

**Worksession**

**MEMORANDUM**

April 29, 2022

TO: Planning, Housing, and Economic Development (PHED) Committee  
FROM: Livhu Ndou, Legislative Attorney  
SUBJECT: Department of Permitting Services (DPS) FY23 Operating Budget  
PURPOSE: Make recommendations for Council consideration

*Council Staff recommends approval of the FY23 Department of Permitting Services Budget as submitted by the County Executive.*

**Expected Participants**

- Mitra Pedoeem, Director, Department of Permitting Services (DPS)
- Ehsan Motazedi, Deputy Director, DPS
- Barbara Suter, Manager, Central Services Unit, DPS
- Juliana de Souza, Performance Management and Data Analyst, DPS
- Rafael Murphy, Fiscal & Policy Analyst, Office of Management and Budget (OMB)

**Summary of CE Recommended FY23 Budget:**

<b>Permitting Services</b>	<b>FY22 Approved</b>	<b>FY23 CE Recommended</b>	<b>Change from FY22 Approved</b>
<b>Total Expenditures (General Fund)</b>	<b>\$ 38,901,977</b>	<b>\$41,067,049</b>	<b>5.6%</b>
Personnel Costs	\$30,598,797 240.0 FTEs	\$30,891,449 243.0 FTEs	1.0% 1.3%
Operating Costs	\$8,303,180	\$10,175,600	22.6%

## Overview

DPS is an Enterprise Fund, meaning the department accounts for all fiscal activity related to the collection and use of building permit fees and other charges related to the development process, rather than being tax-funded. The total recommended FY23 Operating Budget for the Department of Permitting Services is \$41,067,049, an increase of \$2,165,072 or 5.57% from the FY22 Approved Budget of \$38,901,977. Personnel costs comprise 75.22 percent of the budget for 243 full-time position(s), no part-time position(s), and a total of 249.03 FTEs. Operating expenses account for the remaining 24.78% of the FY23 budget.

The County Executive recommends adding two new positions: a Sustainability Program Manager and an Electrification Program Manager. The Sustainability Program Manager will work directly on the development of the energy and green building code amendments in alignment with the Climate Action Plan. The Electrification Program Manager will develop and implement code amendments for the electrification of both the commercial and residential building sectors, focusing on solar photovoltaic implementation/compliance, onsite energy storage compliance, and electric vehicle charging compliance.

DPS is divided into several divisions. The recommendations for each are as follows:

### 1. Administration

Administration is divided into the Central Services Unit, and Information Technology Services. The **Central Services Unit** provides 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 Services** is responsible for all information technology, including day-to-day services; monitoring system maintenance; maintaining, updating, and monitoring website development; and other information technology duties.

<u>Program Performance Measures</u>			
	Actual FY21	Estimated FY22	Target FY23
Percent of screenings passed with fewer than 2 returns to the customer	94%	95%	95%
Percent of inspections passed - all divisions	87%	85%	85%
Percent of customers satisfied with DPS services	98%	85%	90%

<u>FY23 Recommended Changes</u>			
	FY22 Approved	FY23 Recommended	% Change
Expenditures	\$9,980,842	\$11,764,741	17.87%
FTEs	22.00	24.13	9.68%

The recommended changes are primarily for information technology resources upgrades, totaling \$2,000,000. The remainder is an increased cost from the mid-year creation of the Climate Change

Officer position and IT maintenance costs. IT maintenance costs include an increase in contractual costs for current IT systems while the new system is being developed. Base amounts for these contracts were included in the FY22 approved budget. Once the new system is active, these contractual costs will fall out of DPS' budget. Recommended changes also include a \$248,460 reduction for multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.

## 2. 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. 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, as well as handles construction complaints during natural and other disasters and assists in disaster recovery.

<u>Program Performance Measures</u>			
	Actual FY21	Estimated FY22	Target FY23
Number of permits receiving final approvals	10,720	10,500	10,500
Commercial Permits - Percent of inspections completed on the scheduled day	98.7%	98.0%	98.0%
Percent of plans receiving a complete first review within 30 days	98.8%	95.0%	95.0%

<u>FY23 Recommended Changes</u>			
	FY22 Approved	FY23 Recommended	% Change
Expenditures	\$6,871,306	\$6,923,581	.76%
FTEs	51.00	52.00	1.96%

The recommended changes are to add a Climate Action Plan Sustainability Program Manager and Electrification Program Manager. There is also a decrease due to multi-program adjustments related to personnel.

## 3. Customer Support and 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 services are delivered and to provide enhanced communication for applicants. This heightened focus on service will include empowerment of staff to act as facilitators rather than regulators.

<u>Program Performance Measures</u>			
	Actual FY21	Estimated FY22	Target FY23
Number of applications processed (at intake) by permit technicians	61,293	62,000	62,000
Percent of screenings completed (plans ready for review) within 2 business days	60.0%	75.0%	85.0%
Percent of customers satisfied with DPS Customer Service Division	94.5%	95.0%	95.0%

<u>FY23 Recommended Changes</u>			
	FY22 Approved	FY23 Recommended	% Change
Expenditures	\$4,743,705	\$4,708,983	-.73%
FTEs	43.90	43.90	0%

The recommended changes include adding a technical adjustment of an FY22 FTE missing from rollover into FY23, as well as a decrease due to multi-program adjustments related to personnel.

#### **4. 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.

<u>Program Performance Measures</u>			
	Actual FY21	Estimated FY22	Target FY23
Total number of public right-of-way permits issued (roadside trees, driveways, plats, et al.)	3,488	3,000	3,000
Number of Sediment Control inspections completed	15,239	15,000	15,500
Number of roadside tree plan reviews	1,354	1,350	1,350
Percent of Sediment Control inspections that pass inspection indicating a compliant site	95.5%	95.0%	95.0%

<u>FY23 Recommended Changes</u>			
	FY22 Approved	FY23 Recommended	% Change
Expenditures	\$6,535,373	\$6,524,110	-.17%
FTEs	48.00	48.00	0.0%

The recommended changes include a decrease due to multi-program adjustments related to personnel.

## 5. Residential Construction and Fire Code Compliance

The **Residential Construction** staff are responsible for ensuring public safety through the effective application of residential building, structural, electrical, mechanical, and energy conservation codes. This is accomplished through technical plan review and inspection processes. The **Fire Code Compliance** staff are responsible for ensuring compliance with adopted National Fire Codes and Standards, the Montgomery County Fire Code, and the Maryland State Fire Prevention Codes in existing buildings. This is accomplished through reviews and preventive inspection processes for businesses, schools, multi-family buildings, healthcare facilities, places of worship, and all other commercial buildings or occupancies. The Division staff respond to and investigate code violations and aid in recovery during natural disasters and other incidents.

<u>Program Performance Measures</u>			
	Actual FY21	Estimated FY22	Target FY23
Percent of service requests completed within 3 business days	99.0%	95.0%	95.0%
Percent of commercial establishments in compliance with the Fire Code	61.3%	65.0%	75.0%
Number of inspections performed by Residential and Fire Code Compliance FCC inspectors	49,599	50,000	50,000
Number of residential plan reviews performed	9,657	9,500	9,500
Residential Permits - Percent of inspections completed on the scheduled day	99.0%	98.0%	98.0%

<u>FY23 Recommended Changes</u>			
	FY22 Approved	FY23 Recommended	% Change
Expenditures	\$6,041,878	\$6,173,208	2.17%
FTEs	47.00	46.00	-2.12%

The recommended changes include a decrease due to multi-program adjustments related to personnel.

## 6. 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 through the effective application and enforcement of the Montgomery County Zoning Ordinance, site plan requirements; State and County Well and Septic regulations, and emergency vehicle access review and approvals.

<u>Program Performance Measures</u>			
	Actual FY21	Estimated FY22	Target FY23
Number of zoning, well and septic, and fire department access reviews	33,090	33,000	33,000
Percent of MNCPPC active site plans in compliance every 10 days	92%	95%	95%
Percent of Zoning service requests started and responded to the customer within 48 hours	96%	95%	95%

<u>FY23 Recommended Changes</u>			
	FY22 Approved	FY23 Recommended	% Change
Expenditures	\$4,728,873	\$4,972,426	5.15%
FTEs	34.00	35.00	2.94%

The recommended changes include a decrease due to multi-program adjustments related to personnel.

**Discussion**

**1. Initiatives**

DPS conducted outreach to educate the public on safety and other DPS measures including promoting international Building Safety Month in May, deck safety, and other educational webinars. The Zoning Division will conduct an outreach campaign to inform the general public, industry professionals, and sister government agencies on relevant and timely topics intended to promote health, public safety, general welfare, and goodwill throughout the County. DPS participated in the development of NFPA 915, a new code for remote inspections, and the Tiny Homes Guide. The department also implemented a predesign consultation process for residential projects that gives both the customers and staff a better understanding of the project requirements and next steps.

Section Managers have been monitoring the Commercial Building Dashboard so that potential issues can be remedied before customer complaints. DPS also cross-trains staff and engineers to cover multiple specialties and functions to expedite plan reviews and ensure service gaps do not occur due to employee leave. The number of inspections and revenues have increased beyond previous years by using temps to “roll forward” permit conditions to proactively inspect occupancies instead of waiting for payments. DPS uses a “red card” method for customers who have expired permits to prompt them to go online and renew permits. This practice is very useful for businesses that may not be open when a DPS inspector arrives.

**2. Bethesda Streeetry/Bethesda Urban Partnership**

The recommended budget plans for permanent use of the Bethesda Streeetry/Bethesda Urban Partnership, in collaboration with the Montgomery County Department of Transportation, the Department of Permitting Services, and the Maryland-National Capital Park and Planning Commission. DPS’ part of the proposal would be issuing right-of-way permits if the right-of-way

is abandoned; issuing permits for any structural elements, such as, signs, tents, stages and any electrical and/or HVAC work; and site plan review and enforcement.

### 3. Development Activity, COVID, Fees, and Predictions

During the pandemic, DPS did not experience a sharp decline because larger, long-term projects were ongoing. In FY22, DPS, OMB, and Council Staff expected a decline as projects in the pipeline were completed and new applications were not received. That decline was not as sharp as expected, and DPS is instead having a record revenue year. Additional savings were realized due to retirements. Expenditures have also increased, although less so than revenues.

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	% Change
Total Revenues	\$43,895,612	\$36,955,342	\$43,895,612	\$48,697,583	31.8 %
Total Expenditures	\$39,029,252	\$38,901,977	\$36,578,478	\$41,067,049	5.6 %

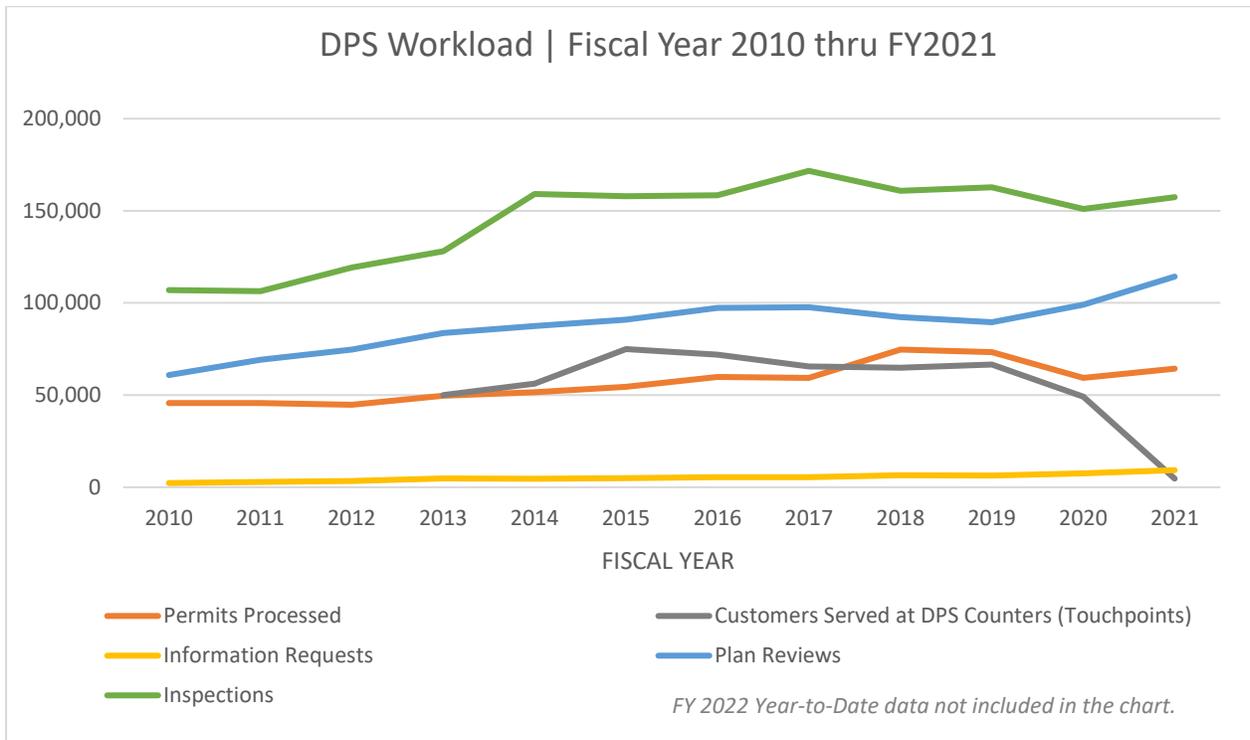
Despite this increase in revenues, the County Executive and DPS are not recommending a change in fees, due to continued uncertainty as pandemic recovery continues and inflation rises.<sup>1</sup> The County Executive instead recommends using the increased revenue to pay for large one-time investments, such as information technology upgrades.

	FY21 Approved	FY22 Proposed	FY22 Approved	FY23 Proposed
Other Professional Services	\$2,330,845	\$2,434,747	\$2,434,747	\$2,434,747
Building Space Rentals/Leases	\$3,828,576	\$938,329	\$938,329	\$938,329
Computer Maintenance/DPS System/Configuration of New System	\$844,538	\$1,744,538	\$1,744,538	\$3,704,061
Assigned Motor Pool Vehicles	\$856,027	\$1,027,488	\$1,027,488	\$1,055,225
Gasb45 Retirement Insurance Costs	\$326,230	\$248,530	\$248,530	\$248,530
Risk Management Charges	\$743,622	\$743,622	\$743,622	\$376,850

The below graph shows development activity, as of 4/20/2022. ‘Customers Served at DPS Counters (Touchpoints)’ significantly decreased since the end of FY 2020, because most of DPS’ services started to be conducted online at the onset of the Covid pandemic. This data includes all

<sup>1</sup> DPS looks at the End-of-Year Reserves as a Percent of Resources to determine whether to increase rates. If it is below 15%, then rates are raised; and if above 20%, they could be lowered. For FY22 this figure was 43.5% and for FY23 it was 41.3%. The Enterprise Fund Stabilization Factor (EFSF) is a proxy for the rates, using a formula to determine how the reserves will adjust. These numbers can be found on page 67-10 of the budget.

information requests processed, regardless of resolution status; as well as all DPS, virtual, and third-party inspections completed, both failed and passed.



#### 4. Updates from 2021 Oversight Worksession

During the PHED Committee Oversight Worksession last fall, Chair Riemer asked for updated Enterprise dashboards and the results of customer surveys. That information is attached to this packet. According to the dashboard data, DPS has received 536 projects per month on average, and it takes 4 to 7 days to complete reviews. DPS hit its target turn-around times at least 97% of the time. In FY21, DPS received 1,262 responses to customer surveys. 816 responses have been received in FY22, to date.

When asked how satisfied they were with the customer service provided, customers answered:

FY21	FY22 to date
▶ 81% very satisfied	▶ 81% very satisfied
▶ 12% satisfied	▶ 10% satisfied
▶ 4% neither satisfied nor dissatisfied	▶ 4% neither satisfied nor dissatisfied
▶ 1 % dissatisfied	▶ 2% dissatisfied
▶ 1% very satisfied	▶ 3% very dissatisfied

## 5. Racial Equity and Social Justice

Responses to racial equity and social justice questions are attached. Of note, many DPS staff have received the Montgomery County Bilingual Certification and are able to assist customers in Spanish, Chinese, Korean, and French, catering to the County’s diverse population. DPS does not have a comprehensive system in place to analyze whether and how programs consider racial disparities in their outcomes. But the department has recently on-boarded a data analyst to focus on developing key performance indicators, baseline data, and analyzing the department’s deficiencies. Once the department review is completed the department will develop its “racial equity” strategy which will include identifying specific performance outcomes. Because DPS is a fee-for-service organization, the services offered are typically for property owners and construction companies. DPS notes that it will tailor its customer outreach efforts according to the Department’s mission with more focus on the racial/ethnic minority customer education on code compliance, applying and obtaining various building and vendor permits.

***Council Staff recommends approval of the FY23 Department of Permitting Services Budget as submitted by the County Executive.***

This packet contains:

CE Recommended FY23 DPS Budget  
Racial Equity and Social Justice Responses  
Performance Dashboards  
Customer Survey Responses

Pages

© 1  
© 11  
© 13  
© 19



# Permitting Services

## RECOMMENDED FY23 BUDGET

\$41,067,049

## FULL TIME EQUIVALENTS

249.03

 MITRA PEDOEEM, DIRECTOR

## MISSION STATEMENT

The Department of Permitting Services' (DPS) primary mission is to promote the health, safety, welfare, and economic well-being 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 FY23 Operating Budget for the Department of Permitting Services is \$41,067,049, an increase of \$2,165,072 or 5.57 percent from the FY22 Approved Budget of \$38,901,977. Personnel Costs comprise 75.22 percent of the budget for 243 full-time position(s) and no part-time position(s), and a total of 249.03 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 24.78 percent of the FY23 budget.

## COUNTY PRIORITY OUTCOMES

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

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

## INITIATIVES

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- ★ Conducted outreach to educate the public on safety and other DPS measures including promoting international Building Safety Month in May, deck safety and other educational webinars.
  - ★ The Zoning Division will conduct an outreach campaign to inform the general public, industry professionals and sister government agencies on relevant and timely topics intended to promote health, public safety, general welfare, and goodwill throughout the County.
  - ★ Participated in the development of NFPA 915, a new code for remote inspections, and Tiny Homes Guide.
  - ★ Implemented a predesign consultation process for residential projects that gives both the customers and staff a better understanding of the project requirements and next steps.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Section Managers monitor the new Commercial Building Dashboard on an hourly basis to identify and, in over 95% of cases, remedy a potential issue prior to becoming a customer complaint.
- ★ DPS cross-trains staff and engineers to cover multiple specialties and functions to expedite plan reviews and ensure service gaps do not occur due to employee leave. Using this strategy DPS has been able to maintain performance goals with limited use of overtime.
- ★ DPS has increased inspection numbers and revenues beyond previous years by using temps to "roll forward" permit conditions to proactively inspect occupancies instead of waiting for payments.
- ★ DPS uses the "red card" method for customers who have expired permits to prompt them to go online and renew permits. This practice is very useful for businesses that may not be open when a DPS inspector arrives.

## 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 FY22 estimates reflect funding based on the FY22 Approved Budget. The FY23 and FY24 figures are performance targets based on the FY23 Recommended Budget and funding for comparable service levels in FY24.

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of screenings passed with fewer than 2 returns to the customer	94%	94%	95%	95%	95%
Percent of inspections passed - all divisions	84%	87%	85%	85%	85%
Percent of customers satisfied with DPS services	84%	98%	85%	90%	90%

FY23 Recommended Changes	Expenditures	FTEs
<b>FY22 Approved</b>	<b>9,980,842</b>	<b>22.00</b>
Add: DPS Information Technology Resources Upgrades	2,000,000	0.00
Increase Cost: Mid-Year Creation of Climate Change Officer Position	26,246	0.13
Increase Cost: IT Maintenance Cost	6,113	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.	(248,460)	2.00
<b>FY23 Recommended</b>	<b>11,764,741</b>	<b>24.13</b>

### ☼ 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of permits receiving final approvals <sup>1</sup>	2,801	10,720	10,500	10,500	10,500
Commercial Permits - Percent of inspections completed on the scheduled day	98.5%	98.7%	98.0%	98.0%	98.0%
Percent of plans receiving a complete first review within 30 days	85.0%	98.8%	95.0%	95.0%	95.0%

<sup>1</sup> now includes not previously noted combuild pieces such as electrical and mechanical finals.

FY23 Recommended Changes	Expenditures	FTEs
<b>FY22 Approved</b>	<b>6,871,306</b>	<b>51.00</b>
Add: Climate Action Plan Sustainability Program Manager and Electrification Program Manager	158,948	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(106,673)	(1.00)
<b>FY23 Recommended</b>	<b>6,923,581</b>	<b>52.00</b>

## 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of applications processed (at intake) by permit technicians	62,632	61,293	62,000	62,000	62,000
Percent of screenings completed (plans ready for review) within 2 business days	75.0%	60.0%	75.0%	85.0%	85.0%
Percent of customers satisfied with DPS Customer Service Division	95.6%	94.5%	95.0%	95.0%	95.0%

FY23 Recommended Changes	Expenditures	FTEs
<b>FY22 Approved</b>	<b>4,743,705</b>	<b>43.90</b>
Increase Cost: Technical Adjustment FY22 FTE missing from roll over into FY23	0	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(34,722)	(1.00)
<b>FY23 Recommended</b>	<b>4,708,983</b>	<b>43.90</b>

## 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total number of public right of way permits issued (roadside trees, driveways, plats, et al.)	3,214	3,488	3,000	3,000	3,000
Number of Sediment Control inspections completed	14,818	15,239	15,000	15,500	15,500
Number of roadside tree plan reviews	1,111	1,354	1,350	1,350	1,350
Percent of Sediment Control inspections that pass inspection indicating a compliant site	94.3%	95.5%	95.0%	95.0%	95.0%
Successful Maryland Department of the Environment (MDE) Delegation of Review of Sediment Control and Storm-Water Management <sup>1</sup>	Yes	N/A	Yes	N/A	Yes

<sup>1</sup> Sediment Control Delegation reviews are performed biennially.

FY23 Recommended Changes	Expenditures	FTEs
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FY23 Recommended Changes	Expenditures	FTEs
<b>FY22 Approved</b>	<b>6,535,373</b>	<b>48.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(11,263)	0.00
<b>FY23 Recommended</b>	<b>6,524,110</b>	<b>48.00</b>

## Residential Construction & Fire Code Compliance

The Residential Construction staff is responsible for ensuring public safety through the effective application of residential building, structural, electrical, mechanical, and energy conservation codes. This is accomplished through technical plan review and inspection processes.

The Fire Code Compliance staff is responsible for ensuring compliance with adopted National Fire Codes and Standards, the Montgomery County Fire Code, and the Maryland State Fire Prevention Codes in existing buildings. This is accomplished through reviews and preventive inspection processes for businesses, schools, multi-family buildings, healthcare facilities, places of worship, and all other commercial buildings or occupancies.

The Division staff respond to and investigate code violations and aid in recovery during natural disasters and other incidents.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of service requests completed within 3 business days	97.0%	99.0%	95.0%	95.0%	95.0%
Percent of commercial establishments in compliance with the Fire Code	74.7%	61.3%	65.0%	75.0%	75.0%
Number of inspections performed by Residential and Fire Code Compliance FCC inspectors	44,535	49,599	50,000	50,000	50,000
Number of residential plan reviews performed <sup>1</sup>	6,740	9,657	9,500	9,500	9,500
Residential Permits - Percent of inspections completed on the scheduled day	98.9%	99.0%	98.0%	98.0%	98.0%

<sup>1</sup> COVID - many home office additions, DIY projects, etc.

FY23 Recommended Changes	Expenditures	FTEs
<b>FY22 Approved</b>	<b>6,041,878</b>	<b>47.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	131,330	(1.00)
<b>FY23 Recommended</b>	<b>6,173,208</b>	<b>46.00</b>

## 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 Chapter 59 development and use standards; Maryland-National Capital Park and Planning Commission certified site plan requirements; State and County Well and Septic regulations established by COMAR 26.04 and COMAR 27A; and emergency vehicle access review and approvals. Division Staff perform zoning reviews of plan applications prior to permit issuance, well and septic permit application reviews, conduct inspections and investigations while ensuring compliance of MNCPPC certified site plan projects and responding to all service requests across all disciplines of its authority.

Program Performance Measures	Actual	Actual	Estimated	Target	Target
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Permitting Services Community Development and Housing  
(5) 67-5

	FY20	FY21	FY22	FY23	FY24
Number of zoning, well and septic, and fire department access reviews	28,735	33,090	33,000	33,000	33,000
Percent of MNCPPC active site plans in compliance every 10 days	93%	92%	95%	95%	95%
Percent of Zoning service requests started and responded to the customer within 48 hours	90%	96%	95%	95%	95%

FY23 Recommended Changes	Expenditures	FTEs
<b>FY22 Approved</b>	<b>4,728,873</b>	<b>34.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	243,553	1.00
<b>FY23 Recommended</b>	<b>4,972,426</b>	<b>35.00</b>

## BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
<b>PERMITTING SERVICES</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	22,741,365	23,921,593	22,508,465	24,436,707	2.2 %
Employee Benefits	6,616,535	6,677,204	6,315,186	6,454,742	-3.3 %
<b>Permitting Services Personnel Costs</b>	<b>29,357,900</b>	<b>30,598,797</b>	<b>28,823,651</b>	<b>30,891,449</b>	<b>1.0 %</b>
Operating Expenses	9,670,802	8,303,180	7,754,827	10,175,600	22.6 %
<b>Permitting Services Expenditures</b>	<b>39,028,702</b>	<b>38,901,977</b>	<b>36,578,478</b>	<b>41,067,049</b>	<b>5.6 %</b>
<b>PERSONNEL</b>					
Full-Time	239	240	240	243	1.3 %
Part-Time	2	0	0	0	—
FTEs	245.90	245.90	245.90	249.03	1.3 %
<b>REVENUES</b>					
Automation Enhancement Fee	1,196	0	0	0	—
Building Permits	25,483,337	19,826,070	29,481,879	28,742,198	45.0 %
Electrical Permits and Licenses	4,444,302	3,654,000	5,261,171	5,130,914	40.4 %
Fire Code Enforcement Permits	2,466,710	2,588,286	2,543,458	3,101,062	19.8 %
Grading/Storm Drains/Paving/Driveway Permits	3,664,235	3,045,000	4,343,582	3,431,353	12.7 %
Information Requests	0	95,700	165,347	165,558	73.0 %
Investment Income	54,538	408,000	48,310	288,370	-29.3 %
Mechanical Construction Permit	1,765,784	1,452,900	1,943,726	1,829,425	25.9 %
Miscellaneous Revenues	368,536	0	0	0	—
Occupancy Permits	664,202	522,000	556,377	583,903	11.9 %
Other Charges/Fees	1,288,636	1,218,000	1,315,997	870,994	-28.5 %
Other Fines/Forfeitures	55,486	78,300	56,350	40,264	-48.6 %
Other Licenses/Permits	209,690	441,825	364,184	300,225	-32.0 %
Sediment Control Permits	2,350,421	2,698,105	3,541,630	3,083,491	14.3 %
Sign Permits	201,570	226,635	283,980	237,701	4.9 %
Special Exception Fee	189,696	210,605	210,605	206,228	-2.1 %
Stormwater Mgmt and Water Quality Plan Fee	279,049	251,268	212,385	270,483	7.6 %

## BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Well and Septic	408,224	238,648	368,632	415,414	74.1 %
<b>Permitting Services Revenues</b>	<b>43,895,612</b>	<b>36,955,342</b>	<b>50,697,613</b>	<b>48,697,583</b>	<b>31.8 %</b>

### GRANT FUND - MCG

#### EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund - MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	550	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

#### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

#### REVENUES

Federal Grants	30,430	0	0	0	—
State Grants	(29,880)	0	0	0	—
<b>Grant Fund - MCG Revenues</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

### DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>39,029,252</b>	<b>38,901,977</b>	<b>36,578,478</b>	<b>41,067,049</b>	<b>5.6 %</b>
<b>Total Full-Time Positions</b>	<b>239</b>	<b>240</b>	<b>240</b>	<b>243</b>	<b>1.3 %</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>245.90</b>	<b>245.90</b>	<b>245.90</b>	<b>249.03</b>	<b>1.3 %</b>
<b>Total Revenues</b>	<b>43,896,162</b>	<b>36,955,342</b>	<b>50,697,613</b>	<b>48,697,583</b>	<b>31.8 %</b>

### FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>PERMITTING SERVICES</b>		
	<b>FY22 ORIGINAL APPROPRIATION</b>	<b>38,901,977 245.90</b>
<b><u>Changes (with service impacts)</u></b>		
Add: DPS Information Technology Resources Upgrades [Administration]	2,000,000	0.00
Add: Climate Action Plan Sustainability Program Manager and Electrification Program Manager [Commercial Building Construction]	158,948	2.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Annualization of FY22 Compensation Increases	645,777	0.00
Increase Cost: FY23 Compensation Adjustment	374,236	0.00
Increase Cost: Risk Management Adjustment	128,806	0.00

## FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Motor Pool Adjustment	27,737	0.00
Increase Cost: Mid-Year Creation of Climate Change Officer Position [Administration]	26,246	0.13
Increase Cost: IT Maintenance Cost [Administration]	6,113	0.00
Increase Cost: Printing and Mail Adjustment	4,884	0.00
Increase Cost: Technical Adjustment FY22 FTE missing from roll over into FY23 [Customer Support & Outreach]	0	1.00
Decrease Cost: OPEB Adjustment	(295,120)	0.00
Decrease Cost: Retirement Adjustment	(366,772)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(545,783)	0.00
<b>FY23 RECOMMENDED</b>	<b>41,067,049</b>	<b>249.03</b>

### GRANT FUND - MCG

<b>FY22 ORIGINAL APPROPRIATION</b>	<b>0</b>	<b>0.00</b>
<b>FY23 RECOMMENDED</b>	<b>0</b>	<b>0.00</b>

## PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	9,980,842	22.00	11,764,741	24.13
Commercial Building Construction	6,871,306	51.00	6,923,581	52.00
Customer Support & Outreach	4,743,705	43.90	4,708,983	43.90
Land Development	6,535,373	48.00	6,524,110	48.00
Residential Construction & Fire Code Compliance	6,041,878	47.00	6,173,208	46.00
Zoning, Well & Septic and Code Compliance	4,728,873	34.00	4,972,426	35.00
<b>Total</b>	<b>38,901,977</b>	<b>245.90</b>	<b>41,067,049</b>	<b>249.03</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
<b>PERMITTING SERVICES</b>						
<b>EXPENDITURES</b>						
<b>FY23 Recommended</b>	<b>41,067</b>	<b>41,067</b>	<b>41,067</b>	<b>41,067</b>	<b>41,067</b>	<b>41,067</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY23</b>	<b>0</b>	<b>53</b>	<b>53</b>	<b>53</b>	<b>53</b>	<b>53</b>
New positions in the FY23 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>1,207</b>	<b>1,207</b>	<b>1,207</b>	<b>1,207</b>	<b>1,207</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>41,067</b>	<b>42,327</b>	<b>42,327</b>	<b>42,327</b>	<b>42,327</b>	<b>42,327</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Climate Action Plan Sustainability Program Manager and Electrification Program Manager	158,948	2.00	211,930	2.00
<b>Total</b>	<b>158,948</b>	<b>2.00</b>	<b>211,930</b>	<b>2.00</b>

**FY23-28 PUBLIC SERVICES PROGRAM: FISCAL PLAN**

**Permitting Services**

FISCAL PROJECTIONS	FY22 ESTIMATE	FY23 REC	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION	FY28 PROJECTION
<b>ASSUMPTIONS</b>							
CPI (Fiscal Year)	5.4%	3.0%	2.3%	2.4%	2.4%	2.3%	2.2%
Investment Income Yield	0.2%	1.2%	1.5%	1.5%	1.5%	1.5%	1.5%
Enterprise Fund Stabilization Factor (EFSF)	1.05	1.05	0.72	0.95	0.98	0.96	0.94
<b>BEGINNING FUND BALANCE</b>	<b>20,758,919</b>	<b>28,180,602</b>	<b>29,017,814</b>	<b>14,419,254</b>	<b>11,733,124</b>	<b>11,429,987</b>	<b>11,626,584</b>
<b>REVENUES</b>							
Licenses & Permits	49,111,609	47,332,397	48,402,110	49,549,239	50,723,556	51,880,054	53,000,664
Charges For Services	1,481,344	1,036,552	1,059,978	1,085,099	1,110,815	1,136,141	1,160,682
Fines & Forfeitures	56,350	40,264	41,174	42,150	43,149	44,133	45,086
Miscellaneous	48,310	288,370	377,450	391,830	406,760	422,260	438,350
<b>Subtotal Revenues</b>	<b>50,697,613</b>	<b>48,697,583</b>	<b>49,880,712</b>	<b>51,068,318</b>	<b>52,284,280</b>	<b>53,482,588</b>	<b>54,644,782</b>
EFSF Fee Increase	0	0	(15,442,578)	(4,718,975)	(3,550,649)	(4,249,223)	(5,350,543)
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>							
Transfers To Debt Service Fund	(6,740,402)	(6,541,152)	(6,762,575)	(6,761,354)	(6,762,649)	(6,762,649)	(6,761,909)
Wheaton Redevelopment	(871,553)	(872,571)	(872,497)	(871,276)	(872,571)	(872,571)	(871,831)
Transfers To The General Fund	(871,553)	(872,571)	(872,497)	(871,276)	(872,571)	(872,571)	(871,831)
Indirect Costs	(5,868,849)	(5,668,581)	(5,890,078)	(5,890,078)	(5,890,078)	(5,890,078)	(5,890,078)
<b>TOTAL RESOURCES</b>	<b>64,716,130</b>	<b>70,337,033</b>	<b>72,135,951</b>	<b>58,726,218</b>	<b>57,254,755</b>	<b>58,149,926</b>	<b>59,509,457</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(36,578,478)	(41,067,049)	(41,067,049)	(41,067,049)	(41,067,049)	(41,067,049)	(41,067,049)
FFI - Labor Agreement	n/a	0	(1,207,070)	(1,207,070)	(1,207,070)	(1,207,070)	(1,207,070)
FFI - Retiree Health Insurance Pre-Funding	n/a	n/a	0	0	0	0	0
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(36,578,478)</b>	<b>(41,067,049)</b>	<b>(42,274,119)</b>	<b>(42,274,119)</b>	<b>(42,274,119)</b>	<b>(42,274,119)</b>	<b>(42,274,119)</b>
<b>OTHER CLAIMS ON FUND BALANCE</b>	<b>42,950</b>	<b>(252,170)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(36,535,528)</b>	<b>(41,319,219)</b>	<b>(42,274,119)</b>	<b>(42,274,119)</b>	<b>(42,274,119)</b>	<b>(42,274,119)</b>	<b>(42,274,119)</b>
<b>YEAR END FUND BALANCE</b>	<b>28,180,602</b>	<b>29,017,814</b>	<b>14,419,254</b>	<b>11,733,124</b>	<b>11,429,987</b>	<b>11,626,584</b>	<b>11,884,795</b>
<b>END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES</b>	<b>43.5%</b>	<b>41.3%</b>	<b>20.0%</b>	<b>20.0%</b>	<b>20.0%</b>	<b>20.0%</b>	<b>20.0%</b>

**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 FY23. The EFSF in FY22 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.

*The general RESJ description in the operating budget book may be found in sections 3-2 through 3-4, and 75-1 through 75-4.*

- 1. Explain how the department's budget allocations (including requests, reallocations, and reductions) advance racial equity in the County, reduce or eliminate disparities, and improve administrator outcomes for communities of color and low-income communities.**

DPS has committed one FTE to focus on programmatic review and data collection, in an effort to support the County's commitment to advancing equity in the County.

To that end, as of 4/12/2022, DPS has recently on-boarded a new data analyst whose focus will be developing key performance indicators, baseline data, and analyzing the department's deficiencies. Once the department review is completed the department will develop its "racial equity" strategy which will include identifying specific performance outcomes.

Additionally, many DPS staff have received the Montgomery County Bilingual Certification and are able to assist customers in Spanish, Chinese, Korean, and French, catering to the County's diverse population.

- 2. Explain whether and how programs considered racial/ethnic disparities and/or disproportionalities in their outcomes (including quantitative data and qualitative data that was collected and analyzed).**

DPS does not have a comprehensive system in place to analyze whether and how programs consider racial disparities in their outcomes. This had been identified as an area of need in the FY 2021-22 budget cycle and DPS took a first step by hiring a full-time Performance Management and Data Analyst to develop relevant performance measures and analyze equity-related data.

The new analyst will determine what data will be gathered and used in the upcoming fiscal year. DPS does not collect demographic data on its customers, therefore any racial equity analysis will be conducted based on Montgomery County Planning Department's Equity Focus Areas (EFA), which are a combination of census data on household income, race, and English proficiency.

- 3. Describe what insights the data provided and how the program proposal (budget submission) seeks to address the identified inequities.**

DPS is currently deficient with specific data.

However, inherent with all DPS staff duties and responsibilities is to provide the appropriate level of customer service to its customers. Customers in DPS vary from a customer applying for a permit, a business owner, a person in violation of County law, or a complainant.

With the assistance of the department's new data analyst, we are looking forward to reviewing quantifying data that will provide insights on any DPS deficiency and developing a plan to address it.

**4. Identify community residents that will potentially benefit the most or potentially be burdened the most from the program proposal.**

DPS has been purposeful in its response to the changing demographics of the community it serves. As previously stated, the department has committed staff to attend Limited English Proficiency Training and has certified translators on staff.

Spanish speaking residents are who will benefit most from DPS's program proposal.

**5. Describe the potential disproportionate effects on communities of color and low-income communities as a result of the program or the initiative and how those effects will be mitigated**

DPS is a fee for service organization. Thus, the communities of low-income are those most effected by DPS's program. If an applicant is unable to afford the fee for service, they are unable to obtain access to DPS services.

**6. Explain how the program proposal builds capacity to engage with marginalized communities.**

The program builds capacity to engage with marginalized communities is through prudent and intentional actions in its hiring practices, in-service trainings provided by section managers, and quarterly trainings.

With Spanish speaking and minority staff deployed to the field or sitting at the customer counter, DPS, is making small incremental strides forward in widening its circle of influence and service to marginalized communities.

It is important to note that permitting services are typically offered to homeowners or construction companies, who most of the times do not belong to a racial or ethnic minority group. DPS will take that into consideration when developing outreach programs. The Department will tailor its customer outreach efforts according to the Department's mission with more focus on the racial/ethnic minority customer education on code compliance, applying and obtaining various building and vendor permits.



# Performance DASHBOARDS

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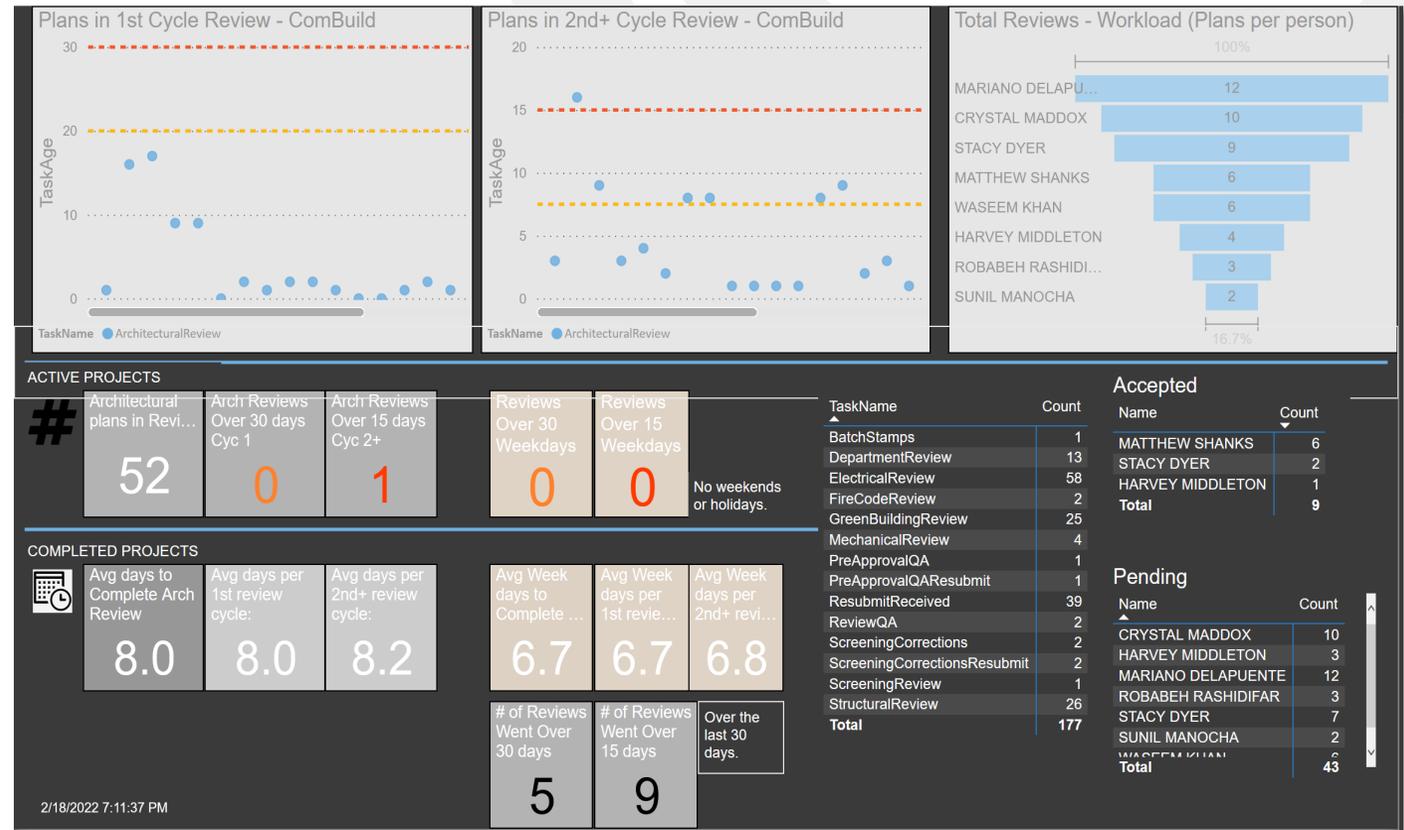
**COMMERCIAL BUILDING CONSTRUCTION**



# WE USE OUR DASHBOARDS TO TRACK OUR PERFORMANCE

Such as:

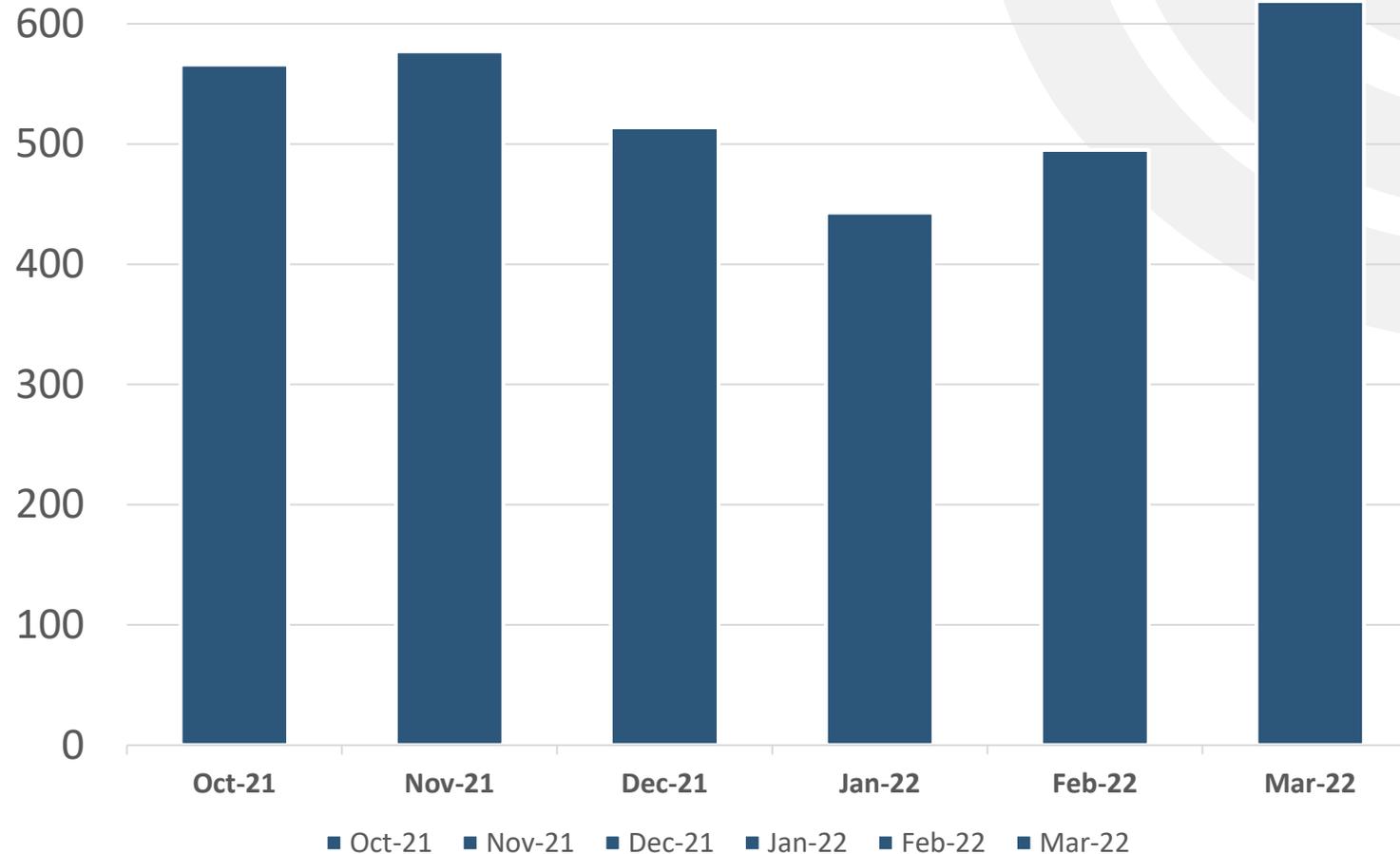
- **Volume of Projects Received for Review per Month**
- **Monthly Trend of Average Days to Complete Reviews**
- **Percentage of Plan Reviews Hitting Target Turn-Around Times**



# USING THE DASHBOARD DATA, WE MAKE ADJUSTMENTS TO IMPROVE PLAN REVIEW TIMES AND TURNAROUNDS

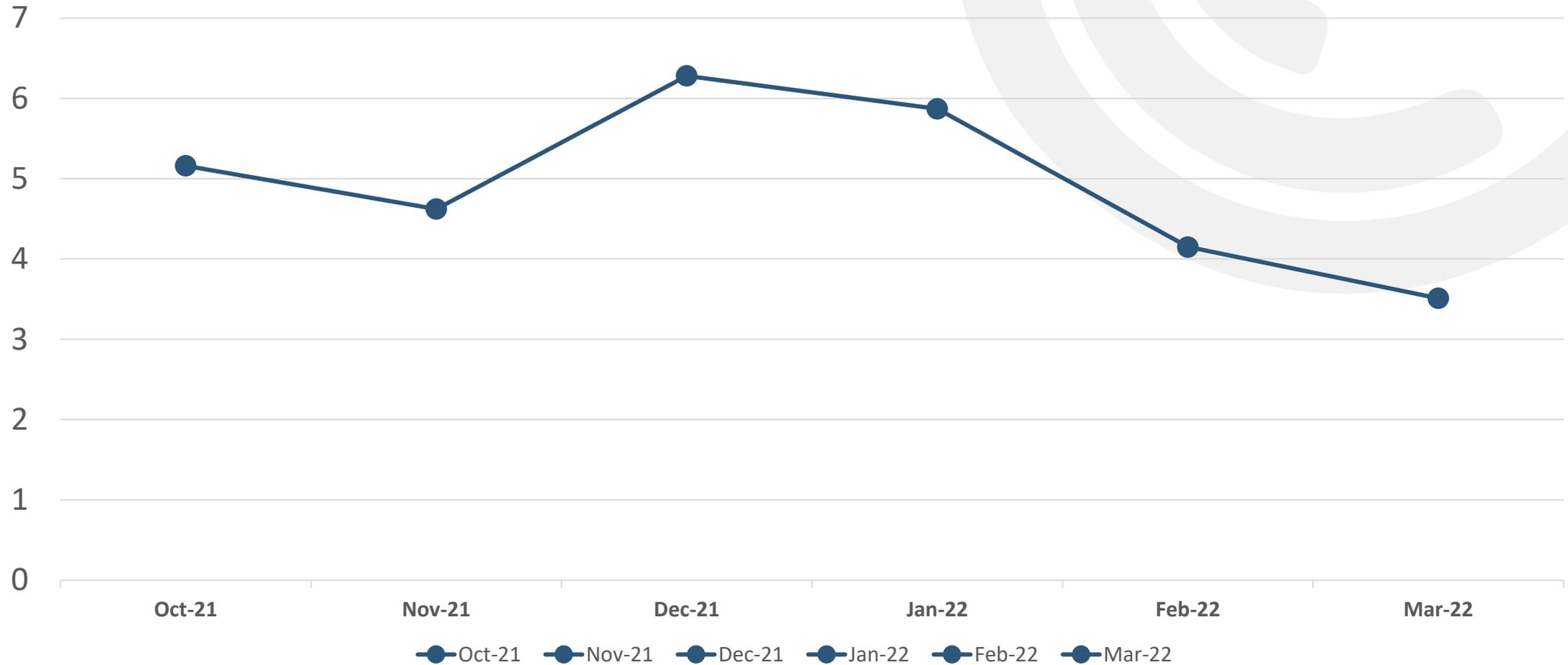
- Dashboard data and performance measures are used proactively to improving our processes.
- We can observe trends and make adjustments as necessary.
- Where the processes are taking longer or where workloads are heavy is visually apparent and we are able to utilize available resources to further reduce our service times.
- DPS tracks our performance based on set performance measures to make better our delivery of service as it specifically relates to the plan review process. Our dashboards enable us to tracking this daily.

# VOLUME OF PROJECTS RECEIVED FOR REVIEW PER MONTH



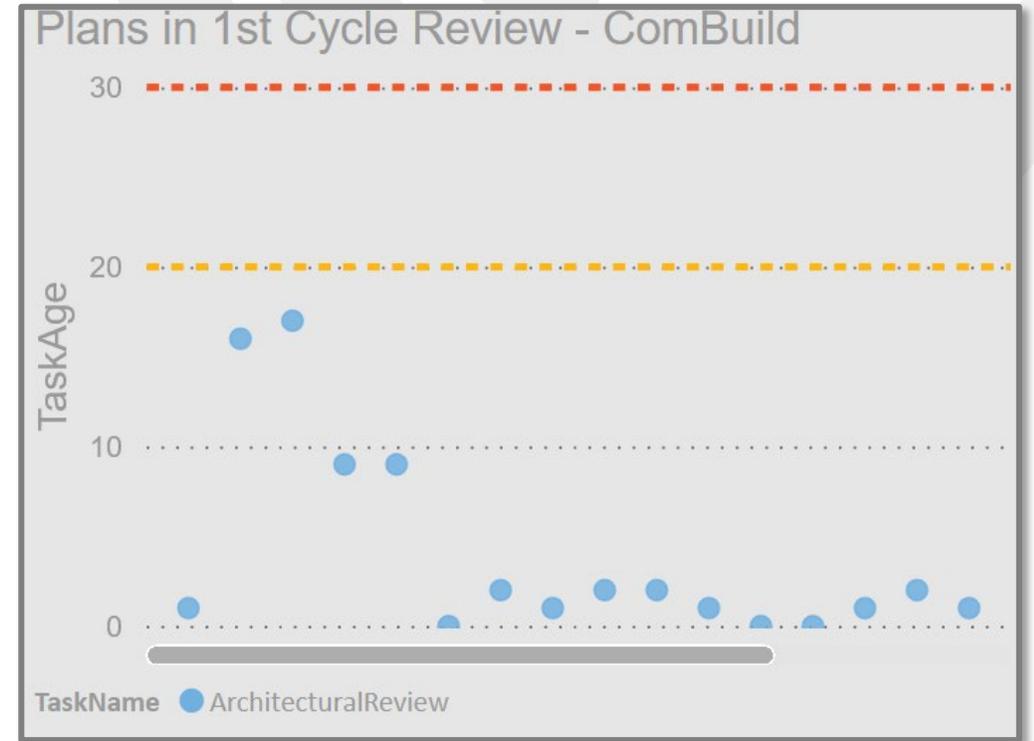
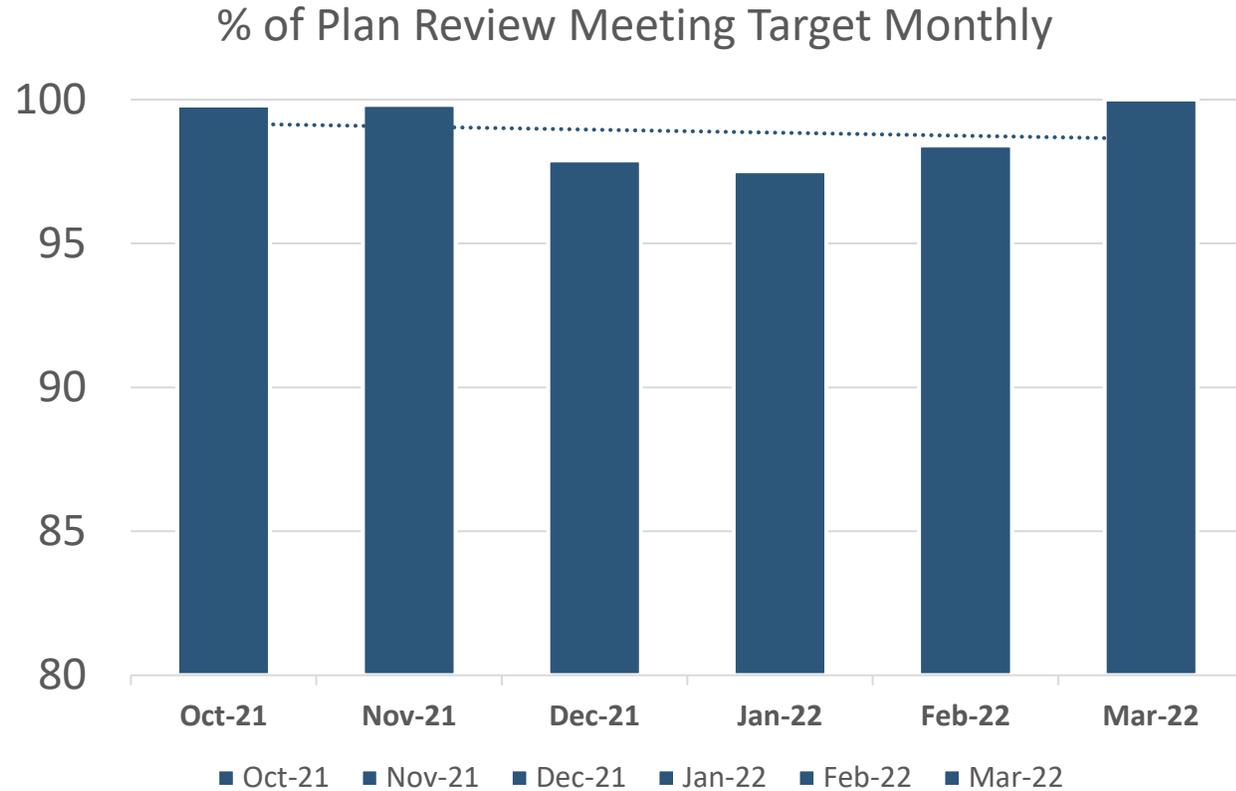
We have received **536** projects per month on average.

# MONTHLY TREND OF AVERAGE DAYS TO COMPLETE REVIEWS



On average, it takes about **4 to 7** days to complete reviews.

# PERCENTAGE OF PLAN REVIEWS HITTING TARGET TURN-AROUND TIMES



We meet our goals at least **97%** of the time, on average.

The image features two dark blue speech bubbles of varying sizes, one slightly overlapping the other, set against a lighter blue square background. The entire graphic is enclosed in a thin white border.

# CUSTOMER SERVICE SURVEYS

Montgomery County Department of  
Permitting Services (DPS)

A series of three parallel white lines of varying lengths, slanted upwards from left to right, positioned in the lower right quadrant of the slide.

The DPS Customer Support and Outreach Division was created in October of 2020 to streamline and improve customer service.

This division includes 28 permit technicians.

The original Customer Satisfaction Survey dates back to 2009.

The individual staff DPS surveys were first launched in November of 2020.

# DPS CUSTOMER SUPPORT AND OUTREACH DIVISION

# OVERALL DEPARTMENT SURVEYS

Fiscal Year (FY)  
2021 - 2022

# FISCAL YEAR 2021

By the numbers:  
1,262 responses

# OVERALL, HOW SATISFIED ARE YOU WITH THE CUSTOMER SERVICE PROVIDED?

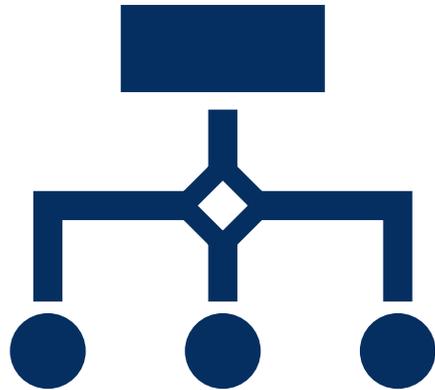
- ▶ 81% very satisfied
- ▶ 12% satisfied
- ▶ 4% neither satisfied nor dissatisfied
- ▶ 1 %dissatisfied
- ▶ 1% very satisfied

# FISCAL YEAR 2022 TO DATE

By the numbers:  
816 responses

# OVERALL, HOW SATISFIED ARE YOU WITH THE CUSTOMER SERVICE PROVIDED?

- ▶ 81% very satisfied
- ▶ 10% satisfied
- ▶ 4% neither satisfied or dissatisfied
- ▶ 2% dissatisfied
- ▶ 3% very dissatisfied



# TAKE THE SURVEY

A link to the DPS Customer Satisfaction Survey is posted on the DPS website and it is included in the DPS newsletter, Constructive Comments, that is emailed to subscribers monthly. A customer survey link for each permitting technician is included on staff emails to customers.