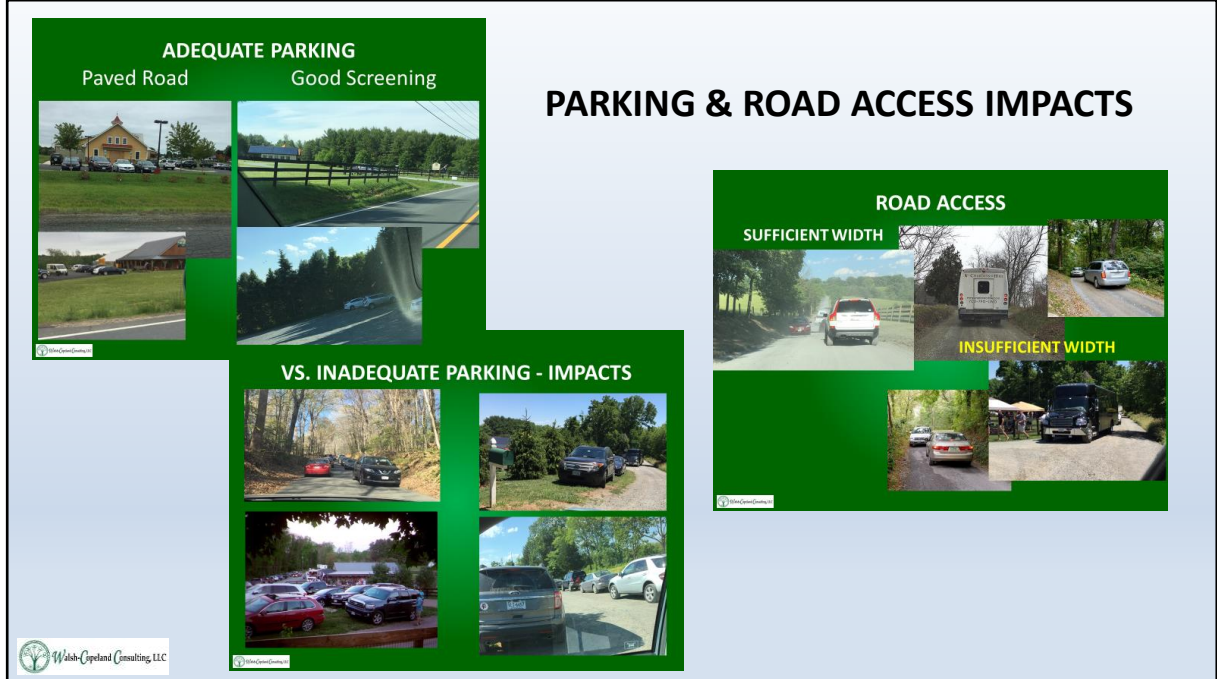
County Senior Staff and ZOAG learned the TYPES OF IMPACTS that caused complaints.

Issues were framed according to the ZONING REGULATIONS and performance standards applied to Uses (not directed to any specific “high-intensity” use).

Examples of noise and lighting to be addressed in ZOR Chapter 5.08, Performance Standards.

Yard standards are part of Chapter 6 – Use specific standards – *WHEN THEY EXIST* for a use.

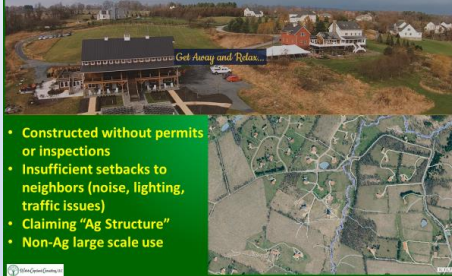
(If no Use Specific Standards are defined, then Zoning Enforcement cannot take action.)



Examples of parking issues (to be addressed in ZOR Chapter 5)

## “Ag Barn” – New construction (2017)

### COMPARISON: B&B/Wedding Venue



- Constructed without permits or inspections
- Insufficient setbacks to neighbors (noise, lighting, traffic issues)
- Claiming “Ag Structure”
- Non-Ag large scale use



Non-Ag large scale use in residential area



Example of an unintended abuse and impacts of permit applications for an “ag barn” that was subsequently changed to a high-intensity use in a residential neighborhood.

## AG STRUCTURE REUSE & PUBLIC SAFETY

### Ag Structure – Reuse

BEFORE



AFTER







- Added 3 bathrooms and catering kitchen





- No interior bathrooms
- Livestock on lower level
- Sufficient yard setbacks

### “Ag Barns”



- No building code permits;
- No electrical inspections;
- No plumbing inspections;
- No fire safety inspections;
- No Health Dept./Office of Drinking Water (ODW) permits, unless bathroom, sink or catering kitchen disclosed to Health Department & ODW.

**RESULT: Concern of adjacent property owners/patrons**

Adaptive reuse can help monetize an existing structure.

However, other “*ag barn*” use – without requirements for building code permits, electrical inspections, plumbing inspections, fire safety inspections, water and septic compliance – may be a public safety issue for both adjacent property owners and patrons of the use.

# TRILLIUM GATHERING BUILDING

**REVIEWED with County Senior Staff May 2018**

**LOCATION**  
Purcellville, VA

**DESCRIPTION**  
TMC provided all civil, building, interiors and systems construction for this new 7,400 SF timber-framed community facility located on a 50-acre farm and nature center in Loudoun County. The community building features a performance hall with a curved stage, large projection screen, and separate audiovisual control room; large reception hall with double-sided fireplace; a commercial kitchen; and conference facilities on the lower level.

The facility was completed with a stone and heavy timber facade, cedar shake siding and standing seam metal roof to blend with other facilities on the campus. The interiors were designed to be welcoming and to seamlessly connect with the surrounding landscape. This was accomplished through the use of natural and organic finishes such as the exposed timber framing and wood details, stone fireplace, windows that provide expansive views of the pond and surrounding nature, and multiple doors that open onto a large stone terrace.

The site also includes lighted basketball and tennis courts with separate restroom and shower facilities and a riding ring for the

7,400 sq ft  
Performance hall/stage  
Commercial kitchen  
Conference facilities  
Sports courts,  
Riding ring

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Enforcement complaints have also been raised related to whether a property is in compliance with a conservation easement.

## NOISE COMPLAINTS/ENFORCEMENT

### NOISES

- Music
- Shouting
- Truck delivery
- Car horns
- Drones
- Motorcycle revving
- Gun Shots



Mr./Ms. Loudoun  
County Resident

### WHO YA GONNA CALL?

- Zoning Dept. ?
- Zoning Enforcement ?
- Sheriff ?
- VaABC ?

## NOISE COMPLAINTS: ZONING vs. LAW ENFORCEMENT?

### NOISE IMPACTS: *Who Ya Gonna Call?*

<p><b>ZONING:</b> Zoning Ordinance Section 5-652 – B</p> <p><small>Excessive Sound: Residential, Commercial Industrial Uses. Measured by Sound Level Meter (SLM)</small></p> <p><small>(1) Location in Relation to Residential Use.</small></p> <p><small>No loading/unloading activities or other noise-producing activities shall be allowed within 250 feet of an existing single-family residential use.</small></p> <p><small>(2) Maximum dB(A).</small></p> <ul style="list-style-type: none"> <li>Measured at property line of adjacent single family residential lot, shall not exceed 55 dB(A).</li> <li>Outdoor music not allowed after 11:00 PM.</li> </ul>	<p><b>LAW ENFORCEMENT:</b> Codified Ordinance--Offenses Against Public Peace Ch. 654.02</p> <p><small>Excessive Sound in Residential Areas &amp; Dwellings</small></p> <ul style="list-style-type: none"> <li>*Audible and Discernable – not measured</li> <li>Vehicle noises, horn 20 seconds, Construction, demolition and/or maintenance activities between hours of 8:00 p.m. and 7:00 a.m.</li> <li>Operation of any instrument, machine or device between the hours of 11:00 pm and 7:00 am, in such a manner as to be plainly audible at a distance of 100 feet from the source of the sound.</li> </ul>
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**ANSWER:**  
Zoning Enforcement\*  
703-777-0103  
\*But not available on weekends unless scheduled



**ANSWER:**  
Sheriff's Department\*  
703-777-1021  
\*But measurement criteria / methods new

Clear?

There is significant confusion regarding two Noise Ordinances:

- Zoning noise ordinance and performance standards (Section 5-652-B)
- Versus**
- Codified ordinance - offenses against public peace (Ch. 654.02)

It is not clear to residents how to address types of noise complaints

- Whom they should call (Sheriff? County Zoning Enforcement?)
- Which organization performs enforcement for what noise type (Sheriff or Zoning Enforcement)?
- How and what is used to performs noise measurements?
- When enforcement will come out (Sheriff when called, Zoning with an appointment)?

Clarification for noise complaints should be addressed in the Zoning Ordinance Rewrite.

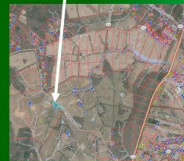
# TRAFFIC / VENUE DENSITY IMPACTS

## PUBLIC SAFETY

### QUANTITY OF EVENTS: EXAMPLE



- 125 acres
- EXIT RIGHT: ~4 Residences, Tar & Chip – sufficient width
- EXIT LEFT: ~40 Residences, Gravel/tar & chip – insufficient width



VDOT 2016 AADT\* ~ 1200 trips/week

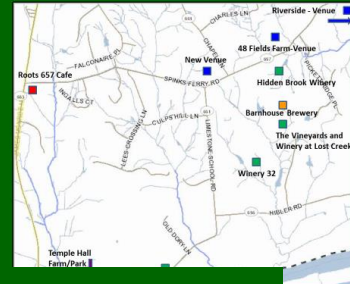
Peak Season  
Tasting rooms est. ~ 7000+ trips/week  
& weddings

% Inc. for residents = est. 400-500+%

\* Annual Average Daily Traffic Volume



### VENUE DENSITY EXAMPLE



### VENUES IN PROXIMITY IMPACT: EXAMPLE

Spinks Ferry Rd	M	T	W	Th	Fri	Sat	Sun
2016 VDOT AADT	300	300	300	300	300	300	700
Winery 1							
Winery 2	60	60	60	60	120	800	1790
Winery 3							
Brewery 1	0	0	0	0	150	500	950
Wedding Venue 1							
Wedding Venue 2	0	0	0	0	0	500	400
Wedding Venue 3							
TOTAL							4340
% Increase							620%



RURAL TOURISM  
VIEW:

Venues in close proximity benefit  
tourists/limo companies



RESIDENT/  
NEIGHBOR VIEW:

Venues in close  
proximity cause peak  
traffic increase in excess  
of 600%

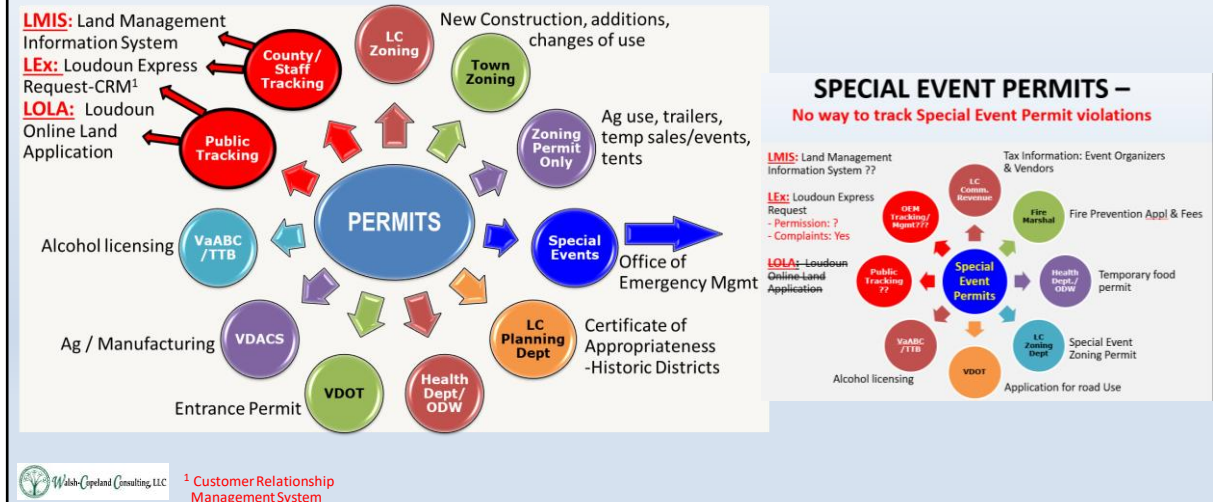


The original 2017 case study demonstrated how to quantify the traffic impacts of multiple uses/venues on a property and in proximity to one another.

The quantification shows that review of uses one parcel at a time does not take into consideration the overall traffic impacts to area residents and businesses.

# PERMITS – Primer:

**No Consolidated way to track Permit violations**



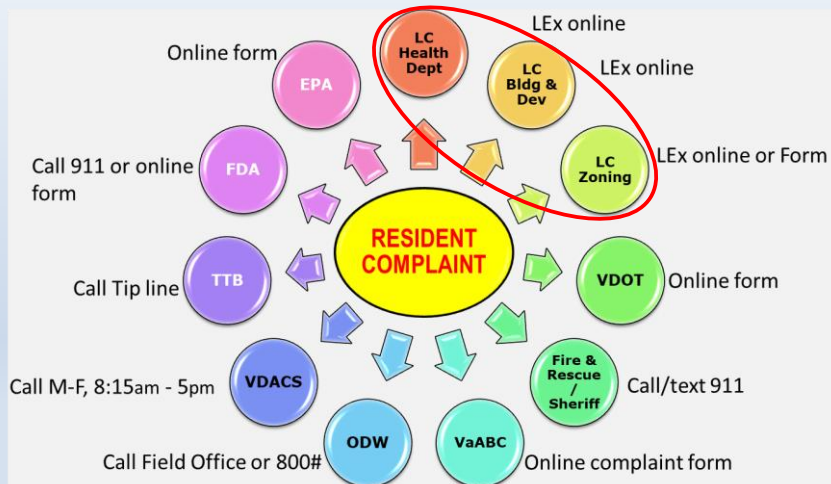
What many residents and businesses don't know is the volume of Permit applications that are left up to the business/requestor.

Many residents and businesses file permits appropriately, others do not file permits because they are unaware of which are required.

What is also known by County Staff are the "permit side-steppers" who intentionally avoid the "roulette."

## COMPLAINTS:

**No Consolidated Tracking outside  
County LEx system**



Similarly, Residents must figure out whom to call to log a complaint.

Only a small subset of all complaints are entered into Loudoun Express Request (LEx) for tracking & resolution.

## COMPLAINTS: 2021 UPDATE

**STILL** Not Tracked; **STILL** Discretionary Reporting

### NOT TRACKED:

Letters/emails to

- BOS
- Planning Commission
- State elected officials
- State Agencies
- Federal elected officials
- Federal Agencies
- Social Media/News

### INCOMPLETE TRACKING\*

- Calls to Sheriff
- Virginia ABC

\* Not all complaints reported on public reports. Discretion and plea bargaining impact incident reports.


**RESULT: TOTAL COMPLAINTS UNDER REPORTED**




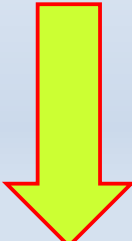
Complaints logged via social media, calls, letters or emails to a federal, state or county elected official or agency are NOT added to LEx unless requested.

There is:

- No consolidated complaint tracking
- No consolidated complaint reporting
- Therefore, total complaints are under reported.



## LEX: Loudoun Express Request

**PROS**

- “Efficient way to connect with county staff”
- “24/7. Question or concern after business hours “

**CONS**


- Who knows about it?
- Limited / insufficient back-end reporting of complaints by type/source
- Does not consolidate all complaints sources

LEX does have benefits as a trouble/complaint ticket communication vehicle for citizens to document and send requests to Staff and allow Staff to respond.

However, LEX may still be underutilized, has back-end reporting issues, and does not consolidate all complaint sources.

Therefore, Zoning Enforcement action does not equal the actual quantity of complaints.

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## LEX: Loudoun Express Request

### LEX Ticket Consolidation

“Due to the previously received inquiries and complaints, your LEX request will be closed as a duplicate to Enforcement Case: 9263XXX.”

Zoning Enforcement response to Citizen, 4/12/2021

ACTION/  
Enforcement

→ Inductive/McNamara Fallacy

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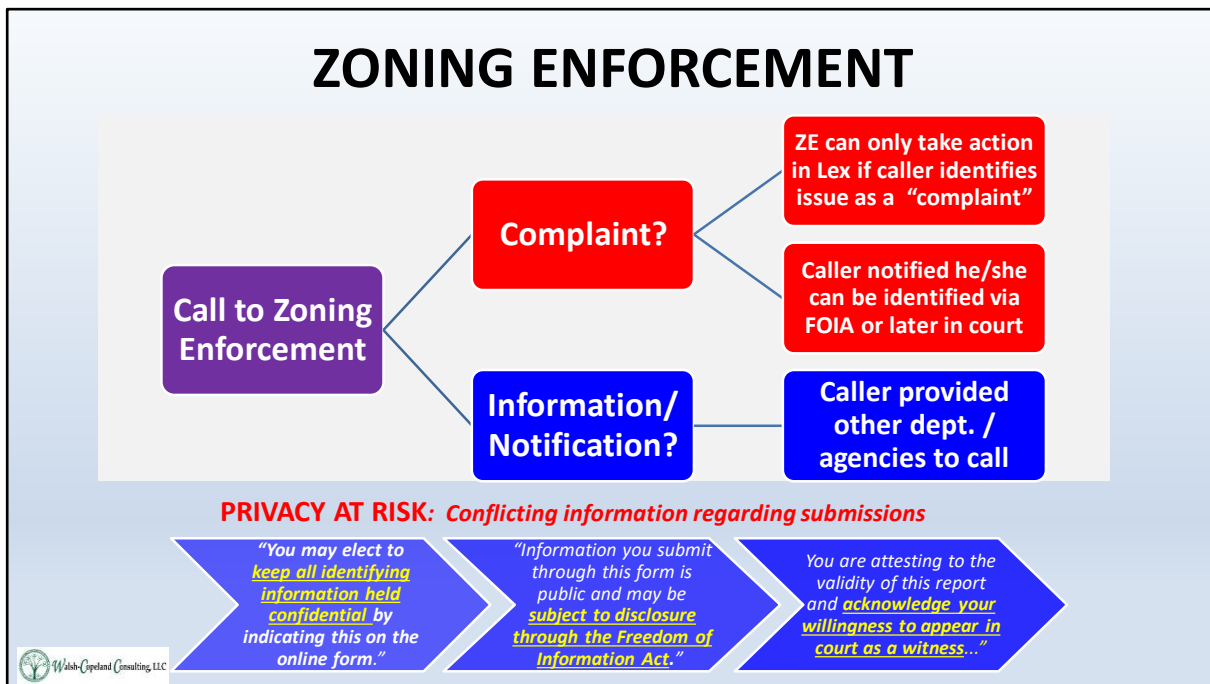
Actual Qty of  
Complaints

**LEX trouble tickets also understate total volume as complaints submitted by multiple people on the same topic may/will be combined and closed out as “duplicate” tickets.**

**McNamara fallacy** involves making a decision based solely on quantitative observations and ignoring all others. The reason given is often that these other observations (in this case, tickets not entered in Lex) cannot be proven.

*Fallacy steps:*

- Measure whatever can be easily measured.
- Disregard (do not count) what can't be easily measured
- Presume what can't be measured easily is not an important metric.
- Presume what can't be easily measured doesn't exist.



The Zoning Complaint procedure may be an obstacle for residents concerned about privacy or retaliation:

1. Residents who use LEx are also required to acknowledge privacy limitations when selecting online complaints/tickets to be private:
  - "You may elect to keep all identifying information held confidential by indicating this on the online form."
  - "Information you submit through this form is public and may be subject to disclosure through the Freedom of Information Act."
  - "You are attesting to the validity of this report and acknowledge your willingness to appear in court as a witness..."
2. Callers to Zoning Enforcement must identify their issue as a COMPLAINT for Zoning Enforcement to take action. (Callers who request "information" are provided numbers to other departments to call directly.)

## WHY?

## ZONING ENFORCEMENT POLICY\*

Since 1992 BOS direction is for Zoning Enforcement Staff to investigate:

Written complaints  
(LEx, email);



Complaints from  
Supervisor or  
other county  
agencies; and



**PROACTIVELY ONLY**  
in cases of eminent  
peril to life or  
property.

As of June, 2010:

- Zoning Enforcement approved for **Proactive Enforcement in Sterling Area (only)**.  
Mon-Fri workweek, weekend inspections as necessary.

\*BOS Action #11, June 15, 2010  
BOS Action #11, Nov. 17, 2009  
BOS Action #13.b April 19, 2005



### **WHY** is Zoning Enforcement by Complaint ONLY?

Not well known is that since 1992 the Board of Supervisors has instituted and renewed the **Policy of reactive vs. proactive enforcement.**

#### **BOS/County Policy Documents:**

[2010 06-15-Item 11-Sterling proactiveEnforcement-finalPDF](#)

[2009 11-17-Saturday Proactive Zoning Enforcement BMI](#)

[2005 04-19-Item 13b-Proactive Zoning Enforcement within Rt 50](#)

***Zoning Enforcement IS doing the job they are legally allowed and have been directed to do by the Board of Supervisors.***

***Zoning Enforcement Staff just cannot do their job proactively (except in Sterling).***

## FY 2019 BUDGET - SUMMARY

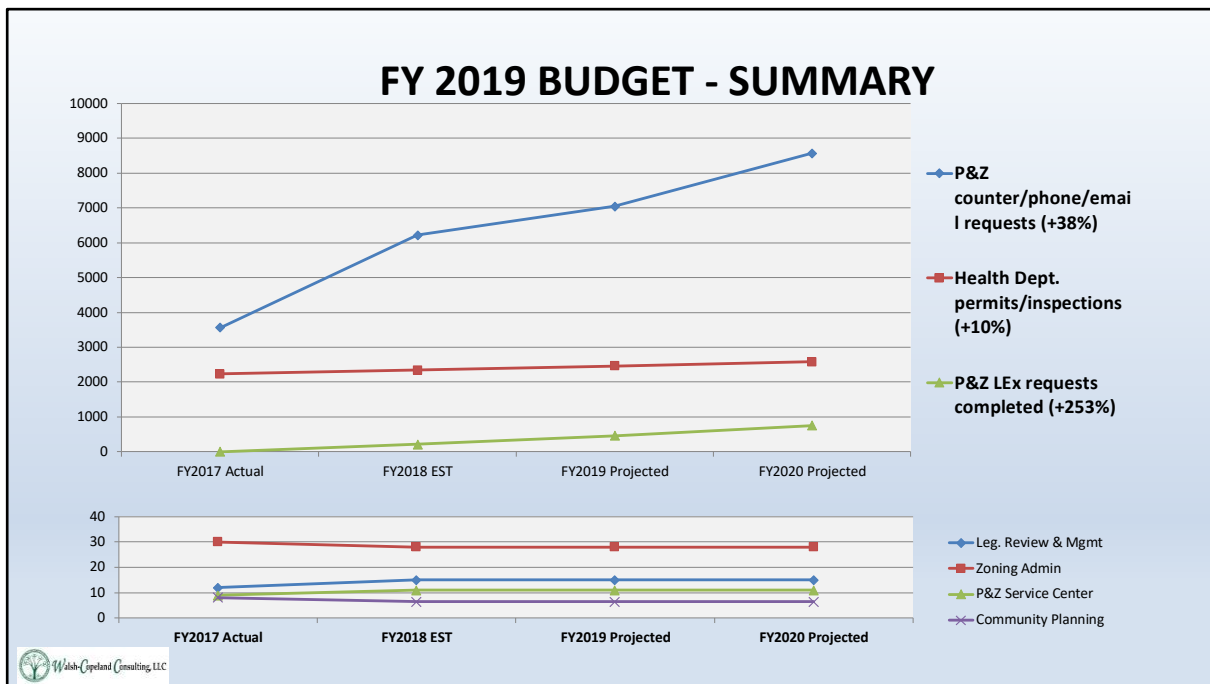
		FY2017 Actual	FY2018 EST	FY2019 Projected	FY2020 Projected	% Inc
EXECUTIVE MGMT	FOIA requests	159	180	190	200	11%
	% Departments using LEx	70%	75%	75%	75%	
	No. LEx requests	11,070	12,000	12,000	12,000	0%
COUNTY ATTORNEY	Pending Reg. Enforcement	45	48	49	50	4%
SPECIAL EVENTS MGMT	No. Special Events	419	400	425	425	6%
	No. Sp. Events Staff Hrs	691	1850	1900	1900	3%
HEALTH DEPARTMENT	Permits/inspections	2233	2345	2462	2585	10%
BUILDING & DEV	Counter Assistance	7120	6000	5500	5000	-17%
	LEx Requests	3450	3500	3600	3700	6%
	B&D Permit Issuance	59,939	59,670	60,860	62,000	4%
PLANNING & ZONING	Counter/phone/email requests	3568	6215	7045	8573	38%
	LEx requests completed	n/a	213	457	751	253%
	FOIA Requests	68	65	65	65	0%
	ZOAMs reviewed	8	6	5	2	-67%
P&Z - FTE	Leg. Review & Mgmt	12	15	15	15	0%
	Community Planning	8	6.47	6.47	6.47	0%
	P&Z Service Center	9	11	11	11	0%
	Zoning Admin	30	28	28	28	0%



### FY 2019 Budget REVIEW:

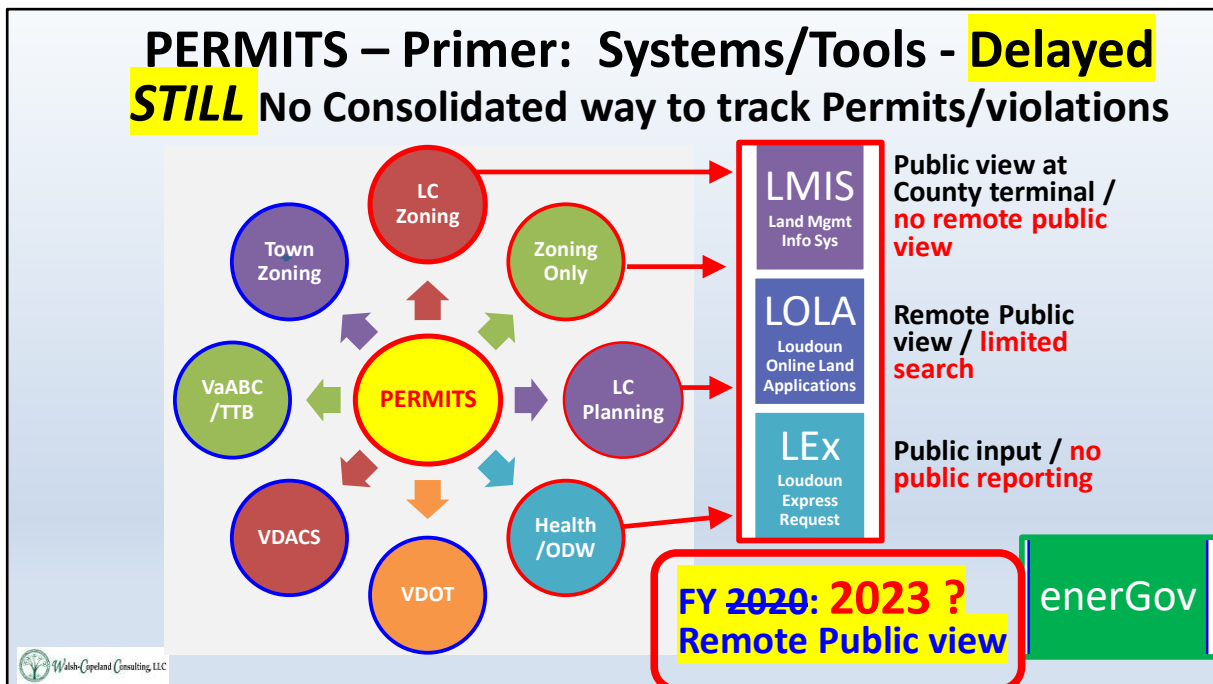
**38% increase was forecasted in Planning & Zoning customer service counter/phone/email requests**

**253% increase forecasted in LEx requests (*Likely does not include all issues entered in LEx by residents*)**



**FY2019 Budget assumed Increasing use of LEx (14% inc. by residents per year)**

**But -- No FTE personnel change requested/forecasted in P&Z/Enforcement staff to work the issues.**



### Other county information systems have constraints:

#### LMIS: Land Management Information Systems

- Internal Staff system
- Two public terminals – county building access only
- No public remote view/access

#### LOLA: Loudoun Online Land Applications

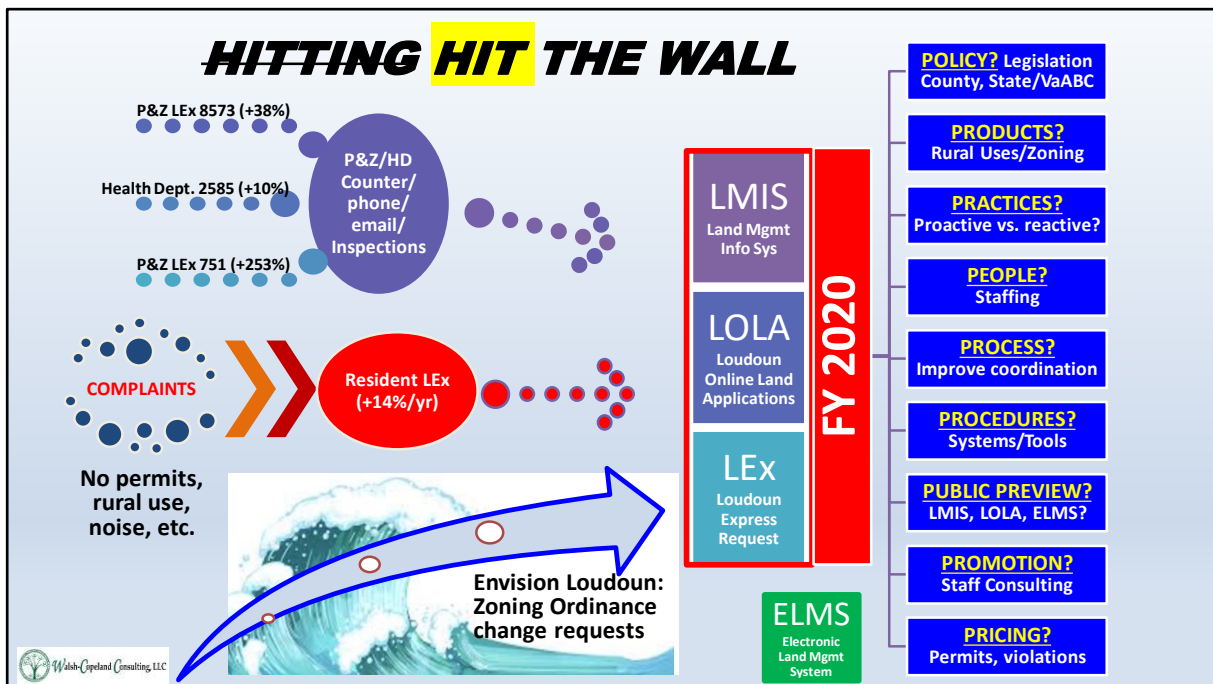
- Public remote access available
- Limited search capability (Application Name or Number only, not address, or parcel pin)

#### LEx: Loudoun Express Request

- Public remote access available
- Primarily a ticket tracking/distribution system
- No back-end reporting capability (complaints categorized & tallied manually; transferred to excel spreadsheet)
- No public reporting
- Total quantity of complaints from LEx for FOIA not possible

Requirements for LMIS replacement [enerGOV] completed; implementation status unknown.

- Originally scheduled for 2020 release.
- Delayed release until 2023
- Remote public access functionality not confirmed.

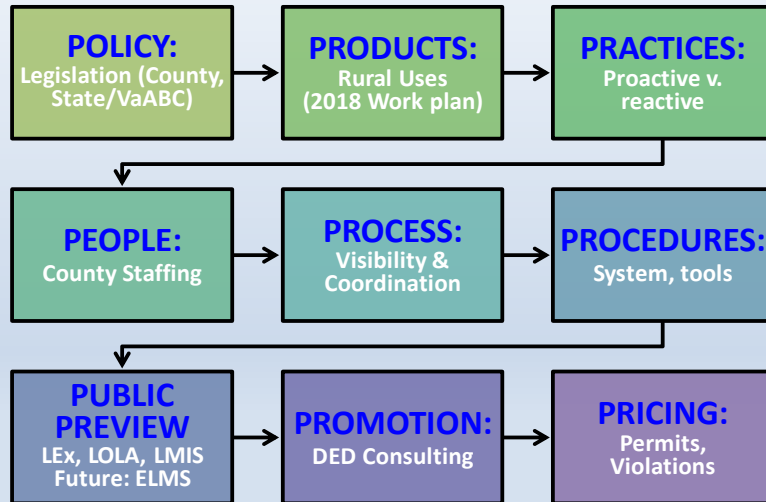


**CONCEPTUAL DIAGRAM** originally presented in 2018 as a future. Updated in 2021 as current.

Actual volume of complaints has increased as evidenced by case study documentation and stakeholder input for Zoning Ordinance Rewrite Round 1 and 2 public input received.

## WHAT CAN BE DONE?

### Work with Staff & Committees:



The case study outlined the numerous factors impacting issues and enforcement by complaint:

- **POLICY:** Legislation at the County and State (Office of Drinking Water, Virginia ABC, Department of Agriculture, etc.)
- **PRODUCTS:** What uses are permitted by right, or by minor or full special exception.
- **PRACTICES:** Proactive versus reactive enforcement
- **PEOPLE:** Staff for Zoning Enforcement
- **PROCESS:** Amount of departmental coordination and visibility to complaints
- **PROCEDURES:** What systems or tools are available for Staff to resolve issues
- **PUBLIC PREVIEW:** What systems are available to the public; what are the reporting capabilities?
- **PROMOTION:** County focus on business needs that may not balance with residential quality of life
- **PRICING (or PENALTIES):** Cost of permits, cost of violations, cost of civil court enforcement

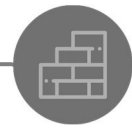
## PERMITS & OTHER PROBLEMS: PROPOSALS & POSSIBILITIES

	PERMITS & PROBLEMS	PROPOSALS
<b>POLICY</b>	Legislation (VaABC, State, County)	<ul style="list-style-type: none"> <li>Definition of "farm" and crops for Ag or "farm" use</li> </ul>
<b>PRODUCTS</b>	Rural uses, ag uses, residential area uses (SPA/TPA)	<ul style="list-style-type: none"> <li>Continue review of Performance standards (Wait for ZOR?)</li> </ul>
<b>PRACTICES</b>	BOS Policy of Proactive vs. reactive Allowing permits after the fact w/o repercussions	<ul style="list-style-type: none"> <li>Revise policies (BOS) / Proactive investigations</li> <li>Sustainable Community focus to balance residential, business and environmental perspectives.</li> </ul>
<b>PEOPLE</b>	County staffing (Zoning Enforcement & other Departments)	<ul style="list-style-type: none"> <li>Justification for people increase? County budget impacts?</li> </ul>
<b>PROCESS</b>	Improve visibility/ coordination across depts. Improve communication across organizations	<ul style="list-style-type: none"> <li>For: Applications, Permits, Inspections</li> <li>Planning/Zoning, Erosion/Sediment Cntrl, Health/ODW, VDOT (entrance/traffic), VaABC</li> </ul>
<b>PROCEDURES</b>	Systems/Tools – updates, new releases required for Staff AND citizen access.	<ul style="list-style-type: none"> <li>Prepare procedures overview for public</li> <li>LOLA: "Citizen Comments" "No Public Comments Available" is misleading.</li> <li>LEX: User input options, Improve reporting (fields, sorting), public access vs FOIA</li> </ul>
<b>PUBLIC PREVIEW</b>	LEx, LOLA – citizen ticket and information systems LMIS / ELMS (EnerGov) – Staff information systems	<ul style="list-style-type: none"> <li>Add new search criteria in LOLA (owner/ submitter name, property address, date sort)</li> <li>LMIS: REMOTE public access?</li> </ul>
<b>PROMOTION</b>	Promotion (DED "consulting")	Location education: Sustainable COMMUNITY vs. only economy. (Commission?)
<b>PRICING</b>	<ul style="list-style-type: none"> <li>Permit costs, violation thresholds and timing</li> </ul>	Raise violations \$



**Summary of permit and other issues was presented to Senior County Staff in 2018.**

**Proposals and other mitigation proposals discussed during update meeting in 2021, submitted through the Zoning Ordinance Committee, and should be reinforced via Public Input Round 3 in 2022.**



## Planning and Zoning

### Department Programs

#### Department Financial and FTE Summary by Program<sup>1</sup>

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Projected
<b>Expenditures</b>					
Land Use Review	\$1,773,910	\$1,420,355	\$2,130,539	\$2,119,955	\$2,182,045
Community Planning	1,046,740	1,238,377	1,532,543	1,732,147	1,782,933
Administration	1,111,073	1,116,305	1,704,269	1,716,857	1,761,792
Zoning Administration	2,656,671	3,063,469	3,155,827	3,794,385	3,906,881
<b>Zoning Enforcement</b>	<b>1,097,220</b>	<b>1,135,203</b>	<b>1,257,401</b>	<b>1,269,120</b>	<b>1,306,591</b>
Customer Service Center	627,305	895,437	863,878	866,253	891,994
<b>Total - Expenditures</b>	<b>\$8,312,919</b>	<b>\$8,869,146</b>	<b>\$10,644,457</b>	<b>\$11,498,717</b>	<b>\$11,832,236</b>
<b>Revenues</b>					
Land Use Review	\$391,120	\$395,582	\$460,090	\$376,504	\$376,504
Community Planning	55	0	0	0	0
Administration	2,829	4,159	4,665	3,726	3,726
Zoning Administration	331,514	352,790	341,580	431,019	431,019
<b>Zoning Enforcement</b>	<b>457,999</b>	<b>277,176</b>	<b>354,055</b>	<b>80,650</b>	<b>80,650</b>
Customer Service Center	0	0	0	0	0
<b>Total - Revenues</b>	<b>\$1,002,695</b>	<b>\$988,100</b>	<b>\$886,985</b>	<b>\$1,191,899</b>	<b>\$1,191,899</b>
<b>Local Tax Funding</b>					
Land Use Review	\$1,382,790	\$1,024,773	\$1,670,449	\$1,743,451	\$1,805,541
Community Planning	1,046,684	1,238,377	1,532,543	1,732,147	1,782,933
Administration	1,108,244	1,112,146	1,699,604	1,713,131	1,758,066
Zoning Administration	2,325,157	2,710,679	2,814,247	3,363,366	3,475,862
<b>Zoning Enforcement</b>	<b>820,044</b>	<b>899,633</b>	<b>1,176,751</b>	<b>888,470</b>	<b>925,941</b>
Customer Service Center	627,305	895,437	863,878	866,253	891,994
<b>Total – Local Tax Funding</b>	<b>\$7,310,224</b>	<b>\$7,881,046</b>	<b>\$9,757,472</b>	<b>\$10,306,818</b>	<b>\$10,640,337</b>
<b>FTE<sup>2</sup></b>					
Land Use Review	17.00	11.00	12.00	12.00	12.00
Community Planning	7.00	9.00	9.00	11.00	11.00
Administration	10.00	9.00	9.00	9.00	9.00
Zoning Administration	20.00	20.00	22.00	27.00	27.00
<b>Zoning Enforcement</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
Customer Service Center	0.00	8.00	8.00	8.00	8.00
<b>Total – FTE</b>	<b>66.00</b>	<b>69.00</b>	<b>72.00</b>	<b>79.00</b>	<b>79.00</b>

<sup>1</sup> Sums may not equal due to rounding.

<sup>2</sup> Planning and Zoning has two positions (3.00 FTE) included in the FY 2023 Proposed Budget within Board of Supervisors' Priorities included in the Board of Supervisors' narrative in the section for the Unmet Housing Needs Strategic Plan.