

# Department of Permitting, Inspections and Enforcement



## MISSION AND SERVICES

The Department of Permitting, Inspections and Enforcement (DPIE) promotes economic development and redevelopment in Prince George's County and protects the health and safety of County residents, businesses and visitors through highly integrated and efficient permitting, inspection and licensing services that ensure compliance with established building codes and property standards.

### CORE SERVICES

- Ensure compliance of proposed plans with established codes and standards for new construction and alteration of residential and commercial buildings and site/road development construction
- Inspect residential and commercial properties to enforce compliance with County property standards, zoning requirements and building codes
- Issue licenses for various business activities regulated under applicable County and other codes

### FY 2019 KEY ACCOMPLISHMENTS

- Continued the Motorola Solutions contract for developing and implementing the new Permitting and Licensing System (PLS), with full implementation planned during FY 2019 and upgraded the eplan system and moved the database to the cloud.
- Expanded the Peer Review Program to enable developers of residential and commercial properties and public facilities (i.e., County school facilities, etc.) to retain County-certified peer reviewers to expedite technical reviews of plans associated with proposed projects.
- Established a Third-Party Inspections Program (TPIP) panel to review all aspects of the current program and produce recommendations for improving accountability and transparency.

- Created the Administrative Hearing Unit (AHU) to adjudicate property standards cases instead of sending the cases directly to court. The creation of AHU has resulted in the adjudication of cases significantly quicker than the traditional process, allowing for faster enforcement/abatement of violations.
- Received the 2018 Award for Excellence in Government Finance from the Government Finance Officers Association – Washington Metropolitan Area (GFOA-WMA) Chapter.

## STRATEGIC FOCUS AND INITIATIVES IN FY 2020

The agency's top priorities in FY 2020 are:

- Replace the outdated ePermits system with a comprehensive electronic permitting system (Permitting and Licensing System – PLS) that integrates: Permit processing, plan review, inspections, licensing and enforcement functions; Related IT systems, including ProjectDox/ProjectFlow, Govolution, SAP, GIS, and ID Works; and County, bi-county, and State agencies, including DPIE, Health, M-NCPPC, DPW&T, DoE, Fire/EMS, OOL, WSSC and DLLR.
- Establish the Small Wireless Facilities Unit to administer the permit application, plan review, and inspection processes for new, revised, or relocated cell towers and small antennae.
- Maintain gains and work towards further reducing the amount of time between permit application and issuance (including plan review and permit processing) for new Building and Site/Road development projects by filling vacancies, increasing the staff complement and enhancing cross-training to enable efficient and timely performance of service responsibilities.
- Use legislative authority to conduct administrative hearings versus court hearings to adjudicate violations regarding property standards violations and fines using cloud-based software to automate and streamline the County's new administrative hearings process for citizen citations.
- Convert extensive paper files to a digital document management and screening system.

## FY 2020 BUDGET SUMMARY

The FY 2020 approved budget for the Department of Permitting, Inspections and Enforcement is \$12,119,100, an increase of \$1,695,800 or 16.3% over the FY 2019 approved budget.

### Expenditures by Fund Type

| Fund Types   | FY 2018 Actual      |               | FY 2019 Budget      |               | FY 2019 Estimate    |               | FY 2020 Approved    |               |
|--------------|---------------------|---------------|---------------------|---------------|---------------------|---------------|---------------------|---------------|
|              | Amount              | % Total       | Amount              | % Total       | Amount              | % Total       | Amount              | % Total       |
| General Fund | \$11,131,000        | 100.0%        | \$10,423,300        | 100.0%        | \$10,128,200        | 100.0%        | \$12,119,100        | 100.0%        |
| <b>Total</b> | <b>\$11,131,000</b> | <b>100.0%</b> | <b>\$10,423,300</b> | <b>100.0%</b> | <b>\$10,128,200</b> | <b>100.0%</b> | <b>\$12,119,100</b> | <b>100.0%</b> |

### Reconciliation from Prior Year

|                                                                                                                                                                                                                                                                                                                                    | Expenditures        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <b>FY 2019 Approved Budget</b>                                                                                                                                                                                                                                                                                                     | <b>\$10,423,300</b> |
| <b>Add: Compensation - New Positions</b> — Three (3) positions added for the Small Wireless Facilities Unit, Four (4) positions added for Third Party Review and Eight (8) positions added for Short Term Rental programs, Three (3) positions transferred from Department of the Environment and One (1) Ombudsman position added | \$836,100           |
| <b>Increase Cost: Compensation - Mandated Salary Requirements</b>                                                                                                                                                                                                                                                                  | 739,900             |
| <b>Increase Cost: Fringe Benefits</b> — Increase in the fringe benefit costs due to 19 new positions, compensation increases and the fringe benefit rate decreases from 33.3% to 32.6% to align with anticipated costs                                                                                                             | 426,200             |

**Reconciliation from Prior Year** *(continued)*

|                                                                                                                                                                                                      | <b>Expenditures</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <b>Increase Cost: Operating - Office Automation Charge</b> — Increase in OIT charges to support anticipated costs for SAP maintenance and the countywide laptop refresh program                      | 190,400             |
| <b>Increase Cost: Compensation - Salary Adjustments</b> — Property Standard Inspector Salary Study Implementation                                                                                    | 170,000             |
| <b>Increase Cost: Operating</b> — Increase for purchase of noise meters and related staff training                                                                                                   | 150,000             |
| <b>Increase Cost: Operating</b> — Increase based on contractual cost increases                                                                                                                       | 34,600              |
| <b>Increase Cost: Operating</b> — Increase in telephone, vehicle repair/maint, and other operating expenses to align with anticipated costs                                                          | 28,400              |
| <b>Decrease Cost: Operating</b> — Adjustment for gas and oil based on anticipated needs                                                                                                              | (5,000)             |
| <b>Decrease Cost: Operating</b> — A reduction in contractual requirements based on anticipated needs and a reduction of \$7,800 due to a consolidation of funding for physical exams to OHRM         | (17,800)            |
| <b>Decrease Cost: Operating</b> — Printing and other periodicals adjusted due to previous year updating of building code books                                                                       | (23,700)            |
| <b>Decrease Cost: Operating</b> — Due primarily to the reduction of one-time costs for hardware upgrades and associated installation and cabling, which supports the Permitting and Licensing system | (106,000)           |
| <b>Decrease Cost: Recovery Increase</b> — An increase in recoverable expenditures from the Stormwater and Solid Waste Enterprise Funds while maintaining historical recovery rates                   | (727,300)           |
| <b>FY 2020 Approved Budget</b>                                                                                                                                                                       | <b>\$12,119,100</b> |

**STAFF AND BUDGET RESOURCES**

| Authorized Positions | FY 2018 Budget | FY 2019 Budget | FY 2020 Approved | Change FY19-FY20 |
|----------------------|----------------|----------------|------------------|------------------|
| <b>General Fund</b>  |                |                |                  |                  |
| Full Time - Civilian | 287            | 289            | 308              | 19               |
| Full Time - Sworn    | 0              | 0              | 0                | 0                |
| Subtotal - FT        | 287            | 289            | 308              | 19               |
| Part Time            | 0              | 0              | 0                | 0                |
| Limited Term         | 0              | 0              | 0                | 0                |
| <b>TOTAL</b>         |                |                |                  |                  |
| Full Time - Civilian | 287            | 289            | 308              | 19               |
| Full Time - Sworn    | 0              | 0              | 0                | 0                |
| Subtotal - FT        | 287            | 289            | 308              | 19               |
| Part Time            | 0              | 0              | 0                | 0                |
| Limited Term         | 0              | 0              | 0                | 0                |

| Positions By Classification                     | FY 2020    |           |              |
|-------------------------------------------------|------------|-----------|--------------|
|                                                 | Full Time  | Part Time | Limited Term |
| Account Clerk                                   | 2          | 0         | 0            |
| Accountant                                      | 1          | 0         | 0            |
| Administrative Aide                             | 23         | 0         | 0            |
| Administrative Assistant                        | 8          | 0         | 0            |
| Administrative Specialist                       | 8          | 0         | 0            |
| Associate Director                              | 6          | 0         | 0            |
| Budget Management Analyst                       | 3          | 0         | 0            |
| Citizens Services Specialist                    | 1          | 0         | 0            |
| Construction Standards Code Enforcement Officer | 4          | 0         | 0            |
| Construction Standards Inspector                | 64         | 0         | 0            |
| Deputy Director                                 | 2          | 0         | 0            |
| Director                                        | 1          | 0         | 0            |
| Engineer                                        | 55         | 0         | 0            |
| Engineering Technician                          | 23         | 0         | 0            |
| Environmental Health Specialist                 | 5          | 0         | 0            |
| Executive Administrative Aide                   | 1          | 0         | 0            |
| General Clerk                                   | 5          | 0         | 0            |
| Human Resources Analyst                         | 3          | 0         | 0            |
| Info Tech Engineer                              | 2          | 0         | 0            |
| Info Tech Manager                               | 2          | 0         | 0            |
| Info Tech Project Coordinator                   | 1          | 0         | 0            |
| Investigator                                    | 1          | 0         | 0            |
| Paralegal Assistant                             | 1          | 0         | 0            |
| Permits Specialist                              | 7          | 0         | 0            |
| Permits Supervisor                              | 5          | 0         | 0            |
| Planner                                         | 1          | 0         | 0            |
| Property Standards Code Enforcement Officer     | 3          | 0         | 0            |
| Property Standards Inspector                    | 69         | 0         | 0            |
| Realty Specialist                               | 1          | 0         | 0            |
| <b>TOTAL</b>                                    | <b>308</b> | <b>0</b>  | <b>0</b>     |

**Expenditures by Category - General Fund**

| Category        | FY 2018<br>Actual   | FY 2019<br>Budget   | FY 2019<br>Estimate | FY 2020<br>Approved | Change FY19-FY20   |              |
|-----------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------|
|                 |                     |                     |                     |                     | Amount (\$)        | Percent (%)  |
| Compensation    | \$17,673,992        | \$19,525,100        | \$18,998,200        | \$21,271,100        | \$1,746,000        | 8.9%         |
| Fringe Benefits | 5,580,011           | 6,508,400           | 6,041,400           | 6,934,600           | 426,200            | 6.5%         |
| Operating       | 6,921,718           | 7,174,100           | 7,113,600           | 7,425,000           | 250,900            | 3.5%         |
| <b>SubTotal</b> | <b>\$30,175,721</b> | <b>\$33,207,600</b> | <b>\$32,153,200</b> | <b>\$35,630,700</b> | <b>\$2,423,100</b> | <b>7.3%</b>  |
| Recoveries      | (19,044,721)        | (22,784,300)        | (22,025,000)        | (23,511,600)        | (727,300)          | 3.2%         |
| <b>Total</b>    | <b>\$11,131,000</b> | <b>\$10,423,300</b> | <b>\$10,128,200</b> | <b>\$12,119,100</b> | <b>\$1,695,800</b> | <b>16.3%</b> |

In FY 2020, compensation expenditures increase 8.9% over the FY 2019 budget due to the transfer of three positions from the Department of the Environment, three positions added for the Small Wireless Facilities Unit, four positions added for Third Party Review, eight positions added for Short Term Rental programs, one Ombudsman position and salary adjustments based on the Property Standard Inspector Salary Study and the anticipated cost of living and merit adjustments. Compensation costs include funding for 308 full time positions and two temporary/seasonal employees. Fringe benefit expenditures increase 6.5% over the FY 2019 budget due to 19 new positions, the change in the rate and compensation adjustments.

Operating expenditures increase 3.5% over the FY 2019 budget due primarily to increases in telephone, office automation, membership fees and the purchase of noise meters and related training, offset by decreases in printing, periodicals and office and non-capital operating equipment.

Recoveries increase 3.2% over the FY 2019 budget to reflect an increase in recoverable expenditures while maintaining historical recovery rates from the Stormwater and Solid Waste Enterprise Funds.

**Expenditures by Division - General Fund**

| Category                 | FY 2018<br>Actual   | FY 2019<br>Budget   | FY 2019<br>Estimate | FY 2020<br>Approved | Change FY19-FY20   |              |
|--------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------|
|                          |                     |                     |                     |                     | Amount (\$)        | Percent (%)  |
| Director's Office        | \$2,743,266         | \$2,235,600         | \$2,011,200         | \$3,084,300         | \$848,700          | 38.0%        |
| Permitting and Licensing | 2,704,650           | 3,300,800           | 3,315,300           | 3,255,600           | (45,200)           | -1.4%        |
| Site/Road Plan Review    | 766,654             | 684,000             | 686,400             | 714,600             | 30,600             | 4.5%         |
| Building Plan Review     | 1,569,757           | 1,457,500           | 1,429,000           | 1,473,800           | 16,300             | 1.1%         |
| Inspections              | 2,850,960           | 2,720,400           | 2,686,300           | 2,735,400           | 15,000             | 0.6%         |
| Enforcement              | 495,713             | 25,000              | —                   | 855,400             | 830,400            | 3,321.6%     |
| <b>Total</b>             | <b>\$11,131,000</b> | <b>\$10,423,300</b> | <b>\$10,128,200</b> | <b>\$12,119,100</b> | <b>\$1,695,800</b> | <b>16.3%</b> |

## General Fund - Division Summary

| Category                              | FY 2018<br>Actual  | FY 2019<br>Budget  | FY 2019<br>Estimate | FY 2020<br>Approved | Change FY19-FY20  |              |
|---------------------------------------|--------------------|--------------------|---------------------|---------------------|-------------------|--------------|
|                                       |                    |                    |                     |                     | Amount (\$)       | Percent (%)  |
| <b>Director's Office</b>              |                    |                    |                     |                     |                   |              |
| Compensation                          | \$2,226,931        | \$2,747,300        | \$2,633,400         | \$3,512,400         | \$765,100         | 27.8%        |
| Fringe Benefits                       | 735,078            | 943,900            | 825,300             | 1,145,400           | 201,500           | 21.3%        |
| Operating                             | 1,134,214          | 552,500            | 552,500             | 430,900             | (121,600)         | -22.0%       |
| <b>SubTotal</b>                       | <b>\$4,096,224</b> | <b>\$4,243,700</b> | <b>\$4,011,200</b>  | <b>\$5,088,700</b>  | <b>\$845,000</b>  | <b>19.9%</b> |
| Recoveries                            | (1,352,958)        | (2,008,100)        | (2,000,000)         | (2,004,400)         | 3,700             | -0.2%        |
| <b>Total Director's Office</b>        | <b>\$2,743,266</b> | <b>\$2,235,600</b> | <b>\$2,011,200</b>  | <b>\$3,084,300</b>  | <b>\$848,700</b>  | <b>38.0%</b> |
| <b>Permitting and Licensing</b>       |                    |                    |                     |                     |                   |              |
| Compensation                          | \$1,919,470        | \$2,476,600        | \$2,468,100         | \$2,494,900         | \$18,300          | 0.7%         |
| Fringe Benefits                       | 636,900            | 875,300            | 817,200             | 860,100             | (15,200)          | -1.7%        |
| Operating                             | 3,112,879          | 3,813,700          | 3,900,000           | 3,879,600           | 65,900            | 1.7%         |
| <b>SubTotal</b>                       | <b>\$5,669,249</b> | <b>\$7,165,600</b> | <b>\$7,185,300</b>  | <b>\$7,234,600</b>  | <b>\$69,000</b>   | <b>1.0%</b>  |
| Recoveries                            | (2,964,599)        | (3,864,800)        | (3,870,000)         | (3,979,000)         | (114,200)         | 3.0%         |
| <b>Total Permitting and Licensing</b> | <b>\$2,704,650</b> | <b>\$3,300,800</b> | <b>\$3,315,300</b>  | <b>\$3,255,600</b>  | <b>\$(45,200)</b> | <b>-1.4%</b> |
| <b>Site/Road Plan Review</b>          |                    |                    |                     |                     |                   |              |
| Compensation                          | \$2,681,996        | \$3,252,100        | \$3,252,100         | \$3,419,900         | \$167,800         | 5.2%         |
| Fringe Benefits                       | 874,923            | 1,122,200          | 834,500             | 1,128,600           | 6,400             | 0.6%         |
| Operating                             | 233,209            | 186,300            | 198,700             | 215,500             | 29,200            | 15.7%        |
| <b>SubTotal</b>                       | <b>\$3,790,129</b> | <b>\$4,560,600</b> | <b>\$4,285,300</b>  | <b>\$4,764,000</b>  | <b>\$203,400</b>  | <b>4.5%</b>  |
| Recoveries                            | (3,023,474)        | (3,876,600)        | (3,598,900)         | (4,049,400)         | (172,800)         | 4.5%         |
| <b>Total Site/Road Plan Review</b>    | <b>\$766,654</b>   | <b>\$684,000</b>   | <b>\$686,400</b>    | <b>\$714,600</b>    | <b>\$30,600</b>   | <b>4.5%</b>  |
| <b>Building Plan Review</b>           |                    |                    |                     |                     |                   |              |
| Compensation                          | \$2,462,246        | \$2,445,300        | \$2,445,300         | \$2,493,000         | \$47,700          | 2.0%         |
| Fringe Benefits                       | 763,688            | 815,800            | 813,200             | 807,700             | (8,100)           | -1.0%        |
| Operating                             | 309,931            | 209,400            | 200,500             | 208,400             | (1,000)           | -0.5%        |
| <b>SubTotal</b>                       | <b>\$3,535,865</b> | <b>\$3,470,500</b> | <b>\$3,459,000</b>  | <b>\$3,509,100</b>  | <b>\$38,600</b>   | <b>1.1%</b>  |
| Recoveries                            | (1,966,108)        | (2,013,000)        | (2,030,000)         | (2,035,300)         | (22,300)          | 1.1%         |
| <b>Total Building Plan Review</b>     | <b>\$1,569,757</b> | <b>\$1,457,500</b> | <b>\$1,429,000</b>  | <b>\$1,473,800</b>  | <b>\$16,300</b>   | <b>1.1%</b>  |
| <b>Inspections</b>                    |                    |                    |                     |                     |                   |              |
| Compensation                          | \$4,210,627        | \$4,452,800        | \$4,232,100         | \$4,463,000         | \$10,200          | 0.2%         |
| Fringe Benefits                       | 1,285,906          | 1,454,200          | 1,454,200           | 1,437,100           | (17,100)          | -1.2%        |
| Operating                             | 661,883            | 570,100            | 600,000             | 643,800             | 73,700            | 12.9%        |
| <b>SubTotal</b>                       | <b>\$6,158,417</b> | <b>\$6,477,100</b> | <b>\$6,286,300</b>  | <b>\$6,543,900</b>  | <b>\$66,800</b>   | <b>1.0%</b>  |
| Recoveries                            | (3,307,457)        | (3,756,700)        | (3,600,000)         | (3,808,500)         | (51,800)          | 1.4%         |
| <b>Total Inspections</b>              | <b>\$2,850,960</b> | <b>\$2,720,400</b> | <b>\$2,686,300</b>  | <b>\$2,735,400</b>  | <b>\$15,000</b>   | <b>0.6%</b>  |

**General Fund - Division Summary** *(continued)*

| Category                 | FY 2018 Actual      | FY 2019 Budget      | FY 2019 Estimate    | FY 2020 Approved    | Change FY19-FY20   |                 |
|--------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|-----------------|
|                          |                     |                     |                     |                     | Amount (\$)        | Percent (%)     |
| <b>Enforcement</b>       |                     |                     |                     |                     |                    |                 |
| Compensation             | \$4,172,721         | \$4,151,000         | \$3,967,200         | \$4,887,900         | \$736,900          | 17.8%           |
| Fringe Benefits          | 1,283,515           | 1,297,000           | 1,297,000           | 1,555,700           | 258,700            | 19.9%           |
| Operating                | 1,469,601           | 1,842,100           | 1,661,900           | 2,046,800           | 204,700            | 11.1%           |
| <b>SubTotal</b>          | <b>\$6,925,838</b>  | <b>\$7,290,100</b>  | <b>\$6,926,100</b>  | <b>\$8,490,400</b>  | <b>\$1,200,300</b> | <b>16.5%</b>    |
| Recoveries               | (6,430,125)         | (7,265,100)         | (6,926,100)         | (7,635,000)         | (369,900)          | 5.1%            |
| <b>Total Enforcement</b> | <b>\$495,713</b>    | <b>\$25,000</b>     | <b>\$—</b>          | <b>\$855,400</b>    | <b>\$830,400</b>   | <b>3,321.6%</b> |
| <b>Total</b>             | <b>\$11,131,000</b> | <b>\$10,423,300</b> | <b>\$10,128,200</b> | <b>\$12,119,100</b> | <b>\$1,695,800</b> | <b>16.3%</b>    |

## DIVISION OVERVIEW

### Director's Office

The Office of the Director is responsible for the direction, planning, implementation and administration of services provided by the agency’s five operating divisions which include the Division of Permitting and Licensing, Division of Site/Road Plan Review, Division of Building Plan Review, Division of Inspections and Division of Enforcement. The Director works collaboratively with utility companies, State Highway Administration, Maryland National Capital Park and Planning Commission (M-NCPPC) and other government agencies to address interagency concerns.

### Fiscal Summary

In FY 2020, the division expenditures increase \$848,700 or 38% over the FY 2019 budget. Staffing resources increase by two positions from the FY 2019 budget. The primary budget changes include:

- An increase in personnel costs due to countywide salary adjustments and the addition of two

positions; one to support the Third Party Inspection Program Unit and one to provide essential support to the Director’s Office.

- A decrease in operating expenses due to the movement of contractual attorneys to compensation.
- An increase in recoverable costs based on the increase in expenditures.

|                      | FY 2019<br>Budget  | FY 2020<br>Approved | Change FY19-FY20 |              |
|----------------------|--------------------|---------------------|------------------|--------------|
|                      |                    |                     | Amount (\$)      | Percent (%)  |
| <b>Total Budget</b>  | <b>\$2,235,600</b> | <b>\$3,084,300</b>  | <b>\$848,700</b> | <b>38.0%</b> |
| <b>STAFFING</b>      |                    |                     |                  |              |
| Full Time - Civilian | 29                 | 31                  | 2                | 6.9%         |
| Full Time - Sworn    | 0                  | 0                   | 0                | 0.0%         |
| <b>Subtotal - FT</b> | <b>29</b>          | <b>31</b>           | <b>2</b>         | <b>6.9%</b>  |
| Part Time            | 0                  | 0                   | 0                | 0.0%         |
| Limited Term         | 0                  | 0                   | 0                | 0.0%         |



### Permitting and Licensing

This division is comprised of four sections: the Permits Administration Section, Special Services (Homeowners and Mega Projects) Suite, Business Licensing Center and Cashier’s Office.

The Permits Administration Section is responsible for the core services of the agency such as application processing, plan intake and distribution, telephone coverage, records management, permit renewals, responses to public information requests, dissemination of accurate information and permit issuance. The adopted building code and the State of Maryland require that all permit records, including all paperwork and plans, must be archived in accordance with the State’s regulations for file retention. In order to enhance customer service by shortening the time that it takes for the agency to perform a permit issuance, a controlled point of entry is established and intake personnel are cross-trained for all aspects of permit applications and submittals.

The Special Services Suite handles to fast track permit processing for major projects that will enhance economic growth in the County and provide support for homeowners with smaller projects. This unit coordinates meetings with customers and the appropriate reviewing disciplines.

The Business Licensing Center regulates various business activities per the County Code by processing and issuing over 25 business licenses and over 15 Health Department licenses. Additionally, staff monitors and investigates items/concerns related to Code Compliance throughout the active term of a license, ensuring that certain Use

and Occupancy permits are current and that licenses adhere to professional standards and operate in accordance with County Code.

The Cashier’s Office accepts cash and check payments from customers paying for business licenses and all permit types, ensuring County policies and procedures are adhered to for revenue intake.

### Fiscal Summary

In FY 2020, the division expenditures decrease \$45,200 or 1.4% under the FY 2019 budget. Staffing resources remain unchanged from the FY 2019 budget. The primary budget changes include:

- An increase in compensation due to countywide salary adjustments, partially offset by attrition.
- An increase in operating expenditures due to contractual cost increases due primarily to server maintenance and support.
- An increase in recovered costs based on the increase in expenditures.

|                      | FY 2019 Budget     | FY 2020 Approved   | Change FY19-FY20  |              |
|----------------------|--------------------|--------------------|-------------------|--------------|
|                      |                    |                    | Amount (\$)       | Percent (%)  |
| <b>Total Budget</b>  | <b>\$3,300,800</b> | <b>\$3,255,600</b> | <b>\$(45,200)</b> | <b>-1.4%</b> |
| <b>STAFFING</b>      |                    |                    |                   |              |
| Full Time - Civilian | 43                 | 43                 | 0                 | 0.0%         |
| Full Time - Sworn    | 0                  | 0                  | 0                 | 0.0%         |
| <b>Subtotal - FT</b> | <b>43</b>          | <b>43</b>          | <b>0</b>          | <b>0.0%</b>  |
| Part Time            | 0                  | 0                  | 0                 | 0.0%         |
| Limited Term         | 0                  | 0                  | 0                 | 0.0%         |

## Site/Road Plan Review

The Division of Site/Road Plan Review performs engineering plan, permit review and approval services pertaining to site grading, drainage, storm water management, floodplain, traffic, County public and private roads and site work. This division interacts with developers, engineers, architects, citizens, homeowners, County and State CIP teams, utility companies and others to assist in the issuance of approvals and permits for site related activities. This division interacts with other agencies (M-NCPPC, Soil Conservation District, WSSC, SHA, Maryland Department of the Environment (MDE) and U.S. Army Corps of Engineers) to coordinate approvals and permits compatible with approvals issued by these agencies.

The Utility/Technical Support Section implements the policy and specification for utility installation and maintenance in order to enhance the safety and convenience for the traveling public and mitigates the impact of utility work on local community residents.

## Fiscal Summary

In FY 2020, the division expenditures increase \$30,600 or 4.5% over the FY 2019 budget. Staffing resources

increase by three positions from the FY 2019 budget. The primary budget changes include:

- Increased compensation costs due to mandated salary requirements and three new positions to support the Small Wireless Facilities (Cell Tower Antenna) program.
- An increase in contractual costs in operating contracts for maintenance and information technology equipment.
- An increase in recovered costs based on the increase in expenditures.

|                      | FY 2019<br>Budget | FY 2020<br>Approved | Change FY19-FY20 |             |
|----------------------|-------------------|---------------------|------------------|-------------|
|                      |                   |                     | Amount (\$)      | Percent (%) |
| <b>Total Budget</b>  | <b>\$684,000</b>  | <b>\$714,600</b>    | <b>\$30,600</b>  | <b>4.5%</b> |
| <b>STAFFING</b>      |                   |                     |                  |             |
| Full Time - Civilian | 39                | 42                  | 3                | 7.7%        |
| Full Time - Sworn    | 0                 | 0                   | 0                | 0.0%        |
| <b>Subtotal - FT</b> | <b>39</b>         | <b>42</b>           | <b>3</b>         | <b>7.7%</b> |
| Part Time            | 0                 | 0                   | 0                | 0.0%        |
| Limited Term         | 0                 | 0                   | 0                | 0.0%        |

### Building Plan Review

The Division of Building Plan Review contains two sections that include Building Plan Review and Health Review.

The Building Plan Review Section is responsible for the following activities:

- Commercial building plan reviews for fire, structural, electrical, mechanical, ADA, energy and accessibility
- Residential building plan reviews for structural and energy compliance
- Commercial and residential sprinkler reviews
- Commercial fire alarm reviews
- Building code variances and waivers
- Administration of the Electrical Code

Staff from the Health Review Section reviews plans and performs inspections related to new well and septic systems, swimming pools and licensed food establishments.

The Water and Sewer/Plumbing/Gas Connection Review Section is included within this division and is funded by the Washington Suburban Sanitary Commission (WSSC).

### Fiscal Summary

In FY 2020, the division expenditures increase \$16,300 or 1.1% over the FY 2019 budget. Staffing resources remain unchanged from the FY 2019 budget. The primary budget changes include:

- An increase in personnel costs due to countywide salary adjustments.
- A decrease in fringe benefits due to a reduction in the rate to align with anticipated costs.
- A slight decrease in operating expenditures to due minor reductions to contracts.

|                      | FY 2019<br>Budget  | FY 2020<br>Approved | Change FY19-FY20 |             |
|----------------------|--------------------|---------------------|------------------|-------------|
|                      |                    |                     | Amount (\$)      | Percent (%) |
| <b>Total Budget</b>  | <b>\$1,457,500</b> | <b>\$1,473,800</b>  | <b>\$16,300</b>  | <b>1.1%</b> |
| <b>STAFFING</b>      |                    |                     |                  |             |
| Full Time - Civilian | 32                 | 32                  | 0                | 0.0%        |
| Full Time - Sworn    | 0                  | 0                   | 0                | 0.0%        |
| <b>Subtotal - FT</b> | <b>32</b>          | <b>32</b>           | <b>0</b>         | <b>0.0%</b> |
| Part Time            | 0                  | 0                   | 0                | 0.0%        |
| Limited Term         | 0                  | 0                   | 0                | 0.0%        |

### Inspections

The Division of Inspections provides regulation of construction, development and grading activity in the County, with the exception of the City of Laurel. Division personnel perform inspections to assure community members and related stakeholders achieve the standards set by the community through the legislature and adopted as County law. This division ensures inspections of all horizontal (site grading, storm water management, road/bridge and utility) and vertical (structural, electrical, mechanical, fire-life safety, energy, and accessibility) elements of new development or improved projects.

Four sections comprise this division, including Site/Road Inspection, Residential Building Inspection, Commercial Building Inspection and Fire Prevention and Life Safety Inspection.

The Site/Road Inspection Section inspects horizontal related permits broken down into three districts, North, Central and South. In addition, site/road inspectors evaluate the existing infrastructure (bridges, sidewalks, driveway aprons, roadways and storm drainage structures) and make recommendations for modifications and the repair of these infrastructures for inclusion in the Capital Improvement Program. Utility inspectors ensure that utility work conducted in the public right-of-way is performed in a manner consistent with the County’s policy and specification for utility installation and maintenance.

The Residential Building Inspection Section conducts inspections of residential construction and light

commercial projects. Through the use of a combination of inspectors, staff evaluates new construction for compliance with structural, life safety, mechanical, electrical and grading requirements.

### Fiscal Summary

In FY 2020, the division expenditures increase \$15,000 or 0.6% over the FY 2019 budget. Staffing resources increase by three positions from the FY 2019 budget. The primary budget changes include:

- An increase in personnel costs due to countywide salary adjustments.
- An increase of three positions to support the Third Party Inspection Program Unit.
- An operating increase due primarily to contractual cost increases for hardware upgrades and temporary staffing .

|                      | FY 2019 Budget     | FY 2020 Approved   | Change FY19-FY20 |             |
|----------------------|--------------------|--------------------|------------------|-------------|
|                      |                    |                    | Amount (\$)      | Percent (%) |
| <b>Total Budget</b>  | <b>\$2,720,400</b> | <b>\$2,735,400</b> | <b>\$15,000</b>  | <b>0.6%</b> |
| <b>STAFFING</b>      |                    |                    |                  |             |
| Full Time - Civilian | 70                 | 73                 | 3                | 4.3%        |
| Full Time - Sworn    | 0                  | 0                  | 0                | 0.0%        |
| <b>Subtotal - FT</b> | <b>70</b>          | <b>73</b>          | <b>3</b>         | <b>4.3%</b> |
| Part Time            | 0                  | 0                  | 0                | 0.0%        |
| Limited Term         | 0                  | 0                  | 0                | 0.0%        |

### Enforcement

The Division of Enforcement contains several sections that include Administrative Support, Residential Property Standards and Zoning and Commercial Property Standards.

This division enforces the zoning ordinance, use and occupancy permits, anti-litter and weed ordinances and the Property Maintenance Ordinance and Housing Code. It also educates residents and homeowner/civic associations about the County’s community initiatives. This division’s focus is on sustaining the existing structures in Prince George’s County.

The Administrative Section consists of administrative aides, general clerks and public service aides who perform administrative functions.

The Residential Property Standards Section includes the Multi-Family Unit and Single-Family Unit. The function of this section is to enforce the minimum standards of the Prince George’s County Housing Code. The Multi-Family Unit focuses on multi-family / common ownership housing properties. This unit responds to interior and exterior apartment complex and condominium complaints and conducts surveys of these properties. In addition, violation notices are issued to property owners for any deficiencies noted. The Single-Family Unit focuses on single-family homes.

The Zoning and Commercial Property Standards Section focuses on commercial property, responding to commercial complaints and conducting surveys. In addition, violation notices will be issued to property owners for any deficiencies noted by the inspection staff.

The purpose is to enforce the minimum standards of the Prince George’s County Code.

### Fiscal Summary

In FY 2020, the division expenditures increase \$830,400 or 3,321.6%, over the FY 2019 budget. Staffing resources increase by 11 positions from the FY 2019 budget. The primary budget changes include:

- An increase in personnel costs due to countywide salary adjustments and 11 new positions to support the following programs: 3 positions transferred from the Department of the Environment to bolster enforcement activities and eight new positions to support the Short Term Rental program.
- An increase in recovered costs due to increased expenditures for noise meters and related staff training and an increase in OIT charges to support anticipated countywide costs for SAP maintenance and computer refresh.

|                      | FY 2019 Budget  | FY 2020 Approved | Change FY19-FY20 |                |
|----------------------|-----------------|------------------|------------------|----------------|
|                      |                 |                  | Amount (\$)      | Percent (%)    |
| <b>Total Budget</b>  | <b>\$25,000</b> | <b>\$855,400</b> | <b>\$830,400</b> | <b>3321.6%</b> |
| <b>STAFFING</b>      |                 |                  |                  |                |
| Full Time - Civilian | 76              | 87               | 11               | 14.5%          |
| Full Time - Sworn    | 0               | 0                | 0                | 0.0%           |
| <b>Subtotal - FT</b> | <b>76</b>       | <b>87</b>        | <b>11</b>        | <b>14.5%</b>   |
| Part Time            | 0               | 0                | 0                | 0.0%           |
| Limited Term         | 0               | 0                | 0                | 0.0%           |

## SERVICE DELIVERY PLAN AND PERFORMANCE

**Goal 1** — To provide for site, road and building sustainability services for new construction and alteration of residential/commercial buildings and properties.

**Objective 1.1** — Reduce the average amount of time to review permit applications for new building projects and Site/Road development projects.

| FY 2024 Target | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimated | FY 2020 Projected | Trend |
|----------------|----------------|----------------|-------------------|-------------------|-------|
| 35.0           | 22.0           | 48.3           | 54.6              | 50.1              | ↑     |

### Trend and Analysis

DPIE's Permitting and Licensing Division is responsible for the administration of the County's permitting functions, including permit application review and issuance related to new construction, alterations and additions as well as Site/Road permits. Plan reviews are performed by the Building Plan Review and the Site/Road Plan Review divisions. The County's legacy permitting system collects only enough information to measure the time between permit application and issuance and does not provide the ability to track intermediate steps associated with plan screening, review and revision. DPIE began development of a fully-integrated permit and license system to replace the current system in early 2017. This new system (entitled the Permitting and Licensing System or PLS) will collect necessary data to track permit processing, plan review and inspection times, while providing greater accountability and transparency. PLS is expected to be operational sometime in 2019.

### Performance Measures

| Measure Name                                                                    | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimated | FY 2020 Projected |
|---------------------------------------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|
| <b>Resources (Input)</b>                                                        |                |                |                |                   |                   |
| Number of site/road plan reviewers                                              | 24             | 24             | 28             | 28                | 33                |
| Number of outside individuals certified for Peer Review Program - Site/Road     | 18             | 20             | 25             | 30                | 32                |
| Number of outside individuals certified for Third-Party Plan Review - Site/Road | 0              | 1              | 0              | 0                 | 0                 |
| Number of outside individuals certified for Peer Review Program - Building      | 36             | 46             | 45             | 44                | 46                |
| Number of outside individuals certified for Third-Party Plan Review - Building  | 1              | 1              | 1              | 1                 | 1                 |
| Number building plan reviewers                                                  | 24             | 23             | 27             | 23                | 27                |
| <b>Workload, Demand and Production (Output)</b>                                 |                |                |                |                   |                   |
| Number of site/road plan applications submitted                                 | 3,184          | 3,360          | 3,547          | 3,038             | 3,550             |
| Number of site/road plans reviewed (by cycle) by plan reviewers                 | 5,730          | 4,594          | 5,284          | 5,673             | 6,960             |
| Number of site/road permits issued                                              | 1,910          | 1,914          | 1,822          | 1,910             | 2,400             |
| Number of building plan applications submitted                                  | 48,686         | 45,148         | 49,345         | 48,091            | 49,400            |
| Number of building plan applications reviewed (by cycle)                        | 115,735        | 97,819         | 121,508        | 115,478           | 117,500           |
| Number of building plan permits issued                                          | 46,294         | 40,758         | 48,603         | 46,191            | 47,000            |

**Performance Measures** *(continued)*

| Measure Name                                                                                   | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimated | FY 2020 Projected |
|------------------------------------------------------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|
| <b>Efficiency</b>                                                                              |                |                |                |                   |                   |
| Average number of Site/Road District/Utility/NPDES plans and permits reviewed per staff        | 132.7          | 140.0          | 126.6          | 108.5             | 107.6             |
| Average number of building plan reviews completed per building plan review staff               | 2,029.0        | 1,963.0        | 1,827.6        | 2,090.8           | 1,830.0           |
| <b>Quality</b>                                                                                 |                |                |                |                   |                   |
| Average time (days) for DPIE building plan review                                              | 19.0           | 22.0           | 25.0           | 28.0              | 30.0              |
| Average time (days) for DPIE site/road plan review                                             | 14.0           | 22.0           | 17.0           | 25.0              | 23.4              |
| <b>Impact (Outcome)</b>                                                                        |                |                |                |                   |                   |
| Average time (days) for DPIE to review permit applications for new building projects and sites | 16.5           | 22.0           | 48.3           | 54.6              | 50.1              |
| Reported value of site/road construction approved (in millions)                                | \$42.2         | \$16.5         | \$30.9         | \$35.3            | \$36.0            |
| Reported value of building construction for approved plans (in millions)                       | \$1,298.0      | \$2,003.2      | \$1,483.1      | \$795.9           | \$1,600.0         |

**Objective 1.2** — Improve the quality of permit applications submitted for review through plan screening.

| FY 2024 Target | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimated | FY 2020 Projected | Trend |
|----------------|----------------|----------------|-------------------|-------------------|-------|
| 100%           | 13%            | 10%            | 10%               | 10%               | ↔     |

**Trend and Analysis**

The pre-screening of plans submitted for review was initiated with the implementation of DPIE. The purpose of pre-screening is to ensure that plan packages are complete prior to beginning the plan review process. This has reduced the turnaround time for plan review because the review process is not interrupted due to incomplete plans sent back to the applicant for completion. DPIE continues to make progress in expanding the screening of major building projects submitted thru ePlan for Building Plan review and Site/Road Plan review. The workflows in the new PLS and ePlan software are being designed to require pre-screening of all building and site/road projects.

The agency is committed to achieving the 100% FY 2024 target.

**Performance Measures**

| Measure Name                                                                    | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimated | FY 2020 Projected |
|---------------------------------------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|
| <b>Resources (Input)</b>                                                        |                |                |                |                   |                   |
| Number of site/road plan reviewers                                              | 24             | 24             | 28             | 28                | 33                |
| Number of outside individuals certified for Peer Review Program - Site/Road     | 18             | 20             | 25             | 30                | 32                |
| Number of outside individuals certified for Third-Party Plan Review - Site/Road | 1              | 1              | 0              | 0                 | 0                 |

**Performance Measures** *(continued)*

| Measure Name                                                                              | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimated | FY 2020 Projected |
|-------------------------------------------------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|
| Number of outside individuals certified for Peer Review Program - Building                | 36             | 46             | 45             | 44                | 46                |
| Total building plan reviewers                                                             | 24             | 23             | 27             | 25                | 27                |
| <b>Workload, Demand and Production (Output)</b>                                           |                |                |                |                   |                   |
| Number of site/road plan applications submitted                                           | 3,184          | 3,360          | 3,547          | 3,038             | 3,550             |
| Number of site/road permits issued                                                        | 1,910          | 1,914          | 1,822          | 1,910             | 2,400             |
| Number of building plan applications submitted                                            | 48,686         | 45,148         | 49,345         | 48,091            | 49,400            |
| Number of building plan permits issued                                                    | 46,294         | 40,758         | 48,603         | 46,191            | 47,000            |
| <b>Efficiency</b>                                                                         |                |                |                |                   |                   |
| Average number of Site/Road District/Utility/NPDES Plans & Permits reviewed per Site/Road | 132.7          | 0              | 402.0          | 485.0             | 400.0             |
| Average number of building plan reviews completed per building plan review staff          | 2,029.0        | 1,963.0        | 1,800.0        | 2,090.8           | 1,829.6           |
| <b>Quality</b>                                                                            |                |                |                |                   |                   |
| Average number of cycles for building plan review                                         | 2.5            | 2.4            | 2.5            | 2.5               | 2.5               |
| Average number of cycles for site/road plan review                                        | 3.0            | 2.4            | 2.9            | 3.2               | 3.0               |
| Percent of site/road plans screened                                                       | 100%           | 100%           | 100%           | 100%              | 100%              |
| <b>Impact (Outcome)</b>                                                                   |                |                |                |                   |                   |
| Percent of building plans screened                                                        | 6%             | 13%            | 10%            | 10%               | 10%               |
| Average number of days from building permit application to issuance                       | 20.0           | 22.0           | 25.0           | 28.0              | 26.0              |
| Average number of days from site/road permit application to issuance                      | 76.0           | 22.0           | 87.0           | 89.1              | 88.0              |

**Objective 1.3** — Increase the percentage of Building and Site/Road development inspections completed in one day after requested.

| FY 2024 Target | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimated | FY 2020 Projected | Trend |
|----------------|----------------|----------------|-------------------|-------------------|-------|
| 90%            | 85%            | 90%            | 90%               | 90%               | ↔     |

**Trend and Analysis**

The Inspections Division combines the resources of the Building and Site/Road Inspection sections. By providing greater training/cross-training opportunities, the Division is better able to deploy inspectors to where the work is in terms of geographic location and type of inspection. This has enhanced the Division's ability to schedule and perform requested inspections within a day of request, and address unscheduled inspections relating to damaged structures.



**Performance Measures**

| Measure Name                                                                           | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimated | FY 2020 Projected |
|----------------------------------------------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|
| <b>Resources (Input)</b>                                                               |                |                |                |                   |                   |
| Total number of inspectors                                                             | 56             | 22             | 51             | 49                | 65                |
| <b>Workload, Demand and Production (Output)</b>                                        |                |                |                |                   |                   |
| Number of Building inspections performed                                               | 77,425         | 82,500         | 84,790         | 94,000            | 102,000           |
| Number of Site/Road inspections performed                                              | 36,874         | 33,516         | 46,421         | 45,000            | 47,000            |
| Number of inspections due to complaints                                                | 7,095          | 8,507          | 8,422          | 10,000            | 12,000            |
| Number of rescheduled inspections                                                      | 15,856         | 16,981         | 15,045         | 17,000            | 18,000            |
| Total number of inspections conducted                                                  | 161,211        | 165,448        | 186,139        | 200,000           | 220,000           |
| Number of violations issued                                                            | 663            | 543            | 963            | 800               | 850               |
| <b>Efficiency</b>                                                                      |                |                |                |                   |                   |
| Average number of inspections per inspector                                            | 2,878.8        | 3,181.7        | 3,649.8        | 4,081.6           | 3,384.6           |
| <b>Quality</b>                                                                         |                |                |                |                   |                   |
| Average number of days to conduct an inspection after requested                        | 1.0            | 0              | 1.0            | 1.0               | 1.0               |
| <b>Impact (Outcome)</b>                                                                |                |                |                |                   |                   |
| Percent of building and site development inspections completed one day after requested | 85%            | 85%            | 90%            | 90%               | 90%               |
| Customer approval rating based on maximum 4.0 scale                                    | 2              | 3              | 3              | 3                 | 3                 |

**Goal 2** — To provide for sustainability of existing residential and commercial properties through inspection and enforcement to ensure properties in the County are in compliance with established regulations.

**Objective 2.1** — Increase number of properties with violations that are found in compliance with County property standards codes upon reinspection

| FY 2024 Target | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimated | FY 2020 Projected | Trend |
|----------------|----------------|----------------|-------------------|-------------------|-------|
| 20%            | 47%            | 4%             | 13%               | 15%               | ↓     |

**Trend and Analysis**

The Enforcement Division is responsible for inspecting both residential and commercial properties to ensure compliance with applicable property standards codes, zoning ordinances and reduce instances of blight, which undermine property values and safety. It is the intent of the Enforcement Division to re-inspect all properties/cases found in violation of County Code within 30 days of the legal compliance date. Cases not in compliance with County Code are escalated for legal action (sent to Office of Law, create a tax lien, etc.) within 60 days of the compliance date, thereby reducing the percentage in compliance upon re-inspection.

**Performance Measures**

| Measure Name                                                                          | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimated | FY 2020 Projected |
|---------------------------------------------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|
| <b>Resources (Input)</b>                                                              |                |                |                |                   |                   |
| Number of code enforcement inspectors                                                 | 58             | 60             | 59             | 50                | 60                |
| <b>Workload, Demand and Production (Output)</b>                                       |                |                |                |                   |                   |
| Number of inspections                                                                 | 111,386        | 117,969        | 61,411         | 44,623            | 51,000            |
| Number of violation notices issued                                                    | 25,298         | 19,082         | 9,153          | 4,152             | 10,000            |
| Number of re-inspections                                                              | 21,814         | 17,048         | 6,136          | 4,550             | 6,000             |
| Percent of Violation Notices found to be in compliance upon re-inspection             | 11%            | 9%             | 4%             | 14%               | 7%                |
| <b>Efficiency</b>                                                                     |                |                |                |                   |                   |
| Average number of inspections and re-inspections per inspector                        | 2,297.0        | 1,431.0        | 1,146.0        | 990.0             | 950.0             |
| <b>Quality</b>                                                                        |                |                |                |                   |                   |
| Average number of days to complete an inspection after receipt of request (estimated) | 30.0           | 30.0           | 30.0           | 30.0              | 30.0              |
| Number of 3-1-1 complaints open or in-progress                                        | 490            | 1,908          | 1,701          | 2,922             | 1,700             |
| <b>Impact (Outcome)</b>                                                               |                |                |                |                   |                   |
| Percent of total re-inspection cases found in compliance                              | 59%            | 47%            | 4%             | 13%               | 15%               |

**Goal 3** — To provide for the timely issuance of licenses in compliance with the County Code.

**Objective 3.1** — Process license applications within one day.

| FY 2024 Target | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimated | FY 2020 Projected | Trend |
|----------------|----------------|----------------|-------------------|-------------------|-------|
| 80%            | 80%            | 80%            | 80%               | 80%               | ↔     |

**Trend and Analysis**

The Licensing Section integrates the licensing process with the ePermits system (to be replaced by PLS in 2019) for license processing, tracking, and payment; the Govolution system for credit card payment; and ID Works for prompt issuance of identification cards. DPIE's top six license types consistently generate the largest monthly revenue and are currently automated. Licenses that require identification pictures and other legal documentation are not able to be fully automated which impacts the objective's measure.

**Performance Measures**

| Measure Name                     | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimated | FY 2020 Projected |
|----------------------------------|----------------|----------------|----------------|-------------------|-------------------|
| <b>Resources (Input)</b>         |                |                |                |                   |                   |
| Number of business license staff | 6              | 6              | 5              | 5                 | 6                 |

**Performance Measures** *(continued)*

| <b>Measure Name</b>                                         | <b>FY 2016 Actual</b> | <b>FY 2017 Actual</b> | <b>FY 2018 Actual</b> | <b>FY 2019 Estimated</b> | <b>FY 2020 Projected</b> |
|-------------------------------------------------------------|-----------------------|-----------------------|-----------------------|--------------------------|--------------------------|
| <b>Workload, Demand and Production (Output)</b>             |                       |                       |                       |                          |                          |
| Number of business license applications accepted            | 2,668                 | 2,237                 | 2,546                 | 2,183                    | 2,600                    |
| Number of health license permit applications accepted       | 9,211                 | 8,269                 | 7,866                 | 8,774                    | 9,000                    |
| Number of business licenses issued                          | 2,668                 | 2,237                 | 2,546                 | 2,183                    | 2,550                    |
| Number of health license permits issued                     | 9,211                 | 8,269                 | 7,866                 | 8,774                    | 9,000                    |
| <b>Efficiency</b>                                           |                       |                       |                       |                          |                          |
| Number of license/permit applications reviewed per reviewer | 1,980                 | 1,751                 | 2,080                 | 2,200                    | 1,935                    |
| <b>Quality</b>                                              |                       |                       |                       |                          |                          |
| Average number of days to issue a license/permit            | 1.0                   | 1.0                   | 1.0                   | 1.0                      | 1.0                      |
| <b>Impact (Outcome)</b>                                     |                       |                       |                       |                          |                          |
| Percent of licenses issued in one day                       | 75%                   | 80%                   | 80%                   | 80%                      | 80%                      |