

Land Development Services

Lines of Business

LOB #61:

ADMINISTRATION / LEADERSHIP

Purpose

Administration and Leadership for Land Development Services (LDS) provides support and leadership for the three Land Development Services agency lines of service:

- Building Plan Review & Inspection
- Site Plan Review & Inspections
- Violation Enforcement

Staffs herein provide senior level management for agencywide direction and initiatives. This LOB also manages the financial accounting, human resources support and information technologies services for the agency. In addition, this LOB provides support and coordination for initiatives related to workplace safety, emergency management and preparedness, strategic planning, performance measurement, national accreditation, and awards and recognition. Housing the administrative functions within this LOB allows the other LDS LOBs to realize its full potential for service to County with limited administrative distraction. Additionally, singular leadership and unified administrative services for the agency allows coordinated and collaborative delivery of services.

Description

The Administration / Leadership LOB includes 15/15.0 FTE positions from the Director's Office, Human Resources Branch and Financial Branch. The following outlines key functions of this LOB:

Financial Services. The Financial Management Branch (FMB) provides financial management for LDS including the following agency functions:

- Agency budget development and tracking;
- Forecasting the development of revenue models, workload projections and staffing needs;
- Procurement Services to secure goods and services necessary to execute agency mission;
- Cashier Services for collection and management of development related fees for LDS and several other County agencies, accounting for approximately \$54 million of receipts annually; and
- Construction Escrow Management for receipts and transfer or release of \$80-\$100 million in development escrows and proffer payments.

Human Resources Services. Human Resources Branch (HRB), in coordination with central Department of Human Resources, provides the following agency functions:

- Performance management and salary review coordination;
- Recruiting and hiring program;
- Vacancy management;

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- Policy and procedure development related to personnel and adherence to County policies and procedures;
- Employee relations including: disciplinary actions, work plans, and civil services matters;
- Agency training and organizational development initiatives; and
- Planning for retirements, succession, and workforce organizational change.

Program Administration. Staff within the Director's Office manage the following programmatic functions:

- Emergency Preparedness including Continuity of Operations Plan (COOP), Agencywide Emergency Preparedness and Response Plan; Herrity Building Emergency Action Plan (EAP); Testing, Training and Exercise; and management of the Department Operations Center (DOC);
- Safety Program including: general safety training, vehicle safety program, job hazard analysis, reporting, and issuance of safety equipment; and
- Fleet Services including maintenance tracking and vehicle replacement.

Performance Measurements & Strategic Planning. Staff within this LOB track and monitor budgetary and performance metrics to ensure that the agency realizes its potential and meets stakeholder expectations. The metrics drive both daily decision-making and mid and long-term agency performance strategies. This agency provides the leadership necessary to foster a collective mission agencywide.

Benefits

Leadership and administrative support provided by this agency benefits the community by:

Setting a Clear and Unified Approach for the LDS Mission. With nearly 300 FTE positions in the agency and three overlapping and intertwined LOBs within the agency, clarity of mission becomes a must in order to deliver quality services in a timely manner. The leadership from this LOB provides that necessary direction and guidance.

Leveraging Resources. By centralizing financial oversight, human resources support and information technologies as well as safety and emergency preparedness programs, the County realizes efficiencies for similar LOBs. Similarly, shared computing resources, meeting spaces, etc. deliver both cost savings for the County and improved customer service.

Common Understanding. The other three LDS LOBs are intertwined through common function, customer base and staffing. Therefore, a centralized management allows for powerful management regarding shared issues/projects, enhanced internal communication and an accelerated ability to apply lessons learned across the entire agency.

Maintaining Relationships. Through regular engagement with critical internal and external stakeholders, the agency cultivates relationships that foster partnerships and common mission.

Engaging Code Development. Staff actively engage with state and national code development committees to ensure that County perspectives become a critical part of the code development dialogue.

Aligning the Costs of Development. By Board direction, the agency recovers 90 percent or more of the costs associated with the permitting process. By doing so, the burden of compliance is borne on developers and not passed to taxpayers (FY 2012 – 93 percent, FY 2013 – 95 percent, FY 2014 – 93 percent).

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Mandates

There is no federal or state mandate for this LOB; however, the Administration / Leadership LOB serves three fully mandated LOBs:

- Building Plan Review and Inspections
- Site Plan Review and Inspections
- Violation Enforcement

In fulfilling these three related LOBs the LDS agency enforces the following Virginia codes:

- Virginia Uniform Statewide Building Code (USBC);
- Virginia Construction Code (VCC);
- Virginia Rehabilitation Code (VRC).

In addition, the LDS agency enforces the following Chapters of the Fairfax County Code:

- Chapter 2 – Property Under County Control;
- Chapter 61 – Building Provisions;
- Chapter 64 – Mechanical Provisions;
- Chapter 65 – Plumbing Provisions;
- Chapter 66 – Electrical Provisions;
- Chapter 67 – Sanitary Sewers and Sewage Disposal;
- Chapter 71 – Expedited Building Plan Review;
- Chapter 101 – Subdivision Provisions;
- Chapter 102 – Streets and Sidewalks;
- Chapter 104 – Erosion and Sediment Control;
- Chapter 107 – Problem Soils;
- Chapter 112 – Zoning Ordinance;
- Chapter 117 – Expedited Land Development Review;
- Chapter 118 – Chesapeake Bay Preservation;
- Chapter 122 – Tree Conservation Ordinance;
- Chapter 124 – Stormwater Management Ordinance;
- Appendix Q – Land Development Services Fee Schedule; and
- Public Facilities Manual (PFM).

Goals for such regulations include:

- Protect the health, safety and welfare of the public;
- Protect the environment;
- Adhere to industry standards;

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- Meet state regulations, permit regulations and delegated authorities; and,
- Reflect Community interests and values.

Trends and Challenges

Current development and County conditions have created the following trends, challenges and opportunities within this LOB.

Goal Three of the County's Economic Success Strategies. In early 2015, the Board of Supervisors adopted a six goal plan for economic success. Goal number three of that plan seeks to "Improve the speed, consistency and predictability for the development review process." This goal drives every action that the agency takes measured from individual plan review and inspection, to general process improvements.

Complexity of Design and Regulations. As open space and easily developable property continues to diminish in the County, new development is now occurring on more complex sites, which was overlooked previously for economic reasons. The result is greater technical challenges for both the design engineers and County staff. 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.

Evolving Community Fabric. The types of commercial projects in the County have grown exceedingly more complex due to the Metro's Silver Line, revitalization efforts, mixed use development, environmental stewardship and other trends in the development community. These complexities force all parties to be responsive to increased stakeholder expectation, which in turn creates projects that take more time to process, review, and inspect.

Residential Construction. Residential construction has shifted from new subdivision projects to infill lots or the tear down of existing homes and construction of new ones. This shift often requires greater scrutiny of the new constructions' impact on existing systems and response to adjacent property concerns.

Increased Customer Expectations. With an educated and wired population, customers have a high level of expectations for service delivery. Additionally, the development community demands information 24/7, precise times for inspector jobsite arrivals, expansion of online permitting capabilities, electronic plan submissions and other adaptable services that meet the work needs. There is an increased expectation for the County 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 unpermitted construction activity.

Evolving Technology. Both aging technology and new technologies currently force adjustments and adoption by the agency to move to new systems. Three areas of technology that the agency is focusing on are:

- 1) Land Development System (LDS) database provides multi-agency application for all County agencies involved in the land development and building permitting process. A two year capital project is currently underway to modernize this system;
- 2) E-plan submission. The agency has launched a pilot project to fully explore electronic plan submissions to create efficiencies for County staff and developers; and
- 3) Increased mobile technologies for onsite inspectors, will result in greater efficiency and responsiveness for land use customers.

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Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #61: Administration / Leadership			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$940,298	\$994,198	\$1,129,353
Operating Expenses	238,681	260,242	269,599
Work Performed for Others	(21,020)	(19,664)	(19,507)
Capital Equipment	2,842	402	0
Total Expenditures	\$1,160,801	\$1,235,178	\$1,379,445
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$1,160,801	\$1,235,178	\$1,379,445
POSITIONS			
<i>Authorized Positions/Full-Time Equivalent (FTEs)</i>			
<u>Positions:</u>			
Regular	14 / 14	15 / 15	15 / 15
Total Positions	14 / 14	15 / 15	15 / 15

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Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total Number of Permits Issued	59,816	60,149	60,030	60,000	60,000
Total Revenue	\$28,261,181	\$28,939,640	\$33,671,388	\$34,086,560	\$34,729,458
Revenue Per FTE	\$108,697	\$110,880	\$123,338	\$125,781	\$128,153
LDS Recovery Rate	95%	93%	104%	92%	92%

Annually, LDS issues approximately 60,000 permits, which allows individual homeowners and large-scale commercial builders to build within the County. This tremendous volume of permits is challenged by limited resources and the ever-increasing complexity in design, regulatory obligation and stakeholder scrutiny.

Through Board action to approve the building safety and land development provisions of the Fairfax County Code, community values to protect health, safety and welfare of the public have been codified. Similarly, the community's desires regarding its character are articulated in the County's Zoning Ordinance. The review process managed by Land Development Services ensures adherence to these values. The permit fees paid by homeowners and builders align with the costs incurred by the agency to enforce the codes. By Board direction, the agency recovers at least 90 percent of the costs associated with the permitting process. By doing so, the burden of compliance is borne on developers and not passed to taxpayers. In FY 2015, the County, with extensive industry support, approved the "booster shot" to raise fees in order to elevate the level of service provided by the County during the permitting process. This fee increase is projected to produce over \$5 million in additional annual revenue and will enable LDS to expand a fast track approach to meeting customer service needs through work plan implementation efforts and information technology initiatives.

