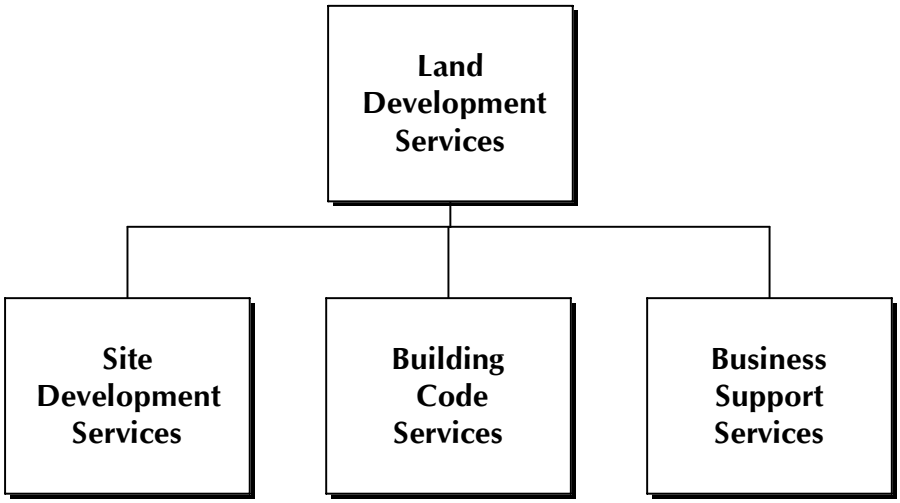
Land Development Services



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 provides oversight by the Director's Office and manages the administrative responsibilities of Human Resources, Information Technology, and Financial Management. 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. The Forest Integrated Pest Management Program, a component of Fund 116 is also managed by this agency. LDS reviews all rezoning applications, site and subdivision plans, inspects site development, and is responsible for the plan review, bonding, 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. LDS also supports the County's Environmental Improvement Program (EIP), Tree Action Plan, and the Tree Canopy Goals through specific projects, code development, and public outreach and education.

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

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. Over the past 12 months, plan submissions for residential construction have slowed while plan submissions for new commercial construction and commercial alterations have risen slightly. Site inspection requirements have remained constant as the active construction sites remain high and the County strives to comply with state mandated E&S inspection requirements. A specific focus was applied to the County's default program to resolve backlogged default projects and take quicker action on projects whose development agreements are in default. This effort required more staff support and will result in ensuring developers complete promised public improvements. 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 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.

Budget and Staff Resources

Agency Summary

Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	330/ 330	330/ 330
Expenditures:		
Personnel Services	$20,120,187	$21,933,131
Operating Expenses	5,084,829	4,489,308
Capital Equipment	67,024	0
Subtotal	**$25,272,040**	**$26,422,439**
Less:		
Recovered Costs	($248,122)	($184,111)
Total Expenditures	**$25,023,918**	**$26,238,328**
Income:		
Permits/Plan Fees	$10,101,033	$13,246,705
Permits/Inspection Fees	14,018,556	13,407,884
Total Income	**$24,119,589**	**$26,654,589**
Net Cost to the County	**$904,329**	**($416,261)**

SUMMARY OF ALL AGENCY LOBS
(FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
31-01	Site Plan Review and Processing	($1,213,777)	60	60.0
31-02	Site Inspections and Enforcement	($616,945)	70	70.0
31-03	Building Plan Review and Permit Processing	$212,359	56	56.0
31-04	Building Inspections	($565,147)	99	99.0
31-05	Business Support Services	$1,767,249	45	45.0
TOTAL		**($416,261)**	**330**	**330.0**

LOBS SUMMARY

31-01: Site Plan Review and Processing

Fund/Agency: 001/31	Land Development Services
LOB #: 31-01	**Site Plan Review and Processing**
Personnel Services	$4,453,113
Operating Expenses	$875,281
Recovered Costs	$0
Capital Equipment	$0
Total LOB Cost:	$5,328,394
Federal Revenue	$0
State Revenue	$0
User Fee Revenue	$6,542,171
Other Revenue	$0
Total Revenue:	$6,542,171
Net LOB Cost:	($1,213,777)
Positions/SYE involved in the delivery of this LOB	60 / 60.0

▶ LOB Summary

This LOB ensures that land disturbance, and public and private facility construction conform to the Code of the County of Fairfax, Virginia and to policies adopted by the Board of Supervisors with respect to the quality of new public infrastructure; control of erosion and sedimentation, storm drainage, storm water management, tree preservation; and protection of public waters. Site Plan Review and Processing provides land development review, working to ensure the environment is protected, and coordinates with development professionals and citizens to ensure that both interests are considered in proposed land development projects. As the County is further developed and new communities and services are introduced into existing neighborhoods and commercial districts, close coordination of these interests becomes of even greater importance. Site Plan Review and Processing ensures that the proposed new construction addresses existing area infrastructure issues including transportation, sanitary sewer, and stormwater, as well as issues relating to tree cover, screening, stream and watershed quality, and other environmental concerns.

Land Development Services

Site Plan Review and Processing includes the Environmental and Site Review Divisions (East and West), Urban Forest Management Division and Plan and Document Control, of Land Development Services. The Environmental and Site Review Divisions serve as the primary review authority for proposed construction plans and plats and provide overall coordination of numerous other reviews by other agencies and specialty fields. The Urban Forest Management Division is one such specialty area, which focuses on ensuring that proffered tree preservation, landscaping, and screening is satisfactorily addressed on the construction plans and during construction. Additionally, the Urban Forest Management provides input on rezoning applications to improve tree preservation during the planning stages preceding the site plan and construction processes. Urban Forest also supports a number of key environmental initiatives in the County including the Tree Action Plan, Natural Landscaping Policy, and the County's Tree Canopy Goal. The Plan and Document Control Section checks plan and plat applications for submission acceptance, administers the distribution of those documents to relevant reviewing authorities, and tracks progress to ensure that they are processed within the mandated timeframes.

As stated above, the site plan review process is a critical component of land development that involves a coordinated effort to ensure that public and private infrastructure is designed to meet the needs of the community and to support emergency services along with ensuring that the environment is protected. Without this coordinated review, additional burdens would be placed upon the property owners as well as public maintaining authorities. Public safety could be jeopardized due to insufficient fire protection and inadequate emergency access. Through proper planning and design, flooding and drainage problems are averted, environmental degradation due to inadequate water quality or erosion and sediment control measures can be avoided, and structural damages to buildings and structures from landslide prone or other soils related problem soil can be reduced.

Specific services that this LOB provides include:

- Review of engineering plans to ensure that the environment is protected through the implementation of properly designed stormwater, erosion and sedimentation controls.

- Promotion of tree preservation and planting by providing technical expertise on arboricultural issues to County staff and County citizens.

- Review and process engineer plans submitted for land development for conformance with federal, state and local ordinances, and Board of Supervisors policies.

- Administer the intake, tracking and processing of construction plans and documents and respond to customer inquiries and request for reproduction of documents.

- Review studies related to proposed developments in problem soils, in proximity to floodplains, and in densely developed neighborhoods.

- Collaborate with the Engineers and Surveyors Institute (ESI) a public/private professional organization representing the engineering industry, and other County agencies involved in land development to seek improvements in the quality and timeliness of plan preparation and review.

- Conduct community outreach and training programs, such as meetings with industry representatives, and Open House sessions to disseminate design methods, development standards, conservation, and tree preservation information.

- Provide support to religious and community groups, the development community, citizens and other County agencies throughout the site development process and to be a mediator for site development issues.

- Identify potential deficiencies in proposed development projects during plan review so that no development process ceases construction as a result of deficiencies identifiable on the plans.

- Serve in an advisory role on tree related issues ranging from site plan and zoning case review to assistance with final inspections.

Funding Sources
Under state law, reasonable fees may be charged in-line with costs. Consistent with the policy adopted by the Board of Supervisors in April 2005, DPWES collects fees for plan review, and inspections, designed to recover 90 percent of the Land Development Services' costs. It should be noted that actual costs incurred by this program include imputed rent, fringe benefits, support services and information technology which are not included in the Adopted Budget Plan expenditures.

Customers Include
Homeowners, builders, developers, engineers, architects, land surveyors, attorneys, contractors, other County agencies, as well as the Counties Boards, Authorities, and Commissions.

However, since ensuring safe buildings, dwellings and infrastructure and enforcing quality development standards are DPWES' primary goal, all County citizens are recipients of DPWES' services.

Trends
As open space continues to diminish in the County, development is occurring on more complex sites, which had been overlooked previously for economic reasons. Considerations including problem soils, proximity to flood plains, inadequate infrastructure, and densely developed surrounding neighborhoods created additional financial expenditures that made development in those areas less attractive in years past. These areas are now subject to development resulting in greater technical challenges for both the design engineers and Site Plan Review and Processing. More difficult sites require more coordination and review of the proposed construction documents as well as more special studies and reports to address special issues.

Key Initiatives
- Environmental protection through the implementation of the Stormwater and Erosion and Sedimentation Control Recommendations and Tree Preservation Recommendations of the In-fill and Residential Development Report Study.

- Developing and implementing procedures to address proposed County Code and Public Facilities Manual modifications.

- Implementing recommendations to improve record management by eliminating document duplications and initiating an electronic imaging program.

- The Urban Forest Management Division participated on a multi-agency work group to develop and implement the Tree Action Plan which is a 20-year strategic plan to conserve and manage the county's tree and forest resources. Implementation of the Tree Action Plan will have a significant impact on Urban Forest Management's work activities and program direction.

- The Natural Landscaping Committee continued its work to identify landscaping policies and practices that will improve air quality and reduce energy consumption. As a kick-off project, the Urban Forest Management Division began an effort to plant approximately 500 shade trees on the grounds of County governmental, park and school facilities. This project also complements the County's newly adopted 30-year tree canopy goal.

Accomplishments

- Completed enhancements to the computer system supporting the land development process, Land Development System (LDS), to leverage new technologies to improve the plan review process, including placing LDSnet on the Internet at www.co.fairfax.va.us/ldsnet. Through LDSnet, customers and citizens can retrieve information on site development related plans and studies.

- Established a Tree Preservation Task Force Team to examine and implement methodologies and practices that can be used to maximize the preservation of existing trees and forests during the land development process.

- Developed additional on-line service for customers, providing, among other things, an on-line Public Facilities Manual (PFM).

- Responded to the Board of Supervisors' request for timely processing of religious and community group projects by creating from an existing position, an Ombudsman position to assist these groups through the development process from zoning to residential occupancy.

- Implemented enhancements to existing processes and Code requirements to improve Storm water, Erosion and Sedimentation Control, and Tree preservation during development.

- Developed the County's tree cover goals pertaining to the results of the Tree Cover Study, which was commissioned by the Tree Preservation Task Force.

Future Initiatives

- Develop a Citizens Guide to the land development process in Fairfax County, which could be helpful to design professionals, citizens and staff.

- Revise Zoning Ordinance Article 13, Landscaping and Screening to bring the screening ordinance up to date so that the requirements will be more in alignment with the needs of infill lot development.

- Adapt to challenges associated with infill land development and increasing complexity in analyzing its impact on existing neighborhoods.

- Develop expertise to further our stewardship of environmental resources.
- Improve quality control program in plan review to ensure processes and procedures are adequate for increasing complex development.

▶ Method of Service Provision

Regular merit County employees provide the services of this County activity and program.

Hours of operation are Monday through Friday, 8:00 a.m.–4:30 p.m.

▶ Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 38 for the specific federal or state code and a brief description.

31-02: Site Inspections and Enforcement

Fund/Agency: 001/31	*Land Development Services*
LOB #: 31-02	*Site Inspections and Enforcement*
Personnel Services	$5,101,827
Operating Expenses	$1,021,160
Recovered Costs	$0
Capital Equipment	$0
Total LOB Cost:	$6,122,987
Federal Revenue	$0
State Revenue	$0
User Fee Revenue	$6,739,932
Other Revenue	$0
Total Revenue:	$6,739,932
Net LOB Cost:	($616,945)
Positions/SYE involved in the delivery of this LOB	70 / 70.0

▶ LOB Summary

This LOB is responsible for the administration and enforcement of land development construction agreements to ensure that the environment is protected during land development and that public improvements are satisfactorily completed and in compliance with all required development obligations in accordance with applicable state and County regulations and standards. Staff accepts, reviews, executes, monitors, and releases all land-development surety agreements between the County and the developers. Additionally, through on-site inspections and enforcement actions, staff ensures that land disturbing activities and construction of public improvements are in accordance with the approved plans and applicable state and County regulations.

Land Development Services

Staff is also responsible for the intake, review, resolution or prosecution of complaints and violations of The Virginia Building Code and Chapters 61, 104, 118 and 119 of the Code of the County of Fairfax. Staff coordinates multi-issue complaints for the entire Land Development Services' Line of Business, performs onsite inspections as needed, mediates complaint issues when appropriate, and prepares and presents criminal court cases on behalf of DPWES. In addition to primary responsibility for criminal prosecution of the above referenced codes, the staff of this program coordinates with other state and County agencies including the police and fire marshal's offices for the resolution of contractor issues, health and zoning issues.

Specific services that this LOB provides include:

- Ensure compliance with state-mandated erosion and sediment control inspection requirements.
- Ensure that roadways, storm sewers, sanitary sewers, trails, sidewalks, street lights, grading, trees, parking lots and proffered elements are constructed in accordance with the approved plans and applicable County and state requirements.
- Ensure that public and proffered improvements are bonded to the extent that state law allows.
- Develop lists of outstanding obligations and process bond reduction and release requests within state mandated timeframes in order to avoid release or return of bond funds before the public improvements are completed.
- Implement strategies that proactively obtain completion of public and proffered improvements that have been abandoned by developers, commonly referred to as developer defaults, at the least cost to the County.
- Provide training to citizen groups and industry on the County's erosion and sediment control requirements in an effort to obtain greater compliance with regulatory requirements and better stewardship of the County's natural resources.
- Enforce the County's grass and lawn code ordinance.
- Enforce the County's Chesapeake Bay Ordinance and illegal land disturbance violations.
- Determine the applicability of state and County codes to complaints and citizen inquiries associated with new construction activity (both structural and land development), unlicensed contracting activity, work performed without permits, land disturbances (notably Chesapeake Bay violations) to determine appropriate investigative authority or agency response.
- Facilitate equitable resolution to complex technical code compliance issues, through mediation and negotiation.
- Review and compile evidence and interview witnesses to determine if there is sufficient probable cause to issue criminal summons.

- Prepare necessary court documents, prepare witnesses and represents DPWES in criminal court prosecution of building code, land disturbing, un-permitted and unlicensed contractor violations.

- Monitor court orders to ensure compliance with court decrees and pursues further legal action, if necessary.

- Administer the Home Improvement Contractor Licensing Program in addition to the enforcement of the Ordinance.

Customers include:

- Homeowners, builders, developers, engineers, architects, contractors, other County agencies, as well as the County boards, elected officials, authorities, and commissions

However, since ensuring safe building, dwellings and infrastructure and enforcing quality development standards are DPWES' primary goal, all County citizens are recipients of DPWES' services.

Funding Sources
Under state law, reasonable fees may be charged in line with costs. Consistent with the policy adopted by the Board of Supervisors in April 2005, DPWES collects fees for plan review, and inspections, designed to recover 90 percent of the Land Development Services' costs.

Accomplishments

- Developed guidelines for processing developer's requests for conservation deposit reductions.

- EFID worked collaboratively with the Northern Virginia Building Industry Association (NVBIA) and the Engineers and Surveyors Institute (ESI) to obtain BOS approval of substantive changes to the County's Development Agreement and Performance Bond documents.

- In collaboration with Site Plan Review and Processing, the Division of Solid Waste, DPWES, the Health Department and DPZ, EFID obtained an agreement to streamline and clarify the chain of authority regarding bonding and enforcement of landfill agreements.

- Developed and issued a Project Completion Checklist to aid industry in completing development projects.

- Staff organized and conducted several presentations and formal training sessions on the County's erosion and sediment control requirements to the construction and design industry at a local construction exhibition and trade show and the Engineers and Surveyors Institute. One of the presentations was conducted in Spanish.

- Staff organized and conducted the 2006 Land Conservation Awards program and ceremony in collaboration with the Northern Virginia Soil and Water Conservation District and the Virginia Department of Conservation and Recreation.

- Developed formal operating procedures for site inspection staff in the event of a hurricane or severe tropical storm.

- Reduced developer defaults by 10 percent.

- Code Enforcement developed cross training initiatives with the Land Development Services' (LDS) staff, the Department of Health and the Department of Planning and Zoning to effectively and efficiently address citizen complaints.

- The Code Enforcement implemented the Fairfax Inspections Database On-Line (FIDO) complaint tracking system module to better enable administration of code enforcement activities as well as collaboration with other similar enforcement agencies also utilizing this system.

- Code Enforcement and Residential Inspections Division (RID) staff continued their collaboration to investigate and correct an increasing volume of code violations stemming from un-permitted construction and construction work done by unlicensed contractors. Also in FY 2007 and continuing, the County's new Strike Force was deployed in a collaborative countywide code-enforcement program. Code Enforcement and RID have provided various resources including three full-time staff positions to this effort.

- Code Enforcement contributed to and participated in the multi-agency Strike Force, both on the operational and planning processes. This countywide effort has shown great success in identifying illegal boarding houses, un-permitted and unsafe construction, and then bringing compliance to those properties. Further analysis of the long term code enforcement approaches is on-going and yields great potential to improve enforcement services in the county.

- EFID worked collaboratively with NVBIA and ESI Fairfax Committee and obtained BOS approval of four PFM amendments to strengthen site inspection and bond requirements.

    a. Certification requirement for survey monuments

    b. Implement stricter bond requirements for developers that have defaulted on previous Development Agreements

    c. Require notification if surety falls below a minimum rating and replacement if they fall to a B-VX or lower.

    d. Eliminate replacement fee if surety falls below minimum rating and the replacement is submitted and approved prior to the expiration date of the agreement.

Key Initiatives

- Developed and delivered a training program on erosion and sedimentation and tree conservation to inspection staff and private industry in FY 2007.

- In collaboration with industry develop and obtain Board of Supervisor approval of a new Comprehensive Unit Price Schedule that is used to establish bond amounts that must be posted with the County as part of development projects.

- Establish an agreement with the Town of Clifton to provide site inspection and erosion and sediment control enforcement services.
- Continue efforts to enhance the County's Erosion and Sediment control program and regulations.
- Continue efforts to reduce the number of developer default projects.
- Continue efforts to provide outreach and training to citizen groups and industry on the County's erosion and sediment control regulations.
- Develop and provide a citizens guide on the bond release process.
- Continue to refine the FIDO complaints module and add a web interface function (Dynamic Portal) to enable citizens to submit and monitor progress on complaints administered by the Code Enforcement Branch.
- Serve as a resource to BOS members and expand outreach and proactive education to home owners' associations and civic associations to assist construction issues affecting their communities.

Trends

- Greater use of electronic technology to improve communication with County citizens, the development community and other agencies.
- Site Inspections will become more automated.
- Emphasis and expectations on environmental protection during the land-development process will increase.
- Increased responsibility to facilitate and mediate solutions to problems between developers and homeowners.
- Complaint resolutions continue to become more complex due to multi-issues, such as the increase in unlicensed contractors and un-permitted construction activity.
- Increased accountability for project completion and bond release.
- Increased in-fill development. As open space continues to diminish, more development is taking place in previously avoided locations, such as problem soils, in proximity to flood plains, and in densely developed neighborhoods. This in-fill development is more difficult to design and review, and to process code complaints.

► Method of Service Provision

Regular merit County employees provide the services of this County activity and program.

Hours of operation are Monday through Friday, 8:00 a.m. – 4:30 p.m.

▶ Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 39 for the specific federal or state code and a brief description.

31-03: Building Plan Review and Permit Processing

Fund/Agency: 001/31	*Land Development Services*
LOB #: 31-03	*Building Plan Review and Permit Processing*
Personnel Services	$4,209,526
Operating Expenses	$816,928
Recovered Costs	$0
Capital Equipment	$0
Total LOB Cost:	$5,026,454
Federal Revenue	$0
State Revenue	$0
User Fee Revenue	$4,814,095
Other Revenue	$0
Total Revenue:	$4,814,095
Net LOB Cost:	$212,359
Positions/SYE involved in the delivery of this LOB	56 / 56.0

▶ LOB Summary

This LOB is a combination of two programs within Land Development Services. Both the Permits Branch and the Building Plan Review Division protect the health and safety of County citizens and the environment through mandated enforcement of the Virginia Uniform Statewide Building Code (VUSBC) and County Codes.

Specific services that this LOB provides include:

- The Permits Branch processes applications and issues permits for building, site- and utility-related work. Permits also issues amusement device (carnival ride) permits, assigns street names and addresses for properties in the County, validates the licenses of contractors applying for permits, schedules inspections for permitted work, maintains approved plans and permit records, and researches Freedom of Information Act requests.

- The Building Plan Review Division works closely with architects, engineers and developers in the design phase of construction projects to ensure compliance with the multitude of codes and standards adopted by reference into the VUSBC.

- Preliminary and post-submission conferences are offered to ensure that major code issues are identified earlier rather than later during the plan review stage. These early contacts

between plan reviewers and customers also ensure that submissions are complete and contain the level of detail necessary to ascertain compliance with the VUSBC.

- The plan review process saves project owners both time and money by minimizing change work orders and any attendant reconstruction necessitated by errors identified, for example, during field inspections of completed work.

- Staff also coordinates plan review with other County and state agencies and provides technical assistance to permit applicants, designers, builders, contractors and the general public regarding code requirements.

Customers include:

- Homeowners, builders, developers, engineers, architects, permit services, and contractors seeking permit, plan and other construction information.

- Attorneys and contract dispute mediators seeking permit records.

- Commercial building owners and design professionals seeking historic records necessary to design improvements to existing structures.

All citizens, however, are the ultimate recipients of a safe and quality environment.

Funding Sources
Under state law, fees may be charged to defray the costs of enforcing the VUSBC. Pursuant to Board of Supervisors' policy, fees were set to recover 90 percent of the costs of this LOB which are incorporated into Chapter 61 of the County Code.

Accomplishments

- Developed a computerized database to expedite the review and processing of requests for permit refunds.

- Substantial progress has been made on initiatives to implement a customer workflow management tool similar to the model currently used in the Virginia Department of Motor Vehicles. After further exploration of alternatives, staff determined that it would be fiscally responsible to broaden our options for the deployment of such a system beyond the options available through standard contract measures. The RFP has been completed and is awaiting review through DPSM for release for bids in the next several months, with selection and implementation to occur sometime in the end of FY 2008.

- In FY 2005, implemented project and fax tracking databases to better manage permits submitted by mail, fax, or as projects left for processing. In addition, completed an audit in FY 2006 with the assistance of the Financial Management Branch to insure that matters pertaining to financial transactions related to such permits are compliant with best practices for cash, check and credit handling procedures.

- Initiated an organizational development study in FY 2007 that identified three key areas of opportunity for the Permit Branch. Teams are currently addressing the issues identified with the objective of significantly enhancing customer service through improved processes with

respect to training, policies and procedures. Additionally, the branch has been engaged in a series of meetings with the purpose of aligning branch standards of conducts and code of ethics in practical application to the County Code of Ethics. This work is already showing marked results in communication, employee morale, teamwork and improved professionalism in advance of the initiative from the County Executive.

- In 2005, Permits Branch began the implementation of several cross training initiatives to facilitate the understanding of the relationships and partnerships in the development process. Cross training programs like the inspector ride-along program provide insights for all staff to allow us to better serve our customers' needs while fulfilling our code enforcement mission.

- Permits Branch continues to develop the concept of the ""Super-Tech" as a means of providing a truly one-stop-shop to customers on simpler projects. The concept incorporates the notion of a single case worker who would perform limited review functions for application intake, licensing, zoning, site, and building plan review. Efforts in the area of cross training are currently contributing to this initiative, and additional training concepts from the organizational development training team are designed to further this objective.

- Implementation of a new permitting and inspection 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

- The Insurance Services Office (ISO), a commercial corporation that collects data used by insurance companies for underwriting purposes, concluded its most recent review of Fairfax County's effectiveness in building code enforcement during FY 2007. On a scale of "1" to "10" ("1" being best), Fairfax County received an overall effectiveness rating of "3." Of the more than 8,500 jurisdictions across the nation that have undergone a similar evaluation, only 1.7 percent were rated better than "3," and 84 percent were rated lower than "3."

- The Building Plan Review Division reorganized to allow individual supervisors to be readily available at public counters to answer questions and provide better customer service.

- Implemented interactive transactions on the DPWES web site for:

  1) Scheduling inspections for issued permits;

  2) Tracking permit, plan and inspection status; and

  3) Estimating building permit fees.

- Modified the process for demolition permits to address erosion and sediment control issues related to the demolition of larger structures.

- Enhancements continued to be made to the permitting, plan review, and inspections module of FIDO that was implemented in March of 2006.

- LDS staff played a major role in the events surrounding the Huntington flooding in June 2006. When events, weather or otherwise, cause extensive property damage, LDS is tasked first with damage assessment responsibility to evaluate the structural safety status of all affected structures. Additionally, LDS did detailed assessments of the most severely damaged structures and, in cooperation with the Washington Gas Company, evaluated damage to household appliances. Afterwards, to facilitate getting permits and inspections for reconstructive work, LDS staffed a satellite permitting and inspection office in the immediate vicinity of the most heavily impacted area. As an initiative for the coming year, LDS intends to work with FEMA and neighboring jurisdictions to standardize the procedures by which financial estimates of the extent of property losses are determined, for better consistency, accuracy and confidence in the values so determined.

- The Permits Branch developed a definition of "addition" in FY 2007 into the County Code to ensure that existing homes that are substantially altered are properly reviewed from a building code and safety perspective in conjunction with the new addition.

- 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.

- A weekly in-service training program to improve customer service, staff consistency and accuracy in code interpretation/application, as well as provide opportunities for professional development.

- Customer waiting area improvements which include providing access to the County's computerized information, providing wait time and staffing information, and installing a new photocopy machine that better accommodates customers' copying needs.

Initiatives

- The Permits Branch is currently developing for implementation a customer routing and monitoring system that will better enable customers to enter and track their own permit applications through the permitting process as well as enable staff to better route and cue applicants based on their specific application types and current workloads. This system or similar systems have been deployed by other sister jurisdictions as well as VDOT to better manage permitting and applicant cue lines and improve customer service. Implementation of this system will also enable management to track and monitor performance.

- 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. In FY 2007, the complaints management module of FIDO was implemented for the Code Enforcement Branch of Land Development Services. Additionally, enhancements continued to be made to the permitting, plan review, and inspections module of FIDO that was implemented in March, 2006. In FY 2008 the team will focus on implementation of wireless inspection capabilities for new construction, online permitting, and the addition of several LDS application types that were not included in the initial phases of the project. In addition, the implementation of a customer queuing system is planned for FY 2008 and FY 2009.

- Two committees that include public/private participants were formed to investigate the use of unique design concepts that may soon become part of the land development process. While neither concept, Universal Design or Green Buildings, is code-driven at this point, the concentration of the committees will be to ensure that aspects of these concepts do not conflict with current code requirements. The committees will also educate the public, staff and the design community on the need for and application of these concepts.

- Additionally, Permits is reviewing processes for minor additions to existing homes, based on feedback from the Fairfax County Code Enforcement Strike Team, to ensure that the necessary associated studies and/or plans are required prior to permitting.

- FIDO will simplify existing permitting processes by creating the capability to:

    1) Issue a single permit for new residential construction that covers building, electrical, mechanical and plumbing work.

    2) Issue simple, individual trade permits via the internet.

    3) Accept plan submissions electronically.

    4) Adjust or modify fees more regularly to be reflective of the changing nature of the industry and economic conditions, keeping Fairfax County competitive with neighboring jurisdictions with whom we benchmark.

- In FY 2008 this program will focus on implementation of wireless inspection capabilities for new construction, online permitting, and the addition of several LDS application types that were not included in the initial phases of FIDO. In addition, the implementation of a customer queuing system is planned for FY 2008 and FY 2009.

Trends

- New construction methods and materials will challenge plan reviewers

- Customers expect 24 hours a day/7 days a week service

- Customers expect to do business with the county from their own home or business.

- Construction of new residential projects in Fairfax County has decreased about 15 percent over the past year and projections indicate that this trend may continue into FY2010. However, homeowners have continued to alter and expand their existing homes requiring greater scrutiny of the technical aspects of the proposed alterations and/or additions to ensure compliance and safety. These renovation and addition projects are expected to continue in the future at nearly the same levels.

Future Initiatives

The Building Plan Review and Permits Branch envision a future characterized by:

- Expand e-services including e-permitting

- Emergency preparedness

- In-fill construction will increase
- Community education and outreach to leverage citizen resources and create an informed public.

▶ Method of Service Provision

The services of the Permits Branch and Building Plan Review Division are provided directly by County employees.

The general hours of operations are: Monday through Thursday 8:00 a.m. to 4:30 p.m.; Friday 9:15 a.m. to 4:30 p.m. and public counters close at 4:00 p.m. to new customers.

▶ Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 39 for the specific federal or state code and a brief description.

31-04: Building Inspections

Fund/Agency: 001/31	*Land Development Services*
LOB #: 31-04	***Building Inspections***
Personnel Services	$6,548,933
Operating Expenses	$1,444,311
Recovered Costs	$0
Capital Equipment	$0
Total LOB Cost:	$7,993,244
Federal Revenue	$0
State Revenue	$0
User Fee Revenue	$8,558,391
Other Revenue	$0
Total Revenue:	$8,558,391
Net LOB Cost:	($565,147)
Positions/SYE involved in the delivery of this LOB	99 / 99.0

▶ LOB Summary

This LOB includes two divisions and one program area within Land Development Services. Both the Residential and Commercial Inspections Divisions protect the health and safety of County citizens and the environment by providing field inspections of all new building construction in the County to ensure compliance with the Virginia Uniform Statewide Building Code (VUSBC), approved plans and permit conditions. Additionally, Code Enforcement has a presence in this LOB. The Building Inspections LOB also conducts as-required inspections of existing commercial structures to ensure they are maintained in accordance with Part III of the VUSBC, "Virginia Maintenance Code," and Chapter 61 of the Code of Fairfax County. This activity ensures the

functionality and integrity of structural elements of buildings, as well as their infrastructure systems (fire protection, plumbing, mechanical and electrical). Enforcement of mandated design criteria for building accessibility is also a function of this LOB.

Staff is also responsible for the intake, review, resolution or prosecution of complaints and violations of the Virginia Building Code and Chapters 61, 104, 118 and 119 of the Code of the County of Fairfax. Staff coordinates multi-issue complaints for the entire Land Development Services' Line of Business, coordinates with the County's Strike Team, performs onsite inspections as needed, mediates complaint issues when appropriate, and prepares and presents criminal court cases on behalf of DPWES. In addition to primary responsibility for criminal prosecution of the above referenced codes, the staff of this program coordinates with other state and County agencies including the police and fire marshal's offices for the resolution of contractor issues, health and zoning issues.

As prescribed by state laws and County code, this LOB also oversees the recurring safety inspections of all in-service elevators, escalators, and other vertical transportation equipment within the County; and conducts recurring inspections of cross connection protection features that safeguard public potable water supplies; conducts annual electrical safety inspections of all public swimming pools; and conducts inspections of all regulated amusement devices (carnival rides) within the County.

The Land Development Services Training Academy is another component of this LOB. The training academy allows staff to be trained on-site when codes change due to modifications or adoption of new codes. The code mandates that either the entity provide training via an accredited body or pay a levy to the Commonwealth of Virginia to provide such training.

Customers include:

- Homeowners, builders, developers, engineers, architects, and contractors
- County staff
- Attorneys and contract dispute mediators seeking permit records

Funding Sources

Under state law, fees may be charged to defray the costs of enforcing the VUSBC. Pursuant to Board of Supervisors' policy, fees were set to recover 90 percent of the costs of this LOB which are incorporated into Chapter 61 of the County Code.

Key Accomplishments

- Beginning in FY 2007 and continuing into FY 2008 and beyond, an inter-agency team of staff from LDS, OEM, F&R, and the Health Department collaborated in the development of a program of Emergency Preparedness Training intended to heighten the awareness of county staff about their damage assessment responsibilities during and after an event. The training course, first delivered to internal staff in the spring/summer of 2007 covers everything from preparation for emergencies to post-event activities. In September, 2007, LDS offered this emergency preparedness information to other County agencies as well as to neighboring jurisdictions for their consideration and use.

- Insurance Services Office (ISO), a commercial corporation that collects data used by insurance companies for underwriting purposes, concluded its most recent review of Fairfax County's effectiveness in building code enforcement during FY 2007. On a scale of "1" to

"10" ("1" being best), Fairfax County received an overall effectiveness rating of "3." Of the more than 8,500 jurisdictions across the nation that have undergone a similar evaluation, only 1.7 percent were rated better than "3," and 84 percent were rated lower than "3."

- 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 2007 Celebrate Fairfax, for the third 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.

- 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. During FY 2007 the inter-jurisdictional group developed a regional policy on soil stabilization methods for problem soils. Other topics discussed included: interpretation of means of egress from basements; requirements for sprinklers in 3-story townhouses reviewed under commercial building code standards; numbers of exits required from large multi-family housing projects; and strategies to encourage pool contractors to call for final inspections.

- Two committees that include public/private participants were formed to investigate the use of unique design concepts that may soon become part of the land development process. While neither concept, Universal Design or Green Buildings, is code-driven at this point, the concentration of the committees will be to ensure that aspects of these concepts do not conflict with current code requirements. The committees will also educate the public, staff and the design community on the need for and application of these concepts.

- In FY 2007 the complaints management module of the Fairfax Inspections Database Online (FIDO) system was implemented for the Code Enforcement Branch of LDS. Additionally, enhancements continued to be made to the permitting, plan review, and inspections module of FIDO that was implemented in March of 2006. In FY 2008 the team will focus on implementation of wireless inspection capabilities for new construction, online permitting, and the addition of several LDS application types that were not included in the initial phases of the project. In addition, the implementation of a customer queuing system is planned for FY 2008 and FY 2009.

- In FY 2007 supervisors and other critical emergency staff attended National Incident Management System (NIMS) training to become more familiar with and prepared for national or regional incident management needs.

- In FY 2007, a regional policy for the construction of residential foundation walls came to fruition. Also, 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.

- In FY 2006, LDS deployed the Fairfax County Building Official to New Orleans to assist in the command center set up there 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.

- LDS staff played a major role in the events surrounding the June 2006 flooding. When events, weather or otherwise, cause extensive property damage, LDS is tasked first with damage assessment responsibility to evaluate the structural safety status of all affected structures. LDS did detailed assessments of the most severely damaged structures and, in cooperation with the Washington Gas Company, evaluated damage to household appliances. Afterwards, to facilitate getting permits and inspections for reconstructive work, LDS staffed a satellite permitting and inspection office in the immediate vicinity of the most heavily impacted area. As an initiative for the coming year, LDS intends to work with FEMA and neighboring jurisdictions to standardize the procedures by which financial estimates of the extent of property losses are determined, for better consistency, accuracy and confidence in the values so determined.

Initiatives

- Development of inspector wireless technologies to improve the efficiency and customer service of inspection services.

- LDS staff will continue 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.

- 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.

- Two committees that include public/private participants will continue to investigate the use of unique design concepts such as Universal Design or Green Buildings that may soon become part of the land development process.

Trends

- Beginning in FY 2005, Fairfax County has been experiencing a decline in the level of residential construction while at the same time experiencing a leveling in the yet robust commercial construction environment. Inspections of alterations to existing residential and commercial building are expected to remain steady. Long term with continued strong local economy and job growth, these trends will reverse as the need for homes and commercial office and retail exceed existing stock. Also, with an aging stock of homes and commercial buildings, there will be an ongoing robust revitalization effort.

- Build-out will force more construction on infill properties throughout the county, causing inspectors to travel more miles per inspection and make more inspection stops per day, which makes the inspection processes less efficient.

- Construction will increase on sites that require more engineered design, for example, sites with poor soils/critical slopes. Such sites require more staff time and efforts to ensure safety.

Future Initiatives

- Continuation of the technological evolution so that laptops will utilize wireless connections to the County mainframe and the Internet and have printing capabilities. Eventually, this technology will allow instantaneous updates and on-site printing of inspection results. The former will allow instant inspection data uploads to the County's mainframe; the latter will permit approval and rejection reports, as well as stop work orders, to be issued directly in the field, as appropriate.

- When wireless technology becomes a reality inspectors will reduce administrative and travel time. This time savings can be invested in inspection activities to assist in rebalancing the inspection workload that has shifted away from tract development to infill and addition work.

- Expansion of the Construction Safety training program for Inspections personnel.

- The Residential Inspections Division activity will transition from inspecting new detached single family dwelling tract homes to higher density housing projects. Additionally remodeling and addition work will become and remain a large staple in our daily work as the County reaches build out.

- Emergency preparedness training and practice is now part of LDS' work culture and will develop further over time.

Where Code Enforcement is Headed in the Future

The resources and services of the Code Enforcement Branch (CEB) are greatly challenged and were redefined over the past year as construction and property maintenance problems in the community evolved. CEB has experienced a dramatic increase in un-permitted construction, illegal land disturbing activities and grass ordinance violations this year which is projected to continue over the next few years. Overall, a decline in residential new construction will occur as the lending industry tightens its requirements, and numerous foreclosures over the next year or two will result in greater property ownership and maintenance challenges. Currently, CEB is working with the County Executive's office along with other related County enforcement agencies to review countywide delivery of code enforcement functions.

Future Issues

- Increased number of grass/lawn area complaints

- Increasing number of un-permitted construction complaints for both structural issues and land disturbing issues

- Increasing numbers of vacant/abandoned houses due to mortgage crisis and foreclosures

▶ Method of Service Provision

Regular County employees within this activity conduct most building inspections.

Supplemental inspections by professional engineers and architects are accepted and/or required in specialized areas, such as foundations and critical structural components.

Periodic inspections of elevators, escalators and other vertical transportation equipment are provided by County contract.

The hours of operations are: 7:00 a.m. to 4:00 p.m. with inspectors working until 5:30 p.m.

▶ Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 40 for the specific federal or state code and a brief description.

31-05: Business Support Services

Fund/Agency: 001/31	*Land Development Services*
LOB #: 31-05	***Business Support Services***
Personnel Services	$1,619,731
Operating Expenses	$331,629
Recovered Costs	($184,111)
Capital Equipment	$0
Total LOB Cost:	$1,767,249
Federal Revenue	$0
State Revenue	$0
User Fee Revenue	$0
Other Revenue	$0
Total Revenue:	$0
Net LOB Cost:	$1,767,249
Positions/SYE involved in the delivery of this LOB	45 / 45.0

▶ LOB Summary

Business Support provides support services to the Land Development Services, Business Planning and Support; and department-wide advice and counsel in administrative matters, particularly in information technology, human resources, and financial management. This LOB also includes the Director's Office and Code Analysis. Code Analysis is responsible for administration of the relevant sections of the County Code, Zoning Ordinance and Public Facilities Manual pertaining to the land development process.

Land Development Services

The function of the Information Technology Services (IT Services) is to provide information technology (IT) support for LDS and Business, Planning & Support (BPS) and to act as an authority for department-wide IT issues.

IT Services supports and develops automated systems used by LDS/BPS to provide faster and more efficient service to its customers. These systems, including the Plans and Waivers System (PAWS) and the Fairfax Inspections Database Online (FIDO) as well as numerous small to moderately sized applications, directly impact customer service and operational efficiency. Staff in IT Services also directly supports network and PC operations for 331 users, 465 workstations, 9 servers and numerous peripherals.

On a department-wide scale, IT Services leads and facilitates the prioritization and budget strategy for large scale IT initiatives, provides direction for IT policy affecting the department's 1,272 users, leads efforts to ensure the integrity and security of the various IT systems, and delivers guidance and direction to the DPWES Director and Senior Management Team in the development and execution of the department's strategic IT plan. In addition with a department-wide IT staff of 28, the branch participates in the evaluation of workplace planning initiatives related to IT positions and provides assistance the recruitment process for the department's IT professionals.

The function of the Human Resources Branch is to provide training and comprehensive human resources support for the Land Development Services (LDS) and Business, Planning & Support (BPS) business areas of DPWES and to act as an authority for department-wide HR issues.

The Branch is also responsible for developing, implementing, coordinating, and overseeing DPWES-wide human resources policies, practices and to ensure that they are in conformance with county regulations. The HR Branch also manages the Training Center on a daily basis; provides the full range of employment services to include recruitment, interviewing, developing selection processes, and employing and providing new employee orientation; processes personnel actions into the Fairfax County PRISM system and counsels management and employees on a variety of personnel actions such as employee benefits, promotions, reassignments, reclassifications, retirement, etc.; conducts job analyses; oversees the development, implementation and evaluation of personnel/training programs; prepares budget requests involving training needs; and provides guidance in the area of employee relations. The HR Branch also serves as a resource to DPWES regarding interpretation of personnel regulations, resolution of complex personnel issues and consultation services for sensitive management and employee issues.

The function of the Financial Management Branch (FMB) is to provide financial management for the Land Development Services (LDS) and Business Planning and Support (BPS) with a total annual budget of $26 million. FMB operates a centralized Cashier's Office for collection of development-related fees for several county agencies, accounting for approximately $50 million of revenue annually. The Branch also forecasts workload in order to estimate revenue and examines staffing levels within each business area. The Financial Management Branch serves as a liaison on department-wide financial matters.

FMB determines and recommends operational requirements for the annual budget submission and quarterly budget reviews by soliciting information from the appropriate managers. FMB is also responsible for initiating all procurement actions and establishing and monitoring service contracts. Additionally, the branch ensures sound financial procedures and policies are in place to safeguard resources.

DPWES' Freedom of Information Act (FOIA) coordinator is also part FMB. The coordinator oversees that FOIA is followed properly (i.e., 5-day response time); manages distribution of requests within LDS; provides guidance to staff in responding to requests; manages interaction with Public Affairs, County Attorney and citizens; works to assure that records are maintained properly; and manages requests involving more than one division in DPWES. Additionally, all subpoenas received by LDS are dealt with centrally by the Coordinator. The coordinator maintains records of all subpoenas delivered to LDS; coordinates responses to subpoenas between LDS and County Attorney; provides guidance to staff in responding to subpoenas; and oversees that subpoenas are responded to properly.

Management and workload indicators for the agency are also managed centrally. Staff tracks workload patterns and trends and report results to management; works closely with the County's revenue team on revenue projections; compares workload and processing time with other jurisdictions; guides staff in establishing workload/performance measures; provides performance measure activity in the County's annual budget submission; provides indicators to Department of Management and Budget, George Mason University, Census Bureau and other organizations; coordinates responses to building activity surveys; and maintains current and historical data relative to workload and revenue. Staff also develops initiatives for improving business practices based on a balanced scorecard approach managed by FMB.

As part of its role in preparing and processing amendments to the Public Facilities Manual (PFM) and other relevant sections of the County Code and Zoning Ordinance, Code Analysis monitors pending state legislation for impacts on County regulations and policies, and participates on technical committees at the state level during the development of statewide regulations. Code Analysis is the designated liaison with the state's Chesapeake Bay Local Assistance Division (CBLAD) and coordinates CBLAD's mandated review of the County's Chesapeake Bay Preservation Program for compliance with relevant state laws and regulations. Code Analysis provides administrative support for the Engineering Standards Review Committee (ESRC). The ESRC is a Board appointed committee created under the Subdivision Ordinance to advise the Board in matters related to the design and construction standards in the PFM.

Accomplishments

Implementation of a new internet application, Fairfax Inspections Database Online (FIDO) occurred in FY 2006. This project replaced the legacy Inspection Services Information Systems (ISIS) mainframe system in LDS as well as multiple stand alone databases in other agencies. FIDO 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 FY 2007, the Complaints Management module of FIDO was implemented. This module provides the ability to share complaints-related data with the Department of Planning and Zoning, the Health Department, and the Strike Force, and allows Code Enforcement staff to work more efficiently with the Residential and Commercial Inspections Divisions of LDS.

- In FY 2007, the LDS IT Advisory Group was created with representatives from the development community, DIT, and LDS staff. The Group's objectives are to review land development workflow situations that may be improved by the acquisition of technology. The group also makes recommendations to the leadership of LDS to assist in the prioritization of information technology tasks for the agency.

- In FY 2007, automated email notification functionality was developed and implemented for the site plan review process. This functionality enables customers submitting plans to receive email messages notifying them of site plan status as plans progress through the review process, eliminating the need for submitters to manually research site plan status by phoning county staff.

- Human Resources developed and implemented a comprehensive plan to transition the role of DPWES supervisors and managers to one that aids the department to adapt quickly to a changing environment, including changing customer needs and services. Components of the plan include training and development, performance management, recruitment and hiring, rewards and recognition, coaching and mentoring, and discipline. Significant achievements include the development and implementation of six modules of Out in Front – a supervisory and management development program and two cohort programs of Leader Talk – a leadership development program.

- Human Resources lead a team which ultimately chartered the DPWES Engineering and Technical Professions Committee to define a new set of principles and strategies that served as the foundation for new policies for engineering and other technical professions within the DPWES. Based on the consultant's findings and recommendations, two changes became effective July 1, 2007: 1) an engineering career ladder with six levels was established and 2) the identification of positions requiring Professional Engineer Licenses because their primary duties involve the performance of engineering services as defined in the Code of Virginia.

- DPWES started the development of a comprehensive workforce planning process to ensure that the department has the right people in the right place at the right time to meet current and future workforce needs. Components of the workforce plan that will be evaluated include competencies, succession, knowledge management, recruitment, hiring, retention, staff development, compensation, benefits and workforce support. DPWES has conducted phase one of a pilot succession planning process designed to collect workforce data for key positions in DPWES. Also the department is participating with the Department of Human Resources in designing a succession planning process for County government.

- Authored internal controls for online purchase of office supplies that were used by other DPWES business areas.

- Routinely updated LDS on changes to county-wide financial policies and procedures.

- Successfully executed FIDO cashiering module in March 2006.

- Initiated a dialog with Prince William County Government to standardized construction management indicators which resulted in ongoing jurisdictional meetings.

- Culminating a multi-year effort, developed and processed amendments to the PFM to incorporate six low impact development (LID) practices and provided training to industry and staff after adoption by the Board of Supervisors.

- In cooperation with the Northern Virginia Regional Commission and other local jurisdictions, participated in the development of an LID Supplement to the Northern Virginia BMP Handbook.

- Developed and processed an amendment to the County Code to incorporate a Tree Conservation Ordinance, a new chapter in the County Code, which enhances the County's ability to preserve trees and furthers the Board's Environmental Vision.

- Facilitated CBLAD's review of the County's Chesapeake Bay Preservation Program to demonstrate compliance with the state's Chesapeake Bay Act and the Chesapeake Bay Preservation Area Designation and Management Regulations. In September 2007, the County's program was officially recognized as being fully compliant.

Initiatives

- A cross training initiative is underway to inform all LDS staff about the functions of other branches/divisions within Land Development Services.

- Each Division within Land Development Services developed initiatives to enhance customer service and enhance the LDS strategic plan.

- Development of the mobile building inspections module for FIDO continues in FY 2008, with completion anticipated by summer, 2008. This module will include wireless functionality that will enable building inspectors to receive and update inspection related data from the field, eliminating the need to "dock" their mobile devices twice per day at county facilities, which will significantly improve the efficiency of inspection processes. Updating inspection data from the field will also provide office staff and customers with real-time access to inspection results, thereby enabling better customer service.

- An initiative is underway to enable citizens to apply for and receive certain permits online via the Internet. Online permitting capabilities will eliminate the need for some customers to travel to the Herrity Building to obtain permits, providing a convenience for citizens and reducing wait times at the Permit Application Center.

- Implementation of a customer queuing system in the Permit Application Center is anticipated in 2008. This system, which is similar to the queuing system used by the Virginia Department of Motor Vehicles, will significantly improve customer service by providing tools for managing the flow of customers through the permitting process and by reducing bottlenecks that can occur in the absence of such tools.

- An effort is underway to improve the LDS website by providing better customer education of land development processes, timelines, and other related information for citizens and developers who lack experience with the Fairfax County land development and building construction process.

Trends

- Staff in LDS continues to monitor the emergence of technology that may enable electronic submission and review of site and building plans. Research into enabling technology as well as a review of other jurisdictions' efforts to achieve electronic plan submission and review capabilities will be a focus in FY 2008. Pending funding availability, a pilot project will

commence in FY 2009 to explore the feasibility of these capabilities for both Fairfax County Government and the land development industry. This pilot project is a product of the LDS IT Advisory Group and is supported by other county/industry committees. If the pilot is successful, the capability will be implemented to a fuller extent starting in FY 2010, pending funding availability.

- The need for staff within DPWES to collaborate on projects and tasks, whether as a part of standing workgroups or on an ad hoc basis, continues in earnest. As a result, collaboration technologies will be researched and implemented in FY 2008. These technologies are expected to improve the efficiency of workgroups and individual staff alike as shared documents can be quickly located, modified, and archived using a common DPWES portal. These technologies will be demonstrated in FY 2008 and are anticipated to expand in scope in the coming years.

- There are several ongoing initiatives at the state level to revise state regulations, such as those related to stormwater management and subdivision street standards, which have the potential for substantive impacts to the County. Staff is participating on state level technical committees associated with these efforts to ensure that the County's interests and concerns are considered. It is anticipated that the revisions to the state regulations are going to require substantive amendments to County codes and regulations.

- Ongoing efforts to further the County's environmental stewardship, including but not limited to implementation of the Board's Environmental Vision, continually affect how land development is regulated in the County and result in an ongoing need for amendments to relevant ordinances and regulations.

► Method of Service Provision

Regular merit employees provide the services of this line of business. Private vendors through state or County contracts provide aerial and ground treatment.

Hours of Operations are Monday through Friday, 8:00 a.m. – 4:30 p.m.

► Mandate Information

There is no federal or state mandate for this LOB exists except for the administration of FOIA request. There are 1.5 SYE's devoted full-time to this effort. See the January 2007 Mandate Study, reference page 39 for the specific federal or state code and a brief description.

AGENCY PERFORMANCE MEASURES

Objectives

- To resolve default situations so that no more than three percent of defaults are deemed developer irresolvable and must be completed by the County.

Land Development Services

- 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.

- To provide inspection service on the day requested 96 percent of the time, while ensuring that 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 percent of buildings experience catastrophic failure as a result of faulty design.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Bonded projects at year-end	1,292	1,292 / 1,188	1,188	1,188	31-02
Site and subdivision reviews processed	372	372 / 313	313	313	31-01
Minor plans and special studies processed	2,591	2,591 / 1,828	1,828	1,828	31-01
Building inspections	218,631	218,631 / 180,471	180,471	180,471	31-04
Permits issued	82,029	82,029 / 73,719	73,710	73,719	31-03
Efficiency:					
Bonded projects per staff	129	129 / 99	99	99	31-02
Plan reviews completed per reviewer	165	165 / 119	119	119	31-01
Inspections completed per inspector	3,416	3,146 / 2,986	2,986	2,986	31-04
Permits issued per technician	7,457	7,457 / 6,143	6,143	6,143	31-03
Service Quality:					
Average days to review a major plan	55	50 / 60	50	50	31-01
Percent of inspections completed on requested day	94%	96% / 98%	96%	96%	31-04
Outcome:					
Percent of projects in irresolvable default which must be completed by the County	1%	3% / 2%	3%	3%	31-02
Construction projects required to cease as a result of deficiencies identifiable on the plan	0	0 / 0	0	0	31-01
Percent of buildings experiencing catastrophic system failures as a result of building design	0%	0% / 0%	0%	0%	31-03,04
Percent of permits issued on day of application	60%	60% / 60%	60%	60%	31-03