



## Building and Development

The Department of Building and Development oversees all phases of land development throughout the County, including the review and approval of subdivision plans, construction plans, site plans, building plans, all construction-related inspections, final occupancy inspections, and the issuance of County building and grading permits. The Department is responsible for managing construction sites through its Erosion and Sediment Control Enforcement Program; public improvements through its Bonding Program and Infrastructure Compliance Team; and compliance with local, state, and federal regulations through its Natural Resources and Floodplain Teams. In addition to these duties, the Department is an active participant in assisting the County's economic development efforts to attract and retain commercial enterprises by counseling prospective businesses, both large and small, on the permitting process, through the Business Assistance Team (BAT).

### Building and Development's Programs

#### Land Development Planning

Provides technical review, processing, approval, and management of land development applications related to the subdivision of property. Manages performance bonds, and maintains County records on all administrative land development applications. Provides excellent customer service as the Department of Building and Development's first point of contact for the public.

#### Land Development Engineering

Provides detailed technical review, approval, and management of land development applications related to subdivision and road construction, as well as site plans to ensure conformance with all applicable ordinances, standards, and regulations. Inspects ongoing and completed construction for compliance with standards, performance bond reductions, release of performance bonds, and acceptance of streets into the State system for maintenance.

#### Natural Resources

Manages the County's natural resources to ensure compliance with applicable federal, state, and local regulations to lessen the impact on County natural resources. Oversees the County's Virginia Stormwater Management Program (VSMP) and Floodplain Management Program, including enforcement of erosion and sediment control and stormwater management regulations. Provides technical assistance and ensures Facilities Standards Manual (FSM) requirement compliance in soils, geotechnical, geophysical, urban forestry, wetlands, and hydrogeology disciplines. Monitors ground and surface water data to assist with water resources-related questions and studies.

#### Building Code Enforcement

Protects the public's health, safety, and welfare through enforcement of the structural, electrical, mechanical, plumbing, gas, and fire protection standards of the Virginia Unified Statewide Building Code (USBC). Conducts code inspections.

#### Permit Issuance

Coordinates and schedules inspections; issues building, zoning, and trade permits for the entire County and sign and home occupation permits for property located outside the incorporated towns; manages proffer collection; and provides leadership for the BAT.



## Building and Development

### Administration

Manages budget, technology, human resources, procurement, and payroll functions for the Department. Coordinates responses to Freedom of Information Act (FOIA) requests. Ensures the Department complies with several regulations including the Fair Labor Standards Act (FLSA), Family and Medical Leave Act (FMLA), Equal Employment Opportunity (EEOC), and FOIA.

### Budget Analysis

#### Department Financial and FTE Summary<sup>1</sup>

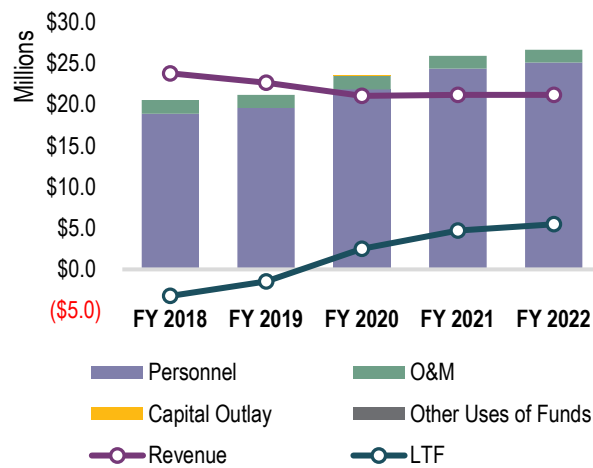
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$18,889,835	\$19,610,509	\$21,869,193	\$24,401,000	\$25,133,030
Operating and Maintenance	1,704,282	1,587,757	1,677,466	1,524,023	1,539,263
Capital Outlay	0	0	56,100	0	0
<b>Total – Expenditures</b>	<b>\$20,594,117</b>	<b>\$21,198,266</b>	<b>\$23,602,759</b>	<b>\$25,925,023</b>	<b>\$26,672,293</b>
<b>Revenues</b>					
Permits, Fees, and Licenses	\$23,790,201	\$22,639,904	\$21,063,364	\$21,185,960	\$21,185,960
Charges for Services	31,398	23,835	17,500	8,000	8,000
Miscellaneous Revenue	(1,580)	508	0	0	0
<b>Total – Revenues</b>	<b>\$23,820,019</b>	<b>\$22,664,248</b>	<b>\$21,080,864</b>	<b>\$21,193,960</b>	<b>\$21,193,960</b>
<b>Local Tax Funding</b>	<b>\$(3,225,902)</b>	<b>\$(1,465,982)</b>	<b>\$2,521,895</b>	<b>\$4,731,063</b>	<b>\$5,478,333</b>
<b>FTE</b>	<b>199.80</b>	<b>198.80</b>	<b>199.80</b>	<b>201.80</b>	<b>201.80</b>

<sup>1</sup> Sums may not equal due to rounding.



## Building and Development

### Revenue and Expenditure History



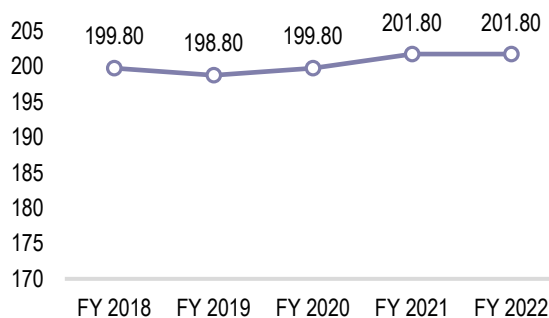
#### Revenue/Local Tax Funding

As shown, the Department of Building and Development is primarily funded (89 percent) by program-generated revenue. Department-generated revenue consists of permits, notably building permits, which have been leveling off in recent years.

#### Expenditure

The majority of the Department's expenditure budget is dedicated to personnel costs. Increases in personnel costs have been driven by additional staffing as outlined in the Staffing/FTE History section, a 3 percent market-based salary adjustment and a 3.5 percent merit-based increase in FY 2019, a 2 percent market-based salary adjustment and a 3 percent merit-based increase in FY 2020, adjustments in FY 2020 to reflect new pay plans approved by the Board in November 2019, and 2.00 FTE in the FY 2021 Proposed Budget.

### Staffing/FTE History



FY 2017 Mid-Year: Transferred 0.47 FTE archeologist to Planning and Zoning

FY 2018 Mid-Year: Transferred 1.00 FTE building inspector to Fire and Rescue

FY 2019 Mid-Year: Four vacant positions approved to be filled

FY 2020: 1.00 FTE fire protection plans reviewer

The Department of Building and Development's expenditures have increased primarily due to personnel costs. Personnel costs make up most of the Department's expenditures – generally over 90 percent.

The Department's revenues have begun to level off over the past several fiscal years, with overall proposed revenues in FY 2021 remaining close to FY 2020 levels. Building permits make up a substantial portion of the Department's revenues. Other major revenues for the Department include zoning permits and erosion and sediment control permits, both of which have seen overall increases in the past several fiscal years, with revenues projected to maintain current levels in FY 2021.

Personnel costs have risen primarily due to merit raises and a 2 percent market adjustment during FY 2020. FY 2020's personnel cost increase also reflects the approved fire plans reviewer. Personnel costs for FY 2020 increased slightly due to full-year funding of reclassifications associated with the positions that were authorized to be filled as part of the mid-year adjustment approved by the Board on January 2, 2019. Due to these reclassifications, salaries for these approved positions were adjusted for FY 2020 as part of the Department's base budget.



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Operating and maintenance costs have remained fairly steady over the past several years, with a decrease due to central service charges lowering for FY 2021 and moving \$12,500 to the Health Department for contractual review of hydrogeological studies. In FY 2021, vehicle replacement charges have been adjusted based on an annual review of the resources available in the vehicle replacement fund. The Proposed Budget for the Department of Building and Development includes a \$131,523 reduction from FY 2020 to reflect this change in addition to regular adjustments.

During FY 2019, the Department redeployed previously authorized (FY 2015) positions to meet current service demands. As development patterns have evolved, the Department has made adjustments to meet these changing needs. For FY 2020, Building and Development will use its adopted resources to serve the business community, Loudoun residents, and other County departments, such as Economic Development, at the same level upon which these customers rely. The 1.00 FTE added for the fire protection plans reviewer resulted from the evolving development patterns of the County, with increasing workloads for fire plan review.

The Department's FY 2021 Proposed Budget includes a technology support specialist and a natural resource engineer to address the themes of technology and evolving development patterns. As the County's development continues, the resource demands for community development departments continues to grow in size and complexity.

### Technology

The FY 2021 Proposed Budget includes 1.00 FTE for a technology support specialist in the Department of Building and Development's budget. The Department's mission requires that technology be available to staff without interruption. With the high volume of work that flows through the Department from code inspections, permits, and financial transactions, there is a strong need for real-time technology support to keep operations moving to provide customer service, to maintain efficiency, and to have appropriate records management. Problems with hardware, software, connectivity, and others issues require embedded technology support to address these issues quickly and effectively. In years past, all members of embedded technology staff provided this support in addition to their specialized subject matter expertise. With the transition to EnerGov (the land management information system [LMIS] replacement), the technology staff have not been able to provide this support and are dedicated to the EnerGov Project on a full-time basis. A long-term temporary position currently provides this support. The Department has identified that this resource need will not cease with the transition of the land records database from LMIS to EnerGov. Current technology staff will be assigned new roles and responsibilities due to this EnerGov application transition post Go Live. Therefore, the FY 2021 Proposed Budget includes the technology support specialist position in order to maintain current service level. With the technology support specialist, existing levels of service will be maintained for all types of technology for the department, including but not limited to, time spent on software management, hardware management, website management, LMIS/EnerGov coordination, mobile phone/device management, requests management, and special projects management. With this position, the Department will continue to have a dedicated staff member available to staff to ensure that any technology issues can be immediately addressed, thereby allowing customer service downtime to be kept to a minimum. The support from this position will ensure continuity of service for land development plan reviews. In addition, the mobile field application interface for the land management database for inspections and enforcement will need to be maintained and supported – this planned deployment will add to the current technology workload.

### Evolving Development Patterns

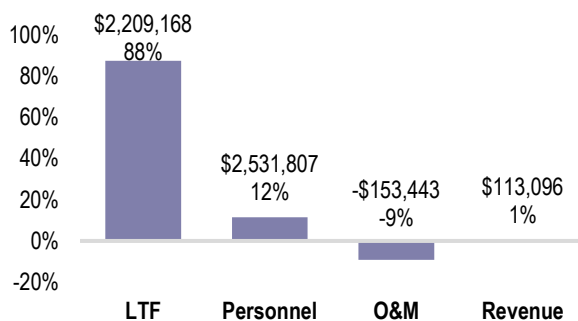
The FY 2021 Proposed Budget for Building and Development also includes 1.00 FTE for a natural resource engineer due to the increased workload the natural resource team has faced. The number of applications the team receives and reviews has increased dramatically, from 537 reviews in FY 2017, 672 reviews in FY 2018, to 972 reviews in FY 2019 – a 45 percent increase from FY 2018. The increase in application review is primarily due internal programmatic and process improvements initiated to ensure that the County is compliant with federal, state, and local mandates in the areas of administration of the



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floodplain and urban forestry programs. The Natural Resources Team reviews all land development applications to ensure compliance with federal, state, and local regulations, and reviews zoning permits for compliance with environmental overlays. In FY 2018, Natural Resources staff met review timelines 92 percent of the time for all plans and permits. This number dropped to 66 percent in FY 2019, and it is not anticipated that the review rate will improve with current staffing levels due to the projected workload. This work is growing in both complexity and importance as development patterns shift toward more challenging sites. Not only does this work ensure compliance with laws and regulations, but this helps sustain Loudoun's natural resources by considering the future effects of development.

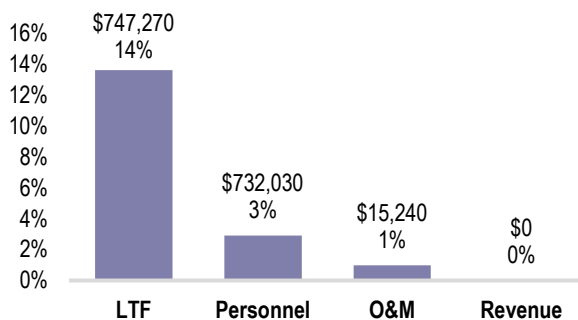
### Percent Change from Adopted FY 2020 to Proposed FY 2021



#### Reasons for Change<sup>1</sup>:

**Personnel:** ↑ 2.00 FTE, general pay changes ||  
**O&M:** ↓ central service decreases || **Revenue:** ↑ leveling off of revenue

### Percent Change from Proposed FY 2021 to Projected FY 2022



#### Reasons for Change:

**Personnel:** ↑ 3 percent || **O&M:** ↑ 1 percent  
**Revenue:** ↔

<sup>1</sup> The percent change from Adopted FY 2020 to Proposed FY 2021 LTF is relatively high because in previous years, LTF was negative, to very low, as revenues exceeded or nearly exceeded expenditures. Because revenues are projected to remain relatively flat while expenditures increase, the LTF percentage increase is very high as the FY 2020 total LTF was around the same amount as the expenditure increase.

**Building and Development****FY 2021 Proposed Resource Requests<sup>1</sup>**

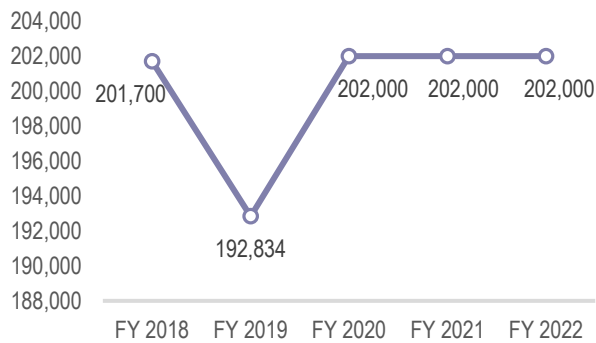
Priority 1: Technology Support Specialist						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$81,369	\$8,275	\$0	\$0	\$0	\$89,644	1.00
Details			Overview			
Service Level:	Current Service Level		<ul style="list-style-type: none"><li>• B&amp;D has had embedded IT staff to resolve hardware, software, and connectivity issues quickly due to staff and customer's high reliance on technology to conduct business; however, these staff currently provide support to the implementation of a replacement LMIS system, EnerGov. Due to the increased complexity of the system, these staff will need to continue to support EnerGov after go-live.</li><li>• A temporary position for the EnerGov project currently providing tech support is a permanent need since the previous staff will need to continue to maintain EnerGov, its associated systems, and workflow processes.</li></ul>			
Mandates:	Not mandated, but necessary for compliance with federal, state, or local laws					
PM Highlight:	Supports Critical Functions: Number of Code Inspections.					
Program:	Customer service/information technology/hardware/software/cell phones					
Positions:	1 Technology support specialist					
Theme:	Technology					
One-time Costs:	\$6,350					
Recurring Costs:	\$83,294					
Priority 2: Natural Resources Engineer						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$98,342	\$9,175	\$0	\$0	\$0	\$107,517	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none"><li>• The Natural Resources Team reviews all land development applications, and reviews zoning permits for compliance with environmental overlays.</li><li>• The number of reviews increased 45 percent between FY 2018 and FY 2019, prompting the need for this additional engineer position.</li><li>• In FY 2018, Natural Resources staff met review timelines 92 percent of the time for all plans and permits. The percent dropped to 66 percent in FY 2019, and it is not anticipated that the rate will improve with current staffing levels.</li></ul>			
Mandates:	County Mandate					
PM Highlight:	Application reviews, Percentage of reviews within timelines					
Program:	Natural Resources					
Positions:	1 Natural resources engineer					
Theme:	Evolving Development Patterns					
One-time Costs:	\$8,450					
Recurring Costs:	\$99,067					
Department Total						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$179,711	\$17,450	\$0	\$0	\$0	\$197,161	2.00

<sup>1</sup> The requests presented display total cost, including the acquisition of vehicles, technology, and office furniture (as applicable). Funds for these items are shown in the Non-Departmental section, page 6-2.



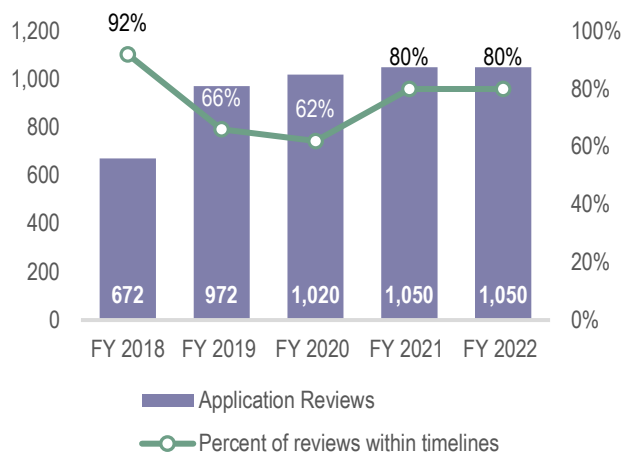
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### Key Measures<sup>1</sup>



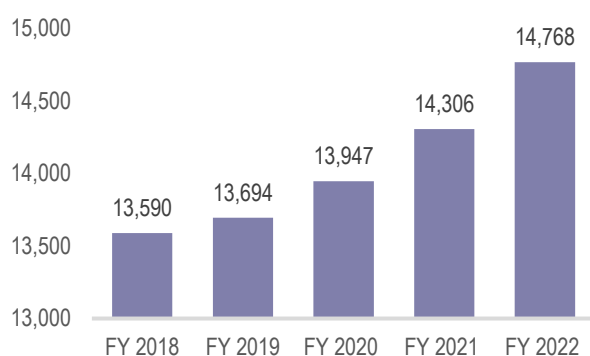
**Measure:** Number of building and trade code inspections performed.

*The sheer volume of work in the Department, including building and code inspections performed, requires timely and effective technology supporting, prompting the need for an embedded technology support specialist position. Work, such as code inspections, building permits, application review, and financial transactions, heavily rely on the availability of technology. The technical support specialist position will allow the Department to continue supporting this volume of work.*



**Measure:** Natural Resources team application reviews, Percent of reviews within timelines.

*The number of applications for review by the Natural Resources Team have increased, causing review turnaround time to increase. Due to the increased workload, this team requires another natural resources engineer (included in the budget) to improve response times.*



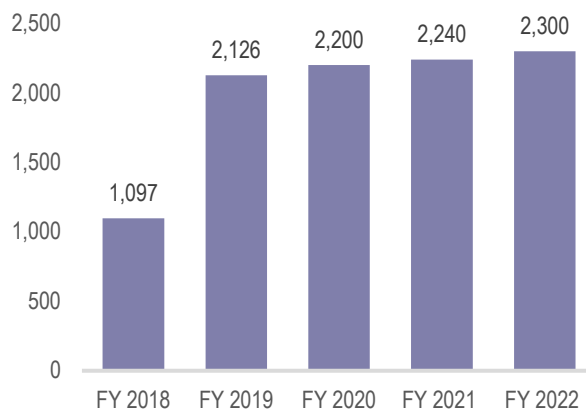
**Measure:** Number of permits, applications, reviews, inspections, and complaints

*The Erosion and Sediment Control and Virginia Stormwater Management Program (VSMP) has seen steadily increasing workloads, with grading permits, VSMP inspections, land development applications, complaints, and Erosion and Sediment Control inspections all growing in number.*

<sup>1</sup> For key measures that relate to resources included in the Proposed Budget, FY 2021 and FY 2022 data reflect the estimated impact of these resources.



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**Measure:** Number of inspections and compliance reviews.

*Erosion and Sediment Control and Virginia Stormwater Management Program - plan reviews, Stop Work Orders, Storm Water Pollution Prevention Plan inspections, which are required for compliance with state mandates, have increased nearly 100 percent.*





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### Department Programs

#### Department Financial and FTE Summary by Program<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Land Development Planning	\$1,658,371	\$1,662,907	\$2,013,557	\$2,258,780	\$2,325,904
Land Development Engineering	7,078,420	7,613,582	8,027,540	3,706,633	3,812,487
Natural Resources	0	0	0	4,507,148	4,639,548
Building Code Enforcement	8,363,056	8,324,445	9,296,069	10,359,956	10,659,411
Permit Issuance	3,494,411	3,597,332	4,265,593	2,660,070	2,738,323
Administration	(142)	0	0	2,432,436	2,496,620
<b>Total – Expenditures</b>	<b>\$20,594,117</b>	<b>\$21,198,266</b>	<b>\$23,602,759</b>	<b>\$25,925,023</b>	<b>\$26,672,293</b>
<b>Revenues</b>					
Land Development Planning	\$945,005	\$1,001,473	\$907,743	\$886,210	\$886,210
Land Development Engineering	3,202,875	3,155,851	3,002,446	1,485,150	1,485,150
Natural Resources	0	0	0	1,387,000	1,387,000
Building Code Enforcement	14,463,288	13,548,566	12,547,255	12,891,500	12,891,500
Permit Issuance	5,208,850	4,958,358	4,623,420	4,537,100	4,537,100
Administration	0	0	0	7,000	7,000
<b>Total – Revenues</b>	<b>\$23,820,019</b>	<b>\$22,664,248</b>	<b>\$21,080,864</b>	<b>\$21,193,960</b>	<b>\$21,193,960</b>
<b>Local Tax Funding</b>					
Land Development Planning	\$713,365	\$661,434	\$1,105,814	\$1,372,570	\$1,439,694
Land Development Engineering	3,875,545	4,457,731	5,025,094	2,221,483	2,327,337
Natural Resources	0	0	0	3,120,148	3,252,548
Building Code Enforcement	(6,100,232)	(5,224,121)	(3,251,186)	(2,531,544)	(2,232,089)
Permit Issuance	(1,714,439)	(1,361,026)	(357,827)	(1,877,030)	(1,798,777)
Administration	(142)	0	0	2,425,436	2,489,620
<b>Total – Local Tax Funding</b>	<b>\$(3,225,902)</b>	<b>\$(1,465,982)</b>	<b>\$2,521,895</b>	<b>\$4,731,063</b>	<b>\$5,478,333</b>
<b>FTE</b>					
Land Development Planning	17.00	17.00	17.00	17.00	17.00
Land Development Engineering	61.80	61.80	63.80	23.00	23.00
Natural Resources	0.00	0.00	0.00	40.80	40.80
Building Code Enforcement	87.00	86.00	85.00	85.00	85.00
Permit Issuance	34.00	34.00	34.00	23.00	23.00
Administration	0.00	0.00	0.00	13.00	13.00
<b>Total – FTE</b>	<b>199.80</b>	<b>198.80</b>	<b>199.80</b>	<b>201.80</b>	<b>201.80</b>

<sup>1</sup> Sums may not equal due to rounding.