



# THE PRINCE GEORGE'S COUNTY GOVERNMENT

## Office of Audits and Investigations

April 24, 2019

### MEMORANDUM

TO: Dannielle M. Glaros, Chair  
 Planning, Housing and Economic Development Committee (PHED)

THRU: David H. Van Dyke, County Auditor *DHV*

FROM: Sylvia King, Audit Manager *SK*

RE: Department of Permitting, Inspections and Enforcement (DPIE)  
 Fiscal Year 2020 Budget Review

#### Budget Overview

The FY 2020 Proposed Budget for the Department of Permitting, Inspections and Enforcement (“DPIE” or the “Department”) is approximately \$35.2 million, representing an increase of approximately \$2 million, or 5.9%, over the FY 2019 Approved Budget before recoveries. The increase is primarily due to the increases in compensation related to mandated salary requirements and related fringe increases, along with the increase in staffing for the Small Wireless Facilities Unit, Third Party Review and Short-Term Rental programs, which are being offset by decreases in operating costs, some of which is related to the completion of hardware upgrades associated with the installation and cabling supporting the Permitting and Licensing System.

In FY 2020, the Department’s proposed funding is derived from the Stormwater Management Fund (\$14.9 million, or 42%), General Fund (\$11.7 million, or 33%), and the Solid Waste Management Fund (\$8.6 million, or 25%). The presentation of the Proposed FY 2020 budget does not differentiate between amounts expensed and/or recovered separately from the Stormwater Management and the Solid Waste Management Enterprise Funds, as such expenditures for both enterprise funds is presented in the table below as one amount categorized as recoveries.

**Budget Comparison – General Fund** – Expenditures specific to the Enterprise Funds are included in the General Fund totals and are reflected as recoveries in totality for both the Stormwater and Solid Waste Funds.

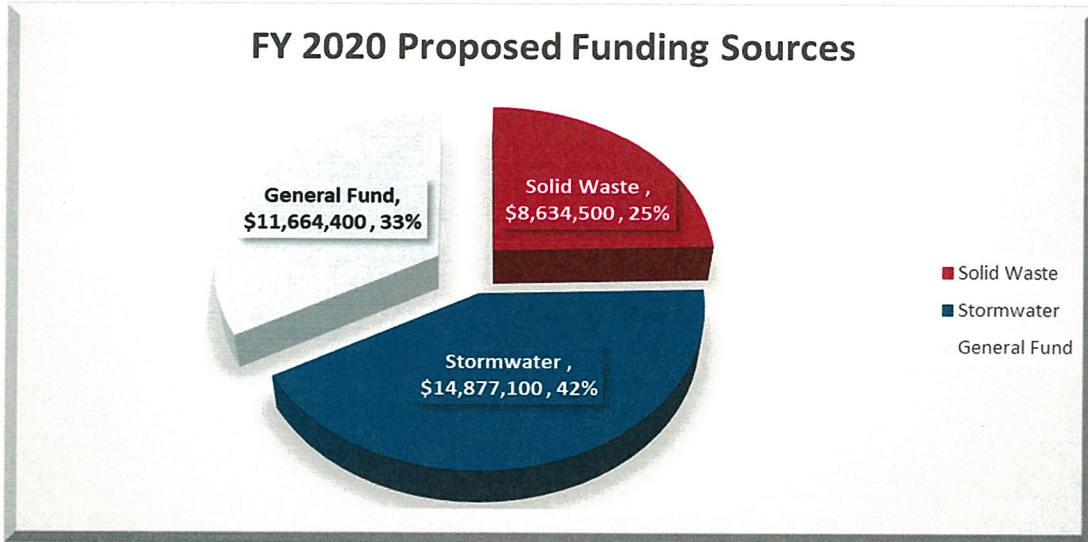
#### **Approved Fiscal Year 2019 to Proposed Fiscal Year 2020**

Category	FY 2018 Actual	FY 2019 Approved	FY 2019 Estimated	% Change - Est vs App	FY 2020 Proposed	Change Amount	Percentage Change
Compensation	\$ 17,673,992	\$ 19,525,100	\$ 18,998,200	-2.7%	\$ 21,041,500	\$ 1,516,400	7.8%
Fringe Benefits	5,580,011	6,508,400	6,041,400	-7.2%	6,859,500	351,100	5.4%
Operating Expenses	6,921,718	7,174,100	7,113,600	-0.8%	7,275,000	100,900	1.4%
Sub-Total	\$ 30,175,721	\$ 33,207,600	\$ 32,153,200	-3.2%	\$ 35,176,000	\$ 1,968,400	5.9%
Recoveries	(19,044,721)	(22,784,300)	(22,025,000)	-3.3%	(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>-2.8%</b>	<b>\$ 11,664,400</b>	<b>\$ 1,241,100</b>	<b>11.9%</b>

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**Budget Comparison – General and Enterprise Funds**

The chart below reflects the funding sources and amounts for the Department’s Proposed FY 2020 budget. Enterprise Funds usage by agency is in *Appendix 3* of this report.



Source: *FY 2020 Proposed Budget page 481, First Round Response Q.21, page 11*

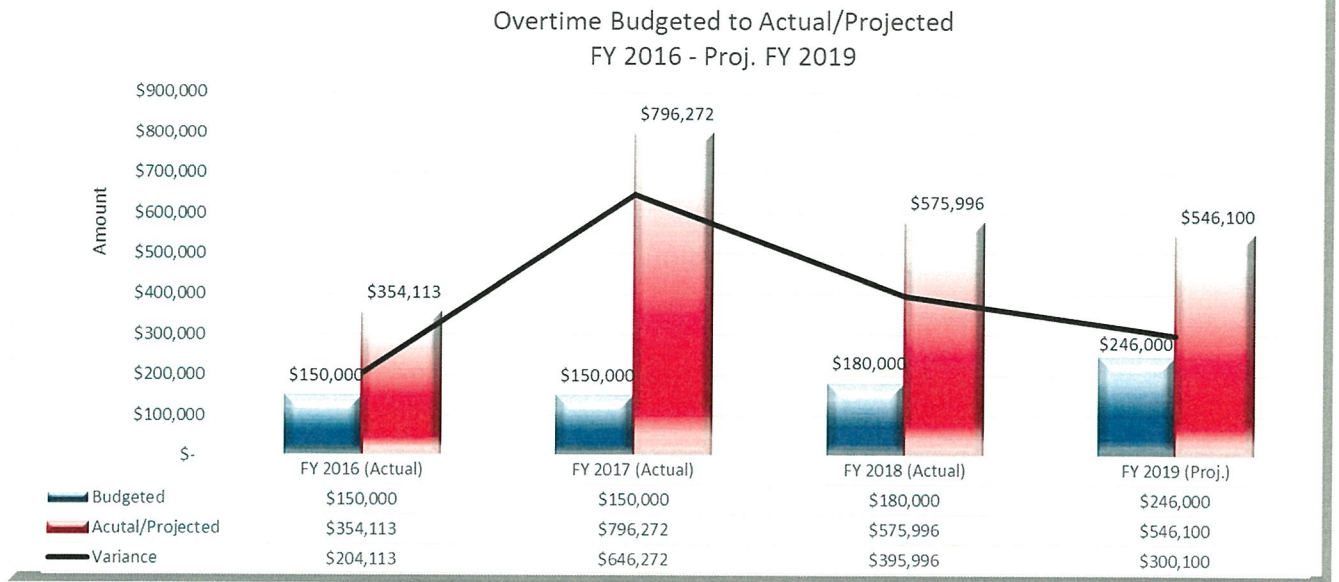
**Authorized Staffing Count**

	FY 2019 Approved	FY 2020 Proposed	Change Amount	Percentage Change
Full-Time	289	307	18	6.2%
Part-Time	0	0	0	0.0%
<b>Total</b>	<b>289</b>	<b>307</b>	<b>18</b>	<b>6.2%</b>

**Staffing and Compensation**

- For FY 2020, General Fund compensation expenditures are budgeted at approximately \$21.0 million, and represent an increase of approximately \$1.5 million, or 7.8%, above the FY 2019 Approved Budget, primarily due to the creation of 15 new positions to staff the Small Wireless Facilities Unit (3), Third Party Review (4), and Short-Term Rental programs (8). Additionally, in FY 2020, there will be a transfer of three (3) Property Standards Inspector positions from the Department of the Environment (DOE) Abandoned Vehicles Unit (AVU), anticipated cost-of-living adjustments (COLA) and merit increases.
- FY 2020 proposed compensation is based upon staffing levels of 307 full-time, and two (2) temporary/seasonal employees. As of March 2019, there are 38 General Fund vacant positions, all of which are fully funded, and at various stages in the recruitment/hiring process. Additionally, in FY 2020, the vacant positions include the 15 new positions for a proposed total of 53 funded vacancies. A listing of the proposed vacant FY 2020 general funded positions is shown in DPE’s response to *FY 2020 First Round Budget Review Q.3 and Q.10, Attachment #1-2*.

- In FY 2018, the Department expended \$575,996, or \$395,996, more than what was budgeted for overtime. The Department is reporting that the high number of vacancies, and high turnover drives the overtime expenditures. The factors leading to high turnover stems from lower annual salaries in comparison to the County’s neighboring jurisdictions, which specifically pertains to the Construction and Property Standards Inspectors and Engineering positions. Overtime is being projected at \$546,100, or \$300,100, over the Approved FY 2019 Budgeted amount. Overtime expenditures from FY 2016 – Proj. 2019 is approximately \$2.3 million, and over \$1.5 million more than what was budgeted for the same period.



Source: First Round Responses FY 2017- Proj. FY 2019

- The Department reported that its monthly rate of attrition is 2.4% as of February 2019, and cites the key factors contributing to the current attrition level is employee resignations, and regular retirement. Following the Department’s FY 2019 Mid-Year Budget Review, an updated comparison of DPIE’s scale and size with surrounding jurisdictions is provided in *Appendix 2* of this report, which includes the number of businesses.
- The Department requested a classification study for the Property Standards Inspector positions in October 2018, which is still currently under review by the Office of Human Resources Management (OHRM), and no recommendation has been received to date. The Department also plans to request a Study for the Property Standards Inspector class of work.
- Although legislation was enacted in November 2016 (CB-65-2016), the County’s Property Standards Inspectors salary schedules remained significantly lower than neighboring jurisdictions, as such, DPIE has started offering potential candidates’ salaries comparable to their current pay. Due to this action, salary adjustment requests are being submitted to OHRM for Construction Standards Inspectors to alleviate salary compression; and a review of existing staff salary structures is being done. Consideration is also being made to retain Inspectors such as:
  - Offering incentives such as education and training reimbursement programs.
  - Flexible work schedules.
  - Allowing inspectors to take home their County-assigned vehicles.

- The following table provides the Department’s rate of attrition for the last five (5) fiscal years (as of February of each year represented):

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 (YTD)
# of Separations	24	22	22	23	22
# of Authorized Positions	285	285	287	289	289
Rate of Attrition	8%	8%	8%	8%	8%

Source: Responses to 1st Round Questions provided to A&I during budget reviews.

### Fringe Benefits

- In FY 2020, Fringe Benefit expenditures are proposed at approximately \$6.9 million, representing an increase of \$351,100, or 5.4%, above the FY 2019 Approved Budget level, due to the change in the rate and compensation adjustments. *See table below.*

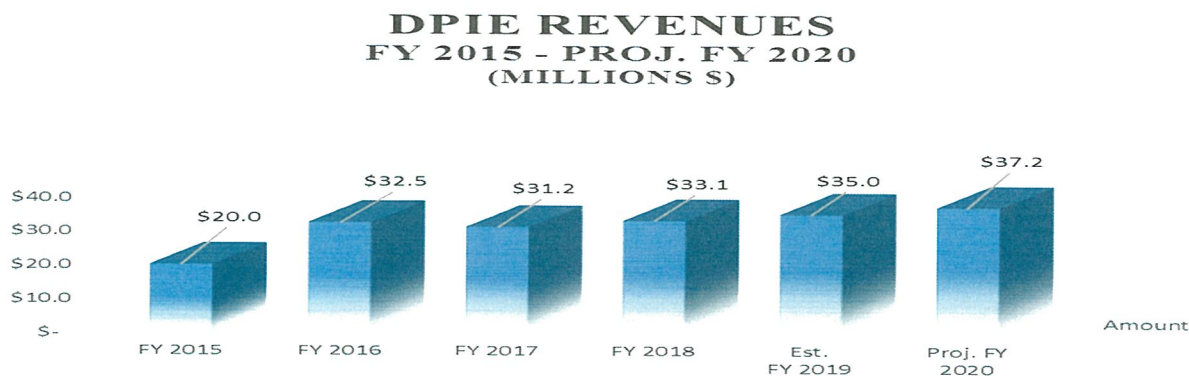
#### Fringe Benefits Historical Trend

Expenditure	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed
Fringe Benefits Expenditures	\$ 5,289,338	\$ 5,230,559	\$ 5,580,011	\$ 6,041,400	\$ 6,859,500
As a % of Compensation	32.0%	30.9%	31.6%	31.8%	32.6%
Annual % Change	0.8%	-1.1%	6.7%	8.3%	13.5%

Source: FY 2020 Proposed Budget page 481 and Prior Year’s Approved Budgets

### Revenues

- Revenue totals reflect actual and projected collections of building and grading permits, street use permits, business and other license revenues, and has seen a steady year over year increase since FY 2017. Several factors have impacted the increase in revenue collections since FY 2015: Legislation was adopted that increased fees in FY 2016, including a 5% technology fee, the Permit Fee Multiplier was increased from 0.006 to 0.008, Building Valuation Data (BVD) from the International Code Council (ICC) calculation changed from February 2010 to February 2015 values, and an increase in commercial development within the County. Fees increased by an average of 33%. In addition, since FY2015, a 50% increase was attained in the site/road and building value of construction. *See chart below.*



Source: FY 2020 First Round Budget Review Response Q.41, page 28 & Prior Year’s Budget Report

**Operating Expenses**

- FY 2020 operating expenditures are proposed at approximately \$7.3 million, and are comprised of the following major items:
  - Operating Contracts \$5,064,200
  - Office Automation 1,082,900
  - Vehicle Equipment Repair/Maintenance 353,800
  
- The FY 2020 Proposed budget includes approximately \$2 million for Motorola to provide the New Permitting and Licensing System (PLS). A complete listing of the proposed FY 2020 contracts for DPIE is included in the response to *FY 2020 First Round Budget Review Q.18 – Attachment #3*.
  
- The accompanying table compares the FY 2020 Proposed Budget operating expenses with the FY 2019 Approved Budget operating expenses. In six (6) of the categories, the FY 2020 Proposed Budget increases planned spending from the FY 2019 Approved Budget level, and in five (5) categories spending is proposed to decrease. Spending levels remain unchanged for five (5) categories in FY 2020 from the FY 2019 Approved Budget level. *See table below.*

Operating Objects	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed	FY 2019 - FY 2020	
				\$ Change	% Change
Office Automation	1,026,700	892,500	1,082,900	190,400	21.3%
Operating Contracts	3,647,307	5,029,600	5,064,200	34,600	0.7%
Telephone	157,698	150,000	167,900	17,900	11.9%
Vehicle Equipment Repair/Maintenance	447,000	345,200	353,800	8,600	2.5%
Membership Fees	1,757	2,800	4,500	1,700	60.7%
Advertising	816	1,000	1,200	200	20.0%
Data-Voice	824	-	-	-	N/A
Training	36,672	59,700	59,700	-	0.0%
Mileage	19	-	-	-	N/A
General Office Supplies	219,141	141,300	141,300	-	0.0%
Equipment Lease	127,311	149,400	149,400	-	0.0%
Gas & Oil	120,546	150,000	145,000	(5,000)	-3.3%
Printing	33,523	44,300	35,200	(9,100)	-20.5%
Periodicals	3,845	33,600	19,000	(14,600)	-43.5%
General & Administrative Contracts	2,193	27,800	10,000	(17,800)	-64.0%
Office and Operating Equipment Non-Capital	1,096,366	146,900	40,900	(106,000)	-72.2%
<b>TOTAL</b>	<b>\$ 6,921,718</b>	<b>\$ 7,174,100</b>	<b>\$ 7,275,000</b>	<b>100,900</b>	<b>1.4%</b>

Source: *FY 2020 First Round Budget Review Response Q.17, page 10*

- The reduction in spending in the Proposed FY 2020 Office and Operating Equipment Non-Capital expense (\$106,000 decrease), is as a result of the decrease in costs for hardware expenses for the new Motorola Customer Service Request and Permitting and Licensing System (PLS).

**Recoveries – General Fund**

- FY 2020 proposed recoveries are approximately \$23.5 million, an increase of \$727,300, or 3.2%, above the FY 2019 Approved Budget level, to align to actual historical recovery rates from the Stormwater Fund in Site/Road Plan Review and to fully recover the costs of setting up the Administrative Hearing Board from the Solid Waste Fund. A breakdown of Estimated FY 2019 Recoveries compared to the FY 2020 Proposed amounts are listed on *the chart below*.

Description	Service Provided	FY 2019 Estimate	FY 2020 Proposed	Change Est. FY19 Vs Prop. FY20
Solid Waste Salaries	Property Standards Enforcement	\$ (4,615,800)	\$ (4,923,600)	\$ 307,800
Solid Waste Operating Expenses	Property Standards Enforcement	\$ (1,707,600)	\$ (2,128,100)	\$ 420,500
Solid Waste Fringe	Property Standards Enforcement	\$ (1,516,200)	\$ (1,582,800)	\$ 66,600
<b><i>Subtotal - Solid Waste Management</i></b>		\$ (7,839,600)	\$ (8,634,500)	\$ 794,900
Stormwater Management Salaries	Permit Review & Inspection	\$ (8,703,800)	\$ (9,014,900)	\$ 311,100
Stormwater Management Operating	Permit Review & Inspection	\$ (2,688,800)	\$ (2,864,900)	\$ 176,100
Stormwater Management Fringe	Permit Review & Inspection	\$ (2,792,800)	\$ (2,997,300)	\$ 204,500
<b><i>Subtotal – Stormwater Management</i></b>		\$ (14,185,400)	\$ (14,877,100)	\$ 691,700
<b>TOTAL RECOVERIES</b>		<b>\$ (22,025,000)</b>	<b>\$ (23,511,600)</b>	<b>\$ 1,486,600</b>

Source: FY 2020 First Round Budget Review Response Q.21, page 11

**Highlights**

The majority of the Department’s budgetary resources are utilized for staffing, permitting and licensing, site/road plan review, building plan review, construction standards inspections, and code enforcement activities.

- Some of DPIE’s major achievements in FY 2019, to date, include the following:
  - Created the Administrative Hearing Unit to adjudicate property standards cases instead of sending cases directly to court. Reduced the number of violation notices issued and increased the compliance rate as a result of the Administrative Hearing Citations.
  - Utilized Third-Party and/or Peer Plan Review teams and Third-Party Inspectors to expedite numerous major projects in the County, including:
 

<ul style="list-style-type: none"> <li>✚ Keys gas-powered electric generating plant (Brandywine)</li> <li>✚ Hyatt Hotel (National Harbor)</li> <li>✚ Regional Medical Hospital Center (Largo)</li> <li>✚ Urban Atlantic/New Carrollton Project (garage/office space and residential units)</li> <li>✚ Seven Solar Farms</li> <li>✚ Children’s National Medical Office (Woodmore Towne Center)</li> </ul>	<ul style="list-style-type: none"> <li>✚ Glenarden Redevelopment</li> <li>✚ Purple Line</li> <li>✚ Immigration and Customs Enforcement (ICE)</li> <li>✚ Prince George’s County Indoor Fire Arms Range</li> <li>✚ Top Golf</li> <li>✚ Five Grocery Stores (3 LIDL and 2 ALDI)</li> <li>✚ Largo Town Center</li> </ul>
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  - Facilitated contracts for demolition of 12 unfit structures.

- o Expanded Residential Third-Party Inspection Program to allow larger builders to utilize approved engineering firms to expedite inspections.
- o Reviewed and issued permits utilizing the new urban road standards (Suitland Town Center and Regional Medical Center).
- o Prepared an updated Water and Sewer Plan for approval by the County Executive and County Council (which has not been updated since 2008).

Please see the *FY 2020 First Round Budget Review Q.22b, pages 12-14* for a complete listing of the Department's major achievements.

- The Department is reporting the following issues in FY 2019 have impeded planned progress, and could further inhibit FY 2020 planned program performance and operations:
  - ✦ Inability to fill staff vacancies in a timely manner.
  - ✦ Losing staff to other jurisdictions and/or companies with more competitive salaries.
    - ✓ As discussed earlier under compensation and staffing, DPIE has requested OHRM to conduct a Classification Study for its Construction Standards Inspectors to address the inequity in salaries compared to neighboring jurisdictions.
    - ✓ Need to increase the salary schedules for Engineers, Construction Standards Inspectors and Property Standards Inspectors.
    - ✓ The Department continues to utilize existing staff to meet the increasing work demands.
  - ✦ Lack of staff with data management and virtual Customer Service skill sets to train DPIE staff utilizing acquired technology systems.
  - ✦ Not hiring qualified Information Technology staff to assist with the development, implementation and maintenance of the new Permitting and Licensing System.
- The Department is reporting the following areas where program goals and objectives have fallen short of expectations in FY 2019 YTD:
  - ✦ Motorola will **not** meet several milestone deliverables that were expected to be completed by May 2019. DPIE's Project Management team is working with Motorola to obtain a revised Project Schedule, Project Plan and Milestone Payment documents.
  - ✦ Due to delayed implementation of the mobile application for the Customer Service Reporting (CSR) System, Property Standards Inspectors are unable to process violation notices in the field as intended.
  - ✦ Installation of paper scanning and document management systems to enable DPIE to become paperless.
  - ✦ Housing all facets of the program operations in a "One Stop Shop" facility to achieve maximum program efficiency.

- The Department is reporting that it’s most important program goals and objectives for FY 2020 are to:
  - ✚ Hire and retain highly qualified staff.
  - ✚ Continue with the development, design and testing of the new PLS for implementation.
  - ✚ Continue with the upgrade to ProjectFlow.
  - ✚ Implement Motorola’s CSR Violation process, which is to obtain final build out of the Zoning and Multi-Family violation modules.
  - ✚ Identify business opportunities to streamline and improve current processes in parallel with the implementation of PLS and the upgrade to ProjectFlow.
  - ✚ Integrate the Administrative Hearing Software to PLS.
  - ✚ Address illegal/unpermitted construction.
  - ✚ Develop a design build Third-Party Inspection Program.
  - ✚ Reduce response times for current Service Level Agreements.
  - ✚ Fully implement the Administrative Hearing Process.
  - ✚ Improve Site/Road peer review.
  - ✚ Adopt the 2018 Construction Codes.
  - ✚ Implement home owner’s counter and small business counter in Homeowners and Mega Projects Suite.
  - ✚ Increase on-line submission of building permit applications with plans on commercial project through ProjectDox system.
  
- The Department is reporting some of the following current and planned partnerships:
  - ✚ Participation in the County’s Summer Youth Employment Program.
  - ✚ In the process of establishing a paid internship program for junior/senior college engineering students to gain Engineering experience, with the expectation that upon successfully obtaining their degree they will pursue employment with DPIE.
  - ✚ Researching the probability of partnering with Vocational High Schools within the County for establishing an internship program for high school students to be considered for entry-level inspector positions.
  - ✚ The Enforcement Division is currently in preliminary discussions with a representative of the Prince George’s County Library System to disseminate information about job opportunities at DPIE in the Hispanic Community (Langley Park). The goal of this outreach is to improve the working relationship with the Hispanic Community, and to develop a pool of potential bilingual staff.
  
- DPIE reports that overall, 95.7% of cases received by CountyClick (3-1-1 Call Center) were closed on time in FY 2018, based on individual service level agreements (SLAs); and FY 2019 YTD (through February 28, 2019), 4,049 cases, or 97.6%, closed on time. The *chart below* shows cases with less than 90% closure rate in FY 2019 YTD, and indicates that Permit-related Requests have the lowest closure rate at 46.9%.

Number	Case Type Description	Cases Closed on Time	Total Cases Closed	%
61	Permit-related Requests	23	49	46.94%
65	Rental License Inspection (Single Family)	14	20	70.00%
19	Damaged Structure	15	19	78.95%
138	Construction Issues	113	134	84.33%
26	Damage Caused by Utility Companies	23	26	88.46%
101	Sump Pump Discharge onto Roadway & Sidewalk	86	97	88.66%

Source: Customer Service Reporting (CSR) System



- On-time closure rates less than 75% are prevalent for more contentious cases in which there is the need for complying with appropriate due process, particularly for enforcement actions relating to single and multi-family rental housing and permit-related requests. A complete list of DPIE’s 3-1-1 calls, as provided by the Customer Service Reporting (CSR) System can be found in *Appendix 1* of this report for FY 2019 YTD.
- DPIE is reporting that the voluntary web-based Customer Satisfaction Survey shows that service ratings of 2.3 (FY 2017), 2.4 (FY 2018), and 2.6 (FY 2019 YTD), on a scale of 4, which equates to a C+. Surveys are analyzed, and if feasible to do so, changes are incorporated into the workflow to help improve customer service. The FY 2019 Customer Satisfaction Ratings by Service Category to date are:

<b>Rating</b>	<b>SERVICE CATEGORY</b>
2.2	Ease of Obtaining Assistance by Phone
2.2	Ease of Obtaining Assistance from Website
2.6	Ease of Using ePlan/ProjectDox
2.6	Time to Complete Service
2.8	Time Waiting to be Served
2.8	Staff Consistency
2.9	Staff Accuracy
3.1	Courtesy
3.1	Staff Knowledge/Competency
3.1	Staff Professionalism
<b>2.6</b>	<b>Overall</b>

- During the Department’s FY 2019 Mid-Year Budget Review the Council requested a memorandum of specifics related to legislation affecting the Department. The details are included below:
  - 1) Short Term Rental – CB-011-2018 – Provide application intake, code enforcement compliance and maintain statistical information for short term rentals.
    - ✚ Currently, only 1 of 5 platforms have reported statistical information and have reported approximately 5,000 short term rentals in Prince George’s County.
    - ✚ Eight (8) positions were added to the Departments’ complement for FY 2020 to manage this program.
    - ✚ Increased staff will be required to review applications, conduct complaint inspections and maintain statistical information.
  - 2) Environmental Crimes – CB-054-2018 – Provide assistance with the Environment Crimes Unit Team addressing major incidents of illegal dumping in Prince George’s County.
    - ✚ While investigating, Enforcement will be issuing violation notices and providing Clean Lot administration as required.
    - ✚ Will require additional inspectors and an increase to the Clean Lot budget.
  - 3) Rental License Registry – House Bill 1054. Create and maintain a Registration Database for mandatory landlord registration.

- ✚ Registration may require fees.
- ✚ Current registration database does not exist and will need to be created.

- 4) Small Wireless Facility Permitting – Three (3) additional staff were added to the FY 2020 budget to assist in managing this program.
- 5) Green Building Code Implementation – Twelve (12) additional staff required. Estimated at \$1.3 million per year.

▪ The following legislative items are being considered that may impact the Department’s programs and operations:

- 1) Small Wireless Facility – While the State bill did not pass, the County is still drafting the bill, with the goal to have it submitted by the end of May 2019 to the County Council. Funding is included in the proposed FY 2020 budget to support this function. Three (3) positions were added to the Department’s complement to assist in managing this program.
- 2) Zoning Rewrite bill – County bill. Once this bill becomes law, it will require DPIE to review and inspect permit projects to meet a Green Building Code requirement. Currently, the County does not have a Green Building Code. However, the Department will need additional staff for this legislative mandate once implemented.

**Workload and Program Management**

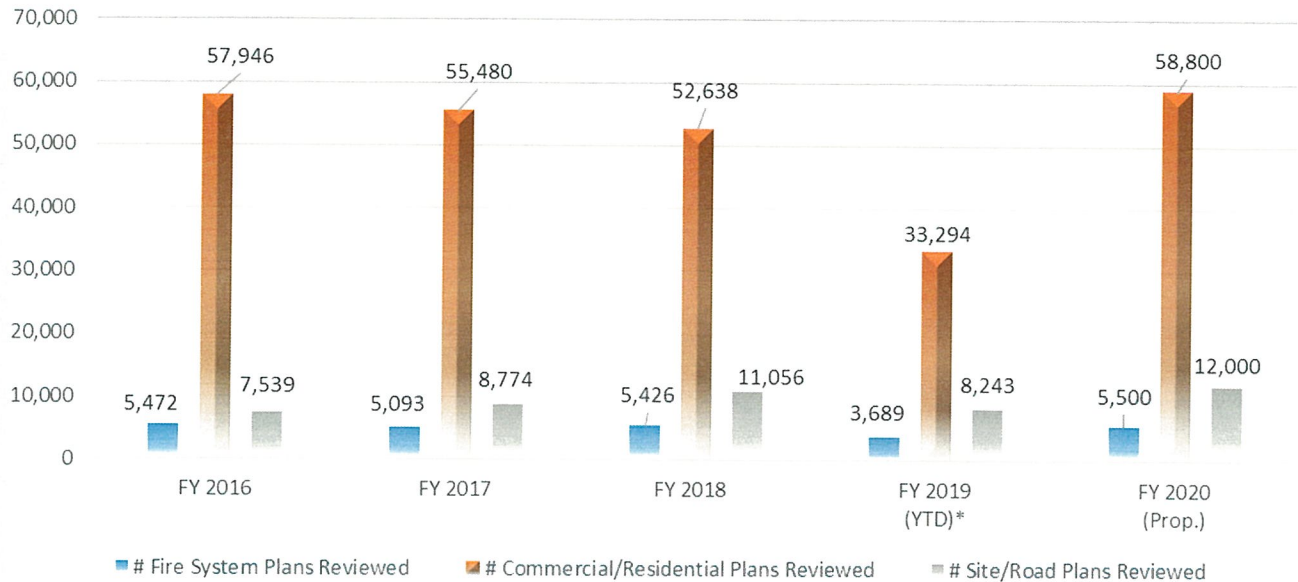
***Permitting & Licensing, Site/Road and Building Plan Review***

- The table below and chart on the following page addresses the Permitting & Licensing, Site/Road and Building Plan Review Divisions. Staffing in FY 2020 is estimated to increase to 94 from 84 since FY 2016.
- Permit Fees collected in FY 2020 are proposed to be \$37.2 million, as compared to \$33.1 million collected in FY 2018. \$21.9 million has been collected in FY 2019 YTD.

**PERMITS & PLANS REVIEWED**

Description	FY 2016	FY 2017	FY 2018	FY 2019 (YTD)*	FY 2020 (Prop.)
# Permits Processed	58,312	56,542	52,892	31,573	59,000
# Permits Issued	57,415	50,941	46,645	29,030	53,000
Permit Fees Collected	\$33.6 million	\$31.2 million	\$33.1 million	\$21.9 million	\$37.2 million
<b># of Staff</b>	<b>84</b>	<b>84</b>	<b>86</b>	<b>89</b>	<b>94</b>

### PLANS REVIEWED FY 2016-PROP. FY 2020



Source: FY 2020 First Round Budget Review Response Q.36

- The table below shows that the average timeframes for reviews have remained stable since FY 2017 for the following areas:

- ✚ Bond Reviews and Processing times at 2-3 days.
- ✚ Building Plan Reviews at 2-4 weeks.
- ✚ Business Licenses at 1-2 days.
- ✚ Plan Log-In/Screening/& Case Number Assignment times at 1-2 days.

Category	FY 2017	FY 2018	FY 2019 YTD
Bond Reviews and processing	2-3 days	2-3 days	2-3 days
Building Plan Reviews**	2-4 weeks	2-4 weeks	2-4 weeks
Business Licenses	1-2 days	1-2 days	1-2 days
Plan Log-In, Screening and Case Number Assignment	1-2 days	1-2 days	1-2 days
Electrical Contractor Permits	1-4 hours	1-2 hours	1-2 hours
Site/Road Plan Reviews*	3-4 weeks	6 weeks	3 weeks
Special Utility Permits*	2-3 weeks	4 weeks	4-5 weeks

\*Agency time only, per cycle

\*\*2 weeks for Peer Review Projects; 4 weeks for non-Peer Review Projects

- The table above also shows the following as it relates to average timeframes for reviews:
  - ✚ Electrical Contractor Permits have decreased from 1-4 hours (FY 2017) to 1-2 hours (FY 2018 & FY 2019 YTD).
  - ✚ Site/Road Plan Reviews processing times for Department time only have increased from 3-4 weeks (FY 2017), to 6 weeks (FY 2018), but are currently at 3 weeks in FY 2019 (YTD).
  - ✚ Permit review timeframes for DPIE site/road cases exceed service level expectations due to staff vacancies. DPIE is working to fill these vacancies.

✚ Special Utility Permits took 2-3 weeks to process in FY 2017, 4 weeks in FY 2018, and is currently taking 4-5 weeks in FY 2019 (YTD).

- DPIE applied for a grant from the Maryland Department of Natural Resources (M-DNR) to digitize the floodplain files, which was unsuccessful. However, the Maryland National Capital Parks and Planning Commission (M-NCPPC) will coordinate with Site/Road the capability to digitize the files using their Capital Improvement Program (CIP) funds.

### Inspections

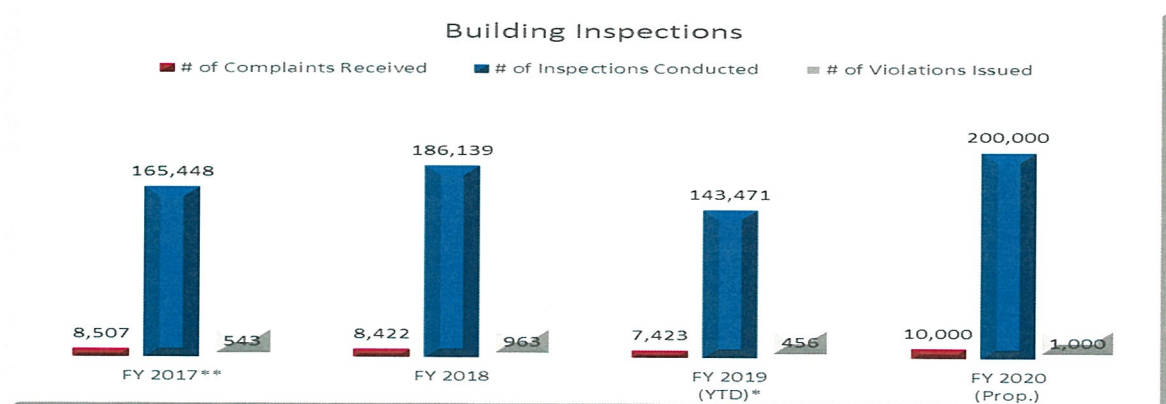
The Inspections Division includes all Building and Site/Road inspectors. *Note: FY 2019 data depicted is only partial year, through February 2019.*

- Staffing for Building Inspections was at 56 (FY 2017), 52 (FY 2018) and 52 (FY 2019 YTD), and is proposed at 70 (FY 2020). Fines issued in FY 2017 were \$273,534, and is estimated to increase to \$700,000 in FY 2020. *See table below.*

INSPECTIONS DIVISION				
Description	FY 2017	FY 2018	FY 2019 (*YTD)	FY 2020 (Prop.)
\$ of Fines Issued	\$ 273,534	\$ 391,133	\$ 611,179	\$ 700,000
\$ Fines Collected	266,326	239,090	399,716	550,000
\$ Fines Outstanding	7,208	152,043	211,463	150,000
# of Staff	56	52	52	70

*\*Through February 2019*

- The Collection rates for building inspections function are 97% (FY 2017), 61% (FY 2018), and 65% (estimated FY 2019). The Inspections Division is currently achieving a 65% collection rate. Violations are monitored on a regular basis and prevents further project work until fines are cleared. Fines are also recorded among the permit records and must be resolved prior to any permits being issued.
- The Department conducted 165,448 building inspections in FY 2017, which increased to 186,139 in FY 2018, and is proposed to increase further to 200,000 in FY 2020. Violations issued have increased from 543 in FY 2017, to 963 in FY 2018, and proposed at 1,000 in FY 2020. *See chart below.*



Source: *\*Through February 2019 \*\*FY 2017 # of Complaints Received corrected due to reporting error*

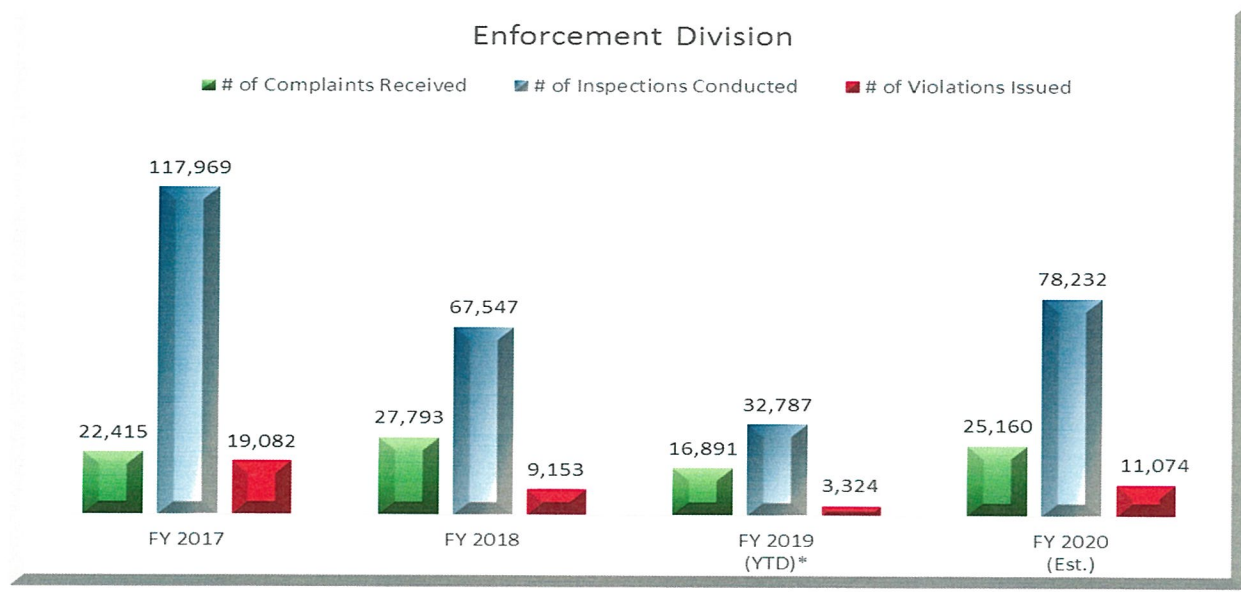
**Enforcement**

- The Enforcement Division’s Zoning Unit will be responsible for the oversight of the Short-Term Rental units effective November 2019, and eight (8) positions have been included in the FY 2020 budget for this program.
- The Enforcement Division implemented a policy in conjunction with the administrative hearing process. While conducting neighborhood surveys throughout the communities, DPIE uses a “door hanger”, which lists the most common property standards violations. If a violation is circled on the door hanger, a reinspection date is provided to the resident and the resident is notified of the possible \$300 fine. Issuing the door hangers prior to conducting the neighborhood canvases, has significantly reduced the number of violation notices, citations issued and complaints from citizens.
- The *table below* addresses the Enforcement Division’s workload and shows that staffing levels have increased since FY 2017 from 60, to 63 in FY 2018, and is proposed at 65 in FY 2020.

<b>ENFORCEMENT DIVISION</b>				
<b>Description</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (*YTD)</b>	<b>FY 2020 (Est.)</b>
\$ of Fines Issued	\$ 239,000	\$ 312,650	\$ 269,000	\$ 400,000
\$ Fines Collected	122,275	96,995	107,600	200,000
\$ Fines Outstanding	116,725	215,655	161,400	200,000
# of Staff	60	63	65	65

*\*Through February 2019*

- The collection rate for the Property Standards function has decreased from 51% in FY 2017, to 31% in FY 2018. The FY 2019 (estimated) collection rate is 40%. The Department performs this function through Voluntary Compliance and Court Enforcement. Payments are collected by the Courts or received in the Enforcement office. No online payment services are currently in place. There is no active collection process in place to handle non-payments. Citations with unpaid balances are forwarded to the Office of Finance and liens are placed against the property.
- The number of inspections conducted in FY 2017 was 117,969, which decreased to 67,547 in FY 2018, and is proposed to increase to 78,232 in FY 2020. The number of violations issued in FY 2017 was 19,082, which decreased to 9,153, and is proposed to increase in FY 2020 to 11,074. See *chart* on the following page.



Source: FY 2020 First Round Budget Review Response Q.27 \* Through February 2019

### ***Blight Eradication, Litter and Beautification***

- Funding is used to demolish and acquire blighted properties in the Transforming Neighborhood Initiative (TNI) areas.
  - ✚ DPIE is responsible for administering the Blight Eradication Program. FY 2019 estimated expenses are \$1.18 million, and the FY 2020 Proposed appropriation is \$1.84 million. The majority of the spending to-date has been used for Kentland – Palmer Park, followed by Suitland – Coral Hills and Hillcrest Heights – Marlow Heights. Activities include: home restoration, façade improvements, and redevelopment of vacant lots.
- The Inspection Division regularly monitors construction sites and frontage roadways for debris and mud on the roadway. Further, the Inspections and Enforcement Divisions participate in the sign blitz, which consists of removing illegal signs from the roadways and public right-of-way; and assess homes submitted for assistance to the Christmas in April program.
- The Enforcement Division actively participates in the bi-annual “Clean up Green up” campaign sponsored by the Department of Public Works and Transportation. Also, an Inspector is assigned to the Environmental Crimes Task force which operates out of the Department of the Environment.
- The Department is reporting that it is currently monitoring 3,500 properties as part of the Clean Lot Program. Projected costs for FY 2020 are \$703,830, with liens of \$1.5 million and collections of \$1.1 million. *See table below:*

Clean Lot Program	FY 2016	FY 2017	FY 2018	FY 2019 Est	FY 2020 Projected
Contractor Cost	\$819,829	\$707,289	\$760,751	\$527,449	\$703,830
Liens	\$1,016,344	\$894,747	\$873,776	\$1,136,292	\$1,500,000
Collections	\$954,328	\$785,484	\$626,942	\$881,379	\$1,125,000
No. of Properties Monitored		3,500	3,500	3,500	3,000

***Administrative Hearing Program***

- The Administrative Hearing Process was created in response to legislation passed by the County Council in 2017 (CB-64-2017) to allow Hearing Officers to adjudicate citations issued for code enforcement for property standards and housing violations of County code, instead of waiting for the courts to hear the cases. This process will serve to expedite the current judicial process in District Court for contested or unpaid citations. Program updates include:

- ✚ Began adjudicating citations on August 1, 2018, with four (4) DPIE Property Standards Inspectors issuing citations in targeted jurisdictions, and hearings being held weekly, within 30 days of the request.
- ✚ Developed the process where the Administrative Hearing Unit will forward default orders and hearing decisions to the Office of Law, which will then submit to District Court for judicial enforcement on a separate docket.
- ✚ Anticipate more inspectors will be issuing an increased number of citations in the coming months, which will possibly increase the number of hearings.
- ✚ While cases have been referred to the Office of Law for Judicial Enforcement, the court docket has not yet been solidified.
- ✚ The following data is from August 2018 – February 2019:

<b>Action</b>	<b>Count</b>
Number of Citations Issued	613
Hearing Requests	137
Initial hearings held within 30 days	137
Notices of Default Sent	420
Voided Cases	29
Office of Law Referrals	96*
*Pending Court Docket for Judicial Enforcement	

***Nuisance Abatement Board***

- A summary of the activities associated with the Nuisance Abatement Board are as follows:
  - ✚ Received and held seven (7) referrals for hearings in the following locations: Fort Washington, Brentwood (2), Riverdale, University Park, Takoma Park and Beltsville.
  - ✚ Assessed \$3,500 in fines of which none have been collected to date.
  - ✚ One (1) case was appealed to the Circuit Court, but the decision was upheld.
  - ✚ All decisions were guilty of being a neighborhood/public nuisance.

**Equipment and Information Technology (IT)**

- As of March 2019, the Department reports that 100 vehicles out of 161, or 62.11% of its fleet, have met the replacement criteria of exceeding 100,000 miles and/or 10 years in service. The Department projects that by the end of FY 2019, this number will remain unchanged.
- In FY 2019, the Department had six (6) vehicles deadlined. As of the date of the writing of this report, funding to purchase vehicles for DPIE will be allocated as part of the FY 2020 Non-Departmental budget related to the

Certificate of Participation (COP) program. The final list of vehicles will be determined in conjunction with the Office of Central Services (OCS) – Fleet Management Division, during the summer.

- In FY 2019, the Department purchased 15 micro desktops to replace those in the customer service desk area for approximately \$20.2 million, with additional funding of \$4 million being Proposed in FY 2020 for micro desktops.
- The Department is proposing approximately \$3.7 million in FY 2020 to fund Information Technology (IT) initiatives. *See table below.*
  - ✦ Since 2015, the Department’s total IT project costs are approximately \$15.2 million, with Motorola accounting for 74% of costs for the Permitting, Licensing and Enforcement (PLS) System including development, hosting services, and hardware costs, as well as providing the cloud based software to track cases for the Administrative Hearings.
  - ✦ Approximately \$5 million has been expended to date on DPIE IT initiatives.
  - ✦ The PLS system was progressing prior to February 5, 2019, and now the project is on hold pending Motorola’s provision to provide a realistic Project Schedule, Project Plan and Milestone Payment documents. Therefore, the PLS system will not be completed by May 2019.

	Project Name	Summary of Project Purpose and Benefits	Year Initiated	Estimated Completion Date	Total Project Cost	Amt of funding spent to date	Proposed FY 2020 Funding Amount
1	New Permitting and Licensing System (Motorola)	Multi-agency enterprise permitting, licensing and enforcement system.	2017	2022	\$5,279,327	\$1,319,831	\$1,982,200
2	SaaS (Hosting/subscription services) (Motorola)	To provide hosting services for the new Permitting & Licensing System. (\$901,412 for five years)	2017	2022	\$4,507,060	\$1,802,824	\$901,400
3	Project Management Support for the new Permitting and Licensing System and ProjectDox upgrade (Limbic)	Vendor will provide overall project management support, as well as, business analysis, testing and training.	2017	2022	\$1,069,550	\$644,504	\$315,200
4	Migration to ProjectFlow and Hosting (Avolve)	To migrate to an efficient Avolve system expandable to other web-based platforms.	2018	2023	\$2,838,650	\$571,000	\$251,000
5	Administrative Hearing Management System (Motorola)	Cloud based software that allows case tracking for Administrative Hearings.	2018	2019	\$926,000		\$185,200
6	Maintenance for ProjectDox	Maintenance for ProjectDox	2015	2022	\$49,600		\$49,600
7	Hardware for the new Permitting and Licensing System	Hardware upgrades to support new Permitting and Licensing System.	2018	2022	\$500,000	\$612,713	\$ 30,000
<b>TOTAL</b>					<b>\$15,170,187</b>	<b>\$4,950,872</b>	<b>\$3,714,600</b>



3-1-1 Complaint Cast On-time Closure Rates for DPIE  
 FY 2019 through February 28, 2019\*

Number	Case Type Description	Cases Closed on Time	Total Cases Closed	%
61	Permit-related Requests	23	49	46.94%
65	Rental License Inspection (Single Family)	14	20	70.00%
19	Damaged Structure	15	19	78.95%
138	Construction Issues	113	134	84.33%
26	Damage Caused by Utility Companies	23	26	88.46%
101	Sump Pump Discharge onto Roadway & Sidewalk	86	97	88.66%
349	Property Alterations w/o a Permit	306	332	92.17%
15	Storage Pod/Dumpster/Container without a Permit	14	15	93.33%
3,738	ENF-Residential Property Concerns	912	914	99.78%
1,166	ENF-Rental Issues Apartment Unit	877	877	100.00%
973	ENF-Vacant Property Concerns	657	657	100.00%
674	ENF-Rental Issues Single Family Home	160	160	100.00%
544	ENF-Business/Commercial Exterior Concerns	306	306	100.00%
375	ENF-Business Activity in Residential Area	164	164	100.00%
256	ENF-Business Operation Concerns	133	133	100.00%
251	ENF-Apartment Complex Common Area Issues	196	196	100.00%
214	Property Maintenance Concerns - Vacant (Long Term)	11	11	100.00%
37	Snow - Complaints about Snow/Ice on Sidewalks	36	36	100.00%
3	Court Ordered Inspection - Single Family	1	1	100.00%
2	Rental License Inspection (Multi Family)	2	2	100.00%
2	Animal - Pet Waste	0	0	N/A
<b>9,009</b>	<b>DPIE TOTAL</b>	<b>4,049</b>	<b>4,149</b>	<b>97.6%</b>

Source: Proposed FY 2020 First Round Response Q.25, page 22

\*Based on data provided by OMB from the Customer Service Reporting (CSR) System

**Appendix 2**  
DPIE Scale and Size

Comparison with Surrounding Jurisdictions

The Department was able to obtain the number of residents and businesses for the jurisdictions listed below, we were unable to obtain their attrition rates in comparison to DPIE.

Jurisdiction	Department	Number of Employees	Size/ # of Employees	# of Residences	# of Businesses
Prince George's County, MD	DPIE	289	28,907	912,756	77,204
Montgomery County, MD	*Department of Permitting	214	43,589	1,058,810	118,965
District of Columbia	Department of Consumer Regulatory Affairs (DCRA)	451	35,584	601,723	63,408
City of Alexandria, VA	Department of Code Administration	42	1,000-5,000	160,035	17,540

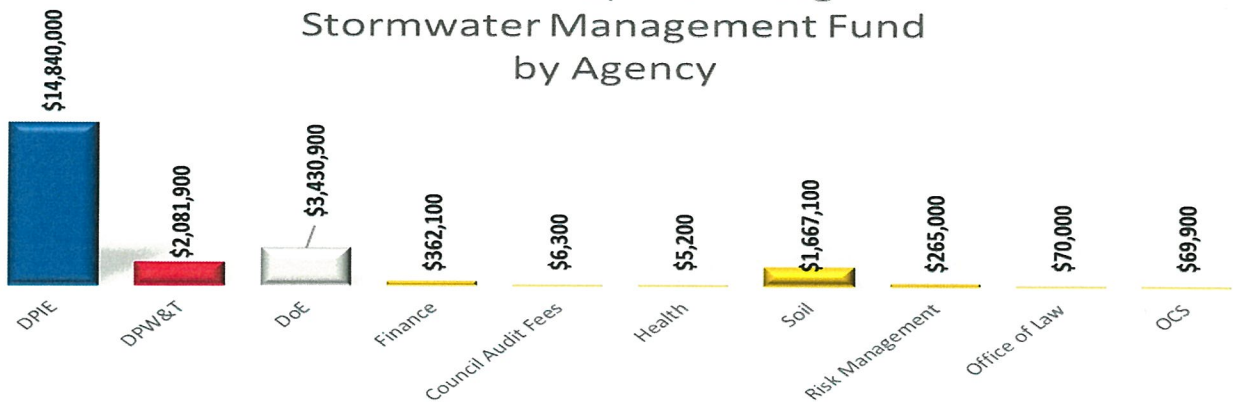
\*Does not include Enforcement.

Solid Waste and Stormwater Enterprise Fund Usage by Agency

Proposed FY 2020  
Enterprise Fund Usage Combined



FY 2020 Proposed Usage  
Stormwater Management Fund  
by Agency



FY 2020 Proposed Usage  
Solid Waste Management Fund  
by Agency

