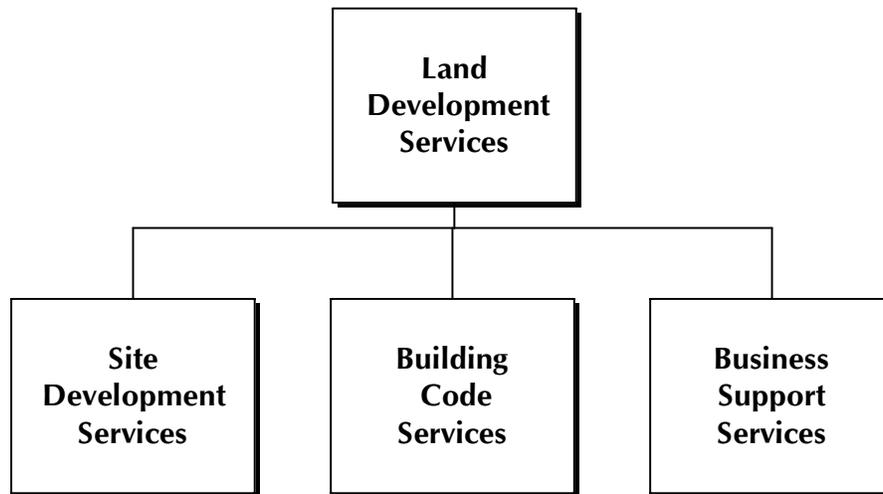


Land Development Services



Mission

Land Development Services is committed to the protection of the environment, and the health, safety and welfare of all who live in, work in and visit Fairfax County. Through partnerships with all stakeholders, LDS achieves excellence in service by balancing the needs, rights and interests of the community in the building and land development process.

Focus

Land Development Services (LDS) enforces safety, health and environmental protection standards set forth in applicable codes for land development and building construction such as the Virginia Uniform Statewide Building Code, the International Code Council's family of construction codes, Fairfax County ordinances, and the Public Facilities Manual. LDS is comprised of three cost centers: Site Development Services (SDS), included in the County's Community Development Program Area; Building Code Services (BCS), included in the County's Public Safety Program Area; and a Business Support Services component that manages the administrative responsibilities of Human Resources, Information Technology, and Financial Management. LDS reviews all site and subdivision plans, inspects site development, and is responsible for the plan review, permitting, and inspection of new and existing structures. Additionally, code analysis helps to develop effective regulations to achieve the County's goals; and code enforcement takes action against non-compliant construction and land disturbing activities in the County. LDS also provides technical training and conducts customer outreach programs to help homeowners, builders, and contractors comply with land development and building code regulations.

Land Development Services uses several economic indicators, including the quantity and types of plans and permits submitted for processing to predict future workload and resource needs. During the last few years, the number of site and subdivision submissions has gradually decreased, yet permits issued, and site and building inspections have remained fairly consistent. There has been a continued shift in development towards more in-fill and redevelopment/revitalization of older communities and less desirable sites (such as problem soils), and of more multiuse and multifamily types of buildings. The workload associated with regulating these types of developments has increased tremendously due to more complex plans, exceedingly more stringent mandates, and increasingly difficult development due to the characteristics of the land and infill lots. For example, in-fill development and revitalization projects are more complex in nature due to

THINKING STRATEGICALLY

Strategic issues for the department include:

- Identify and address key environmental issues such as low impact development techniques; and
- Optimize information technology to improve service delivery and operational efficiency.

Land Development Services

stormwater management challenges, erosion and sedimentation issues, deficient infrastructure, and the need to minimize impacts on adjoining property owners. Additionally there has been a move towards large transit oriented developments and large mixed use developments such as Metro West, Tyson's Corner Center Expansion and Merrifield Town Center. These trends will require even more time and staff resources per project to review plans, process permits, and inspect construction. To address these issues, LDS continues to partner with the development community to review and formulate recommendations for making improvements to the land development approval processes and has also hired a third party firm to assume a portion of the inspection workload in new multifamily housing construction.

New Initiatives and Recent Accomplishments in Support of the Fairfax County Vision

 Maintaining Safe and Caring Communities	Recent Success	FY 2008 Initiative
Faced with increasing numbers of un-permitted construction and unlicensed contract violations, Code Services has and will continue to work with the Residential Inspections Division to identify and/or redeploy staffing and resources necessary to best address this trend in order to protect the residents of the County.	☑	☑
In FY 2006, LDS deployed a Fairfax County building official to New Orleans to assist in the command center set-up in the aftermath of Hurricane Katrina. Additionally, LDS deployed a team of inspectors to Mississippi, also in response to Katrina. This team assisted local officials in damage assessment and other field operations. In FY 2006, supervisors and other critical emergency staff attended National Incident Management System (NIMS) training to better prepare for future disaster. LDS also deployed a team of urban foresters to the Gulf Coast to assist in the assessment of damaged and hazardous trees during the recovery phase of the flooding.	☑	
Continuing a cooperative effort with the Northern Virginia Building Industry Association (NVBIA), LDS collaborated with building officials from several surrounding jurisdictions (Prince William, Herndon, Fairfax City and the City of Manassas) to provide code update training for the 2003 series of international construction codes. More than 500 residential construction professionals within Northern Virginia benefited from this training. An important aspect of this training was its emphasis on building code wind load provisions. This is an ongoing outreach strategy that continues to strengthen the partnership between government and industry.	☑	☑

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 Connecting People and Places	Recent Success	FY 2008 Initiative
<p>LDS staff continues to engage in community outreach efforts. Presentations on building code procedures and enforcement regulations are periodically made to homeowner associations. In addition, building code officials across the region come together during Building Safety Week to staff information booths at area home improvement stores. Prominent national experts in the areas of building codes, engineering and the construction industry are invited to make presentations at special kickoff events arranged to promote "Building Safety Week". At the 2006 Celebrate Fairfax, for the second time, LDS had a display to educate residents on the whole picture related to design and construction in the County. This included both the horizontal land-related regulations as well as the vertical, which include issues related to the development of structures on the land.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Code Services continues to improve and refine the religious and community group ombudsman program with their recent involvement in the Interfaith Liaison meetings, development of a brochure for distribution, and plans to conduct a customer survey to help refine the program.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Creating a Culture of Engagement	Recent Success	FY 2008 Initiative
<p>In an ongoing effort to promote consistent building code enforcement among regional jurisdictions, area building officials and key staff meet bi-monthly to discuss plan review issues and general code interpretation questions. Standardizing permit and plan review administration and inspection enforcement processes to the extent possible across the region improves the rapport among builders and regulators and improves the quality of the end products for consumers. Deliberations begun in FY 2005 and FY 2006 on a regional policy for the construction of residential foundation walls came to fruition with a policy which became effective in September of FY 2007. Also in FY 2007, this inter-jurisdictional group focused on soil stabilization methods and techniques in an effort to transform clay soils into another type of soil that is classified as code compliant and more construction-friendly. A regional Erosion and Sedimentation (E&S) committee has been formed and meets on a quarterly basis to discuss common issues of concern and to share best practices for effective E&S measures.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p>An initiative in the LDS Strategic Planning area is to improve customer service and promote better understanding of Land Development Services. Staff will be reviewing, analyzing and implementing changes in service delivery and types of services provided to meet customer needs and regulatory mandates. In addition, LDS plans to utilize new and existing programs to educate County staff, the development community, and the general public about expectations and service levels of LDS.</p>		<input checked="" type="checkbox"/>

Land Development Services

 Practicing Environmental Stewardship	Recent Success	FY 2008 Initiative
LDS worked closely with industry representatives to develop amendment recommendations for improving the processes and analyses of drainage divides, adequate outfall, low impact development techniques, perennial streams and irregularly shaped lots during the land development process.	✓	
The Environmental and Facilities Division conducted and participated in several educational erosion and sediment control presentations to citizen groups, as well as private engineers and site contractors, in order to enhance their knowledge of state and County environmental regulations. One of the presentations to the construction industry was provided in both English and Spanish.	✓	
The Natural Landscaping Committee has been formed and is working on identifying mechanisms that will improve air quality and reduce energy consumption. As a start, approximately 500 shade trees will be added to the grounds of County governmental, park and school facilities to improve air quality and reduce energy consumption.	✓	✓
Proffer fulfillment narratives prepared and submitted by private sector professionals with their site and subdivision plans were required to include more detail and specificity in the narrative's descriptions, reducing the research time needed by review engineers and ultimately speeding up the review process.	✓	
Urban Forest Management is participating on a multi-agency work group to develop and implement a 20-year strategic plan for the County's urban forestry program. Implementation of actions from the Tree Action Plan is anticipated to have a significant impact on Urban Forest Management's work activities and program direction for the next couple of decades.	✓	✓
 Exercising Corporate Stewardship	Recent Success	FY 2008 Initiative
Conducted a comprehensive LDS Strategic Planning program including implementation of numerous initiatives to improve the overall effectiveness and performance of LDS. The Strategic Planning effort was coordinated with the department's efforts to ensure proper alignment and nesting of LDS services and improvement initiatives both with the department and the County. A cross-functional and diverse leadership team was formed from volunteers within LDS to conduct the strategic planning effort. Collaboration then took place with the LDS workforce to ensure accuracy and gain commitment.	✓	
In FY 2007 and expected to continue into FY 2008, Fairfax County is transitioning from new single-family detached housing construction to multi-family condominium construction projects. In FY 2006, LDS initiated a contract for a portion of the associated heavy inspections workload. To date, the contractor has completed over 5,200 inspections at nine different projects, which is almost 27 percent of the total 34 multi-family housing projects active in FY 2007. This effort is helping to bridge the gap between the increased workload and existing internal resources. In FY 2007, it is anticipated that the total number of multi-family contracted inspections will increase to between 8,000 and 10,000.	✓	✓

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 Exercising Corporate Stewardship	Recent Success	FY 2008 Initiative
Developed and recommended procedures to strengthen the County's bond and developer default programs. The new procedures will ensure the County has greater levels of security to complete development projects where the developer has failed to fulfill contractual obligations.	✓	
Formed a public/private team including members of Northern Virginia Building Industry Association (NVBIA), National Association of Industrial and Office Properties (NAIOP), Engineering and Surveyors Institute (ESI), Virginia Department of Transportation (VDOT), Fairfax Water, and County staff to review the development processes within Fairfax County. In FY 2008, the team will work to make recommendations to improve the overall effectiveness and efficiency of the development processes.	✓	✓
Implementation of a new internet application, Fairfax Inspections Database Online (FIDO) occurred in FY 2006. This project replaced the legacy Inspection System Information Systems (ISIS) mainframe system in LDS, replaced multiple stand alone databases in other agencies, and will provide a foundation for future e-Government applications related to land development, building construction, Fire Inspection Services, Environmental Health Services and Complaints Management. In addition, a number of other initiatives will be pursued, including the potential replacement of building and site microfiche with a digital imaging system, the enhancement of the Urban Forest application to improve mapping and field inspection activities, the implementation of a customer queuing system, and continuing enhancement of the FIDO application and its Web capabilities.	✓	✓

Budget and Staff Resources

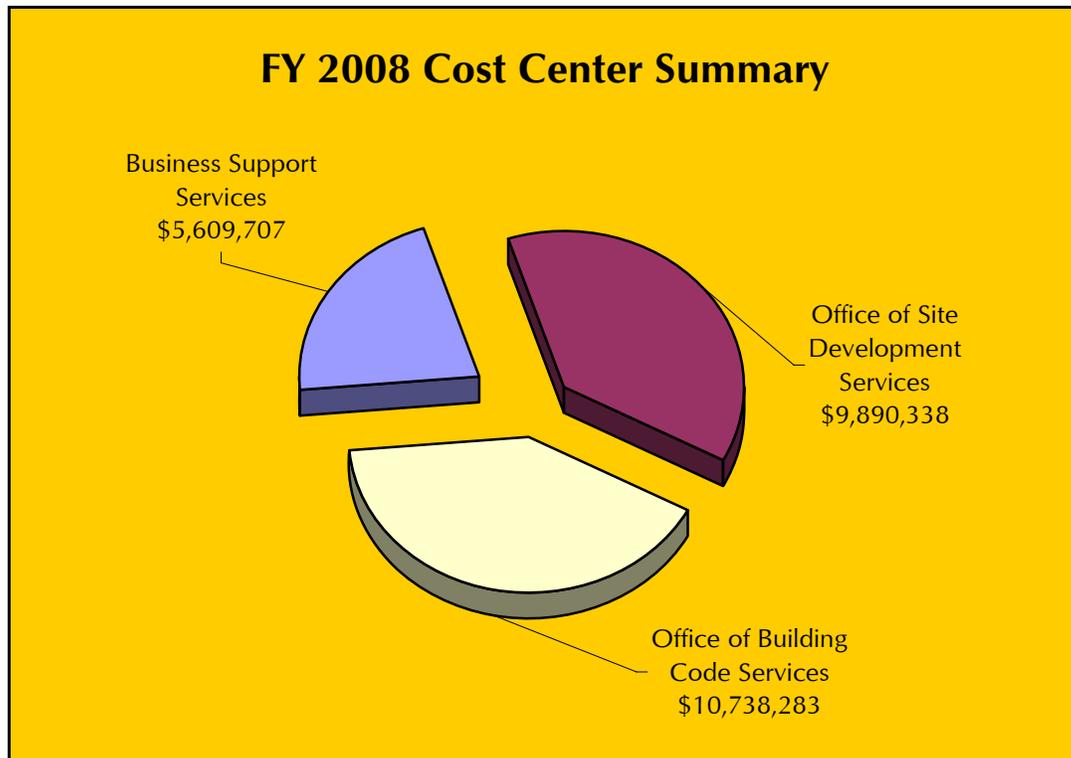


Agency Summary					
Category	FY 2006 Actual	FY 2007 Adopted Budget Plan	FY 2007 Revised Budget Plan	FY 2008 Advertised Budget Plan	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	323/ 323	325/ 325	330/ 330	330/ 330	330/ 330
Expenditures:					
Personnel Services	\$18,930,190	\$21,261,052	\$21,488,178	\$21,933,131	\$21,933,131
Operating Expenses	4,379,610	4,389,856	5,925,187	4,489,308	4,489,308
Capital Equipment	114,927	25,000	117,380	0	0
Subtotal	\$23,424,727	\$25,675,908	\$27,530,745	\$26,422,439	\$26,422,439
Less:					
Recovered Costs	(\$240,838)	(\$248,122)	(\$248,122)	(\$184,111)	(\$184,111)
Total Expenditures	\$23,183,889	\$25,427,786	\$27,282,623	\$26,238,328	\$26,238,328
Income:					
Permits/Plan Fees	\$9,633,053	\$13,246,705	\$11,946,705	\$13,246,705	\$13,246,705
Permits/Inspection Fees	15,310,532	13,411,041	13,407,884	13,407,884	13,407,884
Total Income	\$24,943,585	\$26,657,746	\$25,354,589	\$26,654,589	\$26,654,589
Net Cost to the County	(\$1,759,696)	(\$1,229,960)	\$1,928,034	(\$416,261)	(\$416,261)

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Community Development Program Area Summary					
Category	FY 2006 Actual	FY 2007 Adopted Budget Plan	FY 2007 Revised Budget Plan	FY 2008 Advertised Budget Plan	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	173/ 173	175/ 175	180/ 180	180/ 180	180/ 180
Expenditures:					
Personnel Services	\$10,647,445	\$12,122,158	\$12,349,284	\$12,571,852	\$12,571,852
Operating Expenses	2,575,969	3,012,852	4,219,720	3,112,304	3,112,304
Capital Equipment	80,772	25,000	112,180	0	0
Subtotal	\$13,304,186	\$15,160,010	\$16,681,184	\$15,684,156	\$15,684,156
Less:					
Recovered Costs	(\$240,838)	(\$248,122)	(\$248,122)	(\$184,111)	(\$184,111)
Total Expenditures	\$13,063,348	\$14,911,888	\$16,433,062	\$15,500,045	\$15,500,045
Income:					
Permits/Plan Fees	\$9,633,053	\$13,246,705	\$11,946,705	\$13,246,705	\$13,246,705
Total Income	\$9,633,053	\$13,246,705	\$11,946,705	\$13,246,705	\$13,246,705
Net Cost to the County	\$3,430,295	\$1,665,183	\$4,486,357	\$2,253,340	\$2,253,340

Cost Centers



Land Development Services

Position Summary		
<u>Land Development Svcs Admin</u> 1 DPWES Deputy Director 1 Asst. Director of Public Works 1 Management Analyst III 1 Administrative Assistant IV 1 Administrative Assistant II <u>Code Services</u> 1 Deputy Design Review Director 1 Management Analyst II 2 Engineers IV 3 Engineers III 1 Engineer II 1 Administrative Assistant III 1 Code Enforcement Chief 1 Code Enforcement Coord. III 2 Code Enforcement Coords. II 1 Sr. Engineering Inspector 2 Master Combination Inspectors	<u>Environmental and Facilities Inspections</u> 1 Director, Review/Compliance 3 Engineers III 1 Management Analyst III 2 Management Analysts II 3 Engineering Technicians III 6 Engineering Technicians II 6 Supervising Engineering Inspectors 6 Asst. Super. Engineering Inspectors 35 Sr. Engineering Inspectors 1 Administrative Assistant III 2 Administrative Assistants II <u>Environmental and Site Review</u> 2 Director, Review/Compliance 14 Engineers III 19 Engineers II 1 Engineering Technician III 7 Engineering Technicians II 1 Master Combination Inspector 1 Administrative Assistant IV 2 Administrative Assistants III 2 Administrative Assistants II 1 Urban Forestry Director 2 Urban Foresters III 8 Urban Foresters II	<u>Human Resources Branch</u> 1 Management Analyst IV 2 Management Analysts II 4 Training Specialists III 1 Training Specialist II 2 Administrative Assistants IV 1 Safety Analyst <u>Information Technology Branch</u> 1 Business Analyst IV 1 Info Tech. Program Manager II 1 Info Tech. Program Manager I 1 Programmer Analyst IV 1 Programmer Analyst III 2 Programmer Analysts II 1 Network/Telecom Analyst III 1 Network/Telecom Analyst II 1 Data Analyst II <u>Financial Management Branch</u> 1 Management Analyst IV 1 Management Analyst III 2 Management Analysts II 2 Administrative Assistants V 5 Administrative Assistants III 1 Administrative Assistant II
TOTAL POSITIONS 180 Positions / 180.0 Staff Years		

FY 2008 Funding Adjustments

The following funding adjustments from the FY 2007 Revised Budget Plan are necessary to support the FY 2008 program:

- Employee Compensation** **\$889,388**
 An increase of \$889,388 in Personnel Services associated with salary adjustments necessary to support the County's compensation program.
- Personnel Services Reduction** **(\$444,435)**
 A decrease of \$444,435 in Personnel Services as part of an across-the-board reduction to meet budget limitations based on available revenues as a result of a flattening residential real estate market.
- Intergovernmental Charges** **\$67,452**
 A net increase of \$67,452 in Operating Expenses is due primarily to an increase of \$6,000 in the PC replacement program based on the number of PCs scheduled to be replaced in FY 2008, according to the four-year replacement schedule and an increase of \$61,452 for Department of Vehicle Services charges based on anticipated charges for fuel, vehicle replacement and maintenance costs.
- Carryover Adjustments** **(\$1,595,711)**
 A decrease of \$1,595,711 due to the carryover of one-time expenses as part of the FY 2006 Carryover Review. Of this amount, \$1,545,711 is included for one-time Operating Expenses and \$50,000 is included for Capital Equipment.
- Recovered Costs** **\$64,011**
 A net decrease of \$64,011 in Recovered Costs, including an increase of \$7,827 associated with adjustments necessary to support the County's compensation program offset by a decrease of \$71,838 in order to realign the agencies recovered costs as a proportion to recoverable salaries.

Land Development Services

Board of Supervisors' Adjustments

The following funding adjustments reflect all changes to the FY 2008 Advertised Budget Plan, as approved by the Board of Supervisors on April 30, 2007:

- ◆ The Board of Supervisors made no adjustments to this agency.

Changes to FY 2007 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2007 Revised Budget Plan since passage of the FY 2007 Adopted Budget Plan. Included are all adjustments made as part of the FY 2006 Carryover Review and all other approved changes through December 31, 2006:

- ◆ **Developer Default Program** **\$409,126**
As part of the FY 2006 Carryover Review, the Board of Supervisors approved \$409,126 for 4/4.0 SYE positions to aid with the backlog of projects in the Developer Default Program. Related funding includes \$227,126 in Personnel Services, \$132,000 in related Operating Expenses and \$50,000 for two vehicles to aid with field work to support the creation 1/1.0 SYE Management Analyst II, 1/1.0 SYE Engineering Technician III, and 2/2.0 SYE Assistant Supervising Engineering Inspectors.
- ◆ **Carryover Adjustments** **\$1,275,711**
As part of the FY 2006 Carryover Review, the Board of Supervisors approved encumbered funding of \$1,258,711 and \$17,000 for one-time Operating Expenses.
- ◆ **Environmental Project** **\$170,000**
As part of the FY 2006 Carryover Review, the Board of Supervisors approved \$170,000 for an environmental project to increase the tree canopy at Government facility parking lots, including approximately 200 shade trees at parking areas and 20 associated educational signs; and an increase to the tree canopy at County facility buildings including approximately 300 shade trees and 20 associated educational signs.
- ◆ **Position Redirection** **\$0**
In FY 2007, the County Executive approved the redirection of 1/1.0 SYE position from Business Planning and Support to establish an Administrative Assistant III in Land Development Services to manage workload associated with developer default projects.

The following funding adjustments reflect all approved changes to the FY 2007 Revised Budget Plan from January 1, 2007 through April 23, 2007. Included are all adjustments made as part of the FY 2007 Third Quarter Review:

- ◆ The Board of Supervisors made no adjustments to this agency.

Land Development Services

Key Performance Measures

Goal

The goal of Site Development Services (SDS) cost center is to help developers, engineers and County residents protect the integrity of public facilities in the County and provide flood, zoning and tree cover protection by:

- ◆ Reviewing and inspecting engineered land development plans and projects for conformance with federal, state and local ordinances as well as Board of Supervisors' policies;
- ◆ Providing financial protection to the County taxpayers by ensuring satisfactory completion of site improvements on private land development projects through the process of bonds and agreements;
- ◆ Investigating and assisting in the prosecution of building code and erosion and sediment control violations, non-permitted work, unlicensed contractors and illegal dumping issues;
- ◆ Providing leadership, coordination and support to the SDS divisions to ensure consistent and expeditious service to the development community; and
- ◆ Identifying and coordinating amendments to the Fairfax County Code and Public Facilities Manual (PFM) and responding to code and PFM interpretation requests.

Objectives

- ◆ To resolve default situations so that no more than three percent of defaults are deemed irresolvable and must be completed by the County.
- ◆ To review site and subdivision-related plans within target timeframes, while continuing to identify potential deficiencies in proposed development projects so that none of the development projects cease construction as a result of these deficiencies.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate/Actual	FY 2007	FY 2008
Output:					
Bonded projects at year-end	1,320	1,318	1,320 / 1,292	1,292	1,292
Site and subdivision reviews processed	376	361	323 / 372	372	372
Minor plans and special studies processed	3,171	2,531	2,531 / 2,591	2,591	2,591
Efficiency:					
Bonded projects per staff	132	132	132 / 129	129	129
Plan reviews completed per reviewer	273	207	207 / 165	165	165
Service Quality:					
Average days to review a major plan	56	55	50 / 55	50	50

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Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate/Actual	FY 2007	FY 2008
Outcome:					
Percent of projects in irresolvable default which must be completed by the County	1%	1%	1% / 1%	3%	3%
Construction projects required to cease as a result of deficiencies identifiable on the plan	0	0	0 / 0	0	0

Performance Measurement Results

In FY 2006, Site Development Services experienced no major changes in the amount of site and subdivision and minor plans and special studies to process. Site services successfully achieved its state mandated processing time (60 days), but fell short in meeting its internal goal of a 50-day average to process site and subdivision plans, with a 55-day average review time. This was due to staffing constraints over the past three years combined with complex in-fill and redevelopment projects, and new environmental mandates and plan requirements (Chesapeake Bay, Low Impact Development methods and adequate outfall analysis) that take more time to complete. The shift from major plans to an increase in minor plans coupled with learning curve challenges for new staff also makes this goal difficult to reach. Staff will continue to improve its review process to accomplish its internal goal of 50-day average.

The number of bonded projects to site inspections dropped slightly in FY 2006. This is to be expected as the number of new public improvement, site and subdivision plan submissions continue to decline. However, site inspection's workload will remain steady in response to over 1,200 bonded projects already in the pipe line, and because of high density development.

In FY 2006, the Environmental and Facilities Inspection Division resolved 598 bond default projects valued at \$182 million. Even though the number of bond default projects rose in FY 2006, additional money and resources allowed the agency to reach their goal of the number of projects which must be completed by the County to 1 percent. This outcome is expected to increase to 3 percent in FY 2007 and FY 2008. The actual number of projects in default is expected to rise due to the already present backlog of projects and prevalence of developers walking away from unfinished construction projects, however, the number of projects which must be completed by the County is expected to only slightly rise. The additional resources will allow LDS to control the amount of developer default projects which are given to the County for final completion by completing the necessary work on the front end of the process.

Objectives

- ◆ To provide inspection service on the day requested 96 percent of the time, while ensuring that 0.0 percent of buildings experience catastrophic failure as a result of faulty design.
- ◆ To issue 60 percent or more of building permits on the day of application, while ensuring that 0.0 percent of buildings experience catastrophic failure as a result of faulty design.

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Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate/Actual	FY 2007	FY 2008
Output:					
Building inspections	237,073	256,659	256,659 / 218,631	218,631	218,631
Permits issued	78,703	91,416	90,848 / 82,029	82,029	82,029
Efficiency:					
Inspections completed per inspector	3,763	4,503	4,503 / 3,416	3,146	3,416
Permits issued per technician	7,155	8,310	8,259 / 7,457	7,457	7,457
Service Quality:					
Percent of inspections completed on requested day	97%	95%	96% / 94%	96%	96%
Outcome:					
Percent of buildings experiencing catastrophic system failures as a result of building design	0%	0%	0% / 0%	0%	0%
Percent of permits issued on day of application	64%	59%	60% / 60%	60%	60%

Performance Measurement Results

In FY 2006, in the building code services area, there were no instances of catastrophic failures resulting from inadequate building designs, plan reviews or code compliance inspections during this timeframe. The goal of issuing 60 percent or more building permits on the day of application was met and the number of inspections performed within 24 hours was within two percentage points of the 96 percent goal. The Output and Efficiency performance indicators do show a decline from FY 2005 due to an anomaly in the 2005 figures. The FY 2005 spike closely mirrors activity within the real estate market. What is also reflected in the FY 2006 performance results is building inspections and permits issued are down. Overall, workload remains steady despite the shift from new residential development to commercial alterations. LDS has the capacity to shift resources as needed to meet workload demands.