

MEMORANDUM

November 10, 2021

TO: Planning, Housing, and Economic Development (PHED) Committee
FROM: Livhu Ndou, Legislative Attorney
SUBJECT: Department of Permitting Services
PURPOSE: Budget Oversight Worksession

Expected Attendees

- Mitra Pedoeem, Director, Department of Permitting Services (DPS)*
- Ehsan Motazedi, Deputy Director, DPS*
- Tyler Mosman, Project Manager, DPS
- Barbara Suter, Manager, Central Services Unit, DPS
- Henry Mobayeni, IT Chief, Information Technology Services, DPS
- Carmen Berrios, Division Chief, Customer Support & Outreach, DPS*
- Victor Salazar, Division Chief, Zoning, Well & Septic and Code Compliance, DPS*
- Linda Kobylski, Division Chief, Land Development, DPS*
- George Muste, Division Chief, Residential Construction & Fire Code Compliance, DPS*
- Rick Merck, Division Chief, Commercial Construction, DPS*
- Rafael Murphy, Fiscal & Policy Analyst, Office of Management and Budget (OMB)

Introduction

Due to the ongoing COVID-19 pandemic, the Council's FY22 budget review process included a consent calendar approval of several department budgets with the plan that those departments would be scheduled for a Committee oversight review session in the Fall. The purpose of these oversight sessions is to: 1) provide the Committees with an opportunity to meet with Department Directors; 2) receive updates on key programs or initiatives; and 3) review any relevant spending or performance data.

* = expected speakers

Enclosed in this packet is the DPS presentation, as well as the Council action packet from May 2021. The Council action packet includes the County Executive’s recommended operating budget, which was approved by the Council on May 27, 2021.

Budget Overview

The County’s FY22 budget resolution appropriated \$38,901,977 to the Department of Permitting Services. The Council’s approved Fiscal Plan for the Department of Permitting Services Enterprise Fund estimates that in FY22 the County will receive \$35,155,342 in revenues from licenses and permits and total revenues of \$36,955,342. The end-of-year FY22 fund balance is estimated to be \$9,292,876.

Department of Permitting Services	FY21 Approved	FY22 CE Recommended	Change from FY21 Approved
Permitting Services	\$40,699,250	\$38,901,977	-4.4%
Personnel Costs	\$30,327,493	\$30,598,797	.9%
Operating Expenses	\$10,371,757	\$8,303,180	-19.9%
Grant Fund - MCG	0	0	0
Personnel Costs	0	0	0
Operating Expenses	0	0	0
Total Expenditures (All Funds)	\$40,699,250 245.90 FTEs	\$38,901,977 245.90 FTEs	-4.4% --

Enterprise System

The Enterprise System is a one-stop shop, cloud-based system for permits and licenses. The contract with Tyler Technologies was signed on May 5, 2021, and configuration of DPS’s business systems with this new system has already begun. The contract term will be 3 years, with options to renew for 2 one-year periods. The goals of this change are to improve the customer experience and streamline the permitting system.

Costs of this system are:

- \$1,519,116 in the first year, including:
 - a one-time fee of \$1,105,900
 - 50% SaaS fees of \$378,475¹
- \$756,951 each year

¹ SaaS stands for “software as a service.” SaaS is a way of delivering applications over the internet, rather than constantly installing and maintaining software. Other names are “web-based software”, “on-demand software”, or “hosted software.” It is typically licensed as a subscription with centralized hosting.

<https://www.salesforce.com/in/saas/> ; https://en.wikipedia.org/wiki/Software_as_a_service

This system will replace the existing permitting and licensing system and will result in 5-year savings of \$2 to \$3 million after implementation. It will take approximately 12 to 14 months to complete.

Effects of COVID-19

The COVID-19 pandemic required changes to operations in the final quarter of FY20 and throughout FY21. DPS staff transitioned from office-based to telework-based operation in less than two weeks. From FY20 to FY22, there have been 26 retirements.

Revenue between FY20 and FY21 was relatively the same. DPS does not foresee the pandemic negatively impacting projected revenues.

Beginning in October 2021, many applications are required to be submitted electronically. But the Wheaton office is now open to the public.

Wheaton Move

DPS transitioned from Rockville to Wheaton in October 2020. Those offices opened to the public in June 2021. Staff have a hybrid schedule of office and telework. DPS has developed an Emergency Action Plan and is currently training staff on its contents. Park and Planning also moved to the Wheaton location, which has strengthened collaboration between the two departments.²

DPS Divisions

Administration

The Administration Program provides policy development and leadership for all programs within the Department. It is made up of Central Services and Information Technology. Central Services Staff are responsible for a full range of administrative, financial, and budgetary tasks, including daily operations, revenue collection (fees and development taxes and charges), reporting and management, automation, human resources, fleet management, training, safety, quality assurance, legislative coordination, space management, historic files maintenance, and management services. DPS's Office of Information Technology Services (DPS-IT) is responsible for all information technology. Functional responsibilities include IT initiatives, development, modernization, and day-to-day support of the DPS CORE IT business processes. DPS-IT monitors all system maintenance, business processes design, development, hardware and software, and implementation.

² Park and Planning moved in September 2020.

Division of Customer Support & Outreach

The Customer Support and Outreach Division is responsible for all administration and issuance of Building, Land Development, and Zoning related permits, applications and licenses, information requests, pre-design consultations, and other specialty services. This Division was formed to provide a multi-pronged approach to enhance the methods in which services are delivered and to provide enhanced communication for clients.

	FY 20	FY 21
Number of Permits Processed	47,410	47,379
Number of Service Requests	9,512	7,427
Number of Information Requests Completed	7,618	9,281

Zoning, Well & Septic and Code Compliance

The Zoning, Well & Septic and Code Compliance Division protects the quality of life, public health, safety, and welfare of Montgomery County. This is accomplished through the effective application and enforcement of the Montgomery County Zoning Ordinance development standards; Maryland-National Capital Park and Planning Commission certified site plan requirements; well and septic system reviews and approvals; and emergency vehicle access. Division Staff perform zoning reviews of plan applications prior to permit issuance, conduct inspections, and investigate and respond to complaints to administer and enforce the zoning standards established by Chapter 59 of the Montgomery County Code.

	FY 20	FY 21
Number of Reviews Performed	15,531	19,581
Number of Permits Issued	2,992	3,573
Number of Inspections Completed	10,395	13,001
Constituent Complaints Serviced	1,842	2,000

Land Development

The Land Development Division is responsible for ensuring the protection of the County's land and water resources, the protection of the environment, and the safety of residents and businesses through its engineering and inspection functions related to storm water management; sediment control; floodplain management; special protection areas; storm drain design and construction;

roadside tree protection; tree canopy enhancement; record plat approval; and work in the public right-of-way.

Public ROW Sediment Control Stormwater Mgt Record Plats Drainage	FY 20	FY 21
Number of Reviews Performed	22,064	24,896
Number of Permits Issued	3,779	4,400
Number of Inspections Completed	27,430	27,412

Division of Residential Construction & Fire Code Compliance

The Residential Building and Intake Program is responsible for ensuring public safety through the effective application of residential building, structural, electrical, mechanical, and energy conservation codes. This is accomplished through plan reviews and construction inspections. This program processes all commercial, fire protection, and residential permit applications, handles construction complaints, and aids in recovery during natural and other disasters and incidents. The Fire Code Compliance Program is responsible for ensuring public safety through the enforcement of the National Fire Codes and Standards; the Montgomery County Fire Code; and the Maryland State Fire Prevention Codes in existing buildings. This program issues Fire Code Compliance permits and performs preventive inspections for businesses, schools, multi-family buildings, healthcare facilities, places of worship, and all other commercial buildings or occupancies. This program responds to and investigates code violations through a complaints program.

	FY 20	FY 21
Number of Reviews Performed	22,544	31,455
Number of Permits Issued	9,647	11,118
Number of Inspections Completed	66,107	71,187

Division of Commercial Construction

The Commercial Construction program is responsible for ensuring public safety through the effective application of commercial building, structural, electrical, mechanical, fire safety, accessibility, and sustainability conservation codes and standards. As the "First Preventers", this is accomplished through plan review and construction site inspections to facilitate compliance with

approved plans and regulations. This program processes applications for and issues Building, Mechanical, Fire Protection, and Electrical Permits. The program also handles construction complaints during natural and other disasters and assists in disaster recovery.

	FY 20	FY 21
Number of Reviews Performed	20,308	21,948
Number of Permits Issued	27,099	26,756
Number of Inspections Completed	58,128	44,607

Racial Equity and Social Justice

DPS does not collect any personal information from applicants, such as age or race. However, the Department is rolling out a new system for permitting that will provide a more user-friendly interface, especially for residents and small businesses. This will be particularly helpful for those who do not have permit runners, architects, or engineers applying for their permits. The Department has kiosks in the lobby for customers who do not have access to a computer or other electronic device so that they may apply for a permit. Recognizing that not all applicants have English as a first language, the Department has translators to guide them through the process.

DPS has approximately 23 vacancies. The FY22 budget does not assume that any positions will lapse. DPS has historically always had vacancies, in part because skilled labor (such as engineers) is necessary. At DPS, a wage equity analysis is performed for all newly-hired positions and all advertised positions, allowing for training and experience to substitute for formal degrees and education. According to County Stat, approximately 27% of Montgomery County Government employees are Black, while at the national level the Black community makes up only 18% of the labor force. DPS will continue its efforts to lead by example to promote equitable business practices across the County.

This packet contains:

PowerPoint presentation
 FY22 Council action packet

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 © 16-27



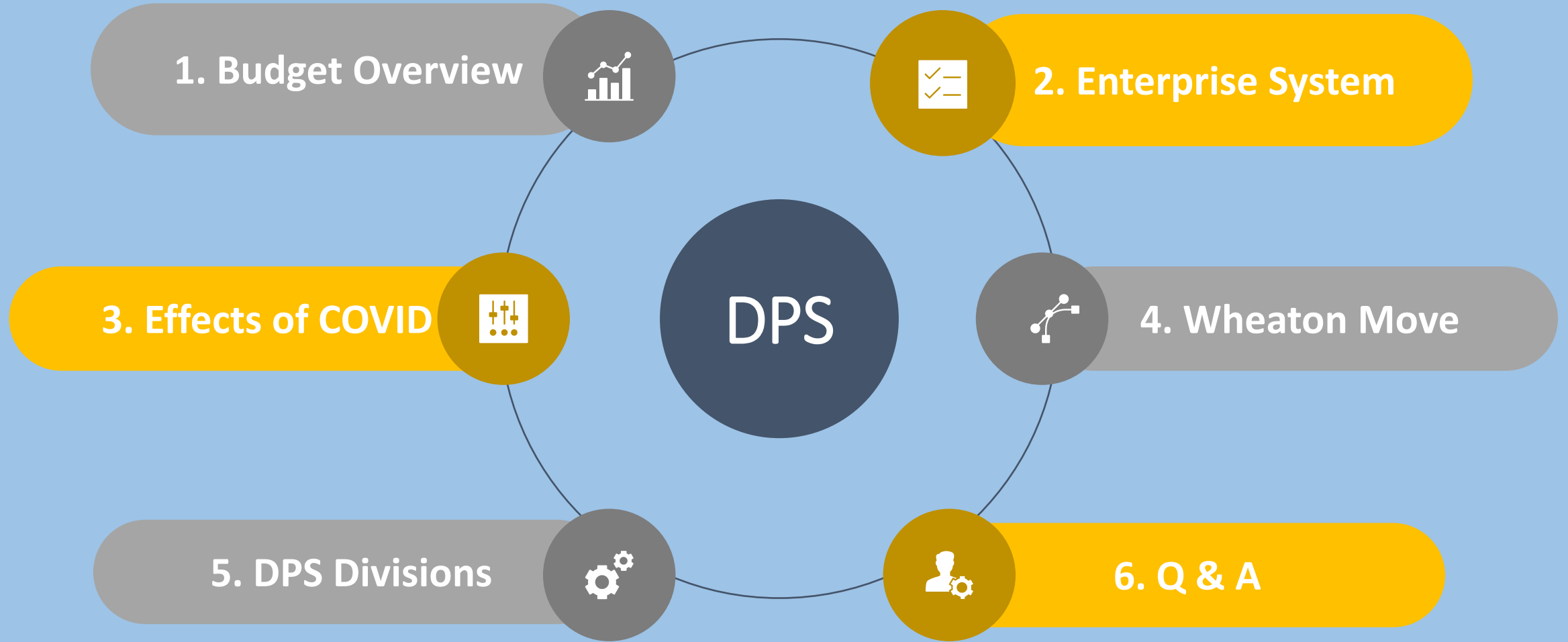
Department of Permitting Services

Presentation

Montgomery County Council
Worksession

11/15/2021

Department Analysis Agenda



Department Analysis

FY20/21
Budget, Revenue
and Expenditures

FY22
Budget

- **FY20 Budget Summary**
- **Approved Budget: \$41,888,787**
- **Actual Revenue: \$44,384,133**
- **Actual Expenditures: \$39,611,638**

- **FY 21 Budget Summary**
- **Approved Budget: \$40,699,250**
- **Actual Revenue: \$43,531,846**
- **Actual Expenditures: \$37,157,068**

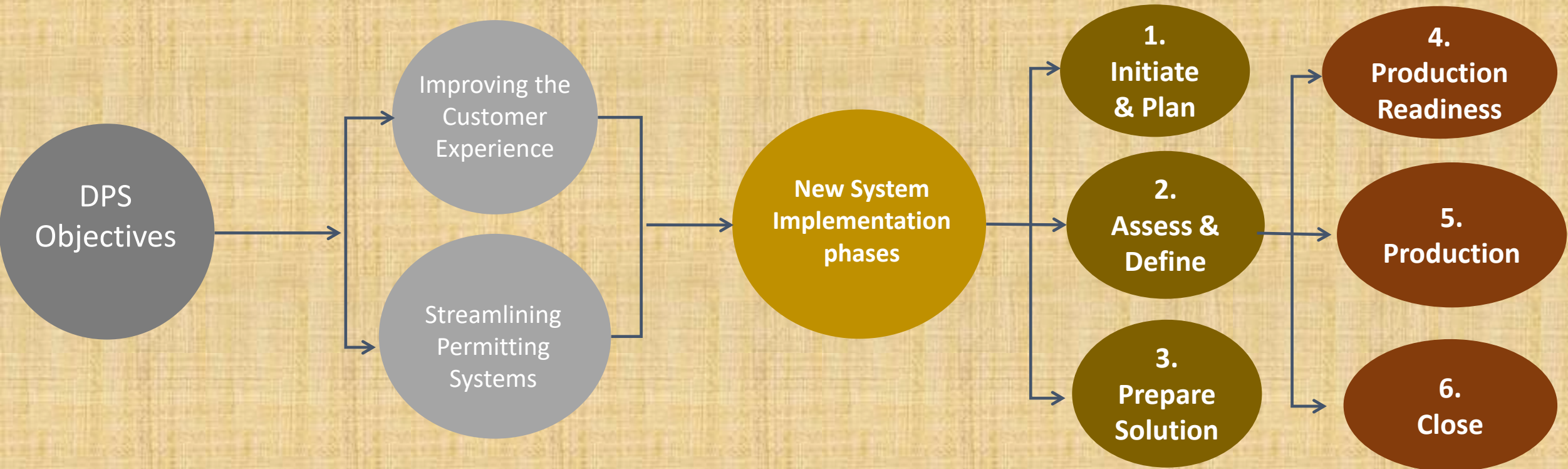
- **FY 22 Budget Overview**
- **The total approved Operating Budget is \$38,901,977.**
- **Personnel Costs comprise 78.66% of the budget for 245.9 FTE's.**
- **Operating Expenses account for the remaining 21.34% of the budget.**

In the final quarter of FY20 and throughout FY21, DPS operations were modified as a result of the COVID-19 health crisis. Modifications are still in place today.

Department Analysis

Enterprise System Implementation

On May 5, 2021, DPS signed a contract with Tyler Technologies to replace its existing outdated permitting and licensing system. The configuration of DPS's business functions with the new system has already started and will take approximately 12-14 months to complete.



This process will encompass DPS and consultant staff planning, solution preparation, training, configuration, testing, integration, and production before it goes live.

Department Analysis

Enterprise Cloud System (SaaS)

The term of the contract will be 3 years with options to renew for 2 one-year periods.

Costs First Year

\$1,519,116

This includes a one-time fee of \$1,103,900 and 50% SaaS fees of \$378,475.

Cost for each
consequent year

\$ 756,951

Estimated 5 Year Savings
After Implementation

\$2 to \$3 Million

Department Analysis Effects of COVID



Effects on Revenue

Revenue between FY20 and FY 21 were relatively the same.



Effects on Operations

DPS Staff fully transitioned from an office based to telework based operation in less than two weeks.

DPS has reopened its office to the general public.



Effects on Staffing

COVID fatigue is a contributing factor to staff not delaying retirements.

FY20 – 10
FY21 – 8
FY22 – 8
Total - 26



Future Revenue

DPS does not foresee the pandemic negatively impacting projected revenue.

Department Analysis Wheaton Move

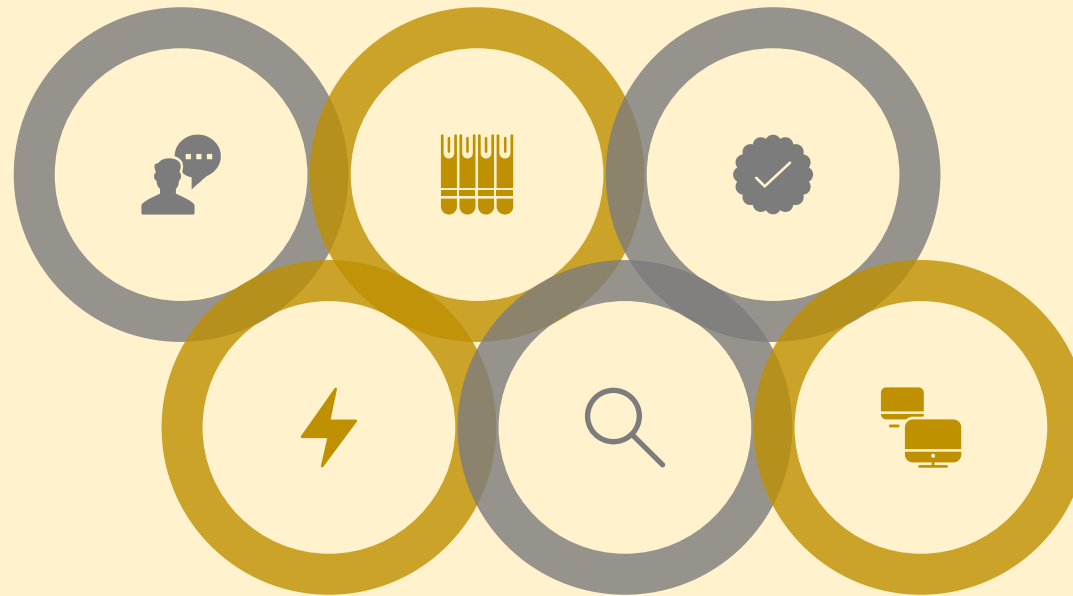
1. DPS Transition from Rockville to Wheaton occurred in October 2020.

2. Offices Opened to the Public in June of 2021

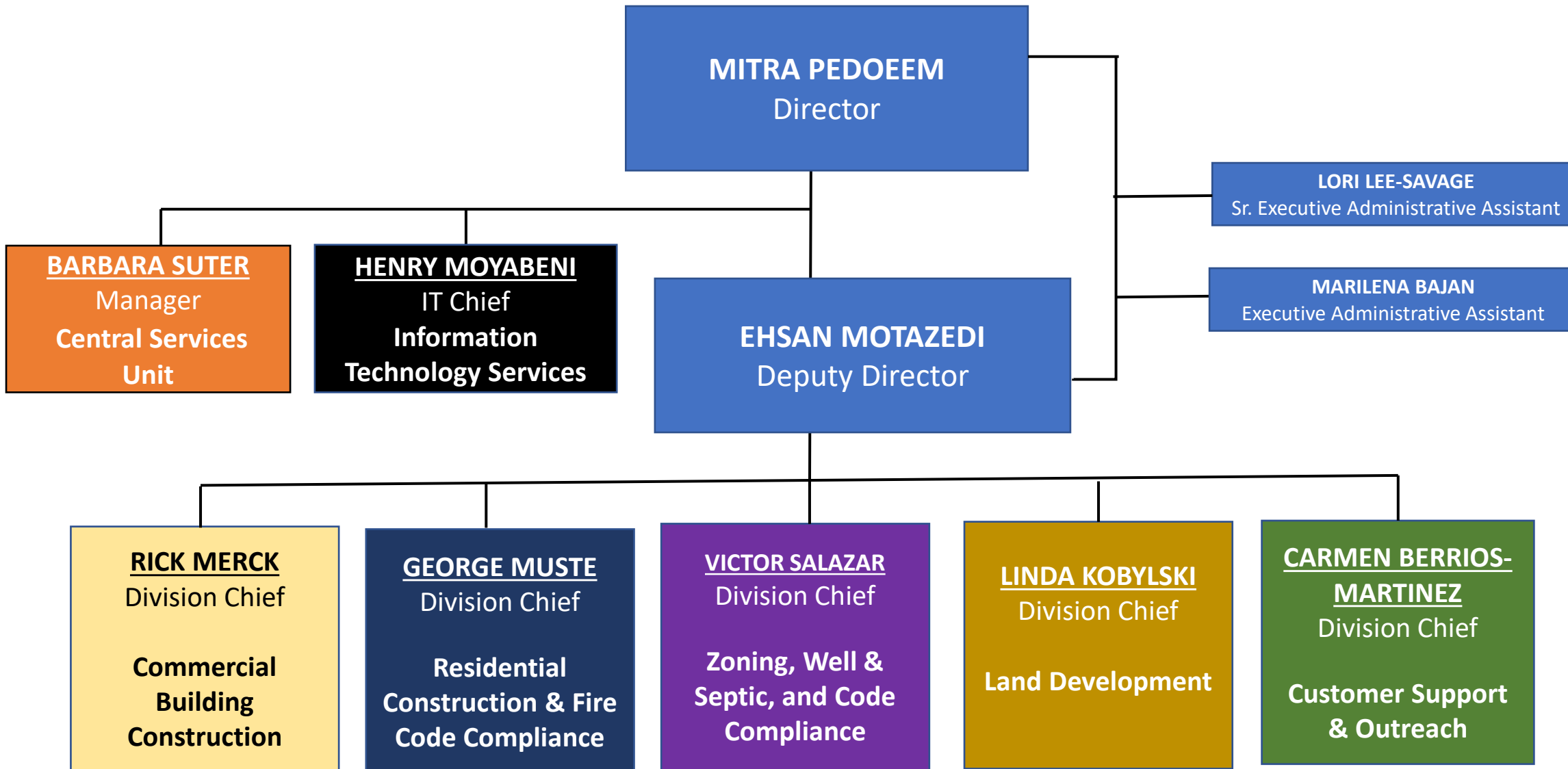
3. Department initiated hybrid in office/telework schedules for employees in June of 2021

4. DPS has developed its Emergency Action Plan and currently training staff on its contents

5. DPS and Park & Planning being located jointly together has further strengthened the collaboration between the two agencies.



DPS Organizational Chart



Department Analysis

Division of Customer Support & Outreach
Carmen Berrios, Division Chief

- Newly created division in October 2020
- Primarily role is to enhance customer communications, satisfaction and the overall experience
- Instituted Customer Service Training with OHR and Montgomery College

	FY 20	FY 21
Number of Permits Processed	47,410	47,379
Number of Service Requests	9,512	7,427
Number of Information Requests Completed	7,618	9,281

Department Analysis

Division of Zoning, Well & Septic and
Code Compliance

Victor Salazar, Division Chief

- Economic Sustainment
 - Certified Site Plans
 - Home Occupations and Special Exceptions
 - Vendor Licensing
- Environmental Health
 - Bay Restoration Grant Fund Program
- Neighborhood Revitalization and Restoration
 - Zoning Reviews and Permit Issuance
 - Code Compliance Investigations

	FY 20	FY 21
Number of Reviews Performed	15,531	19,581
Number of Permits Issued	2,992	3,573
Number of Inspections Completed	10,395	13,001
Constituent Complaints Serviced	1,842	2,000

Department Analysis Land Development Linda Kobylski, Division Chief

- Vacancy Rate/Hiring Freeze
- Use of Existing Resources
- Program Development
- Success of Land Development Program

Public ROW Sediment Control Stormwater Mgt Record Plats Drainage	FY 20	FY 21
Number of Reviews Performed	22,064	24,896
Number of Permits Issued	3,779	4,400
Number of Inspections Completed	27,430	27,412

Department Analysis

Division of Residential Construction and
Fire Code Compliance

George Muste, Division Chief

- Efficient plan review and inspection of residential permits to ensure public safety
- Efficient preventative inspections to ensure public safety through enforcement of the applicable fire prevention codes

	FY 20	FY 21
Number of Reviews Performed	22,544	31,455
Number of Permits Issued	9,647	11,118
Number of Inspections Completed	66,107	71,187

Department Analysis

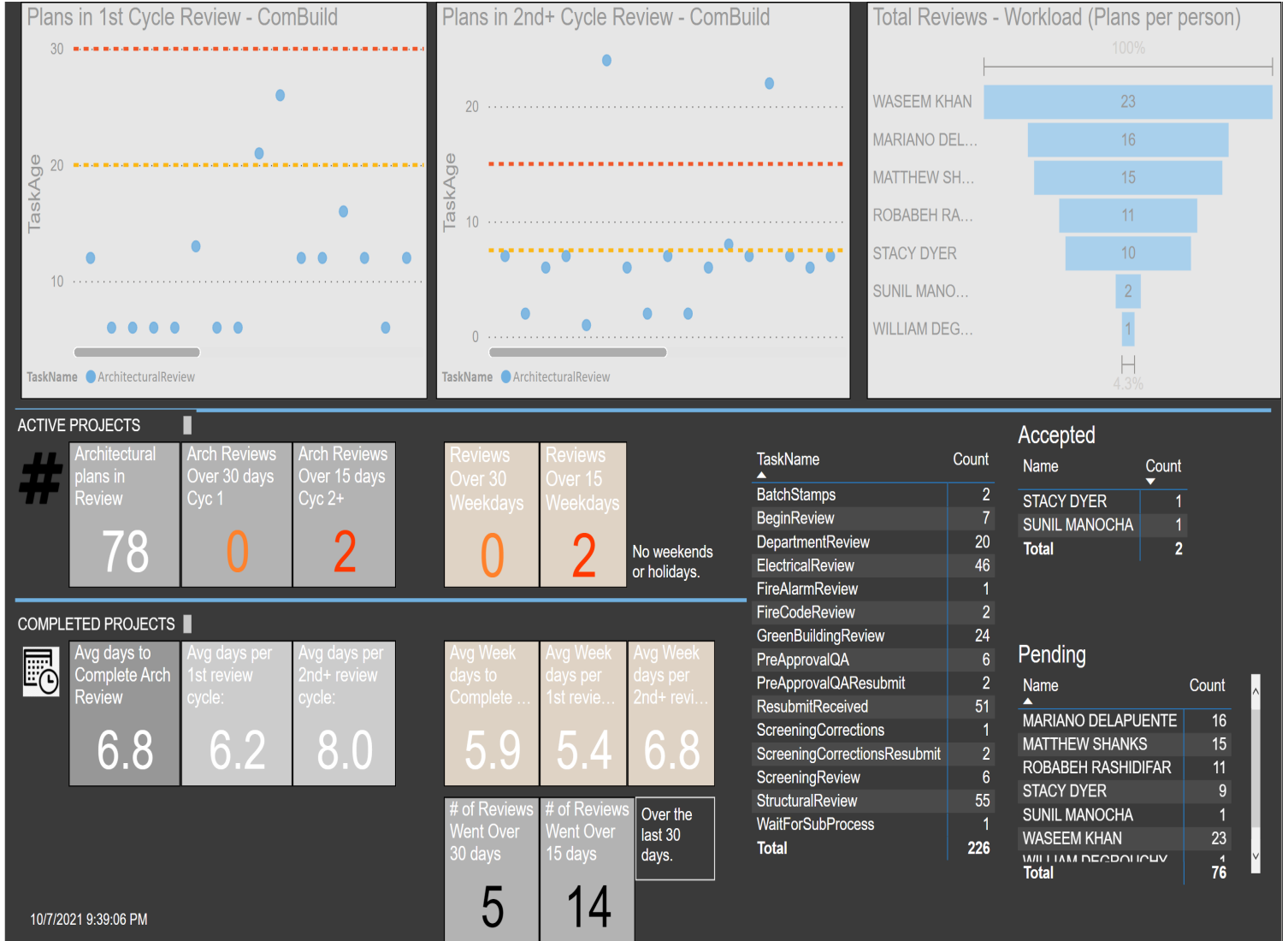
Division of Commercial Construction

Rick Merck, Division Chief

- Efficient plan review and inspection of commercial building permits to ensure public safety
- Includes Architectural, Life Safety, ADA, Fire Protection, Mechanical, Electrical, Structural, Energy and Green Building

	FY 20	FY 21
Number of Reviews Performed	20,308	21,948
Number of Permits Issued	27,099	26,756
Number of Inspections Completed	58,128	44,607

- Department Analysis
- Commercial Construction
- Rick Merck, Division Chief





End of Presentation



Committee: PHED
Committee Review: Completed
Staff: Livhu Ndou, Legislative Attorney
 Pamela Dunn, Senior Legislative Analyst
Purpose: To make preliminary decisions – straw vote expected
Keywords: #FY22 #DPS #OperatingBudget

AGENDA ITEM #19
 May 12, 2021
Action

SUBJECT

Department of Permitting Services FY22 Operating Budget

EXPECTED ATTENDEES

None

FY22 COUNTY EXECUTIVE RECOMMENDATION

Department of Permitting Services	FY21 Approved	FY22 CE Recommended	Change from FY21 Approved
Permitting Services	\$40,699,250	\$38,901,977	-4.4%
Personnel Costs	\$30,327,493	\$30,598,797	.9%
Operating Expenses	\$10,371,757	\$8,303,180	-19.9%
Grant Fund - MCG	0	0	0
Personnel Costs	0	0	0
Operating Expenses	0	0	0
Total Expenditures (All Funds)	\$40,699,250 245.90 FTEs	\$38,901,977 245.90 FTEs	-4.4% --

COMMITTEE RECOMMENDATIONS

The PHED Committee recommends approval of the FY22 Department of Permitting Services Budget as submitted by the County Executive.

This report contains:

Staff Report Cover Sheet
 FY22 Recommended Operating Budget for DPS

Pages 1-2
 © 1-9

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FY22 Operating Budget: Committee Consent Calendar

PHED Committee #8A

April 22, 2021

Department/Office: Department of Permitting Services (DPS)

Staff: Livhu Ndou, Legislative Attorney
Pam Dunn, Senior Legislative Analyst

1. Staff Recommendation

Council Staff recommends approval of the FY22 Department of Permitting Services Budget as submitted by the County Executive.

2. Summary of FY22 Recommended Budget

The County Executive’s complete FY22 Recommended Operating Budget for DPS is attached at ©1-9.

Department of Permitting Services	FY21 Approved	FY22 CE Recommended	Change from FY21 Approved
Permitting Services	\$40,699,250	\$38,901,977	-4.4%
Personnel Costs	\$30,327,493	\$30,598,797	.9%
Operating Expenses	\$10,371,757	\$8,303,180	-19.9%
Grant Fund - MCG	0	0	0
Personnel Costs	0	0	0
Operating Expenses	0	0	0
Total Expenditures (All Funds)	\$40,699,250 245.90 FTEs	\$38,901,977 245.90 FTEs	-4.4% --

3. Summary of FY22 Recommended Changes/Adjustments

Enterprise System Solution Portal Initiative – No Service Impact

- DPS is in the process of rolling out a cloud-based system, with most of its cost being incurred in FY21, including a start-up cost of \$1.5 million. The recommended \$1 million in FY22 will be for configuration. Annual costs for maintenance and subscriptions will be \$750,000 per year.

Personnel Adjustments – No Service Impact

- A \$38,850 decrease for retiree health insurance pre-funding and a \$193,857 decrease for retirement adjustment. These savings in retirement and insurance are mainly due to employees leaving and their being on the Pension Plan.

Chargeback for 255 Rockville Pike Lease – No Service Impact

- A shift of \$2,890,247 for the 255 Rockville Pike Lease. DPS continues to pay a leasing cost to the Rockville Pike location, receiving a chargeback of about \$241,667 monthly.

4. Suggested Discussion Items for Fall Overview Session

Racial Equity & Social Justice

DPS does not collect any personal information from applicants, such as age or race. However, the Department is rolling out a new system for permitting that will provide a more user-friendly interface, especially for residents and small businesses. This will be particularly helpful for those who do not have Permit Runners, Architects, or Engineers applying for their permits. Once open back up to the public, the Department has kiosks in the lobby for customers who do not have access to a computer or other electronic device so that they may apply for a permit. Recognizing that not all applicants have English as a first language, the Department has translators to guide them through the process.

DPS has 23 vacancies. This recommended budget does not assume that any positions will lapse. DPS has historically always had vacancies, in part because skilled labor such as engineers is necessary. At DPS, a wage equity analysis is performed for all newly-hired positions and all advertised positions, allowing for training and experience to substitute for formal degrees and education. According to County Stat, approximately 27% of Montgomery County Government employees are Black, while at the national level the Black community makes up only 18% of the labor force. This program will continue its efforts to lead by example to promote equitable business practices across the County.

This packet contains

FY22 Recommended Operating Budget for DPS

© 1-9



Permitting Services

RECOMMENDED FY22 BUDGET

\$38,901,977

FULL TIME EQUIVALENTS

245.90

 MITRA PEDOEEM, DIRECTOR

MISSION STATEMENT

The Department of Permitting Services' (DPS) primary mission is to promote the health, safety, welfare, and economic wellbeing of residents, businesses, and communities in Montgomery County with timely, professional, transparent, and consistent review and processing of plans and permits and through inspections of structures, rights-of-way, and development. DPS protects the public through application and enforcement of national, State, and local codes for fire and life safety, electrical, mechanical, energy, accessibility, building, and other public safety and zoning codes. DPS protects residential and business communities and users of public rights-of-way through inspections of work within public rights-of-way to assure adherence to approved site plans and special exceptions. DPS strives to promote economic well-being and customer service through ongoing process improvements, timely response, and service, while ensuring that structures are safe for occupants and visitors, sustainable for future generations, and that development is consistent with requirements to protect the environment.

BUDGET OVERVIEW

The total recommended FY22 Operating Budget for the Department of Permitting Services is \$38,901,977, a decrease of \$1,797,273 or 4.42 percent from the FY21 Approved Budget of \$40,699,250. Personnel Costs comprise 78.66 percent of the budget for 240 full-time position(s) and no part-time position(s), and a total of 245.90 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 21.34 percent of the FY22 budget.

COUNTY PRIORITY OUTCOMES

While this program area supports all seven of the County Executive's Priority Outcomes, the following are emphasized:

-  **A Growing Economy**
-  **A Greener County**
-  **Easier Commutes**
-  **Effective, Sustainable Government**

INITIATIVES

- ★ DPS quickly transitioned its business processes and staffing plan, shifting over 200 employees from an office-based to a telework-based business model to ensure continuity of operations during the COVID-19 health emergency.
- ★ Re-aligned and/ or repurposed one-third of staff within divisions and created the new Customer Service & Outreach division to better coordinate service to customers.
- ★ Initiated a search for a fully integrated and inclusive one stop shop enterprise cloud-based permitting system that is compatible with other departments in Montgomery County to improve customer service delivery.
- ★ Received two achievement awards from the National Association of Counties for the effective delivery of government services in implementing its M-NCPPC Certified Site Plan Inspection Program and the free deck safety inspection.
- ★ Division Staff participated in and supported the County Executive's 4 Business Benchmarking initiative to help the Montgomery County business community grow and prosper. DPS has implemented changes to its business process as result of our engagement in these sessions.
- ★ Enhanced sustainability efforts by combining solar, energy, and "green code" requirements and developing strategies to accomplish the County Executive's goal of "Net Zero" by 2035.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Performed 5,672 Site Plan Inspections on over 150 M-NCPPC Certified Site Plan Construction Projects.
- ★ Fielded 54,898 MC311 inquiries.
- ★ Performed 33,894 investigative inspections with alleged code violations.

PROGRAM CONTACTS

Contact Barbara Suter of the Department of Permitting Services at 240.777.6244 or Rafael Pumarejo Murphy of the Office of Management and Budget at 240.777.2775 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY21 estimates reflect funding based on the FY21 Approved Budget. The FY22 and FY23 figures are performance targets based on the FY22 Recommended Budget and funding for comparable service levels in FY23.

The department combines department and applicant time components when measuring "total time to issue a permit." These times may be impacted by satisfaction of related preconditions such as sediment control submissions, approvals, and outside agency approvals.

PROGRAM DESCRIPTIONS

★ Administration

Central Services Unit

The Administration Program provides policy development and leadership for all programs within the Department.

Central Services Staff are specialists responsible for a full range of administrative, financial, and budgetary tasks, including daily operations, revenue collection (fees and development taxes and charges), reporting and management, automation, human resources, fleet management, training, safety, quality assurance, legislative coordination, space management, historic files maintenance, and management services.

Information Technology

DPS' Office of Information Technology Services (DPS-IT) is responsible for all information technology. Functional responsibilities include IT initiatives, development, modernization and the support of the DPS CORE IT business processes. DPS-IT provides day-to-day IT services, equipment, applications, reports, budget, and 24/7/365 business operations. DPS-IT monitors all system maintenance, business processes design, development, hardware and software, and implementation. DPS-IT supports the Senior Executive Office with IT budget and IT directives, consultant, contracts, and COOP collaboration with both internal and external stakeholders. DPS-IT maintains, updates, and monitors Website development, business processes interfaces such as e-Services (electronic permits and plans applications, management and storage, real-time data search, on-line complaints, and on-line information requests) development, implementation document imaging, enterprise and County Council policy initiatives.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of screenings passed with fewer than 2 returns to the customer	95%	94%	95%	95%	95%
Percent of inspections passed - all divisions	83%	84%	85%	85%	85%
Percent of customers satisfied with DPS services	N/A	84%	85%	85%	85%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	11,821,144	26.00
Increase Cost: Enterprise System Solution Portal Initiative	1,000,000	0.00
Decrease Cost: Retiree Health Insurance Pre-funding	(38,850)	0.00
Decrease Cost: IT Replacement	(100,000)	0.00
Shift: Chargeback for 255 Rockville Pike Lease	(2,890,247)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	188,795	(4.00)
FY22 Recommended	9,980,842	22.00

Commercial Building Construction

The Commercial Construction program is responsible for ensuring public safety through the effective application of commercial building, structural, electrical, mechanical, fire-safety, accessibility, and sustainability conservation codes and standards. As the "First Preventers," this is accomplished through plan review and construction site inspections to facilitate compliance with approved plans and regulations. This program processes applications for and issues Building, Mechanical, Fire Protection, and Electrical Permits. The program also handles construction complaints during natural and other disasters and assists in disaster recovery.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of permits receiving final approvals	2,517	2,801	3,000	3,400	3,800
Commercial Permits - Percent of inspections completed on the scheduled day	97.0%	98.5%	98.0%	98.0%	98.0%

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of plans receiving a complete first review within 30 days	92.2%	85.0%	90.0%	90.0%	90.0%
FY22 Recommended Changes			Expenditures	FTEs	
FY21 Approved				5,786,782	44.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.				1,084,524	6.50
FY22 Recommended				6,871,306	51.00

☀ Customer Support & Outreach

The Customer Support and Outreach Division is responsible for all administration and issuance of Building, Land Development, and Zoning related permits, applications and licenses, information requests, pre-design consultations, and other specialty services. This Division was formed to provide a multi-prong approach to enhance the methods in which our services are delivered and to provide enhanced communication for our clients. This heightened focus on service will include empowerment of staff to act as facilitators rather than regulators.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of applications processed (at intake) by permit technicians	91,215	62,632	60,000	60,000	60,000
Percent of screenings completed (plans ready for review) within 2 business days	86.0%	75.0%	80.0%	85.0%	85.0%
Percent of customers satisfied with DPS Customer Service Division	N/A	95.6%	95.0%	95.0%	95.0%
FY22 Recommended Changes			Expenditures	FTEs	
FY21 Approved				4,560,544	33.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.				183,161	10.90
FY22 Recommended				4,743,705	43.90

☀ Land Development

The Land Development Division is responsible for ensuring the protection of the County's land and water resources, the protection of the environment, and the safety of residents and businesses through its engineering and inspection functions related to storm water management; sediment control; floodplain management; special protection areas; storm drain design and construction; roadside tree protection; tree canopy enhancement; record plat approval; and work in the public right-of-way.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total number of public right of way permits issued (roadside trees, driveways, plats, et al.)	2,960	3,214	3,000	3,000	3,000
Number of Sediment Control inspections completed	16,822	14,818	15,000	16,000	17,000
Number of roadside tree plan reviews	1,361	1,111	1,220	1,230	1,300
Percent of Sediment Control inspections that pass inspection indicating a compliant site	94.2%	94.3%	95.0%	95.0%	95.0%
Successful Maryland Department of the Environment (MDE) Delegation of Review of Sediment Control and Storm-Water Management ¹	N/A	Yes	N/A	Yes	N/A

¹ Sediment Control Delegation reviews are performed biennially.

FY22 Recommended Changes			Expenditures	FTEs	
FY21 Approved				8,541,683	63.50

FY22 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,006,310)	(15.50)
FY22 Recommended	6,535,373	48.00

Residential Construction & Fire Code Compliance

The Residential Building and Intake Program is responsible for ensuring public safety through the effective application of residential building, structural, electrical, mechanical, and energy conservation codes. This is accomplished through plan reviews and construction inspections. This program processes all commercial, fire protection, and residential permit applications, handles construction complaints, and aids in recovery during natural and other disasters and incidents.

The Fire Code Compliance Program is responsible for ensuring public safety through the enforcement of the National Fire Codes and Standards; the Montgomery County Fire Code; and the Maryland State Fire Prevention Codes in existing buildings. This program issues Fire Code Compliance permits and performs preventive inspection for businesses, schools, multi-family buildings, healthcare facilities, places of worship, and all other commercial buildings or occupancies. This program responds to and investigates code violations through a complaints program.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of service requests completed within 3 business days	86.1%	97.0%	90.0%	90.0%	90.0%
Percent of commercial establishments in compliance with the Fire Code	59.7%	74.7%	70.0%	75.0%	80.0%
Number of inspections performed by Residential and Fire Code Compliance FCC inspectors	44,941	44,535	45,000	45,000	45,000
Number of residential plan reviews performed	6,204	6,740	6,450	6,450	6,450
Residential Permits - Percent of inspections completed on the scheduled day	97.8%	98.9%	98.0%	98.0%	98.0%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	5,582,490	46.90
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	459,388	0.10
FY22 Recommended	6,041,878	47.00

Zoning, Well & Septic and Code Compliance

The Zoning, Well & Septic and Code Compliance Division protects the quality of life, public health, safety, and welfare, of Montgomery County. This is accomplished through the effective application and enforcement of the Montgomery County Zoning Ordinance development standards; Maryland-National Capital Park and Planning Commission certified site plan requirements; well and septic system reviews and approvals; and emergency vehicle access. Division Staff perform zoning reviews of plan applications prior to permit issuance, conduct inspections, and investigate and respond to complaints to administer and enforce the zoning standards established by Chapter 59 of the Montgomery County Code.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of zoning, well and septic, and fire department access reviews	29,107	28,735	29,000	29,200	29,200
Percent of MNCPPC active site plans in compliance every 10 days	98%	93%	95%	95%	95%

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of Zoning service requests started and responded to the customer within 48 hours	85%	90%	90%	90%	90%
FY22 Recommended Changes			Expenditures	FTEs	
FY21 Approved			4,406,607	32.00	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.			322,266	2.00	
FY22 Recommended			4,728,873	34.00	

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
PERMITTING SERVICES					
EXPENDITURES					
Salaries and Wages	23,807,496	23,232,929	22,202,537	23,921,593	3.0 %
Employee Benefits	7,978,550	7,094,564	6,804,962	6,677,204	-5.9 %
Permitting Services Personnel Costs	31,786,046	30,327,493	29,007,499	30,598,797	0.9 %
Operating Expenses	7,892,690	10,371,757	9,585,037	8,303,180	-19.9 %
Permitting Services Expenditures	39,678,736	40,699,250	38,592,536	38,901,977	-4.4 %
PERSONNEL					
Full-Time	239	239	239	240	0.4 %
Part-Time	2	2	2	0	-100.0 %
FTEs	246.00	245.90	245.90	245.90	—
REVENUES					
Automation Enhancement Fee	(228)	0	0	0	—
Building Permits	24,794,263	19,826,070	25,612,844	19,826,070	—
Electrical Permits and Licenses	4,308,556	3,654,000	4,181,007	3,654,000	—
Fire Code Enforcement Permits	2,641,406	2,588,286	2,633,753	2,588,286	—
Grading/Storm Drains/Paving/Driveway Permits	3,384,837	3,045,000	3,962,163	3,045,000	—
Information Requests	0	95,700	0	95,700	—
Investment Income	867,229	408,000	408,000	408,000	—
Mechanical Construction Permit	2,092,016	1,452,900	1,559,298	1,452,900	—
Miscellaneous Revenues	9,909	0	0	0	—
Occupancy Permits	503,994	522,000	576,481	522,000	—
Other Charges/Fees	1,103,726	1,218,000	1,249,184	1,218,000	—
Other Fines/Forfeitures	57,798	78,300	74,074	78,300	—
Other Licenses/Permits	220,618	441,825	259,271	441,825	—
Sediment Control Permits	3,345,968	2,698,105	2,250,906	2,698,105	—
Sign Permits	194,988	226,635	235,948	226,635	—
Special Exception Fee	127,533	210,605	200,604	210,605	—
Stormwater Mgmt and Water Quality Plan Fee	366,113	251,268	215,500	251,268	—
Well and Septic	375,316	238,648	243,541	238,648	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Permitting Services Revenues	44,394,042	36,955,342	43,662,574	36,955,342	—
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	0	0	0	0	—
Operating Expenses	2,070	0	0	0	—
Grant Fund - MCG Expenditures	2,070	0	0	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
State Grants	54,556	0	0	0	—
Grant Fund - MCG Revenues	54,556	0	0	0	—
DEPARTMENT TOTALS					
Total Expenditures	39,680,806	40,699,250	38,592,536	38,901,977	-4.4 %
Total Full-Time Positions	239	239	239	240	0.4 %
Total Part-Time Positions	2	2	2	0	-100.0 %
Total FTEs	246.00	245.90	245.90	245.90	—
Total Revenues	44,448,598	36,955,342	43,662,574	36,955,342	—

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
PERMITTING SERVICES		
FY21 ORIGINAL APPROPRIATION	40,699,250	245.90
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Enterprise System Solution Portal Initiative [Administration]	1,000,000	0.00
Increase Cost: FY21 Compensation Adjustment	701,090	0.00
Increase Cost: FY22 Compensation Adjustment	379,157	0.00
Increase Cost: Motor Pool Adjustment	166,962	0.00
Decrease Cost: Print and Mail Adjustment	(164)	0.00
Decrease Cost: OPEB Adjustment	(38,850)	0.00
Decrease Cost: Retiree Health Insurance Pre-funding [Administration]	(38,850)	0.00
Decrease Cost: IT Replacement [Administration]	(100,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY21	(167,428)	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Retirement Adjustment	(193,857)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(615,086)	0.00
Shift: Chargeback for 255 Rockville Pike Lease [Administration]	(2,890,247)	0.00
FY22 RECOMMENDED	38,901,977	245.90

GRANT FUND - MCG		
FY21 ORIGINAL APPROPRIATION	0	0.00
FY22 RECOMMENDED	0	0.00

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	11,821,144	26.00	9,980,842	22.00
Commercial Building Construction	5,786,782	44.50	6,871,306	51.00
Customer Support & Outreach	4,560,544	33.00	4,743,705	43.90
Land Development	8,541,683	63.50	6,535,373	48.00
Residential Construction & Fire Code Compliance	5,582,490	46.90	6,041,878	47.00
Zoning, Well & Septic and Code Compliance	4,406,607	32.00	4,728,873	34.00
Total	40,699,250	245.90	38,901,977	245.90

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
PERMITTING SERVICES						
EXPENDITURES						
FY22 Recommended	38,902	38,902	38,902	38,902	38,902	38,902
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	0	(166)	(328)	(503)	(539)	(539)
Labor Contracts	0	646	646	646	646	646
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	38,902	39,382	39,220	39,045	39,009	39,009

FY22-27 PUBLIC SERVICES PROGRAM: FISCAL PLAN

Permitting Services

FISCAL PROJECTIONS	FY21 ESTIMATE	FY22 REC	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION
ASSUMPTIONS							
CPI (Fiscal Year)	1.3%	1.6%	2.0%	2.4%	2.4%	2.4%	2.4%
Investment Income Yield	0.2%	0.1%	0.4%	0.4%	0.4%	0.4%	0.4%
Enterprise Fund Stabilization Factor (EFSF)	1.05	1.05	1.22	1.27	1.25	1.22	1.20
BEGINNING FUND BALANCE	18,785,764	17,936,964	9,292,876	6,013,648	5,663,054	5,746,414	5,893,389
REVENUES							
Licenses & Permits	41,931,318	35,155,342	35,854,934	36,722,824	37,818,856	38,538,552	39,478,844
Charges For Services	1,249,184	1,313,700	1,339,842	1,372,268	1,405,749	1,440,050	1,475,188
Fines & Forfeitures	74,074	78,300	79,858	81,791	83,787	85,831	87,925
Miscellaneous	408,000	408,000	408,000	408,000	408,000	408,000	408,000
Subtotal Revenues	43,662,574	36,955,342	37,682,634	38,584,681	39,516,192	40,470,433	41,447,957
EFSF Fee Increase		0	5,702,642	7,519,394	7,057,976	6,349,356	5,639,549
INTERFUND TRANSFERS (Net Non-CIP)							
Transfers To The General Fund	(6,000,638)	(6,740,403)	(6,865,280)	(6,865,206)	(6,864,185)	(6,865,280)	(6,865,280)
Indirect Costs	(5,784,225)	(5,868,849)	(5,992,709)	(5,992,709)	(5,992,709)	(5,992,709)	(5,992,709)
Transfers To Debt Service Fund	(216,413)	(871,554)	(872,571)	(872,497)	(871,476)	(872,571)	(872,571)
Wheaton Debt Service	(216,413)	(871,554)	(872,571)	(872,497)	(871,476)	(872,571)	(872,571)
TOTAL RESOURCES	56,447,700	48,151,903	40,110,230	37,733,123	38,315,061	39,351,567	40,476,066
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(38,592,536)	(38,901,977)	(39,067,207)	(39,272,147)	(39,493,777)	(39,700,567)	(39,922,847)
FFI - Labor Agreement	0	0	(645,777)	(645,777)	(645,777)	(645,777)	(645,777)
FFI - Retiree Health Insurance Pre-Funding	0	0	165,930	328,460	502,930	538,810	538,810
Subtotal PSP Oper Budget Approp / Exp's	(38,592,536)	(38,901,977)	(39,547,054)	(39,589,464)	(39,626,624)	(39,807,534)	(40,029,614)
OTHER CLAIMS ON FUND BALANCE	81,800	42,950	(252,170)	0	0	0	0
TOTAL USE OF RESOURCES	(38,510,736)	(38,859,027)	(39,799,224)	(39,589,464)	(39,626,624)	(39,807,534)	(40,029,614)
YEAR END FUND BALANCE	17,936,964	9,292,876	6,013,648	5,663,054	5,746,414	5,893,389	6,086,001
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	31.8%	19.3%	15.0%	15.0%	15.0%	15.0%	15.0%

Assumptions:

1. The Enterprise Fund Stabilization Factor (EFSF) is the factor by which the fee calculation is adjusted to cover DPS labor and operating expenses in accordance with the DPS reserve policy of 15 to 20 percent of total resources, as set by the 2002 Principles of the Fiscal Management of the Permitting Services Fund.
2. It is assumed there will be no change in the EFSF in FY22. The EFSF in FY21 was 1.05, a 0% increase over the previous year.
3. The projections are based on the Executive's recommended budget and include CPI, revenue, and resource assumptions in that budget. The projected future revenues and fund balances may vary based on changes to the EFSF, future labor agreements, increases in County administrative expenses, lease and maintenance expenses, and other factors not assumed here.
4. DPS contributed \$21 million in current revenue in prior years to fund its proportional share of the Wheaton Redevelopment CIP# P361701. DPS will support \$14.6 million in non-taxable debt for this project.
5. Other claims on fund balance represents GASB 75 OPEB liability.