



Building and Development

To enhance the quality of life for all citizens by developing, administering, and enforcing the County’s Land Subdivision and Development Ordinance (LSDO), Facilities Standards Manual (FSM), and construction-related codified ordinances; and to provide for the public’s safety and welfare in relationship to public-private structures and facilities constructed in Loudoun County for the public’s use through enforcement of engineering best practices and statewide building codes under Virginia’s Uniform Statewide Building Code (USBC).

Department Programs

Land Development Planning

Provides technical review, processing, approval, and management of land development applications related to the subdivision of property; maintains County records on all land development applications; manages performance and erosion and sediment control bonds; provides excellent customer service as the Department of Building and Development’s first point of contact for the public.

Activities

- Land Development Plans Review
- Bonds Management
- Customer Ombudsman Services

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; manages reduction and release of performance bonds and acceptance of streets into the state system for maintenance.

- Plans Review and Engineering
- Infrastructure Compliance

Natural Resources

Ensures compliance with applicable federal, state, and local regulations related to natural resources; administers the County’s Virginia Stormwater Management Program (VSMP) and Erosion and Sediment Control (ESC) Program, including enforcement regulations; administers the Floodplain Management Program based on the current federal guidelines and Loudoun County Zoning Ordinance; provides technical assistance and ensures that FSM requirements are met in soils, geotechnical, geophysical, urban forestry, and wetland disciplines, as well as provides subject matter expertise regarding zoned sensitive areas, such as the Mountain Development Overlay District (MDOD), the Limestone Overlay District (LOD), and Steep Slopes; and gathers groundwater data and monitors surface

- Erosion and Sediment Control (ESC) Program
- Virginia Stormwater Management Program (VSMP)
- Natural Resources and Floodplain Management



Building and Development

water data from other sources 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 Virginia’s USBC; conducts building code inspections and building plans code compliance reviews.

- Building Code Inspections
- Building Plans Review

Permit Issuance

Coordinates and schedules inspections; issues building and trade permits for the entire County; issues zoning permits for property located outside the incorporated towns; manages proffer collection; and provides leadership for the Business Assistance Team (BAT).

- Building Permit Issuance

Administration

Manages budget, technology, human resources, procurement, and payroll functions for the Department of Building and Development; coordinates response to Freedom of Information Act (FOIA) requests; ensures that the Department complies with regulations including the Fair Labor Standards Act (FLSA), the Family and Medical Leave Act (FMLA), and the Equal Employment Opportunity Commission (EEOC).

- Technology Team
- Human Resources/Payroll/FOIA Administration/General Department Administration
- Budget/Finance

Financial Information

FY 2024 Adopted Information¹

	Expenditures	Revenue	LTF	FTE
Land Development Planning	\$2,488,621	\$1,020,491	\$1,468,130	17.00
Land Development Engineering	4,117,867	1,181,340	2,936,527	22.00
Natural Resources	5,379,409	2,249,321	3,130,088	41.80
Building Code Enforcement	11,461,920	12,809,661	(1,347,741)	85.00
Permit Issuance	3,177,740	4,658,812	(1,481,072)	26.00
Administration	2,753,638	8,500	2,745,138	16.00
Total	\$29,379,195	\$21,928,195	\$7,451,070	207.80

¹ Sums may not equal due to rounding.



Building and Development: Land Development Planning

Land Development Plans Review

What We Do: The Land Development Plans Review activity provides technical review and oversight of land development applications related to the subdivision of property. Staff receives applications through the Department of Building and Development's front counter. Staff enters the application into the County's land management information system, LMIS. Setting up this information takes staff three to five days. If the application information is insufficient, staff rejects the application. If the application is accepted, staff sends it out to referral to other staff within the Department of Building and Development as well as other County departments. Referrals have a 30-day review time, during which staff coordinates the various reviews, receives all comments, and then submits the comment letters to applicants within 45 days of the application submittal.

These land development application reviews ensure conformance with adopted County, state, and federal regulations. This activity also manages major development projects to ensure compliance with policies, regulations, and proffers adopted by the Board of Supervisors (Board), as well as any proposed road abandonments. Additionally, this activity responds to resident concerns related to specific applications and projects; maintains all County records associated with land development applications (e.g., subdivisions, site plans, rezoning, and special exceptions); and administers the LSDO and makes determinations, amendments, and interpretations.

Mandate Information: This activity is mandated by the Code of Virginia § 15.2-2240, which requires every locality to adopt an ordinance to ensure the orderly subdivision of land and its development. The Code of Virginia § 15.2-2241 identifies the mandatory provisions that must be contained within a subdivision ordinance.

Who Does It: County staff provides this service.

Why We Do It: Reviewing land development plans ensures the orderly subdivision of land and its development, as required by the Code of Virginia. The Land Development Plans Review activity also ensures that ordinances adopted by the Board, proffers accepted by the Board, and other regulations are implemented as part of the development process. This activity conducts continuous coordination with a multitude of County agencies and provides specialized knowledge of all County ordinances related to land development. The County collects fees to offset costs for this activity's work.

How We Do It Now – Current Service Level: In FY 2020, the service level provided with current resources was approximately 660 land development application reviews. Approximately 82 percent of these reviews were conducted within the 45-day timeline established by the Department of Building and Development. In subsequent years, this service held steady because the Department was able to keep pace with the number of new land development applications and their associated reviews. In the current fiscal year, this activity will produce approximately 600 land development application reviews while maintaining a 75 percent rate of applications being reviewed within 45 business days.

How We Plan to Do It in the Future – Recommended Service Level: In the future, the Department recommends that this activity maintains the current service level by conducting approximately 600 reviews of land development applications within the 45-day timeline established by the Department 80 percent of the time.



Building and Development: Land Development Planning

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Complete initial setup of 99 percent of land development applications within five business days.					
Number of new land development applications (commercial and residential) set up per staff member	154	277	269	242	242
Percentage of new land development applications set up within five business days	100%	100%	100%	100%	100%
Respond to at least 90 percent of land development applications with initial plan review comments within 45 days.					
Number of comment letters sent per staff member, not to exceed 120 annually	84	83	73	99	99
Percentage of comment letters provided within 45 days	87%	77%	70%	94%	94%



Building and Development: Land Development Planning

Bonds Management

What We Do: The Bonds Management activity administers the County’s Performance and Erosion and Sediment Control Bonds programs. Prior to approval of a record plat or site plan, the developer or property owner must complete a bond agreement with the County. The bond agreement provides a guarantee in the form of a corporate surety bond, a letter of credit from a bank, or cash to assure the timely construction and completion of improvements in accordance with the approved plans. This often includes guaranteeing certain improvements are going to occur such as roads, sidewalks, trails, and ponds. This activity processes bond agreements, as well as extensions, substitutions, releases, and reductions, to these agreements. The activity also staffs the County’s telephone and email hotlines for bonds, responding to questions from the public regarding bonding policies and procedures.

Mandate Information: This activity is mandated by the Code of Virginia § 15.2-2241, which requires that a subdivision ordinance provide reasonable provisions for bonding of development projects. Additionally, the Code of Virginia § 15.2-2245 requires that a subdivision ordinance provide for periodic partial and final release of performance guarantees within 30 days of notice of completion.

Who Does It: County staff provides this activity.

Why We Do It: Bond agreements involve hundreds of millions of dollars’ worth of guarantees to the County and are legal contracts. This activity ensures that property owners complete projects as agreed as well as ensures that, should they fail to meet their obligations, local tax dollars are then not necessary to complete improvements on their behalf. Projects often develop over several years, and it is important that these legal documents be maintained such that they do not expire and are enforced or released.

How We Do It Now – Current Service Level: In FY 2020, the Bonds Management Team managed 902 performance bonds, for an average of approximately 300 per team member. As projects become more complex, they included additional phases, proffered items, and other items that precipitated additional performance bonds. This is evident in the increase in the number of bond cases in FY 2023 to a current level of 930. As the number of bond cases grows, so will the number of typical actions taken on a bond case such as extension agreements.

How We Plan to Do It in the Future – Recommended Service Level: As the County’s development begins to stabilize, the number of bonds actions may decrease over time. The bonds actions that are currently being performed are based upon high growth and development. As those projects come to their conclusions, the number of bonds should begin to decrease. The bonds that will be managed in the future will increase in value due to inflation, project complexity, and other economic factors. In the future, the Department recommends that this activity continues to manage approximately 500 performance bonds per staff member annually and continues to review approximately 300 extension agreements annually.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Provide administrative oversight of the bonding process by ensuring that the legal documents are current and accurate, not to exceed 600 performance bonds per staff member.					
Number of performance bonds managed per staff member, not to exceed 600 annually	409	449	358	448	448
Number of extension agreements reviewed	696	763	609	830	830



Building and Development: Land Development Planning

Customer Ombudsman Services

What We Do: The Customer Ombudsman Services activity is provided by professional land development planning staff and acts as the Department of Building and Development's first point of contact for the public. This activity provides front counter staffing and public assistance related to land use documents and the land development review process; and responds to questions received on the Zoning Hotline and through the LEx (Loudoun Express Request) system. This includes handling large volumes of calls from residents with questions about how they can use their property or questions regarding activities occurring on properties near them. The Customer Ombudsman Services activity also routes applications and materials to planners and engineers conducting plan reviews and maintains the file room, which contains all public records associated with land development.

Mandate Information: This activity is not mandated.

Who Does It: County staff provides this service.

Why We Do It: The Customer Ombudsman Services activity adds value by enhancing efficiency and improving customer service. Guidance is provided by knowledgeable staff, improving the completeness and quality of applications; and quickly and accurately answering questions from the public. Offering a centralized location and point of contact makes public access to land development information and services easy and convenient. Failure to provide this service would result in delays in application reviews, delays in responding to resident questions, and inefficiency within the organization; in addition to increasing the likelihood of incorrect or inconsistent information being disseminated to customers. It is important that County staff provides this activity because it requires maintaining a knowledge level that can only be acquired through experience in managing land development projects, the ability to understand and apply regulations from three different zoning ordinances, and the ability to coordinate seamlessly with other programs in the Department.

How We Do It Now – Current Service Level: In FY 2020, the number of customer contacts was lower than in previous years, with a monthly average of 583 contacts, due to limited access to front counters because of restrictions related to the COVID-19 pandemic. Contacts shifted from in-person visits at counters to electronic channels of communication, such as email or LEx. Since then, there has been a steady rise in customer contacts to just under 1,000 per month in FY 2023 via various channels to include email, LEx, telephone calls, and in-person visits.

How We Plan to Do It in the Future – Recommended Service Level: Given the changing demographics of the County and the introduction of all digital services, staff foresees that the number of walk-in customers will continue to decrease. The work of Customer Ombudsmen Services will continue to be primarily virtual work. The growth in virtual customer services may require the Department to reevaluate how these services will be performed. This could include the hours that services are provided, enhanced technical support availability, and new technology to deliver the required services. In the future, the Department recommends that this activity continues to conduct approximately 5,000 service requests per staff member annually and continues to respond to 95 percent of those requests within 24 hours.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Respond to 95 percent of customer service requests within 24 hours.					
Number of service requests per staff member, not to exceed 7,500 annually	4,523	5,480	4,672	6,200	5,000
Percentage of service requests responded to within 24 hours	95%	93%	97%	97%	97%



Building and Development: Land Development Engineering

Plans Review and Engineering

What We Do: The Plans Review and Engineering activity provides detailed technical review, approval, and management of land development applications related to construction plans and profiles as well as site plans in conformance with Loudoun County Codified Ordinances, the FSM, other applicable state and federal regulations, and proffers or conditions of approval negotiated as part of rezoning or special exception application processes. This activity also provides support to the Public Review Committee, the Engineers and Surveyors Institute (ESI) Loudoun Committee, and other groups as required.

Mandate Information: The Code of Virginia §§ 15.2-2246 and 15.2-2241 mandates provisions for the review of construction plans and site plans. The Code of Virginia § 15.2-2259.A requires action on plats and plans within 60 days, requires action on resubmitted plats and plans within 45 days, and stipulates timeline requirements for submitting plats and plans to state agencies if needed. The Code of Virginia § 15.2-2263 mandates program standards for expedited land development procedures such as reviewer qualifications, professional training, and the necessity of an advising plans examiner board. The Code of Virginia §§ 54.1-406 and 54.1-107 specifies the requirements among professional engineers and surveyors at the local government level, regulating the required credentials for individuals performing this activity.

Who Does It: County staff provides this service, supplemented by contracted services to review application checklists and provide training.

Why We Do It: This activity promotes safe, orderly, and consistent land development in Loudoun County by verifying that applications conform to a complex system of regulations, agreements, and processes designed to safeguard the public's interests. This activity is also able to provide expedited plan reviews by meeting additional state standards. Expediting projects for industries targeted by the Board can be a useful tool for economic development and allows for the prioritizing of County facilities for quick execution. The County collects fees to offset costs for this activity's work.

How We Do It Now – Current Service Level: To meet the demanding pace of development in Loudoun County, current service level is designed to exceed the state-mandated timelines mentioned above. Engineered plans are processed for review with a maximum response time of 30 business days; and even shorter timelines are used when the project qualifies for expedited processing. To meet these standards, an average of 25 new applications are assigned to each engineer per year, while facilitating a similar number of project completions allows for a reasonable caseload for each full-time employee.

How We Plan to Do It in the Future – Recommended Service Level: The Department recommends that current service levels be maintained in the future. As the County's population growth stabilizes over time, the Department expects to see the following trends which would directly affect the number of engineering applications that are able to be processed:

- Much of the remaining undeveloped land and projects proposing redevelopment will pose greater engineering constraints; and as such, plans will be submitted with a greater degree of complexity than current projects.
- The pace of new Loudoun County Public Schools (LCPS) projects is slowing, in favor of expansion at existing sites and support facilities.

Increased complexity of engineered plans will effectively reduce the number of active applications that each engineer can process while maintaining an appropriate level of attention to the technical aspects of each application. To maintain current service levels in the future and counteract the anticipated challenges of added complexity, the Department recommends a combination of targeting employees with more specialized experience and credentials, providing specialized training, and employing relevant new technologies. Staff is also currently working through a revitalization effort to increase efficiency of operations and transparency to the public, which will be partially accomplished through upgrading land management software that was implemented in the summer of FY 2023. The shift in workflows associated with these enhancements will redefine execution standards, thus requiring reevaluation of performance standards and metrics in upcoming years. Performance metrics are also likely to change with the new reporting capabilities available through the upgraded software system.



Building and Development: Land Development Engineering

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain an average of 21 site plan reviews (first submission only) or less per engineer per year to ensure quality reviews.					
Average number of site plans reviewed per engineer per year	32	28	22	25	25
Maintain an average of 11 construction plan and profile reviews (first submission only) or less per engineer per year to ensure quality reviews.					
Average number of construction plans and profiles reviewed per engineer per year	21	18	13	15	15



Building and Development: Land Development Engineering

Infrastructure Compliance

What We Do: The Infrastructure Compliance activity provides professional services to verify that bonded land development activities are built in accordance with applicable laws, regulations, and procedures; and that improvements to Loudoun County's road infrastructure are completed as depicted by approved construction plans and specifications. This activity coordinates with applicants, developers, contractors, and local and state government agencies, including the Virginia Department of Transportation. Most of this activity's work pertains to roads, though any work completed as part of a bond is inspected through this activity, which can include parking lots, landscaping, and stormwater management. Staff reviews plans and external elements of buildings, landscaping, and stormwater management practices to confirm that they have been constructed according to approved plans as well as associated as-built plans and lot-grading plans. Staff inspects sites prior to the bond release. An applicant can request a bond release if the work is completed, or request a bond reduction if a portion of the work is completed. If a release is requested, staff receives a package of as-built plans from the developer. Staff then conducts inspections based upon those plans. For bond reductions, staff inspects to ensure compliance and estimates the cost of the work left to complete to reduce the amount of the bond.

Mandate Information: The Code of Virginia §§ 15.2-2241 and 15.2-2245 mandates provisions for the establishment, reduction, and release of performance bonds and the inspection of public improvements.

Who Does It: County staff provides this service.

Why We Do It: This activity helps to facilitate project completion and acceptance of new roadways into the public maintenance system. Performance of this function has a direct and timely impact on the ability of the County to respond to its growing transportation challenges. By confirming that site features have been built according to approved engineering plans, the integrity of the land use regulations adopted by the Board is preserved. Additionally, the timely release of bond monies on privately-owned properties allows high-quality developers to continue to do productive business in the County.

How We Do It Now – Current Service Level: Current service level provides the mandated performance bond reductions and releases upon request by the applicant. Currently, a target maximum average is maintained of approximately 150 site visits, 150 as-built plan reviews, and 150 individual lot-grading plan reviews for infrastructure compliance per engineer annually, all of which promotes thoroughness and allows for an appropriate degree of responsiveness to customers. Additionally, this activity facilitated the acceptance of 29 lane miles of road into the public road maintenance system, each year on average in FY 2020 and FY 2021. This activity averages 300 lot-grading plans per reviewer annually.

How We Plan to Do It in the Future – Recommended Service Level: The Department recommends that current service levels be maintained in the future. As the County's population growth stabilizes over time, the Department expects to see an increase in redevelopment, which will directly affect the number, amount, and complexity of performance bond cases.

As redevelopment of existing sites is expected to rise to meet the increased residential densities that are likely to occur near the Metro stations and public transit systems, new performance bonds associated with plan revisions are expected to increase in both number and complexity. By extension, processing and inspection work associated with bond releases and reductions is expected to increase. As such, this activity may need to evolve to maintain recommended service level through a combination of adding staff, securing contracted support, and employing new relevant technologies. The Department may develop new performance measures as future trends unfold.

**Building and Development: Land Development Engineering**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain an average of 190 site visits or less per infrastructure compliance engineer per year to ensure quality control.					
Average number of infrastructure compliance site visits conducted per engineer per year	166	163	145	150	155
Maintain a maximum average of 350 as-built plans reviews per reviewer per year to ensure quality control.					
Average number of as-built reviews performed per reviewer per year	215	193	140	150	150
Maintain a maximum average of 330 individual lot-grading plans per reviewer per year.					
Average number of individual lot-grading plans reviewed per reviewer per year	205	209	140	150	150



Building and Development: Natural Resources

Erosion and Sediment Control (ESC) Program

What We Do: The ESC Program enforces established requirements for the control of soil erosion, sediment deposits, and stormwater runoff, particularly during construction activity. This enforcement is accomplished through the review of ESC plans, bonding of ESC permits, and inspections. ESC permits are required whenever plans submitted to the Department of Building and Development require land disturbance (e.g., clearing land and building new homes). During construction, erosion and sediment control inspections ensure that ESC controls are installed and maintained throughout the construction process, and ensure that the construction activity is not disturbing areas outside of the approved ESC plan. ESC inspections ensure that erosion and sediment controls are correctly used on the building site to reduce and retain sediment and prevent sediment from being deposited on adjacent properties. The ESC Program performs inspections of all sites under a special “risk-based inspection protocol” approved by Virginia’s Department of Environmental Quality (DEQ). Staff also provides inspections for Stormwater Pollution Prevention Plans (SWPPPs) which “detail the design, installation, implementation, and maintenance of effective pollution prevention measures as specified in 40 CFR 450.12(d) to minimize the discharge of pollutants” (9VAC25-870-56). Additionally, the ESC Program sets measures and consequences for non-compliance and responds to complaints received by the public.

Mandate Information: The Code of Virginia § 62.1-44.15:52 and 9VAC25-840 of the Virginia Administrative Code mandate specifics regarding erosion and sediment control, such as provisions for the submission, review, issuance, and periodic inspections of grading permits for construction sites. The *Virginia Erosion and Sediment Control Handbook, Third Edition* serves as the technical guide to meet the ESC regulations. These mandates are included by reference in Chapter 1220 of Loudoun County Codified Ordinances (the Loudoun County Erosion and Sediment Control Ordinance).

Who Does It: County staff provides this service.

Why We Do It: The ESC Program minimizes the degradation of land, stream channels, water quality, and other natural resources. This program must be administered by local government staff. Because of staff’s diligence in conducting this program, the County was able to negotiate with the Commonwealth of Virginia to allow for less frequent site inspections for lower-risk construction sites through an alternative inspection program, saving staff time while still protecting the environment. The County collects fees to offset the costs of this program’s work.

How We Do It Now – Current Service Level: ESC engineering technicians, consisting of 17.00 FTE positions, review erosion and sediment control plans submitted through land development applications or by property owners, ensuring that those plans meet state and local regulations. Once the plans are approved and the permit is issued, ESC engineering technicians conduct inspections of the active construction sites through an alternative inspection program approved by DEQ. ESC Program staff also investigates land disturbance complaints received by the public and processes violations that may occur. In FY 2020, this program reviewed approximately 359 new erosion and sediment control plans and investigated approximately 232 complaints. In addition, this program conducted a total of 690 SWPPP inspections and 845 ESC inspections per FTE per year. In this fiscal year with current resources, this program is anticipated to process an estimated 550 new erosion and sediment control plans and spend approximately 440 hours to process an estimated 220 complaints; as well as complete more than 750 ESC inspections per FTE on average and approximately 810 SWPPP inspections.

How We Plan to Do It in the Future – Recommended Service Level: As the County’s growth stabilizes over time, staff expects that the demand for these services will shift in response to redevelopment and more complex applications as greenfield development abates and more challenging sites become economically attractive. Staff will continue to monitor the number of new erosion and sediment control plans processed each year, assessing the complexity of the applications and time spent on review. To assess the impacts of more challenging sites, staff will also continue monitoring the number of inspections per FTE per year and will assess the types of construction sites being inspected; i.e., low-, medium-, or high-risk. Staff will also monitor resource needs associated with addressing customer complaints to include the number of complaints and average time spent on complaints.

**Building and Development: Natural Resources**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Meet the state's guidelines for Erosion and Sediment Control Permit inspection frequency (alternative inspection schedule) and maintain a maximum average of 750 inspections per inspector per year.					
Number of new active grading permits received per year	348	342	297	310	310
Average number of erosion and sediment control inspections conducted per inspector per year	727	828	789	819	819
Average number of SWPPP inspections conducted per inspector per year	52	56	54	19	19
Maintain a maximum of 30 grading plan reviews per inspector per year to ensure quality reviews.					
Average number of grading plan reviews conducted per inspector per year	37	34	40	19	19



Building and Development: Natural Resources

Virginia Stormwater Management Program (VSMP)

What We Do: The VSMP ensures that regulated land-disturbing activities comply with state and County standards for stormwater quality and quantity, which includes ensuring that stormwater facilities are properly constructed for acceptance into the County stormwater management (SWM) system. This is accomplished through the review and approval of detailed stormwater management plans, periodic inspections during construction of stormwater facilities, and Best Management Practices (BMPs) such as wet ponds, dry ponds, bio retention facilities, and manufactured treatment devices. The VSMP is conducted in coordination and compliance with Virginia DEQ for the administration of the VSMP Construction General Permit for Discharges of Stormwater from Construction Activities. The County is also the VSMP authority for all the incorporated towns within it, except for the Town of Leesburg.

Mandate Information: The Stormwater Management Act (Article 2.3, Chapter 3.1 of Title 62.1 of the Code of Virginia), the VSMP Regulations (9VAC25-870), and Loudoun County's Stormwater Ordinance (Chapter 1096 of Loudoun County Codified Ordinances) establish Loudoun County as a VSMP authority, which requires the County to administer VSMP Construction General Permits on behalf of DEQ for certain land-disturbing activities. As noted above, mandated operations also include review of the related development plans to ensure compliance with adopted water quality and quantity criteria. Periodic inspections of stormwater management BMPs are also mandated.

Who Does It: County staff provides this service.

Why We Do It: The VSMP minimizes the degradation of land, stream channels, water quality, and other natural resources by enforcing established requirements for the control of the quality and quantity of stormwater runoff. The County collects fees to offset the costs of this program's work.

How We Do It Now – Current Service Level: Four VSMP engineers review stormwater management plans, usually associated with land development applications, to ensure that they are compliant with state and local regulations. VSMP engineers are also responsible for processing and administering the VSMP General Permit issued by DEQ. VSMP engineering technicians, consisting of two FTE positions, conduct inspections of BMPs on active construction sites, and process termination of the General Permit at the end of construction. Current service level meets the state's guidelines for stormwater management plan reviews for the VSMP within assigned timelines 100 percent of the time; and maintains an average of 166 plan reviews per reviewer per year. Since FY 2020, the number of completed VSMP plan reviews averages 630 annually. The VSMP also processes 100 VSMP permits on average each year. Current service level also meets state requirements for periodic construction inspections of BMPs 100 percent of the time; and maintains an average of approximately 530 inspections per BMP inspector per year.

How We Plan to Do It in the Future – Recommended Service Level: Plans and permit applications submitted by the development community will likely get more complex as greenfield¹ development abates, and as more challenging sites become economically attractive. This, combined with an anticipated increase in redevelopment, will necessitate that staff continues to monitor the number of VSMP plan reviews and permits completed each year per FTE to ensure that regulatory timelines continue to be met. Staff will also monitor the average number of BMP inspections per inspector per year, the number of BMPs per project, and the types of BMPs to assess if project complexities require more resources.

¹ According to Plantezin Planopedia, "Greenfield Development is any kind of real estate development in previously undeveloped areas. The new development can be of any variety of land use – residential, commercial, industrial, or infrastructural." This is no longer the dominant development focus in Loudoun County.

**Building and Development: Natural Resources**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Meet the state's assigned timelines for stormwater management plan reviews for the VSMP 95 percent of the time and maintain a maximum average of 150 plans per reviewer per year.					
Number of VSMP plan reviews completed per year	618	617	654	596	596
Average number of VSMP plan reviews completed per year per reviewer	155	154	213	149	149
Percentage of VSMP plan reviews completed within assigned timelines	100%	100%	100%	100%	100%
Meet the state's requirements for periodic inspections of stormwater management BMPs 100 percent of the time for projects under construction; and maintain a maximum average of 555 inspections per BMP inspector per year.					
Average number of BMP inspections per inspector per year	493	483	486	555	555
Percentage of BMP inspections completed within assigned timelines	100%	100%	100%	100%	100%



Building and Development: Natural Resources

Natural Resources and Floodplain Management

What We Do: The Natural Resources and Floodplain Management activity provides review, correction, and approval of floodplain management (such as studies, alterations, and boundary changes), natural resources review of land development applications, and countywide management of water resources. These reviews require desktop plan and permit reviews, site visits, coordination with applicants, and interdepartmental coordination with various staff. Natural resources staff reviews legislative applications and land development and permit applications for wetland disturbance and permitting, tree conservation and landscaping, habitat reviews for areas with endangered species, stormwater proffer reviews, reviews in areas of sensitive soils and areas with limestone, and development in the mountainside overlay district and areas of steep slopes. This activity also conducts countywide soils review and locational clearances within sensitive environmental overlay districts. This activity assists the Land Development Plans Review and Engineering activities in completing reviews, including providing floodplain reviews and natural resource reviews for site plans and construction plans consistent with County ordinances and the FSM. Staff also assists the County's Department of Planning and Zoning in legislative reviews as a referral agent. Additionally, this team interacts with the Federal Emergency Management Agency (FEMA) regarding floodplain management and DEQ for wetlands and stream impacts. Staff also researches and responds to complaints through direct contact from residents and potential applicants, researches and responds to questions about property development from residents and potential applicants, and conducts site visits to verify site-specific information. Staff often receives general questions and education inquiries related to trees and water resources. In addition to supporting efforts in the County's Environment and Energy Work Plan, staff also coordinates interdepartmentally to achieve the goal of the County's 2019 Comprehensive Plan to protect and enhance the County's natural, environmental resources.

Mandate Information: This activity is mandated by the Clean Water Act (United States Code § 33.1251) and the Code of Virginia § 10.1-659, which require implementation of a local floodplain program to ensure compliance with FEMA regulations. Chapter 5 of the County's FSM requires floodplain reviews for site plans and construction plans. Natural resources staff also reviews applications consistent with the 2019 General Plan, the Revised 1993 Zoning Ordinance (Zoning Ordinance), and the FSM.

Who Does It: County staff provides this service.

Why We Do It: The Natural Resources and Floodplain Management activity reduces the risk of current and future flooding, as well as helps reduce the severity of property damage and risk of loss of life in flood events. As a result, Loudoun County has a comparably stable drainage pattern during significant storms, and County residents qualify for floodplain insurance and federal disaster relief funds. This activity also supports protection of natural resources in conjunction with federal, state, and local laws; and prioritizes customer service inquiries that vary in nature.

How We Do It Now – Current Service Level: Floodplain management and water resources staff, consisting of four FTE positions, ensures compliance with federal, state, and local regulations through the review of land development applications, permits, and data models. At current service level, floodplain staff averages approximately 1,000 zoning permit floodplain clearance reviews annually, 99 percent of which are acted upon within assigned timelines. In addition, floodplain staff reviews and approves floodplain studies and alterations submitted in association with land development applications and permits. Water resources staff reviews hydrologic studies, monitors groundwater wells, tracks water resources data, and processes watershed management plans.

Natural resources staff, consisting of six FTE positions, reviews legislative applications, land development applications, and permit applications to ensure that the applications address natural resources that are protected through federal, state, and local laws. At current service level, natural resources staff reviews approximately 437 zoning permits for locational clearance annually. Natural resources staff is also responsible for approximately 1,292 administrative plan reviews and 290 legislative plan reviews per year related to the Zoning Ordinance, the 2019 General Plan, and the FSM.

The number of reviews by urban forestry has increased dramatically from 480 in FY 2020. At current service level, urban forestry staff, consisting of one FTE position, is responsible for 784 environmental reviews per year related to the Zoning



Building and Development: Natural Resources

Ordinance, the 2019 General Plan, and the FSM. This equates to a 63 percent increase in reviews over three years. This increase is in part due to an increase in the types of reviews conducted by the urban forester. Additionally, there is a renewed focus on outreach and collaboration to work on tree- and forest-related issues. The intent in this shift is to allow the urban forester position to evolve into an Urban Forestry Program that can fully address the needs of the large, diverse area of Loudoun County. The number of plans reviewed limits the ability of staff to verify information received and promote tree conservation practices through education efforts. Staff is also challenged to respond quickly to citizen concerns, requests for tree plantings or speakers, and other outreach requests. In addition, the Environment and Energy Work Plan places significant emphasis on tree conservation, studies, and other tree-related issues.

How We Plan to Do It in the Future – Recommended Service Level: As greenfield development abates and more challenging sites become economically attractive, plans and permit applications submitted by the development community will likely become more complex. This, combined with an anticipated increase in redevelopment, will require more staff time to review and approve applications to ensure that construction activity adheres to federal, state, and local regulations. An increasingly complex development landscape and growing population will necessitate additional staff time to answer questions from the public. In addition, as developments age and infrastructure begins to degrade, staff will need to allocate additional time to review and resolve issues and complaints related to older developments.

Staff will continue to monitor trends related to natural resources and floodplains. It is likely that additional FTE will be needed in the future if reviews increase in complexity, citizen inquiries and complaints increase, and additional interdepartmental coordination is needed on work plans.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Meet the County’s standards of locational clearance review and action within 48 hours of the submitted request 70 percent of the time.					
Number of zoning permits reviewed and acted upon for locational clearance	718	617	473	1,042	1,042
Percentage of locational clearances reviewed and acted upon within 48 hours	62%	89%	75%	100%	100%
Meet the FEMA obligations for floodplain management by taking action on floodplain clearance review requests within three business days 95 percent of the time.					
Average number zoning permits reviewed and acted upon for floodplain clearances	759	768	668	1,110	1,110
Percentage of floodplain clearances reviewed and acted upon within three business days	99%	98%	99%	99%	99%



Building and Development: Building Code Enforcement

Building Code Inspections

What We Do: The Building Code Inspections activity protects the public's health, safety, and welfare through performing critical building and trade construction inspections and ensuring building code compliance, as outlined in Virginia's USBC. Inspections include building, plumbing, gas, electrical, mechanical, and fire. Staff responds directly to questions and complaints from residents, the construction industry, and the Board. This activity also frequently coordinates with other County departments on projects, such as the Fire Marshal's Office (Loudoun County Fire and Rescue), the Department of Economic Development, the Health Department, the Planning and Zoning Department, the Commissioner of the Revenue, the Treasurer, and the County Attorney.

Mandate Information: The Code of Virginia §§ 36-97 through 36-119 requires that every jurisdiction adopt and enforce the Virginia's USBC; and mandates that inspections be conducted within 48 hours after a submitted request.

Who Does It: County staff provides this service, supplemented by contracted services for all elevator inspections. Some code compliance is confirmed through third-party certifications.

Why We Do It: Building inspections help ensure that Loudoun County residents can safely live in their homes, secure in the fact that the homes are safe. Community members can work, shop, go to restaurants or movies, or enter any commercial or public structure knowing that the buildings are safe.

How We Do It Now – Current Service Level: To provide exceptional customer service, Building Code Inspections staff strives to exceed state requirements regarding promptness and effectiveness of inspections, including a commitment to next-day inspections. In FY 2020, staff performed approximately 161,000 building and trade inspections, for an average of 3,900 building and trade inspections assigned per inspector. An additional 25,500 inspections were performed by third-party inspectors, including elevator inspections. In subsequent years, the total number of inspections moderately declined, and staffing remained constant; service level also remained constant due to an increase in complexity and duration necessary to effectively ensure safety and code compliance. It is anticipated that in FY 2024 with current resources, this activity will:

- Conduct approximately 160,000 building and trade code inspections.
- Oversee an additional 16,000 third-party inspections.
- Assign approximately 4,000 building and trade inspections per inspector per year.
- Continue to perform next-day inspections.

How We Plan to Do It in the Future – Recommended Service Level: In the future, staff recommends that current service levels be maintained regarding next-day inspections at the current staffing level. The Department will improve efficiencies through reorganizations to maintain service levels as the types and complexities of inspections continue to require more time to complete. In the future, it is anticipated that staff will be assigned approximately 3,300 inspections per inspector per year. The increased complexity will require inspections staff to have more extensive code knowledge and spend more time with each inspection. Population growth stabilization is expected to change the nature of construction type in Loudoun County, and result in more renovations and aging infrastructure repair.

**Building and Development: Building Code Enforcement**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a maximum average of 4,400 building and trade code inspections per inspector per year.					
Number of building and trade code inspections performed	170,094	157,089	159,781	160,000	160,000
Average number of building and trade inspections assigned per inspector	3,692	3,415	3,468	4,042	4,042
Ensure that 100 percent of building and trade code inspections are conducted within the state-mandated timeline of 48 hours after a submitted request.					
Percentage of building and trade code inspections performed within 48 hours	100%	100%	100%	100%	100%
Maintain a maximum average of 3,300 fire code inspections per inspector per year.					
Average number of fire code inspections assigned per inspector	3,560	2,271	3,250	2,271	2,271
Ensure that 100 percent of fire code inspections are conducted within the state-mandated timeline of 48 hours after a submitted request.					
Percentage of fire code inspections performed within 48 hours	100%	100%	100%	100%	100%



Building and Development: Building Code Enforcement

Building Plans Review

What We Do: The Building Plans Review activity protects the public’s health, safety, and welfare through the enforcement of the structural, electrical, mechanical, plumbing, gas, and fire protection standards for building plans and commercial trades, as outlined in Virginia’s USBC. This activity reviews every application, associated plan, and supporting document for compliance with Virginia’s USBC. This activity also reviews required licenses and compliance with all state and other local agencies involved in the project, which ensures contractors’ licenses are up-to-date to meet all state licensing requirements.

Mandate Information: This activity is mandated by the Code of Virginia §§ 36-97 through 36-119.1, which requires that every jurisdiction adopt and enforce the USBC.

Who Does It: County staff provides this service.

Why We Do It: This activity ensures that Loudoun County residents can purchase and live in homes that are designed to be safe. Community members can work, shop, go to restaurants and movies, or enter any commercial structure knowing that the buildings are designed in accordance with the USBC to be safe.

How We Do It Now – Current Service Level: Building Code Enforcement Building Plans Review staff strives to exceed state mandates regarding plan review times. In FY 2020, approximately 17,000 plans were reviewed, for an average of approximately 765 plans assigned per reviewer. The number of plans submitted has been declining in recent years. In FY 2024, staff anticipates approximately 13,000 building plans to be reviewed. The average number of plans per reviewer is anticipated to slightly decrease, allowing them to spend more time on the more complex plans. Current service level also reflects approximately 91 percent of submitted plans being reviewed within ten business days; and it is anticipated that this service level will not change with the increased complexity of plans.

How We Plan to Do It in the Future – Recommended Service Level: As Loudoun County’s infrastructure ages, construction will likely shift to more redevelopment, repair, and renovations of existing facilities. This change in construction type will also include a different type of applicant, potentially requiring additional assistance during construction and inspection of improvements. It could also lead to changes to areas of knowledge related to reconstruction of buildings, including compliance with the Americans with Disabilities Act (ADA) for retrofitted buildings.

Metrorail services will lead to denser (and more vertical) construction. The necessary skill set of staff may change due to different construction methods.

The increased complexity of the plans and the type of work will require fewer plans per reviewer per year; however, it is anticipated that population growth stabilization will reduce the number of plan reviews, therefore allowing staff to maintain current service levels with current staffing levels and resources.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Maintain a maximum average of 850 plans per reviewer per year to ensure quality reviews.					
Number of plans reviewed	15,879	13,758	14,282	13,039	13,039
Average number of plans reviewed per reviewer	907	764	792	767	767
Ensure that 98 percent of plans are reviewed within ten business days.					
Percentage of plans reviewed within ten business days	91%	91%	91%	91%	91%



Building and Development: Permit Issuance

Building Permit Issuance

What We Do: The Building Permit Issuance activity accepts, processes, and issues building and trade permits. In addition, staff issues zoning permits for all applications not located within an incorporated town and grading permits for applications not in the Town of Leesburg. Staff receives permit applications in-person, through an e-permit system, online through Laserfiche Forms, and by drop off or mail in. All payments for permits and cash proffers are collected by the Building Permits Issuance activity. The Building Permit Issuance activity also provides information to the public on permits, inspections, and other land development activities.

This activity also provides leadership to the Business Assistance Team (BAT) and support to the Department of Economic Development, acting as records manager, while supporting the FOIA administrator for all permit-related documents.

Mandate Information: This activity is mandated by the Code of Virginia §§ 36-97 through 36-119.1, which requires that every jurisdiction adopt and enforce Virginia's USBC.

Who Does It: County staff provides this service.

Why We Do It: The Building and Zoning Permit Issuance activity helps the Department implement its land development process efficiently and effectively by ensuring orderly and prompt processing of permits. The County receives revenue for this activity.

How We Do It Now – Current Service Level: Staff sets up the application in the LMIS. For commercial trades permits (e.g., plumbing and electrical), applications are submitted with a set of plans that are referred to Building Code Enforcement for review. Permit staff then approves and issues permits. For building and zoning permits, staff does not issue a permit until the building has undergone a zoning review. Zoning review considers proffers, set-back of buildings, building height, and other aspects to ensure that the building adheres to zoning requirements. Plans for these permits are also referred to Building Code Enforcement for review and approval. In FY 2020, Building Permits Issuance staff set up approximately 9,000 building permits, 42,500 trade permits, and 7,800 zoning permits, 93 percent of which were reviewed and set up within established timeframes. In subsequent years, the total number of plans has remained relatively consistent. The addition of online submittals, credit card payments, and digital plan reviews has allowed staff to maintain levels of service. Also, this activity added three permitting information services technicians. In this fiscal year, it is anticipated that staff will review and set up approximately 6,900 residential permits, approximately 8,300 zoning permits, and 41,000 trade permits. The value of cash proffers and conditions collected with zoning and occupancy permits in FY 2022 totaled approximately \$33 million.

How We Plan to Do It in the Future – Recommended Service Level: Staff recommends that current service level be maintained in future years; however, several factors will significantly influence the staffing resources needed to accomplish that goal:

- The implementation of new land management software (LandMARC) will impact the workload of all information service assistants, due to their role change with applicants inputting information on the customer portal, but staff “managing” the application.
- As greenfield development abates and high-density development increases (specifically surrounding Metro stations and in other Urban Policy areas), and with increases in infill and redevelopment, the nature of development will change. This shift will require a higher skill level and code knowledge by staff.
- The availability of applications services 24 hours per day, seven days per week through the digital online submittals may impact scheduling of workload.
- A shift in customer base from less contractors and developers to more homeowners will further impact the necessary time spent providing customer assistance. Revenue may also be impacted.



Building and Development: Permit Issuance

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Review and set up residential building permits for new construction within ten business days of receipt at least 90 percent of the time.					
Number of residential building permits (new construction) reviewed and set up	1,680	1,614	1,199	1,800	1,800
Percentage of residential building permits (new construction) reviewed and set up within ten business days	91%	97%	99%	97%	97%
Review and set up residential building permits for additions, alterations, and miscellaneous development within five business days of receipt at least 90 percent of the time.					
Number of residential building permits (additions, alterations, misc.) reviewed and set up	7,072	5,100	5,577	5,100	5,100
Percentage of residential building permits (additions, alterations, misc.) reviewed and set up within five business days	92%	94%	95%	94%	94%
Review and set up commercial building permits within 15 days of receipt at least 90 percent of the time.					
Number of commercial building permits set up	1,966	3,117	2,376	2,700	2,700
Percentage of commercial building permits reviewed and set up within 15 days	91%	81%	97%	89%	89%
Number of expedited projects reviewed and set up	74	16	47	80	80
Percentage of expedited projects reviewed and set up within five business days	95%	100%	100%	100%	100%
Review and process new zoning permits within ten business days of receipt at least 90 percent of the time.					
Number of zoning permits reviewed	8,410	8,383	6,338	8,300	8,300
Percentage of zoning permits reviewed within ten business days	83%	82%	84%	90%	90%
Respond to customer inquiries within 24 hours at least 95 percent of the time (Beeper and LEx calls).					
Number of customer inquiries ¹	2,864	2,175	1,500	2,700	2,700
Percentage of responses within 24 hours	97%	98%	100%	100%	100%
Review and respond to proffer fund submissions, requests, payments, and determinations within five business days of request at least 95 percent of the time.					
Percentage of proffer requests responded to within five business days	100%	100%	100%	98%	98%
Total value of cash proffers and conditions money collected with zoning and occupancy permits per year	\$26,522,582	\$33,203,362	\$12,966,074	\$25,000,000	\$25,000,000

¹ FY 2017 and FY 2018 actuals for this measure only capture LEx calls (not Beeper calls).



Building and Development: Administration

Technology Team

What We Do: The Technology Team works closely with Department staff on training, data management, workflow maintenance, mobile device management, and technology planning. The Technology Team also ensures that Department leadership receives up-to-date data for effective decision-making and helps staff refine workflows within tracking systems to make sure that operations are efficient. The Technology Team is also responsible for provisioning and deployment of all mobile devices. The Technology Team ensures that Department staff has the training, tools, and equipment necessary to serve the public in the most efficient manner possible. Because they are embedded within the Department, staff can respond quickly to technology issues and ensure smooth business operations, avoiding transaction delays and timeline slippage.

Mandate Information: This activity is not mandated by federal, state, or local law.

Who Does It: County staff provides this service, supplemented by occasional contracted services for special projects.

Why We Do It: Department of Building and Development staff conducts thousands of transactions per day that range from recording the outcome of a plumbing inspection to paying permit fees of over \$100,000. The Technology Team exists to make sure that Department staff has what they need to make those transactions efficiently, accurately, and successfully. Whether it is a customer sitting with a permit technician, an inspector in the field, or a project manager reviewing plans, the Technology Team supports all Department activities, and is a key factor in the Department’s commitment to premier customer service.

How We Do It Now – Current Service Level: Under the current land management system, LMIS, this activity is required to maintain numerous external databases that integrate with LMIS. The use of these integrated, external databases was necessitated by limitations with the legacy land management system. The new land management system, LandMARC, is scheduled to be implemented in late Summer 2023. This activity has been working for several years on the developing, testing, modifying, and training necessary for implementation of this system. At the same time, this activity is maintaining the legacy land management system in addition to all external, integrated databases. This activity has implemented temporary solutions to overcome some of the processes that were not possible via the legacy system, such as online submission of applications. In FY 2020, this activity provided 10,239 hours of service in support of these needs. In FY 2021, this service level rose to 10,615 hours. In FY 2022, it was 10,501 hours.

How We Plan to Do It in the Future – Recommended Service Level: It is anticipated that this activity may require more hours of service in the future. With greater ability to do business with Loudoun County remotely via the online capabilities of the new land management system, it is anticipated that customers will require more technical support overall and assistance during non-traditional working hours. With customers having access to the system to submit applications around-the-clock, issues and system downtime experienced during non-traditional working hours will need to be addressed as they occur. Staff will continue to require this focused, immediate support to keep operations flowing during traditional business hours as well. As the nature of processing land development and permit applications changes from in-person, back-office processing to online submission and distribution, it is anticipated that the level of technical support to staff will remain approximately consistent with current levels, but the assistance to customers will increase. The recommended service level in the future is anticipated to be approximately 11,500 hours per year.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Act as the technology subject matter experts for the Department and as the liaison between the Department and the County’s Department of Information Technology in the pursuit of Building and Development’s technology goals and functional areas.					
Total number of hours spent by Technology Team FTE on overall support tasks for the Department per year	10,615	10,501	10,026	10,700	10,900
Total number of hours spent on requests management and oversight for the Department	89	93	193	195	200



Building and Development: Administration

Human Resources/Payroll/FOIA Administration/General Department Administration

What We Do: This activity ensures that the Department of Building and Development can recruit, hire, train, and appropriately compensate the staff required to serve its customers. Staff ensures that the Department remains in compliance with multiple provisions of the Code of Virginia as well as federal labor laws and regulations, guaranteeing appropriate treatment for persons with disabilities and/or special needs. This activity provides direct customer service to residents and businesses requesting documents via FOIA, in addition to providing administrative support for all Department staff through management of internal functions such as performance management appraisals, workplace safety training, discrimination and other compliance training, developing and updating policies and procedures, leading special projects involving staff such as succession and professional development planning, office relocation, equipment troubleshooting, and work order requests.

Mandate Information: This activity supports County adherence to Virginia Code §§ 15.2-1242, 2.2-3700 through 2.2-3715, and 42.1-76 (FOIA). It also supports County adherence to FLSA, FMLA, and ADA, as well as other federal, state, and local regulations regarding hiring, employment, and compensation.

Who Does It: County staff provides this service, supplemented by occasional contracted services for special projects.

Why We Do It: This activity ensures that the Department is properly staffed to provide premier customer service to Loudoun County residents and businesses. It ensures that the Department is staffed to remain in compliance with many laws and regulations including, but not limited to, FOIA, FLSA, FMLA, and ADA. Managing the general administration of the Department allows for other activities, such as permit issuance, inspections, community planning, and engineering review, by developing policies and procedures that ensure a safe and secure workplace, free of discrimination and harassment; by providing opportunities for staff to develop new skills and improve current skills; and by managing behind-the-scenes tasks such as office facility planning, equipment monitoring and repair, and any ad hoc issues that arise that would preclude or inhibit frontline staff from providing premier customer service.

How We Do It Now – Current Service Level: In FY 2020, this activity required approximately 4,808 hours of staff service to support these needs. In FY 2021, this requirement rose to 5,245 hours of staff service. In FY 2022, the requirement rose again to 6,081 hours of staff service required. Some of this increase is attributable to challenges in recruitment activities and an increase in retirements. In FY 2023, a full-time temporary employee was approved to help successfully accomplish this activity despite the increasing staff service requirement. In the FY 2024 budget, a new full-time employee was approved to replace this temporary position. Some examples of how these hours were used over these three fiscal years include processing an annual average of approximately 500 FOIA requests; spending over 100 hours per year to develop, review, and update policies and procedures; and managing requirements and modifications related to the pandemic. In addition, this activity responded to requests for information and assistance from the Board, County Administration, and other County departments. This activity also had a role in special projects related to Silver Line, collective bargaining, and the Department's physical relocation outside of the Government Center.

How We Plan to Do It in the Future – Recommended Service Level: In the near future, it is anticipated that this activity will continue to see a requirement for increased staff service, caused largely by challenges in the human resources function. The Department's workforce currently includes many staff within five years of eligibility for full retirement. As these staff retire, this activity will be required to process many more recruitments. In addition, nationwide trends show that younger workers have shown a greater likelihood to change jobs more frequently than in previous generations. This will also increase the staff service required of this activity. As the pool of future workers – i.e., Millennials and Gen-Z – is smaller than the pool of workers that they are replacing – i.e., Baby Boomers – it is anticipated that recruitment will be more difficult. It is anticipated that these retirements, trends towards frequently changing jobs, and more difficulty with recruiting will require this activity to devote additional time to recruitment activities including finding new ways to identify and attract future staff. Every time a position becomes vacant, the time required for this activity increases. The struggles with recruiting will mean that more time will need to be spent in new and more extensive recruitment activities and devising new recruitment techniques.



Building and Development: Administration

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Oversee and coordinate FOIA requests for the Department and provide responses within five business days 100 percent of the time.					
Percentage of FOIA requests processed within five business days	100%	100%	100%	100%	100%



Building and Development: Administration

Budget/Finance

What We Do: The Budget/Finance activity ensures that budget, procurement, accounts receivable, and accounts payable functions of the Department are managed appropriately. This activity manages Departmental coordination with the third-party credit card vendor. Staff provides support for other Department activities, such as permit issuance and processing land development applications, by managing the financial transactions associated with these activities. Staff supports other County departments in addition to Building and Development staff by developing, troubleshooting, training, and managing the financial workflow of the new land management system. Staff provides reports from the land management system and the Oracle Enterprise system for use by senior management.

Mandate Information: This activity supports County adherence to the Virginia Public Procurement Act found in §§ 2.2-4300 through 2.2-4377 of the Code of Virginia.

Who Does It: County staff provides this service.

Why We Do It: This activity manages approximately \$22.5 million in revenue and \$28 million in expenditures. This activity ensures that the Department follows best practices for budgeting, accounting, stewardship of tax money, and public procurement. This activity ensures that the Department is able to procure the goods and services needed to serve customers, protect staff, fulfill financial obligations, procure consultants, and provide training for staff.

How We Do It Now – Current Service Level: In FY 2020, this activity required approximately 2,477 hours of staff service to support these needs. In FY 2021, this requirement rose to 2,958 hours of staff service. In FY 2022, the requirement returned closer to FY 2020 levels, with 2,404 hours of staff service required. Much of the increase in the service required in FY 2021 can be attributed to complications with procurement and other financial activities brought on by the pandemic.

How We Plan to Do It in The Future – Recommended Service Level: Additional contracted services may be required in the future as development/redevelopment patterns change. Contracted services may also be required if difficulties with recruitment (described above) become more severe. The nature of this activity is likely to change with the processing of fewer check and cash transactions and significantly more online credit card transactions. This will require increased coordination with the credit card vendor and monitoring to ensure that credit card transactions and financial workflow are operating correctly in the land management system. Despite these changes, it is anticipated that FY 2021 will be an outlier. Although the nature of the work (e.g., check/in-person transactions versus credit card/online transactions) is likely to change significantly, it is anticipated that this activity will require approximately 2,400 to 2,500 hours of staff support in the future, in line with FY 2020 and FY 2022 service levels.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Act as administrative support in the areas of finance, budget, payroll, human resources, FOIA, procurement, and special assignments for the Department of Building and Development.					
Number of hours spent on budget management support and oversight for the Department	562	371	546	575	600
Number of hours spent on financial management support and oversight for the Department	1,594	1,275	1,200	1,300	1,350
Number of hours spent on procurement activities (purchasing and buying) and oversight for the Department	796	759	700	750	790