

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:
\$20,212,558



11.5% of Community Development

Program:

- Building Development: \$16,360,272
- Land Development: \$3,556,722
- Customer Liaison: \$295,564

Community Development Expenditure Budget:
\$176,175,140

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	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Adopted	% Change Budget FY23/ Budget FY24
Building Development	\$12,086,746	\$12,337,884	\$13,848,730	\$13,955,631	\$16,360,272	17.23%
Land Development	\$2,630,565	\$2,275,806	\$2,252,448	\$3,034,903	\$3,556,722	17.19%
Customer Liaison	\$242,301	\$235,842	\$271,042	\$281,216	\$295,564	5.10%
Total Expenditures	\$14,959,612	\$14,849,532	\$16,372,220	\$17,271,751	\$20,212,558	17.03%

Expenditure by Classification

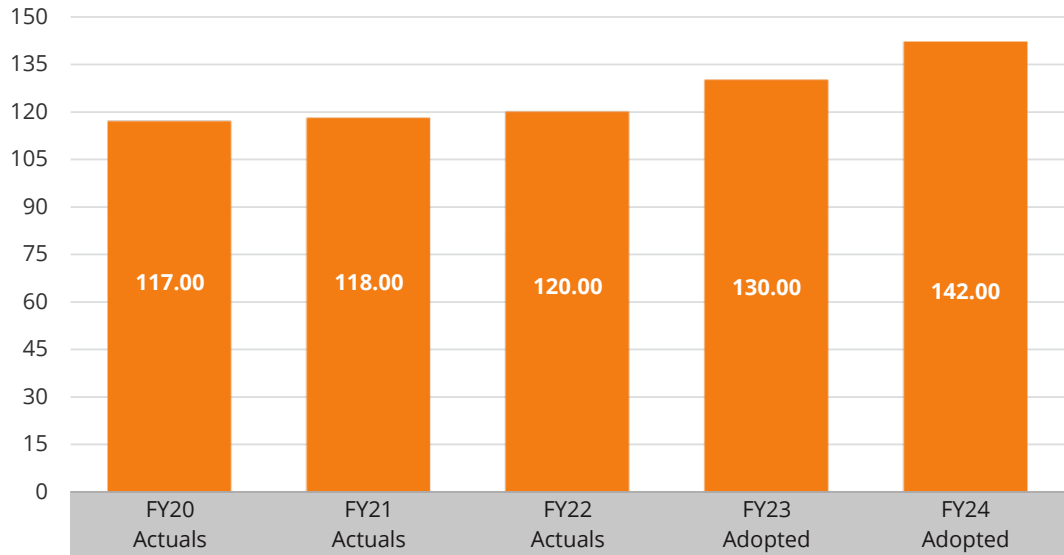
Salaries & Benefits	\$10,429,133	\$10,276,263	\$11,277,688	\$13,517,098	\$16,069,713	18.88%
Contractual Services	\$94,269	\$180,203	\$224,058	\$112,882	\$116,455	3.17%
Internal Services	\$2,174,657	\$2,117,317	\$2,247,550	\$1,012,540	\$1,040,260	2.74%
Purchase of Goods & Services	\$357,512	\$504,733	\$555,736	\$734,482	\$878,592	19.62%
Capital Outlay	\$80,663	\$0	\$311,559	\$155,000	\$206,920	33.50%
Leases & Rentals	\$14,820	\$14,599	\$14,445	\$19,654	\$19,654	0.00%
Transfers Out	\$1,808,558	\$1,756,417	\$1,741,183	\$1,720,095	\$1,880,963	9.35%
Total Expenditures	\$14,959,612	\$14,849,532	\$16,372,220	\$17,271,751	\$20,212,558	17.03%

Funding Sources

Permits & Fees	\$12,590,975	\$13,459,328	\$14,982,988	\$14,247,492	\$17,772,746	24.74%
Fines & Forfeitures	\$1,900	\$600	\$250	\$0	\$0	-
Use of Money & Property	\$0	\$0	\$0	\$4,790	\$4,790	0.00%
Miscellaneous Revenue	\$12,214	\$5,851	\$17,291	\$267,872	\$25,314	(90.55%)
Non-Revenue Receipts	\$9,550	\$5,068	\$0	\$0	\$0	-
Charges for Services	\$137,946	\$144,646	\$163,106	\$173,223	\$200,537	15.77%
Transfers In	\$485,412	\$678,488	\$485,412	\$485,412	\$485,412	0.00%
Total Designated Funding Sources	\$13,237,997	\$14,293,981	\$15,649,048	\$15,178,789	\$18,488,799	21.81%
(Contribution to)/Use of Fund Balance	(\$541,853)	(\$1,843,949)	(\$1,751,564)	\$788,548	(\$93,347)	(111.84%)
Net General Tax Support	\$2,263,468	\$2,399,501	\$2,474,736	\$1,304,414	\$1,817,106	39.30%
Net General Tax Support	15.13%	16.16%	15.12%	7.55%	8.99%	

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Staff History by Program



	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Adopted
Building Development	90.89	90.94	93.74	103.44	114.53
Land Development	23.55	23.55	23.55	23.85	24.85
Customer Liaison	2.57	3.51	2.71	2.71	2.62
Full-Time Equivalent (FTE) Total	117.00	118.00	120.00	130.00	142.00

Future Outlook

Customer Automations – The Land Development Division continues working towards the full implementation of eReview for all plan types. Simultaneously, the Building Development Division continues working toward full implementation of virtual counters along with implementing the Interactive Voice Response system (IVR) upgrade started in FY23.

Economy – The Department will need to closely monitor development activity and workload against staffing resources to address any potential impacts due to inflation and changes in the economy.

Staffing – Forty-one percent of staff having been with the County for less than five years and thirty-two percent for less than three years. Changes in staffing along with hiring challenges affect organizational stress and impact customer service.

General Overview

- A. Completion of Phase Two for Targeted Industry Program** – On December 14, 2021, staff presented information to the Board of County Supervisors (BOCS) regarding additional staffing resources for the County's [Targeted Industry Program](#). On January 18, 2022, the Board authorized a two phased approach with a total of 16 positions for the expansion of the Program via [BOCS Resolution 22-034](#) with the creation of the first eight positions during FY22. In FY23, it was determined that shifting vacant positions from the Adult Detention Center (ADC) would accomplish phase two of the Targeted Industry Program. The ADC provided eight vacant Jail Officer positions and the corresponding position funding of \$626,644 from the ADC budget that was shifted to Development Services and Fire Marshall's Office (FMO). Development Services received \$474,523 from the general fund to fund the remaining six positions: one Senior Engineer, three Senior Inspectors, one Inspector, and one Plan Reviewer. FMO received \$152,121 from the general fund to fund two FMO Inspector positions. The Development Services' FTE count increased from 130.0 to 136.0.

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- B. 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 increases by \$160,868 from \$1,379,678 in FY23 to \$1,540,546 in FY24.
- C. Increase to the Building and Land Development Fee Schedules and Revenue Budgets** – The FY2024 Budget includes a 6.0% increase to the Building Development fee schedule and a 10.0% increase to the Land Development fee schedule. The increase of the fee schedules results in a \$692,563 Site Development revenue budget increase and \$2,617,447 Building Development revenue budget increase. This action adjusts the Building and Land Development fee schedules to align development fees with activity costs and current revenue projections.

The following table summarizes Land and Building Development revenue increases:

Department	Land Development	Building Development	Department Total
Development Services	\$692,563	\$2,617,447	\$3,310,010
Transportation	\$250,839		\$250,839
Planning	\$967,224		\$967,224
Public Works	\$636,149		\$636,149
Total Development Fee Revenue	\$2,546,775	\$2,617,447	\$5,164,222

- D. Removal of One-Time Costs from Development Services Budget** – A total of \$71,023 has been removed from Development Services FY24 budget for one-time costs associated with two positions and an interactive voice response upgrade included in FY23.
- E. Fleet Maintenance Redistribution** – Funding to support gasoline and vehicle maintenance was redistributed to agencies in an effort to more accurately reflect historical actuals. This reallocation of existing budget decreases Development Services FY24 budget by \$13,840.

Budget Initiatives

A. Budget Initiatives

1. Building Development Staffing – Building Development

Expenditure	\$541,556
Revenue	\$541,556
General Fund Impact	\$0
FTE Positions	5.00

a. Description – This initiative funds five full-time positions which will support the building development process. This initiative includes two Development Services Technician positions which are responsible for the beginning and end of the building development process. The addition of two Senior Inspector positions would allow for more daily inspections to be performed. Also, an additional Senior Code Enforcement Inspector, will be able to maintain a manageable caseload per FTE. In FY22, the caseload per inspector increased by 21% from 118 to 143 due to a rise in referrals. The ongoing costs of \$467,609 and one-time costs of \$73,947 are fully funded by Building Development fee revenue. There is no general fund impact.

b. Service Level Impacts – All five positions add to a more efficient and effective building development process. Without the appropriate staffing in the functional areas, the whole development process is slowed, which leads to increased project costs and decreased customer satisfaction. The Development Services Technician positions will increase streamlined service delivery to the customers explaining the plan submission and permitting process to customers. Inspectors play a vital role in enforcing the Uniform Statewide Building Code through the building construction process. Each Inspector will be able to conduct seven to eight inspection stops per day. Lastly, the additional Senior Code Enforcement Inspection will help lower the manageable caseload allowing more time for education and voluntary compliance.

- **Inspection stops capacity**

FY24 w/o Addition		44,000
FY24 w/ Addition		47,500

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▪ Enforcement Inspection caseload

FY24 w/o Addition		143
FY24 w/ Addition		102

2. Project Manager Supervisor – Land Development

Expenditure	\$132,693
Revenue	\$132,693
General Fund Impact	\$0
FTE Positions	1.00

- a. **Description** – The Project Manager Supervisor position enables the Division Chief to focus on the operation of the Land Development Division and ensures the needed leadership and management resources are allocated to the Project Management team. This position also works closely with other development agencies to resolve engineering, ordinance, proffer, and other code issues related to site development projects. The ongoing costs of \$129,140 and one-time costs of \$3,553 are fully funded by Land Development fee revenue. There is no general fund impact.
- b. **Service Level Impacts** – The position will provide a consistent resource to assist with needed leadership and management resources for the Project Management team. The Project Manager Supervisor will support the redevelopment of existing sites to attract new business investment which aligns with the [2021-2024 Strategic Plan](#). Assisting in the action strategy by proactively working with other development agencies to address issues related to the Site Development process which allows customers to have plan applications approved and permitted in a timely manner.

3. Operational Cost Increases – Building Development and Land Development

Expenditure	\$115,836
Revenue	\$115,836
General Fund Impact	\$0
FTE Positions	0.00

- a. **Description** – This initiative funds an operating budget increase. There is no general fund impact.
- b. **Service Level Impacts** – Existing service levels 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	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 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	98%	100%	100%	98%	98%
Overall customer satisfaction (department wide)	86%	87%	87%	90%	90%
Commercial code enforcement cases resolved or moved to court within 240 days	-	-	89%	-	80%
Residential code enforcement cases resolved or moved to court within 120 days	-	-	87%	-	80%
Code enforcement cases resolved or moved to court within 100 days	94%	74%	70%	80%	-

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Adopted
Building Plan Review	\$3,334	\$3,541	\$3,947	\$4,654	\$5,270
Plan submissions	9,025	9,435	11,543	9,913	12,127
Building Permitting Services	\$2,130	\$2,361	\$2,809	\$3,016	\$3,586
Permits issued	24,857	27,240	25,767	28,619	27,071
Building Construction Inspections	\$5,354	\$5,151	\$5,533	\$4,366	\$5,276
Inspections performed	69,937	69,505	74,367	73,024	78,132
Building Special Inspections	\$642	\$637	\$670	\$770	\$925
Field and test results, certifications and shop drawings reviewed	1,547	1,117	1,004	1,174	1,055
Building Code Enforcement	\$627	\$648	\$890	\$1,150	\$1,305
Enforcement cases	1,186	759	909	1,244	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	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Adopted
Average days from first to final plan approval, non-residential	58	67	63	45	45
Average days from first to final plan approval, residential	65	74	70	55	55
Overall customer satisfaction (department wide)	86%	87%	87%	90%	90%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Adopted
Site and Subdivision Plans	\$1,124	\$970	\$865	\$1,296	\$1,567
Plans reviewed	1,079	953	1,073	1,050	1,050
Bonds and Escrows	\$816	\$654	\$619	\$829	\$937
Bond and escrow cases administered	589	355	364	790	640
Lot escrow cases initiated and released	759	866	502	910	674
Customer Service/Zoning Permits	\$691	\$652	\$769	\$910	\$1,053
Permits processed	6,150	8,497	6,803	7,044	7,050

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	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Adopted
Overall customer satisfaction (department wide)	86%	87%	87%	90%	90%

Program Activities & Workload Measures <i>(Dollar amounts expressed in thousands)</i>	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Adopted	FY24 Adopted
Early Assistance Desk	\$242	\$236	\$271	\$281	\$296
Total customer transactions	30,126	30,998	29,817	30,000	30,000
Customer transactions processed per FTE	15,063	15,499	14,909	15,000	15,000