

# Development Services

## Mission Statement

The Department of Development Services promotes a culture where staff and customers work in partnership to create and sustain a better quality of life and environment in which to live, work, and play. Development processes are designed to be effective and efficient, and ensure compliance with federal, state, and local regulations. The Department of Development Services supports economic development, public safety, revitalization, infrastructure improvements, and the protection of natural resources. Staff provides customers the highest quality of service and respect. The department supplies the public with development information through effective communication and education.



**Expenditure Budget:**  
**\$17,271,751**



*11.3% of Community Development*

### Program:

- Building Development: \$13,955,631
- Land Development: \$3,034,903
- Customer Liaison: \$281,216

**Community Development Expenditure Budget:**  
**\$153,189,339**

## Mandates

The Department of Development Services enforces minimum safety standards in accordance with the Uniform Statewide Building Code. Development Services also serves as the liaison to the state mandated Building Code Appeals Board and enforces local mandates enacted by the Board of County Supervisors.

**State Code:** [36-105.A](#) (Enforcement of Code), [Title 15.2 Chapter 22](#) (Planning, Subdivision of Land and Zoning), [Article 6](#) (Land Subdivision and Development), [Article 7](#) (Zoning), [Article 7.2](#) (Zoning for Wireless Communications Infrastructure)

**County Code:** [Chapter 3](#) (Amusements), [Chapter 5](#) (Buildings & Building Regulations), [Chapter 12](#) (Massage Establishments), [Chapter 20 Article IV](#) (Live Entertainment Certificate), [Chapter 25](#) (Subdivisions), [Chapter 25.1](#) (Swimming Pools, Spas, and Health Clubs), [Chapter 26 Article VI](#) (Tax Exemption for Solar Energy Equipment, Facilities or Devices), [Chapter 32](#) (Zoning), [Chapter 33](#) (Expedited Land Development Plan Review)

Development Services also coordinates and approves, in consultation with other County agencies, matters in connection with [Chapter 8](#) (Environmental Protection), [Chapter 9.2](#) (Fire Prevention & Protection), [Chapter 10](#) (Health & Sanitation), [Chapter 14](#) (Noise), [Chapter 17](#) (Parks and Recreation), [Chapter 23](#) (Sewers & Sewage Disposal), [Chapter 23.2](#) (Stormwater Management), [Chapter 24](#) (Streets), [Chapter 30](#) (Water Supply)

Other County regulations include: [Design & Construction Standards Manual](#), [Subdivision Ordinance](#), and [Administrative Procedures Manual](#).

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## Expenditure and Revenue Summary



Expenditure by Program	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted	% Change Budget FY22/ Budget FY23
Building Development	\$11,488,244	\$12,086,746	\$12,337,884	\$13,790,862	\$13,955,631	1.19%
Land Development	\$2,533,744	\$2,630,565	\$2,275,806	\$2,619,209	\$3,034,903	15.87%
Customer Liaison	\$161,329	\$242,301	\$235,842	\$273,639	\$281,216	2.77%
<b>Total Expenditures</b>	<b>\$14,183,317</b>	<b>\$14,959,612</b>	<b>\$14,849,532</b>	<b>\$16,683,710</b>	<b>\$17,271,751</b>	<b>3.52%</b>

### Expenditure by Classification

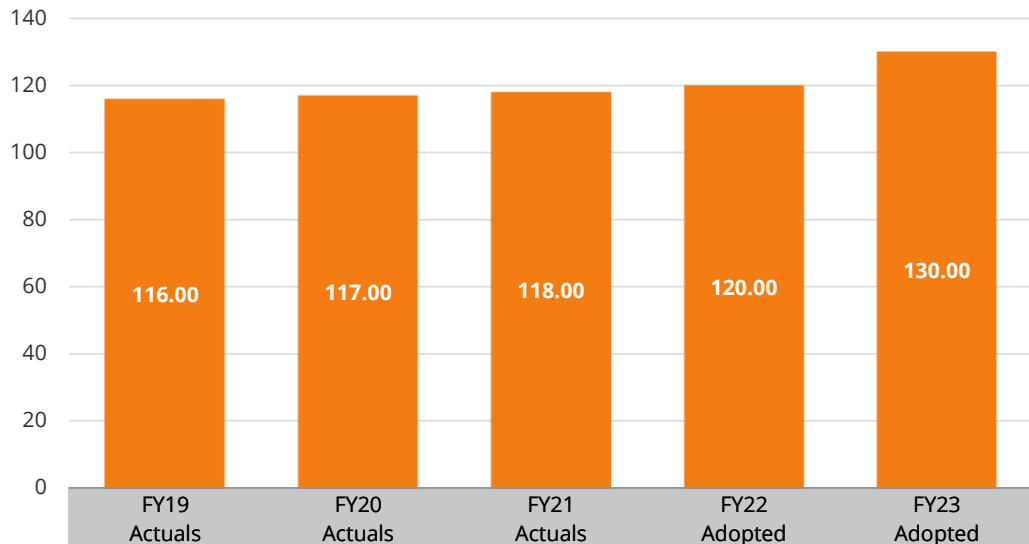
Salaries & Benefits	\$9,842,034	\$10,429,133	\$10,276,263	\$11,754,102	\$13,517,098	15.00%
Contractual Services	\$96,747	\$94,269	\$180,203	\$105,120	\$112,882	7.38%
Internal Services	\$2,185,068	\$2,174,657	\$2,117,317	\$2,132,962	\$1,012,540	(52.53%)
Purchase of Goods & Services	\$391,700	\$357,512	\$504,733	\$721,648	\$734,482	1.78%
Capital Outlay	\$188,699	\$80,663	-	\$209,540	\$155,000	(26.03%)
Leases & Rentals	\$15,135	\$14,820	\$14,599	\$19,154	\$19,654	2.61%
Transfers Out	\$1,463,935	\$1,808,558	\$1,756,417	\$1,741,183	\$1,720,095	(1.21%)
<b>Total Expenditures</b>	<b>\$14,183,317</b>	<b>\$14,959,612</b>	<b>\$14,849,532</b>	<b>\$16,683,710</b>	<b>\$17,271,751</b>	<b>3.52%</b>

### Funding Sources

Permits & Fees	\$12,434,808	\$12,590,975	\$13,459,328	\$12,896,745	\$14,247,492	10.47%
Fines & Forfeitures	\$1,300	\$1,900	\$600	0.00%	-	0.00%
Use of Money & Property	0.00%	-	-	\$4,790	\$4,790	0.00%
Miscellaneous Revenue	\$15	\$12,214	\$5,851	\$267,872	\$267,872	0.00%
Non-Revenue Receipts	\$11,094	\$9,550	\$5,068	0.00%	-	0.00%
Charges for Services	\$100,075	\$137,946	\$144,646	\$157,285	\$173,223	10.13%
Transfers In	\$235,412	\$485,412	\$678,488	\$485,412	\$485,412	0.00%
<b>Total Designated Funding Sources</b>	<b>\$12,782,704</b>	<b>\$13,237,997</b>	<b>\$14,293,981</b>	<b>\$13,812,104</b>	<b>\$15,178,789</b>	<b>9.89%</b>
<b>(Contribution to)/Use of Fund Balance</b>	<b>(\$1,067,255)</b>	<b>(\$541,853)</b>	<b>(\$1,843,949)</b>	<b>\$472,105</b>	<b>\$788,548</b>	<b>67.03%</b>
<b>Net General Tax Support</b>	<b>\$2,467,868</b>	<b>\$2,263,468</b>	<b>\$2,399,501</b>	<b>\$2,399,501</b>	<b>\$1,304,414</b>	<b>(45.64%)</b>
<b>Net General Tax Support</b>	<b>17.40%</b>	<b>15.13%</b>	<b>16.16%</b>	<b>14.38%</b>	<b>7.55%</b>	

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## Staff History by Program



	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Building Development	89.89	90.89	90.94	93.74	103.44
Land Development	23.55	23.55	23.55	23.55	23.85
Customer Liaison	2.57	2.57	3.51	2.71	2.71
<b>Full-Time Equivalent (FTE) Total</b>	<b>116.00</b>	<b>117.00</b>	<b>118.00</b>	<b>120.00</b>	<b>130.00</b>

## Future Outlook

**Building Code Enforcement (BCE)** – The enhanced Fire Marshal Annual Fire Safety Inspection Program has been in place for over two years. The added level of service being provided is assisting business owners with identifying potentially life-threatening issues within their business. As a result, the BCE Program has experienced a significant increase in the number of Building Code cases through Fire Marshal’s Office referrals.

**Customer Improvement – Automation Initiatives** – Development Services continues to implement initiatives to improve customer service through automation. These initiatives include virtual counters, EnerGov Decision Engine, Interactive Voice Response system (IVR) upgrade (text messaging notices and inspection scheduling) along with working towards eReview for Land Development projects and upgrades to the eReview processes in the Building Development Division.

## General Overview

**A. Redistribution of Internal Service Fund (ISF) Technology Budget** – The County annually allocates all information technology (IT) costs to agencies through an ISF, by the approved cost basis for each technology activity. Technology activities include computer support (hardware replacement, software licenses, and helpdesk customer services), IT security, business systems support (public safety communications, financial systems, human services systems, etc.), geographic information system, web services, capital equipment

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replacement, messaging, cloud storage, network and infrastructure services, telecommunications, and radio. The cost basis is calculated through a formula derived from the Department of Information Technology's (DoIT) ISF fee schedule.

For FY23, ISF costs have been revised to align and more accurately reflect overall technology activities with current department specific technology services. Costs are adjusted to reflect agency technology usage more accurately, as tracked by DoIT billing systems by the updated methodology. In FY23, the Development Services (DDS) technology bill decreases by \$1,184,882. No technology service levels are changed, and there is no impact to the technology services individual agencies currently receive. For additional information on the countywide impact and methodology of redistributing technology charges, please see the Budget Highlights section of this document.

- B. Removal of One-Time Costs from Development Services Budget** – A total of \$70,988 has been removed from Development Services FY23 Budget for one-time costs associated with the addition of two Senior Code Enforcement Inspector positions.
- C. Targeted Industry Program Staff** – In FY22, six positions were added to DDS via [BOCS Resolution 22-034](#) to support the Targeted Industry Program which expedites the review of plans associated with Targeted Industry projects. The total, ongoing cost of these six positions in FY23 is \$558,500. Of this amount, Building Development fee revenue provides \$112,000 and the general fund supports \$446,500.

Description	FTE
Development Project Manager	1.00
Principal Engineer- Structural	1.00
Plans Reviewer- Architectural	1.00
Plans Reviewer- Electrical	2.00
Development Services Technician	1.00
<b>Total FTE</b>	<b>6.00</b>

An additional eight positions (six in Development Services) are necessary to fully complete the team and increase project management capacity from fifty (50) to eighty (80) projects. These additional positions will be considered in FY23 after the first eight positions authorized in FY22 are filled and operational.

- D. Development Services Technician Positions** – In FY22, two Development Services Technician positions were added to the Building Development Program via [BOCS Resolution 21-464](#) to address the workload influx of electronic plan submissions and workflow modifications to the plan intake process. The ongoing costs of the positions are \$115,494, funded by Building Development fee revenue. There is no general fund impact.
- E. Position Shift from the Planning Office** – In FY22, one position was shifted from the Planning Office to DDS, site development, review, and inspection program, with a salary and benefits budget of \$89,128. The position has been reclassified from Planner to Development Project Manager. Development Project Managers are responsible for the management of land development site projects, ordinance, and proffers. The position also reviews and approves site plans, subdivision plans, deed of lot consolidations, and conducts research on projects. The ongoing costs of the position is funded by Building Development fee revenue. There is no general fund impact.
- F. Position Shift to Public Safety Communications (PSC)** – In FY22, one position was shifted from DDS to PSC with a salary and benefits budget of \$66,259. The position has been reclassified from Development Project Manager to Public Safety Telecommunicator to support the 9-1-1 call center.
- G. Decrease Indirect Cost Transfer to the General Fund** – Indirect costs are expenditures charged by one part of the County government for services rendered by another part of the County government, for example, the cost of office space, utilities, and other basic agency support. The indirect cost transfer amount reimbursing the general fund for Development Services decreases by \$21,088 from \$1,400,766 in FY22 to \$1,379,678 in the FY2023 Budget.
- H. Increase to the Building and Land Development Fee Schedules and Revenue Budgets** – The FY2023 Budget includes a 1.3% increase to the Building Development fee schedule and a 3.0% increase to the Land Development fee schedule. The increase of the fee schedules results in a \$166,908 Site Development revenue budget increase and \$146,329 Building Development revenue budget increase. This action adjusts the Building

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and Land Development fee schedules to align development fees with activity costs and current revenue projections.

- I. **Adjustments to Building and Land Development Revenue Budgets** – This initiative adjusts the Land and Building Development revenues to align current projections.
  - **Land Development Revenue** – Land Development revenue support expenditures in each of the four land Site Development agencies: Development Services, Planning, Public Works, and Transportation. Land Development total revenue increases \$411,545.
  - **Building Development Revenue** – Building Development revenue adjustment of \$881,193 aligns the budget with actual revenue received through development fees.

The following table summarizes Land and Building Development revenue increases:

Department	Land Development	Building Development	Department Total
Development Services	\$166,908	\$881,193	\$1,048,101
Transportation	(\$18,522)		(\$18,522)
Planning	\$116,075		\$116,075
Public Works	\$147,084		\$147,084
<b>Total Development Fee Revenue</b>	<b>\$411,545</b>	<b>\$881,193</b>	<b>\$1,292,738</b>

## Budget Initiatives

### A. Budget Initiatives

#### 1. Plans Reviewer – Building Development

Expenditure	\$100,251
Revenue	\$100,251
General Fund Impact	\$0
FTE Positions	1.00

- a. **Description** – This initiative funds one Residential Plans Reviewer in Building Development. The workload of residential reviews has increased 9.5% from FY17 to FY20. The current staffing capacity allows for only 54% of residential reviews to be done by a residential plan reviewer. Commercial plan reviewers are regularly assigned residential caseloads to assist with the residential workload. The ongoing costs of the position are funded by Building Development fee revenue. There is no general fund impact.
- b. **Service Level Impacts** – This budget addition will help increase the number of residential plans reviewed by residential plan reviewers.

##### ▪ Reviewed plans

FY23 w/o Addition		54%
FY23 w/ Addition		95%

#### 2. Deputy Director – Building Development

Expenditure	\$150,355
Revenue	\$150,355
General Fund Impact	\$0
FTE Positions	1.00

- a. **Description** – This position will develop departmental organizational strategies, initiatives, and work towards ensuring organizational alignment in terms of programs, policies, and procedures. This position will work closely with department leadership to ensure progress of priorities, goals, and initiatives. The ongoing costs of the position is funded using a combination of Building and Land Development fee revenue. There is no general fund impact.

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- b. **Service Level Impacts** – This budget initiative will reduce the number of functional areas managed by the Director of Development Services, allowing the Director to focus on high level, external facing objectives with the County development community, while the Deputy Director focuses on managing the internal operations of the department.

- **Functional Areas Management**

<i>FY23 w/o Addition</i>		7
<i>FY23 w/ Addition</i>		4

### 3. Interactive Voice Response (IVR) Upgrade – Building Development

Expenditure	\$65,000
Revenue	\$65,000
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – Interactive Voice Response provides improved customer service by allowing for scheduling inspections by a smartphone application, scheduling through text messaging, and routing to a live person for assistance. The land management system, EnerGov was implemented in 2014 and the County contract included a legacy IVR system. Based on a customer survey, 30% were not satisfied with their experience scheduling inspections. This initiative funds the increased operational costs associated with the IVR upgrade, funded by Building Development fee revenue. There is no general fund impact.
- b. **Service Level Impacts** – This initiative will improve customer service by making it easier for residents and the development community to schedule inspections.

### 4. Virtual Counters – Building Development

Expenditure	\$17,762
Revenue	\$17,762
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – The Q-Matic queueing system upgrade approved by [BOCS Resolution 21-531](#) is a virtual counter application that manages the routing of customers through various plan intake and permitting processes in the Development Services Building. This feature allows for virtual tickets and virtual counters to be used, supporting the continued transition to electronic services. This initiative funds the increased operational costs associated with the virtual counters feature, funded by Building Development fee revenue. There is no general fund impact.
- b. **Service Level Impacts** – Existing service level are maintained.

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## Program Summary

### Building Development

Building Development ensures compliance with the Uniform Statewide Building Code by reviewing commercial and residential construction plans, issuing permits, inspecting structures, and enforcing building code requirements.

Key Measures	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Inspections performed on day requested	100%	100%	100%	98%	98%
Commercial plans reviewed within 6 weeks, first review	100%	100%	100%	98%	98%
Tenant layout plans reviewed within 3 weeks, first review	99%	98%	100%	98%	98%
Code enforcement cases resolved or moved to court within 100 days	72%	94%	74%	80%	80%
Overall customer satisfaction (department wide)	95%	86%	87%	90%	90%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
<b>Building Plan Review</b>	<b>\$3,268</b>	<b>\$3,334</b>	<b>\$3,540</b>	<b>\$3,847</b>	<b>\$4,654</b>
Plan submissions	9,321	9,025	9,435	9,500	9,913
<b>Building Permitting Services</b>	<b>\$1,864</b>	<b>\$2,130</b>	<b>\$2,361</b>	<b>\$2,436</b>	<b>\$3,016</b>
Permits issued	24,632	24,857	27,240	25,500	28,619
<b>Building Construction Inspections</b>	<b>\$5,223</b>	<b>\$5,354</b>	<b>\$5,151</b>	<b>\$5,761</b>	<b>\$4,366</b>
Inspections performed	66,507	69,937	69,505	70,500	73,024
<b>Building Special Inspections</b>	<b>\$596</b>	<b>\$642</b>	<b>\$637</b>	<b>\$739</b>	<b>\$770</b>
Field and test results, certifications and shop drawings reviewed	1,575	1,547	1,117	1,868	1,174
<b>Building Code Enforcement</b>	<b>\$537</b>	<b>\$627</b>	<b>\$648</b>	<b>\$1,008</b>	<b>\$1,150</b>
Enforcement cases	737	1,186	759	1,100	1,244

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## Land Development

Land Development manages the site and subdivision plan review and permit issuance process, administers the posting and releasing of bonds and escrows, and issues zoning permits.

Key Measures	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Average days from first to final plan approval, non-residential	54	58	67	45	45
Average days from first to final plan approval, residential	67	65	74	55	55
Overall customer satisfaction (department wide)	95%	86%	87%	90%	90%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
<b>Site and Subdivision Plans</b>	<b>\$1,185</b>	<b>\$1,124</b>	<b>\$970</b>	<b>\$1,124</b>	<b>\$1,296</b>
Plans reviewed	1,061	1,079	953	1,050	1,050
<b>Bonds and Escrows</b>	<b>\$806</b>	<b>\$816</b>	<b>\$654</b>	<b>\$779</b>	<b>\$829</b>
Bond and escrow cases administered	840	589	355	900	790
Lot escrow cases initiated and released	592	759	866	700	910
<b>Customer Service/Zoning Permits</b>	<b>\$542</b>	<b>\$691</b>	<b>\$652</b>	<b>\$717</b>	<b>\$910</b>
Permits processed	6,638	6,150	8,497	6,750	7,044

## Customer Liaison

The Early Assistance Desk (EAD) is the central point of contact for all community development customers. The EAD routes customers to the appropriate community development agency in a timely, organized, and efficient manner.

Key Measures	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
Overall customer satisfaction (department wide)	95%	86%	87%	90%	90%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Adopted
<b>Early Assistance Desk</b>	<b>\$161</b>	<b>\$242</b>	<b>\$236</b>	<b>\$274</b>	<b>\$281</b>
Total customer transactions	43,201	30,126	30,998	40,000	30,000
Customer transactions processed per FTE	21,601	15,063	15,499	20,000	15,000