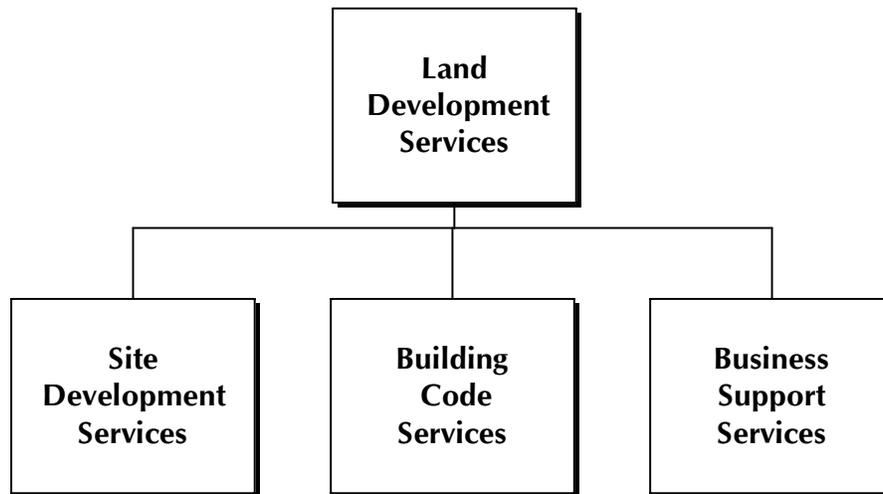


# Land Development Services



## Mission

To serve the community by enforcing land development and building construction regulations. Empowered, responsive and well trained staff achieve this by providing efficient and effective services; customer education and guidance; and consistent and accurate information.

## 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, International Construction Code, 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. 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 numbers 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, permits issued, site inspections and building inspections have remained fairly consistent. However, there has been a continued shift in the trend of the types of developments toward 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. For example, in-fill development and revitalization projects are more complex in nature due to stormwater management challenges, erosion and sedimentation issues, deficient infrastructure, and the need to minimize impacts on adjoining property owners. 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 partnered with the development community to review and formulate recommendations for making

### THINKING STRATEGICALLY

Strategic issues for the Department include:

- Ensuring enforcement of codes and policies regarding erosion and sediment control and tree preservation;
- Revising the Public Facilities Manual to support the appropriate use of innovative products and practices;
- Evaluating LDS' core services; and
- Securing improvements in life safety areas of the building code.

## Land Development Services

improvements to the land development approval processes and hired a third party firm to assume a portion of the inspection workload in new multifamily housing construction.

County building fees had not been adjusted since FY 1991 and site review and inspection fees had not changed since 1996 which resulted in a cost recovery rate of approximately 80 percent. In FY 2006, the target recovery rate was adjusted to 90 percent. LDS began realigning its fee structure to recover approximately 90 percent of program costs. These fee adjustments are being phased in over two years and are projected to generate an additional \$4.2 million in additional General Fund revenue in FY 2006 and an additional \$1.4 million in FY 2007.

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

 Maintaining Safe and Caring Communities	Recent Success	FY 2007 Initiative
Secured much needed improvements in several life safety areas of the building code through intense engagement in the most recent updated cycle for the Virginia Uniform Statewide Building Code (VUSBC). These included requiring manual fire alarms in all apartment buildings rather than just those over three stories in height, and requiring a secondary means of escape from all residential basements. Other code improvements were made in the areas of special inspector qualification requirements, such as verifying actual floor elevations of structures within flood plains as construction proceeds and establishing heating requirements for owner occupied dwellings.	☑	
Code Services and Residential Inspection Division staff served on the County's Overcrowding Task Force which analyzed and provided recommendations to the Board of Supervisors on issues and safety hazards related to residential occupancy overcrowding. Staff also co-authored a brochure on this topic and conducted outreach presentations.	☑	
Took a proactive role in working with the displaced residents and the fire restoration companies to accelerate reconstruction schedules after several devastating fires in multi-family structures. Some of the measures used to ensure that these projects were expedited through the design, plan review and permitting process included joint inspections of the damaged properties, pre-design meetings with the architects, and participation in homeowner association meetings.	☑	
In a continuing cooperative effort with the Northern Virginia Building Industry Association (NVBIA), LDS developed curricula and has conducted a series of full day training sessions on residential building code provisions to residential construction professionals within Northern Virginia. To date, more than 1,000 people have benefited. This outreach strategy is ongoing and will continue to strengthen the partnership between government and industry.	☑	☑

## Land Development Services

 <b>Connecting People and Places</b>	<b>Recent Success</b>	<b>FY 2007 Initiative</b>
Continue to engage in community outreach efforts. Presentations on building code procedures and enforcement regulations are periodically made to homeowner associations; building code offices across the region come together during Building Safety Week to staff information booths at area home improvement stores; and the LDS display at Celebrate Fairfax won the award for "Outstanding Display".	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 <b>Creating a Culture of Engagement</b>	<b>Recent Success</b>	<b>FY 2007 Initiative</b>
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. Recently, in cooperation with the Northern Virginia Building Industry Association, this group was able to produce a regional policy on the construction of residential foundation walls. Standardizing the application of the building code across the region improves the rapport among builders and regulators and improves the quality of the end products for consumers.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 <b>Practicing Environmental Stewardship</b>	<b>Recent Success</b>	<b>FY 2007 Initiative</b>
Code Services worked closely with industry representatives to develop amendment recommendations for improving the processes and analyses of drainage divides, adequate outfall, and Low Impact Development techniques during the land development process. Additionally, the new Virginia Department of Transportation (VDOT) standards and other amendment packages were also prepared and forwarded to the Board of Supervisors for consideration.	<input checked="" type="checkbox"/>	
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.	<input checked="" type="checkbox"/>	
Urban Forest Management is leading an effort involving the U.S. Forest Service, the Virginia Department of Forestry, and the Virginia Department of Environmental Quality to explore the use of tree planting and forest conservation projects as allowable Ozone off-set measures in the Washington D.C. Metropolitan area air quality implementation plan.		<input checked="" type="checkbox"/>
Environmental and Site Review staff started participating in rezoning, special permit and special exception application review process to evaluate the stormwater management and Chesapeake Bay Preservation Ordinance requirements. This initiative will help identify the necessary measures to protect natural resources.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

## Land Development Services

 <b>Exercising Corporate Stewardship</b>	<b>Recent Success</b>	<b>FY 2007 Initiative</b>
In the past, the agency developed an overarching workforce plan for the Department. Implementation for FY 2007 will include identifying competencies for each position class, forecasting human resource needs, and developing a training program to develop employees to meet those needs.		<input checked="" type="checkbox"/>
Continue to leverage technology to improve customer service and operational efficiency. In FY 2005, the Bonds and Grading Plan module and Waivers module of the Plans and Waivers System (PAWS) were implemented which completes the replacement of a legacy system. A work tracking and correspondence system was implemented in Urban Forest Management. In FY 2007, customers will see improvements to permitting, plan review, and inspections services as additional modules of the Fairfax Inspections Database Online (FIDO) project are implemented, including the expansion of services made available through the Internet and the implementation of wireless field devices with real-time data for inspectors. Also in FY 2007, improved operational efficiencies will be attained through the implementation of a document management and imaging system for elevator, cross connection, and sewer lateral files; the development of a multi-agency proffers tracking system; and improved interdepartmental collaboration of complaints management activities through a common application platform. 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 and continuing enhancement of the FIDO application.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Starting in FY 2006, LDS increased its fee schedules for site and building plan reviews, permits, and site and building inspections. The revised fees better align with the actual cost of the services provided, increasing the overall recovery rate from 80 percent to approximately 90 percent. The revised fee schedules make Fairfax County fees more comparable with those of neighboring jurisdictions. In promoting this fee increase, staff conferred with industry representatives from the Northern Virginia Building Industry Association (NVBIA), the National Association of Industrial and Office Properties (NAIOP), and the Engineers and Surveyors Institute (ESI) to explain the County's need for fee increases. LDS collaborated with these same business partners and reviewed the land development approval process and identified opportunities to streamline it in FY 2007. This includes implementing online capability for Engineers/Developers to review comments from Site Review in LDS and other review agencies as well as using triggered and automatic e-mails to provide Engineers/Developers site-related plans reaching certain milestones in the lifecycle of the plan. These changes will expedite the process by which site-related plans are cycled through plan intake, review, and multiple resubmissions.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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.	<input checked="" type="checkbox"/>	

## Land Development Services

 Exercising Corporate Stewardship	Recent Success	FY 2007 Initiative
Developed a comprehensive training and development program for supervisory staff that defines and communicates their role in participative management. Implementation will include training in the areas of coaching and mentoring employees, conducting performance evaluations, enabling delegation of responsibilities, and strategic thinking and planning.	✓	✓
Partnered with a third party firm to assume a portion of the inspections workload in new multi-family housing construction and expect to continue this initiative in FY 2007. The contractor will help to bridge the gap between the increased workload and the existing internal resources.	✓	✓
The Environmental and Facilities Inspections Division developed and implemented, in conjunction with VDOT and industry members, new procedures to streamline the street acceptance process. The new process reduces the amount of time it takes to get streets accepted by VDOT for maintenance from the time construction is completed.	✓	
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 NVBIA, NAIOP, ESI, VDOT, Fairfax Water, and County staff to review the development processes within Fairfax County and to make recommendations to improve the overall effectiveness and to streamline development processes.	✓	✓

## Budget and Staff Resources

Agency Summary					
Category	FY 2005 Actual	FY 2006 Adopted Budget Plan	FY 2006 Revised Budget Plan	FY 2007 Advertised Budget Plan	FY 2007 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	310/ 310	324/ 324	323/ 323	323/ 323	325/ 325
Expenditures:					
Personnel Services	\$17,698,688	\$20,243,507	\$19,203,614	\$21,122,766	\$21,261,052
Operating Expenses	3,818,744	3,702,599	5,656,099	4,382,656	4,389,856
Capital Equipment	5,291	0	120,214	0	25,000
<b>Subtotal</b>	<b>\$21,522,723</b>	<b>\$23,946,106</b>	<b>\$24,979,927</b>	<b>\$25,505,422</b>	<b>\$25,675,908</b>
Less:					
Recovered Costs	(\$236,196)	(\$240,838)	(\$240,838)	(\$248,122)	(\$248,122)
<b>Total Expenditures<sup>1</sup></b>	<b>\$21,286,527</b>	<b>\$23,705,268</b>	<b>\$24,739,089</b>	<b>\$25,257,300</b>	<b>\$25,427,786</b>
Income:					
Permits/Plan Fees	\$7,238,112	\$11,846,705	\$11,846,705	\$13,246,705	\$13,246,705
Permits/Inspection Fees	14,786,075	13,397,923	13,411,041	13,411,041	13,411,041
<b>Total Income</b>	<b>\$22,024,187</b>	<b>\$25,244,628</b>	<b>\$25,257,746</b>	<b>\$26,657,746</b>	<b>\$26,657,746</b>
<b>Net Cost to the County</b>	<b>(\$737,660)</b>	<b>(\$1,539,360)</b>	<b>(\$518,657)</b>	<b>(\$1,400,446)</b>	<b>(\$1,229,960)</b>

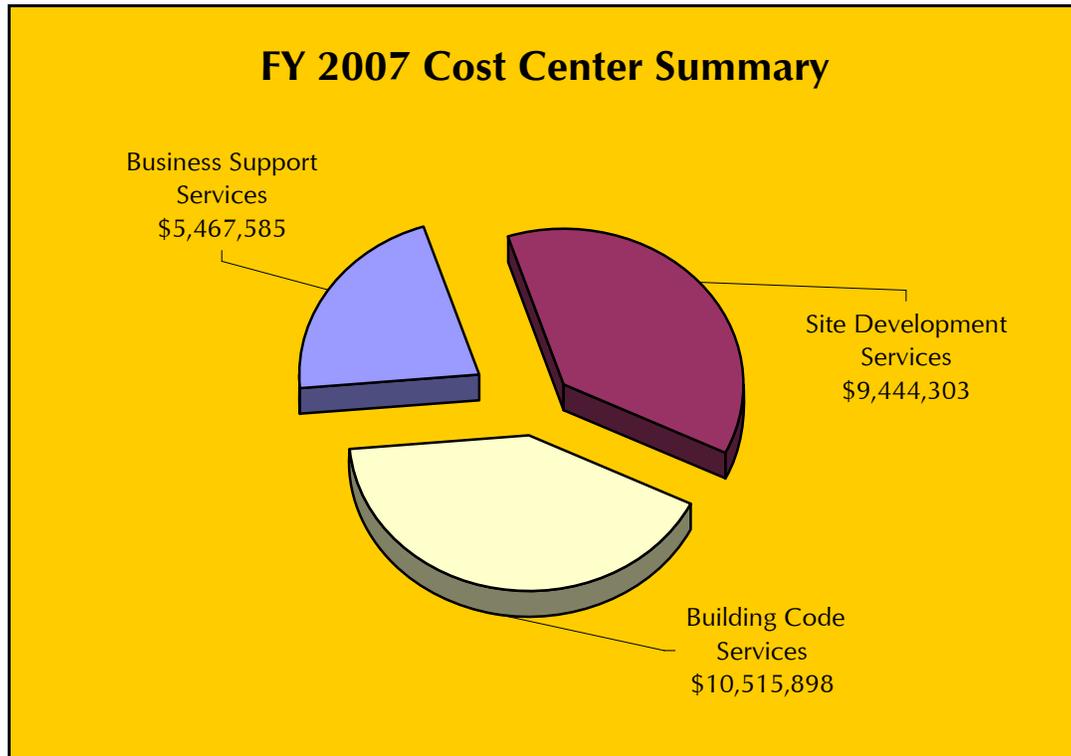
<sup>1</sup> It should be noted that total expenditures do not include overhead items such as fringe benefits, rent, and other indirect costs associated with land development services.

# Land Development Services

Community Development Program Area Summary					
Category	FY 2005 Actual	FY 2006 Adopted Budget Plan	FY 2006 Revised Budget Plan	FY 2007 Advertised Budget Plan	FY 2007 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	159/ 159	172/ 172	173/ 173	173/ 173	175/ 175
Expenditures:					
Personnel Services	\$9,728,876	\$11,484,655	\$10,813,229	\$11,983,872	\$12,122,158
Operating Expenses	2,144,318	2,775,595	3,983,502	3,005,652	3,012,852
Capital Equipment	0	0	86,059	0	25,000
<b>Subtotal</b>	<b>\$11,873,194</b>	<b>\$14,260,250</b>	<b>\$14,882,790</b>	<b>\$14,989,524</b>	<b>\$15,160,010</b>
Less:					
Recovered Costs	(\$236,196)	(\$240,838)	(\$240,838)	(\$248,122)	(\$248,122)
<b>Total Expenditures<sup>1</sup></b>	<b>\$11,636,998</b>	<b>\$14,019,412</b>	<b>\$14,641,952</b>	<b>\$14,741,402</b>	<b>\$14,911,888</b>
Income:					
Permits/Plan Fees	\$7,238,112	\$11,846,705	\$11,846,705	\$13,246,705	\$13,246,705
<b>Total Income</b>	<b>\$7,238,112</b>	<b>\$11,846,705</b>	<b>\$11,846,705</b>	<b>\$13,246,705</b>	<b>\$13,246,705</b>
<b>Net Cost to the County</b>	<b>\$4,398,886</b>	<b>\$2,172,707</b>	<b>\$2,795,247</b>	<b>\$1,494,697</b>	<b>\$1,665,183</b>

<sup>1</sup> It should be noted that total expenditures do not include overhead items such as fringe benefits, rent, and other indirect costs associated with land development services.

## Cost Centers



# Land Development Services

Position Summary		
<p><b><u>Land Development Svcs Admin</u></b></p> <p>1 DPWES Deputy Director            1 Asst. Director of Public Works            2 Management Analysts III            1 Administrative Assistant IV            1 Administrative Assistant II</p> <p><b><u>Code Services</u></b></p> <p>1 Deputy Design Review Director            1 Management Analyst III            2 Engineers IV            3 Engineers III            1 Engineer II            1 Management Analyst II            1 Code Enforcement Chief            1 Code Enforcement Coord. III            2 Code Enforcement Coord. II            1 Administrative Assistant II            1 Sr. Engineering Inspector            2 Master Combination Inspectors            1 Safety Analyst</p>	<p><b><u>Environmental and Facilities Inspections</u></b></p> <p>1 Engineer IV            3 Engineers III            1 Management Analyst II            2 Engineering Technicians III            6 Engineering Technicians II            6 Supervising Engineering Inspectors            2 Asst. Super. Engineering Inspectors            37 Sr. Engineering Inspectors            1 Administrative Assistant III            1 Administrative Assistant II            1 Administrative Assistant IV</p> <p><b><u>Environmental and Site Review</u></b></p> <p>2 Engineers IV            14 Engineers III            19 Engineers II            1 Engineering Technician III            7 Engineering Technicians II            1 Management Analyst II            2 Administrative Assistants III            2 Administrative Assistants II            1 Urban Forester IV            2 Urban Foresters III (1)            8 Urban Foresters II (1)</p>	<p><b><u>Human Resources Branch</u></b></p> <p>1 Management Analyst IV            1 Management Analyst II            4 Training Specialists III            1 Training Specialist II            2 Administrative Assistants IV</p> <p><b><u>Systems Administration Branch</u></b></p> <p>1 Business Analyst IV            1 Info Tech. Program Manager II            1 Info Tech. Program Manager I            1 Programmer Analyst III            2 Programmer Analysts II            1 Network/Telecom Analyst III            1 Network/Telecom Analyst II            1 Data Analyst II</p> <p><b><u>Financial Management Branch</u></b></p> <p>1 Management Analyst IV            1 Management Analyst III            2 Management Analysts II            2 Administrative Assistants V            5 Administrative Assistants III            2 Administrative Assistants II</p>
<p><b>TOTAL POSITIONS</b>            175 Positions (2) / 175.0 Staff Years (2.0) <span style="float: right;">( ) Denotes New Positions</span></p>		

## FY 2007 Funding Adjustments

The following funding adjustments from the FY 2006 Revised Budget Plan are necessary to support the FY 2007 program:

- ◆ **Employee Compensation** **\$879,259**  
 An increase of \$879,259 in Personnel Services associated with salary adjustments necessary to support the County's compensation program.
- ◆ **Inspection and Planning Services** **\$571,923**  
 A total increase of \$571,923 in Operating Expenses including an increase of \$450,000 for the outsourcing of the inspection workload due to an increase in the rise of permits in new multi-family housing construction and the need for additional support in order to ensure timely and thorough inspection services. The outsourcing of the work helps handle the additional workload without hiring new staff. In addition, \$121,923 is included as dues for the County's participation in the Engineers and Surveyors Institute (ESI), a nonprofit Virginia Corporation that promotes public/private partnerships to help improve the quality of engineering plans and the process by which they are approved.
- ◆ **Intergovernmental Charges** **\$108,134**  
 An increase of \$108,134 is due to intergovernmental charges. Of this total, an increase of \$15,652 is for the Department of Vehicle Services charges based on anticipated charges for fuel, vehicle replacement, and maintenance costs; and an increase of \$92,482 is for Information Technology charges based on the agency's historic usage of mainframe applications.
- ◆ **Recovered Costs** **(\$7,284)**  
 An increase of \$7,284 in Recovered Costs associated with adjustments necessary to support the County's compensation program related to recoverable salaries.
- ◆ **Carryover Adjustments** **(\$1,033,821)**  
 A decrease of \$1,033,821 due to the carryover of one-time expenses as part of the FY 2005 Carryover Review.

## Land Development Services

### Board of Supervisors' Adjustments

*The following funding adjustments reflect all changes to the FY 2007 Advertised Budget Plan, as approved by the Board of Supervisors on May 1, 2006:*

- ◆ **Urban Forestry Positions** **\$170,486**  
The Board of Supervisors approved funding of \$170,486 for the addition of 2/2.0 SYE positions for the Urban Forestry Program, including 1/1.0 SYE Urban Forester II and 1/1.0 SYE Urban Forester III in the Environmental and Site Review Division. The positions are necessary in order to improve the County's ability to monitor and inspect development projects that deal with tree-related proffers and development conditions. In addition, it should be noted that the FY 2007 net cost to fund the addition of these positions is \$204,716. The net cost includes \$34,230 in fringe benefits funding, which is included in Agency 89, Employee Benefits. For further information on fringe benefits, please refer to the Agency 89, Employee Benefits, narrative in the Nondepartmental program area section of Volume 1.

### Changes to FY 2006 Adopted Budget Plan

*The following funding adjustments reflect all approved changes in the FY 2006 Revised Budget Plan since passage of the FY 2006 Adopted Budget Plan. Included are all adjustments made as part of the FY 2005 Carryover Review and all other approved changes through December 31, 2005:*

- ◆ **Carryover Adjustments** **\$1,033,821**  
An increase of \$1,033,821 in encumbered carryover as part of the *FY 2005 Carryover Review*. Of this amount, \$973,607 is included for Operating Expenses, and \$60,214 is included for Capital Equipment.
- ◆ **Position Redirection** **\$0**  
In FY 2006, the County Executive approved the redirection of 1/1.0 SYE position from Land Development Services to establish an Assistant Director of Public Works position in Stormwater Management.

*The following funding adjustments reflect all approved changes to the FY 2006 Revised Budget Plan from January 1, 2006 through April 24, 2006. Included are all adjustments made as part of the FY 2006 Third Quarter Review:*

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

### 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;

## Land Development Services

- ◆ 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 County code and Public Facilities Manual (PFM) and responding to code and PFM interpretation requests.

### Objectives

- ◆ To issue at least 85 percent of new agreements, amendments, and releases within target timeframes, while resolving default situations so that no more than one 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 2003 Actual	FY 2004 Actual	FY 2005 Estimate/Actual	FY 2006	FY 2007
<b>Output:</b>					
Bonded projects at year-end	1,320	1,320	1,320 / NA	1,320	1,320
Site and subdivision reviews processed	439	376	323 / 361	323	323
Minor plans and special studies processed	3,523	3,171	2,845 / 2,531	2,531	2,531
<b>Efficiency:</b>					
Bonded projects per staff	132	132	132 / NA	132	132
Plan reviews completed per reviewer	248	273	244 / 207	207	207
<b>Service Quality:</b>					
Average days to review a major plan	50	56	50 / 55	50	50
<b>Outcome:</b>					
Percent of projects in irresolvable default which must be completed by the County	1%	1%	1% / 1%	1%	1%
Construction projects required to cease as a result of deficiencies identifiable on the plan	0	0	0 / 0	0	0

Note: Information regarding bonded projects for FY 2005 is not available due to failure of the automated system. Additionally, "Percent of agreements processed within 6 days" is not reflective of staff workload and therefore is no longer reported. Regarding court cases decided in the County's favor, the County is seeking code compliance and a conviction. However, if the defendant is ordered to comply with the code but isn't convicted, the decision is still favorable for the County because the ultimate goal is code compliance. Therefore, this indicator does not accurately reflect performance. It is anticipated that code violation complaints will remain high. Historically, negative impacts to the economy have lead to more unpermitted work. It is often neighbors disturbed by construction activities at a neighbor's who call in.

# Land Development Services

## Performance Measurement Results

Land Development Services' mission is to enforce land development and building construction regulations. Specifically, staff monitors these activities for compliance with state and County codes. The performance measures - plans reviewed, projects bonded, permits issued, inspections performed and violations processed - are directly linked to land development activities.

In FY 2005, site services fell short in meeting its 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. Four positions were added in FY 2006 to help address resource needs in site review as part of the FY 2006 Adopted Budget Plan. While the additional resources will help address the volume of work, this target will remain difficult to achieve due to the continuing increase in the complexity of development and the level of regulatory control. The Environmental and Facilities Inspections Division (EFID) implemented an alternative site inspection program that has been approved by the state and is used as a model for other localities in Virginia. This new program has resulted in a more effective site inspection program through prioritizing site inspections based upon their potential impact to the environment. In FY 2005, EFID met the required level of inspection on 47 percent of the sites it inspects and anticipates gradually accomplishing the required level of inspections on more sites with the assistance of 3/3.0 SYE additional inspector positions approved in FY 2006.

## Objectives

- ◆ To provide inspection service on the day requested 96.0 percent of the time, while ensuring that 0.0 percent of buildings experience catastrophic failure as a result of faulty design.
- ◆ To issue 60.0 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.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2003 Actual	FY 2004 Actual	FY 2005 Estimate/Actual	FY 2006	FY 2007
<b>Output:</b>					
Building inspections	222,546	237,073	237,073 / 256,659	256,659	256,659
Permits issued	78,078	78,703	78,703 / 90,848	90,848	90,848
<b>Efficiency:</b>					
Inspections completed per inspector	3,477	3,763	3,763 / 4,503	4,503	4,278
Permits issued per technician	7,098	7,155	7,155 / 8,259	8,259	7,571
<b>Service Quality:</b>					
Percent of inspections completed on requested day	96%	97%	96% / 95%	96%	96%
<b>Outcome:</b>					
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	59%	64%	60% / 59%	60%	60%

## Land Development Services

---

### **Performance Measurement Results**

In the building services area, LDS almost achieved its FY 2005 goals of performing at least 96 percent of inspections and issuing at least 60 percent of permits on the day requested, with actual outcomes of 95 percent and 59 percent respectively. There were no instances of catastrophic failures resulting from inadequate building designs, plan reviews or code compliance inspections during this timeframe.

The inability to meet these goals is due to increased workload without corresponding increases in capacity. Total inspections rose 8 percent from FY 2004 to FY 2005 and total permits issued rose 15 percent during the same period. Perhaps more significant than the statistical decline in meeting performance targets however, is that the workload increases cause staff to spend less time on each discrete task in order to complete more tasks during the workday. For example, the average time to conduct each individual field inspection has declined for the second year in a row in both residential inspections and commercial inspections. While there have been no catastrophic consequences, the thoroughness of such inspections have been degraded, and the potential risk increases. In order to provide additional resources to help address the volume of inspection work and to allow for more time per inspection, LDS is contracting with a third party inspection firm starting in FY 2006 and continuing into FY 2007.