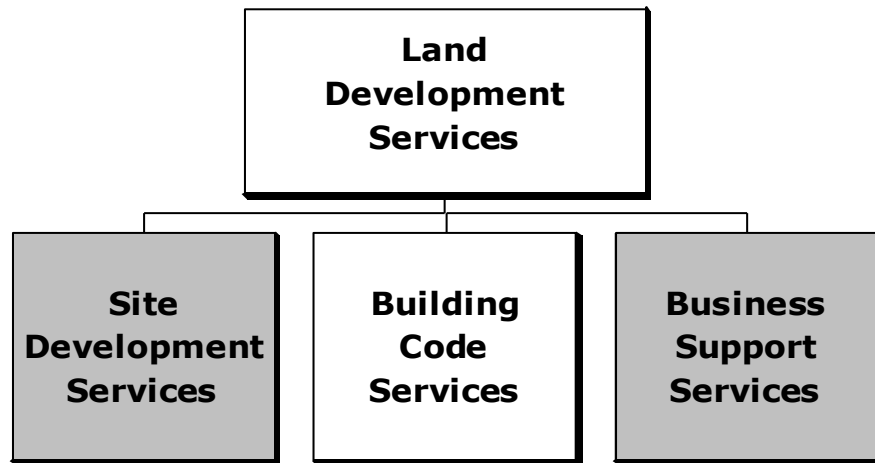



# Land Development Services



 Community Development Program Area of Land Development Services

## Mission

Land Development Services' (LDS) mission facilitates the safe and sustainable building of our communities. LDS serves to protect 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) provides regulatory services to protect the health, safety, welfare, and environment for those who live in, work in, and visit Fairfax County. This is accomplished through effectively regulating land development and building construction. LDS enforces 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, state laws and regulations, Fairfax County ordinances, and the Public Facilities Manual. LDS is composed of four divisions: Building Code Services (BCS), included in the County's Public Safety Program Area, as well as Site Development Services (SDS), Code Development and Compliance Division, and Business Support Services (BSS), included in the County's Community Development Program Area. BSS manages the administrative responsibilities of Human Resources, Information Technology, Safety, and Financial Management for LDS.

## Land Development Services

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 takes action against non-compliant construction and land-disturbing activities. It provides technical training and conducts customer outreach programs to help homeowners, builders, engineers and contractors comply with land development and building code regulations. LDS evaluates recent economic activity to predict future workload and resource needs. While the number of site and subdivision submissions has remained steady, there continues to be a shift in development towards more in-fill and redevelopment/revitalization of older communities; more complex sites (such as problem soils); and more multi-use and multi-family types of buildings. The workload associated with enforcing regulations for these types of developments has inherent complexities that require the redirection of resources to address code enforcement, environmental regulatory actions and infill issues. For example, infill 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.

In FY 2018, LDS began an internal process to review and update performance metrics to better reflect agency operations and to inform LDS customers of site and building plan and permitting processing times. The first phase of this performance metrics project has focused on the overall time to market for plan reviews, specifically on the length of time and number of submissions required to review and approve site and building plans. This work has pushed agency and industry partners from a submission cycle perspective to a total process perspective. LDS regularly publishes these metrics on the agency's website, which illustrates county review time and customer engineer revision time.

In this manner, LDS achieves transparency in performance and aids customers understand typical time horizons for permit approval.

In the coming months, LDS will advance the performance metric project with a focus on the quality of plan submissions and the quality of submission reviews, as well as a focus on site and building inspection processes. This analysis will provide critical insights on agency operations and the manner in which the agency collaborates with customers, enabling the agency to best manage workload and the deployment of resources. Increasing development activity in the Reston Corridor, Tysons Urban Center and Springfield Town Center continue to increase the quantity and complexity of plan and inspection work in LDS.

### Land Development Services supports the following County Vision Elements:



***Maintaining Safe and Caring Communities***



***Building Livable Spaces***



***Connecting People and Places***



***Maintaining Healthy Economies***



***Practicing Environmental Stewardship***



***Creating a Culture of Engagement***



***Exercising Corporate Stewardship***

## Land Development Services

In FY 2020, LDS will continue to be part of the Economic Development Core Team as presented to the Board of Supervisors at the March 18, 2013 Budget Committee meeting as part of the presentation on “Building and Sustaining Community by Leveraging our Economic Development Opportunities.” The team is necessary to support the County’s economic development and revitalization goals, improve development process timelines, and address rising workload requirements to ensure that the capacity exists to meet customer expectations and respond to development opportunities.

LDS has launched an electronic plan submission and review system. This system greatly increases customer service by facilitating developer submissions and provides more robust tools to review submissions, including concurrent agency reviews. Consequently, the system will allow LDS to better meet customer expectations for expediency and timeliness in submission review and approval.

### Budget and Staff Resources

| Category   | FY 2018<br>Actual     | FY 2019<br>Adopted    | FY 2019<br>Revised    | FY 2020<br>Advertised | FY 2020<br>Adopted    |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>FUNDING</b>   |                       |                       |                       |                       |                       |
| <b>Expenditures:</b>                                   |                       |                       |                       |                       |                       |
| Personnel Services                                     | \$21,957,957          | \$23,373,333          | \$24,223,333          | \$24,055,200          | \$23,710,782          |
| Operating Expenses                                     | 5,719,495             | 5,406,945             | 6,241,153             | 5,412,035             | 5,406,535             |
| Capital Equipment                                      | 99,973                | 0                     | 0                     | 0                     | 0                     |
| <b>Subtotal</b>  | <b>\$27,777,425</b>   | <b>\$28,780,278</b>   | <b>\$30,464,486</b>   | <b>\$29,467,235</b>   | <b>\$29,117,317</b>   |
| Less:  |                       |                       |                       |                       |                       |
| Recovered Costs  | (\$456,612)           | (\$353,732)           | (\$472,564)           | (\$353,732)           | (\$353,732)           |
| <b>Total Expenditures</b>                              | <b>\$27,320,813</b>   | <b>\$28,426,546</b>   | <b>\$29,991,922</b>   | <b>\$29,113,503</b>   | <b>\$28,763,585</b>   |
| <b>Income:</b>   |                       |                       |                       |                       |                       |
| Permits/Plan Fees                                      | \$12,228,131          | \$12,648,915          | \$12,648,915          | \$12,648,915          | \$12,648,915          |
| Permits/Inspection Fees, Miscellaneous                 | 27,609,873            | 27,715,846            | 28,465,846            | 27,822,423            | 27,822,423            |
| <b>Total Income</b>                                    | <b>\$39,838,004</b>   | <b>\$40,364,761</b>   | <b>\$41,114,761</b>   | <b>\$40,471,338</b>   | <b>\$40,471,338</b>   |
| <b>NET COST TO THE COUNTY<sup>1</sup></b>              | <b>(\$12,517,191)</b> | <b>(\$11,938,215)</b> | <b>(\$11,122,839)</b> | <b>(\$11,357,835)</b> | <b>(\$11,707,753)</b> |
| <b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b> |                       |                       |                       |                       |                       |
| Regular  | 286 / 286             | 286 / 286             | 286 / 286             | 287 / 287             | 283 / 283             |

<sup>1</sup> Does not reflect Fringe Benefit costs, which are shown in Agency 89, Employee Benefits, as well as indirect costs and other operational costs such as space and utilities.

# Land Development Services

## Community Development Program Area Summary

| Category   | FY 2018<br>Actual   | FY 2019<br>Adopted  | FY 2019<br>Revised                | FY 2020<br>Advertised             | FY 2020<br>Adopted  |
|--|---------------------|---------------------|-----------------------------------|-----------------------------------|---------------------|
| <b>FUNDING</b>   |                     |                     |                                   |                                   |                     |
| <b>Expenditures:</b>                                   |                     |                     |                                   |                                   |                     |
| Personnel Services                                     | \$12,406,664        | \$13,451,799        | \$14,301,799                      | \$13,874,045                      | \$13,420,488        |
| Operating Expenses                                     | 3,507,642           | 3,062,901           | 3,310,486                         | 3,067,991                         | 3,062,491           |
| Capital Equipment                                      | 43,754              | 0                   | 0                                 | 0                                 | 0                   |
| <b>Subtotal</b>  | <b>\$15,958,060</b> | <b>\$16,514,700</b> | <b>\$17,612,285</b>               | <b>\$16,942,036</b>               | <b>\$16,482,979</b> |
| <b>Less:</b>   |                     |                     |                                   |                                   |                     |
| Recovered Costs  | (\$456,612)         | (\$353,732)         | (\$472,564)                       | (\$353,732)                       | (\$353,732)         |
| <b>Total Expenditures</b>                              | <b>\$15,501,448</b> | <b>\$16,160,968</b> | <b>\$17,139,721</b>               | <b>\$16,588,304</b>               | <b>\$16,129,247</b> |
| <b>Income:</b>   |                     |                     |                                   |                                   |                     |
| Permits/Plan Fees                                      | \$12,228,131        | \$12,648,915        | \$12,648,915                      | \$12,648,915                      | \$12,648,915        |
| <b>Total Income</b>                                    | <b>\$12,228,131</b> | <b>\$12,648,915</b> | <b>\$12,648,915</b>               | <b>\$12,648,915</b>               | <b>\$12,648,915</b> |
| <b>NET COST TO THE COUNTY</b>                          | <b>\$3,273,317</b>  | <b>\$3,512,053</b>  | <b>\$4,490,806</b>                | <b>\$3,939,389</b>                | <b>\$3,480,332</b>  |
| <b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b> |                     |                     |                                   |                                   |                     |
| Regular  | 185 / 185           | 185 / 185           | 185 / 185                         | 187 / 187                         | 182 / 182           |
| <b>Land Development Services</b>                       |                     |                     |                                   |                                   |                     |
| <b>Administration</b>                                  |                     |                     |                                   |                                   |                     |
| 1 Director, LDS  |                     |                     | 1 Engineer IV                     | 1 IT Program Manager II           |                     |
| 2 Division Directors, LDS                              |                     |                     | 1 Code Specialist III             | 1 IT Systems Architect            |                     |
| 1 Engineer IV  |                     |                     | 2 Code Specialists II             | 1 Business Analyst IV             |                     |
| 1 Project Coordinator                                  |                     |                     | 2 Management Analysts II          | 2 Business Analysts III           |                     |
| 2 Planners IV (-1T)                                    |                     |                     | 1 Eng. Inspect. Technical Support | 1 Programmer Analyst IV           |                     |
| 0 Programs and Procedures Coord. (-1T)                 |                     |                     | 13 Engineering Technicians III    | 1 Programmer Analyst III          |                     |
| 2 Code Specialists III                                 |                     |                     | 13 Engineering Technicians II     | 1 Programmer Analyst II           |                     |
| 1 Constr./Mnt. Project Manager II                      |                     |                     | 6 Administrative Assistants III   | 1 Network/Telecom. Analyst III    |                     |
| 1 Management Analyst III                               |                     |                     | 3 Administrative Assistants II    | 1 Network/Telecom. Analyst I      |                     |
| 2 Management Analysts II (-1T)                         |                     |                     |                                   | 1 Internet/Intranet Architect III |                     |
| 2 Management Analysts I (-1T)                          |                     |                     |                                   | 2 Internet/Intranet Architects II |                     |
| 1 Information Officer III                              |                     |                     |                                   | 1 Geog. Info. Spatial Analyst III |                     |
| 1 Training Specialist III                              |                     |                     |                                   | 1 Data Analyst II                 |                     |
| 1 Human Resources Generalist III                       |                     |                     |                                   | 1 IT Technician III               |                     |
| 1 Human Resources Generalist II                        |                     |                     |                                   |                                   |                     |
| 1 Human Resources Generalist I                         |                     |                     |                                   |                                   |                     |
| 1 Safety Analyst                                       |                     |                     |                                   |                                   |                     |
| 3 Administrative Assistants IV                         |                     |                     |                                   |                                   |                     |
| <b>Financial Management Branch</b>                     |                     |                     |                                   |                                   |                     |
| 1 Management Analyst IV                                |                     |                     |                                   |                                   |                     |
| 2 Financial Specialists III                            |                     |                     |                                   |                                   |                     |
| 1 Financial Specialist II                              |                     |                     |                                   |                                   |                     |
| 1 Financial Specialist I                               |                     |                     |                                   |                                   |                     |
| 2 Administrative Assistants V                          |                     |                     |                                   |                                   |                     |
| 2 Administrative Assistants IV                         |                     |                     |                                   |                                   |                     |
| 3 Administrative Assistants III                        |                     |                     |                                   |                                   |                     |
| <b>Customer and Technical Support Center</b>           |                     |                     |                                   |                                   |                     |
| <b>Site Development and Inspections</b>                |                     |                     |                                   |                                   |                     |
| 1 Division Director, LDS                               |                     |                     |                                   |                                   |                     |
| 3 Engineers V  |                     |                     |                                   |                                   |                     |
| 4 Engineers IV   |                     |                     |                                   |                                   |                     |
| 10 Senior Engineers III                                |                     |                     |                                   |                                   |                     |
| 15 Engineers III                                       |                     |                     |                                   |                                   |                     |
| 1 Code Specialist III                                  |                     |                     |                                   |                                   |                     |
| 1 Code Specialist II                                   |                     |                     |                                   |                                   |                     |
| 3 Supervising Eng. Inspectors                          |                     |                     |                                   |                                   |                     |
| 4 Asst. Sup. Engineering Inspectors                    |                     |                     |                                   |                                   |                     |
| 22 Senior Eng. Inspectors                              |                     |                     |                                   |                                   |                     |
| 1 Administrative Assistant III                         |                     |                     |                                   |                                   |                     |
| <b>Code Academy</b>                                    |                     |                     |                                   |                                   |                     |
| 1 Program and Procedures Coord.                        |                     |                     |                                   |                                   |                     |
| 2 Training Specialists III                             |                     |                     |                                   |                                   |                     |
| <b>Information Technology Branch</b>                   |                     |                     |                                   |                                   |                     |
| <b>Code Development and Compliance</b>                 |                     |                     |                                   |                                   |                     |
| 1 Division Director, LDS                               |                     |                     |                                   |                                   |                     |
| 1 Project Coordinator                                  |                     |                     |                                   |                                   |                     |
| 1 Engineer V   |                     |                     |                                   |                                   |                     |
| 3 Engineers IV   |                     |                     |                                   |                                   |                     |
| 1 Code Specialist IV                                   |                     |                     |                                   |                                   |                     |
| 3 Code Specialists III                                 |                     |                     |                                   |                                   |                     |
| 3 Code Specialists II                                  |                     |                     |                                   |                                   |                     |
| 1 Senior Engineering Inspector                         |                     |                     |                                   |                                   |                     |
| 5 Engineering Technicians III (1)                      |                     |                     |                                   |                                   |                     |
| 1 Combination Inspector                                |                     |                     |                                   |                                   |                     |
| 1 Administrative Assistant III                         |                     |                     |                                   |                                   |                     |
| <b>TOTAL POSITIONS</b>                                 |                     |                     |                                   |                                   |                     |
| <b>182 Positions (1, -4T) / 182.0 FTE (1.0, -4.0T)</b> |                     |                     |                                   |                                   |                     |
| ( ) Denotes New Position                               |                     |                     |                                   |                                   |                     |
| T Denotes Transferred Positions                        |                     |                     |                                   |                                   |                     |

# Land Development Services

## Public Safety Program Area Summary

| Category   | FY 2018<br>Actual     | FY 2019<br>Adopted                 | FY 2019<br>Revised    | FY 2020<br>Advertised | FY 2020<br>Adopted            |
|--|-----------------------|------------------------------------|-----------------------|-----------------------|-------------------------------|
| <b>FUNDING</b>   |                       |                                    |                       |                       |                               |
| <b>Expenditures:</b>                                   |                       |                                    |                       |                       |                               |
| Personnel Services                                     | \$9,551,293           | \$9,921,534                        | \$9,921,534           | \$10,181,155          | \$10,290,294                  |
| Operating Expenses                                     | 2,211,853             | 2,344,044                          | 2,930,667             | 2,344,044             | 2,344,044                     |
| Capital Equipment                                      | 56,219                | 0                                  | 0                     | 0                     | 0                             |
| <b>Total Expenditures</b>                              | <b>\$11,819,365</b>   | <b>\$12,265,578</b>                | <b>\$12,852,201</b>   | <b>\$12,525,199</b>   | <b>\$12,634,338</b>           |
| <b>Income:</b>   |                       |                                    |                       |                       |                               |
| Permits/Inspection Fees, Miscellaneous                 | \$27,609,873          | \$27,715,846                       | \$28,465,846          | \$27,822,423          | \$27,822,423                  |
| <b>Total Income</b>                                    | <b>\$27,609,873</b>   | <b>\$27,715,846</b>                | <b>\$28,465,846</b>   | <b>\$27,822,423</b>   | <b>\$27,822,423</b>           |
| <b>NET COST TO THE COUNTY</b>                          | <b>(\$15,790,508)</b> | <b>(\$15,450,268)</b>              | <b>(\$15,613,645)</b> | <b>(\$15,297,224)</b> | <b>(\$15,188,085)</b>         |
| <b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b> |                       |                                    |                       |                       |                               |
| Regular  | 101 / 101             | 101 / 101                          | 101 / 101             | 100 / 100             | 101 / 101                     |
| 1 Division Director, LDS                               | 5                     | Engineering Technicians III        |                       | 38                    | Master Combination Inspectors |
| 1 Chief Building Inspector                             | 4                     | Engineering Technicians II         |                       | 2                     | Combination Inspectors        |
| 2 Engineers V  | 1                     | Engineering Technician I           |                       | 1                     | Senior Electrical Inspector   |
| 6 Engineers IV   | 9                     | Code Specialists II                |                       | 1                     | Administrative Assistant III  |
| 23 Engineers III                                       | 7                     | Supervising Combination Inspectors |                       |                       |                               |
| <b>TOTAL POSITIONS</b>                                 |                       |                                    |                       |                       |                               |
| <b>101 Positions / 101.0 FTE</b>                       |                       |                                    |                       |                       |                               |

## FY 2020 Funding Adjustments

The following funding adjustments from the FY 2019 Adopted Budget Plan are necessary to support the FY 2020 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the Budget on May 7, 2019.

- ◆ **Employee Compensation** **\$868,170**  
 An increase of \$868,170 in Personnel Services includes \$490,843 for a 2.10 percent market rate adjustment (MRA) for all employees and \$377,327 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2019.
- ◆ **Permit Education and Outreach** **\$75,896**  
 An increase of \$75,896 and 1/1.0 FTE position, including \$70,806 in Personnel Services and \$5,090 in Operating Expenses, is included to provide proactive education and outreach to businesses and residents engaging in activities requiring permits and inspections. It should be noted that an increase of \$30,681 is included in Agency 89, Fringe Benefits, for a total cost of \$106,577. These costs are fully offset by a revenue increase of \$106,577 associated with increased permit activity, resulting in no net impact on the General Fund.

# Land Development Services

- ◆ **Establishment of Department of Economic Initiatives** (\$607,027)  
 A decrease of \$607,027, including in \$601,527 in Personnel Services and \$5,500 in Operating Expenses, and the transfer of 4/4.0 FTE positions, are associated with the establishment of Agency 30, Department of Economic Initiatives, to more effectively align resources to support activities promoting the continued economic growth of the County.

## Changes to FY 2019 Adopted Budget Plan

*The following funding adjustments reflect all approved changes in the FY 2019 Revised Budget Plan since passage of the FY 2019 Adopted Budget Plan. Included are all adjustments made as part of the FY 2018 Carryover Review, FY 2019 Third Quarter Review, and all other approved changes through April 30, 2019.*

- ◆ **Carryover Adjustments** \$815,376  
 As part of the FY 2018 Carryover Review, the Board of Supervisors approved encumbered funding of \$815,376 in Operating Expenses.
  
- ◆ **Third Quarter Adjustments** \$750,000  
 As part of the FY 2019 Third Quarter Review, the Board of Supervisors approved an increase of \$750,000 in Personnel Services to meet workload demands associated with increased site plan and building permit activity. These costs are completely offset by \$750,000 in fee revenue.

## Key Performance Measures

| Indicator   | Prior Year Actuals |                |                         | Current Estimate | Future Estimate |
|---|--------------------|----------------|-------------------------|------------------|-----------------|
|   | FY 2016 Actual     | FY 2017 Actual | FY 2018 Estimate/Actual | FY 2019          | FY 2020         |
| <b>Site Development Services</b>  |                    |                |                         |                  |                 |
| Percent of projects in irresolvable default which must be completed by the County             | 0%                 | 0%             | 3% / 0%                 | 3%               | 3%              |
| Construction projects required to cease as a result of deficiencies identifiable on the plan  | 0                  | 0              | 0 / 0                   | 0                | 0               |
| <b>Building Code Services</b>   |                    |                |                         |                  |                 |
| Percent of buildings experiencing catastrophic system failures as a result of building design | 0%                 | 0%             | 0% / 1%                 | 0%               | 0%              |
| Percent of permits issued on day of application   | 65%                | 74%            | 75% / 74%               | 76%              | 76%             |

A complete list of performance measures can be viewed at  
<https://www.fairfaxcounty.gov/budget/fy-2020-adopted-performance-measures-pm>

## Land Development Services

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### Performance Measurement Results

In FY 2018, LDS met most of the goals for key performance measures. The percent of projects in irresolvable default that must be completed by the County remained at 0 percent, thereby meeting the target. The number of construction projects required to cease as a result of deficiencies identifiable on the plan also remained at 0.

During FY 2018 LDS noted a catastrophic system failure related to building foundation settlement at the Innovation Center Metro Station Garage. The County contractor has successfully taken action to remediate this issue, which ensures that the garage will be usable and safe in the long-term. The reasons for this failure, whether a design flaw or construction error, remain under investigation. The settlement issues have been successfully remediated and the garage will be usable and safe in the long-term. The reasons for this failure are still under investigation. In FY 2018, 74 percent of permits were issued on the day of application, which maintains the trend of improvement seen in FY 2017, but just missed the target of 75 percent. As a result, the agency has set a target of 76 percent for FY 2019 and FY 2020.