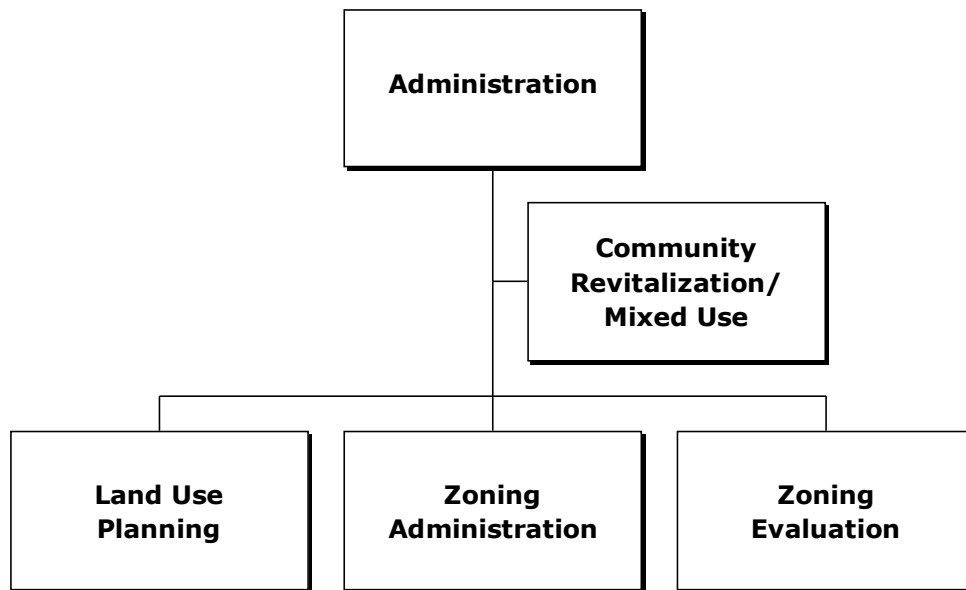


Department of Planning and Development



Mission

To promote livable communities which enhance the quality of life for the present and the future by providing services, advice and assistance on land use planning, zoning, revitalization and development review to citizens, businesses, and decision-makers in Fairfax County and to facilitate strategic redevelopment and reinvestment opportunities within targeted areas that align with the community's vision and improve the economic vitality, appearance and function of those areas.

Focus

The Department of Planning and Development (DPD), formed by the merger of the Department and Planning and Zoning (DPZ) and the Office of

Community Revitalization authorized in November, 2018 and effective July, 2019, is composed of five cost centers: Zoning Administration, Zoning Evaluation, Land Use Planning, Community Revitalization/Mixed Use and Administration. The primary purpose of the department is to provide proposals, advice, and assistance on land use, development, revitalization, and zoning issues to decision-makers in Fairfax County.

DPD continues to support the *Strategic Plan to Facilitate the Economic Success of Fairfax County (ESSP)* adopted by the Board of Supervisors in 2015. The department supports the plan's mission of "Building and Sustaining Community by Leveraging our Economic Development Opportunities," by supporting

The Department of Planning and Development supports the following County Vision Elements:



Maintaining Safe and Caring Communities



Creating a Culture of Engagement



Connecting People and Places



Practicing Environmental Stewardship



Maintaining Healthy Economies



Building Livable Spaces



Exercising Corporate Stewardship

Department of Planning and Development

the County's economic development and revitalization goals, improving development process timelines, and addressing rising workload requirements to ensure that the capacity exists to meet customer expectations and to respond to development opportunities.

DPD is undertaking several initiatives designed to improve service delivery in support of the ESSP. These service delivery improvements were identified through Fairfax First, a multiagency initiative that includes each of the County's land development agencies working to improve the speed, consistency, and predictability of the land development process as well as providing improved access to data and reporting. In support of the ESSP and Fairfax First, DPD is focused on implementing projects that will support economic development and revitalization opportunities and enhance service delivery, as described below:

- ◆ The County recognizes the importance of reducing reliance on the automobile through the creation of transit accessible mixed use centers. The department has allocated significant resources toward planning and zoning activities to ensure that the County continues to manage growth in a way that is attractive and effective, respects the environment and the integrity of existing development, and that provides for the future needs of the community. Recent examples of mixed use planning projects include the Embark Richmond Highway Plan, which was approved March 20, 2018, and the Lincolnia Community Business Center and Community Revitalization Area, which was approved on March 6, 2018.

The Embark Richmond Highway Plan promotes a balanced mix of uses in support of a future Metrorail extension and the County's first Bus Rapid Transit system. The Lincolnia Community Business Center and Community Revitalization Area was established as the second phase of an ongoing effort to make substantive changes to the Comprehensive Plan guidance for the Lincolnia Planning District, the area surrounding the intersection of Little River Turnpike and Beauregard Street. Changes under review include the establishment of a pedestrian-oriented community destination, measures to address traffic congestion and operations, enhanced public transit and protections for existing residential neighborhood.

- ◆ The new Comprehensive Plan policy to streamline the renewal of underused and vacant office and retail buildings for other uses, including emerging uses such as "maker spaces", has been adopted. This policy supports the repurposing of commercial buildings by providing the flexibility to consider the substitution of other compatible land uses in the existing retail/commercial structures. Encouraging and facilitating a wide range of alternative uses in these underused buildings will improve the County's economy by reducing the overall commercial vacancy.
- ◆ A multi-year effort to modernize the Zoning Ordinance is underway. This project, known as zMOD, is an integral part of the effort to update the County's codes and ordinances as part of Fairfax First and is intended to add transparency and accessibility to the land use process by digitizing and articulating regulations in plain language; streamline review times for common applications; address recurring policy issues; and support strategic initiatives and trends like mixed use development. The initial phase of zMOD includes three major components: re-formatting/restructuring the Zoning Ordinance; processing amendments of countywide priority; and implementing improvements to the amendment process and other zoning-related activities. The zMOD project is integrated with, but does not replace, the Zoning Ordinance Amendment Work Program of amendments prioritized by the Board on an annual basis.

Department of Planning and Development

- ◆ Community engagement on land use issues is a priority and new strategies are required to ensure that the quality of life and the opinions of the County's growing diverse population are considered and that all residents have an opportunity to participate in planning and zoning activities. Several mechanisms exist or are being developed to encourage additional and more diverse public participation in response to the recommendations of Chairman Bulova's Community Council on Land Use Engagement.

Community meetings, including charrettes, are held in areas of the County subject to land use proposals; new webpages are created for all Comprehensive Plan and Zoning Ordinance amendments; and, as Comprehensive Plan amendments and Zoning Ordinance amendments move through the review, authorization, and adoption processes, information is posted on Facebook and Nextdoor, and shared through Listserv announcements. In addition, DPD has offered opportunities for community members to engage in some planning studies and public meetings remotely by streaming meetings live on social media. For example, several meetings for a visioning process for the McLean Community Business Center Study were recorded by Channel 16 and then posted online to the project website to allow residents to view the material at any time.

New initiatives include preparing Zoning Ordinance amendments in a plain language format and, in certain instances, having the Board authorize Zoning Ordinance amendments prior to the development of the staff report and authorization of public hearings to allow enhanced community input. The Zoning Administration Division (ZAD) is also engaging more frequently with stakeholders on proposed amendments and has held numerous open house events for amendments currently in development. Future work includes increased use of social media and exploring more robust avenues of education to include developing on-line tutorials on planning and development to provide convenient learning opportunities for community residents.

Other community engagement initiatives in the department include a project in the Zoning Evaluation Division (ZED) to upload initial zoning application submission materials (including plans and statements of justification) for some zoning cases to the LDS Net system. This gives citizens and others much more information about the proposal without having to come in and review the file. Staff is also in the process of developing a Listserv for ZED that will automatically send out a weekly report on cases that have been accepted for review via email.

- ◆ The Planning Land Use Systems (PLUS) modernization initiative and associated projects seek to implement the best-fit IT solution to meet the overall objectives for business functionality, customer service, and technology needs of County departments involved in the regulatory, land use and development processes, and modernize the County's land-use business, by leveraging current technology. By staying current with advancements in software and communication tools, the department can perform analysis and provide responses tailored to the needs of residents and employers. The department has laid the foundation for digital application processing and plan review through the pilot for ePlans, an online land development application filing and review system. The expertise gained from this pilot is being used to facilitate implementation of the integrated digital plan review solution for the larger multiagency PLUS land-use system.
- ◆ The digitization of current and historic residential and commercial property files is a significant long-term project that will streamline and enhance service delivery. Converting paper files to digital files will make zoning and other property information used daily by staff, residents and the development industry for permit review and property research, far more accessible and convenient for use. It is

Department of Planning and Development

intended that this information will be integrated into the (PLUS) system for easier and quicker processing of land-use products.

The following challenges will be addressed by the department:

- ◆ The department is committed to developing reliable qualitative performance measures to establish benchmarks and targets to assist department staff in identifying areas for process improvement that will better serve customers. The process improvement initiative of Fairfax First has succeeded in creating process maps for some department processes with continued progress expected in 2019. In FY 2020, the department intends to develop and implement benchmarks and measures.
- ◆ The department will continue to meet staffing challenges presented by loss of experienced managers, planners, and other staff. The department has increased its emphasis on staff training and development and fully supports the Joint Training Academy, the Fairfax First training initiative which provides staff with a comprehensive baseline overview of the land development process in Fairfax County.

In order to consolidate planning and zoning review functions and to provide more efficient services in commercial revitalization areas, the Office of Community Revitalization from Agency 02, Office of the County Executive, is merged with Agency 35, Department of Planning and Zoning, effective July 1, 2019, to form Agency 35, Department of Planning and Development. This merger was approved at the November 20, 2018 meeting of the Board of Supervisors.

Budget and Staff Resources

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	FY 2020 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$10,679,055	\$10,953,108	\$11,128,601	\$11,423,954	\$12,997,379
Operating Expenses	1,232,716	665,186	2,503,814	665,186	736,496
Capital Equipment	0	0	6,589	0	0
Total Expenditures	\$11,911,771	\$11,618,294	\$13,639,004	\$12,089,140	\$13,733,875
Income:					
Zoning/Miscellaneous Fees	\$3,050,808	\$3,265,694	\$3,158,208	\$3,158,208	\$3,265,694
Copy Machine Revenue	5,906	8,582	5,906	5,906	8,582
Total Income	\$3,056,714	\$3,274,276	\$3,164,114	\$3,164,114	\$3,274,276
NET COST TO THE COUNTY	\$8,855,057	\$8,344,018	\$10,474,890	\$8,925,026	\$10,459,599
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	137 / 137	137 / 137	138 / 138	138 / 138	152 / 152

FY 2020 Adopted Budget Plan for the Department of Planning and Development includes resources from the Department of Planning and Zoning and the Office of Community Revitalization. Prior year numbers represent only Department of Planning and Zoning resources.

Department of Planning and Development

FY 2020 Funding Adjustments

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

- ◆ **Employee Compensation** **\$417,768**
An increase of \$417,768 in Personnel Services includes \$233,701 for a 2.10 percent market rate adjustment (MRA) for all employees and \$184,067 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2019.

- ◆ **Redirection of a Position to DPD** **\$175,493**
As previously approved by the Board of Supervisors as part of the *FY 2018 Carryover Review*, an increase of \$175,493 is included to support the Deputy Director position which will provide continuity of leadership and direction for the department on important initiatives including the Economic Success Strategic Plan, Fairfax Forward, Fairfax First, zMOD, and the development of PLUS.

- ◆ **Planning and Zoning Review Consolidation** **\$1,522,320**
As approved by the Board of Supervisors on November 20, 2018, an increase of \$1,522,320, including \$1,451,010 in Personnel Services and \$71,310 in Operating, and 14/14.0 FTE positions is included due to the merger of the Office of Community Revitalization with the Department of Planning and Zoning in order to form a single agency to review and respond to planning and development applications more efficiently. This is a redeployment of existing resources, with positions and funding associated with the Office of Community Revitalization transferred from Agency 02, Office of the County Executive, resulting in no net General Fund impact.

Changes to FY 2019 Adopted Budget Plan

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

- ◆ **Carryover Adjustments** **\$1,845,217**
As part of the *FY 2018 Carryover Review*, the Board of Supervisors approved funding of \$1,845,217 encumbered for Operating Expenses, mainly to support the modernization of the zoning ordinance.

- ◆ **Redirection of a Position to DPD** **\$175,493**
As part of the *FY 2018 Carryover Review*, funding of \$175,493 was provided to support the redirection of 1/1.0 FTE position approved by the County Executive to establish a Deputy Director for the department and to provide continuity of leadership and direction for the department on important initiatives including the Economic Success Strategic Plan, Fairfax Forward, Fairfax First, zMOD, and the development of PLUS.

Cost Centers

The five cost centers in the Department of Planning and Development are Administration, Zoning Administration, Zoning Evaluation, Land Use Planning, and Community Revitalization/Mixed Use. These distinct cost centers work to fulfill the mission and carry out the key initiatives of the department.

Department of Planning and Development

Administration

Administration is primarily responsible for human resources, payroll, procurement, financial management and information technology for the agency. The information technology branch provides technical support for a number of business computer systems. These systems include the Fairfax Inspections Database Online system (FIDO), the Land Development System, the Zoning and Planning System (ZAPS), Geographic Information Systems (GIS) and web development. In addition, the information technology branch provides the alignment of computing resources to Department's business needs.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	FY 2020 Adopted
EXPENDITURES					
Total Expenditures	\$2,012,249	\$1,688,414	\$2,052,126	\$1,903,521	\$2,107,442
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	13 / 13	13 / 13	20 / 20	19 / 19	22 / 22
1 Director of Planning and Zoning			1 Geographic Information Spatial Analyst III		
1 Deputy Director, Planning and Zoning			2 Geographic Information Spatial Analysts II (1T)		
1 Management Analyst IV			2 Geographic Information Spatial Analysts I		
1 Management Analyst III (1T)			1 Data Analyst II		
2 Planners V			1 Internet/Intranet Architect II		
1 Planner III			1 Network/Telecom. Analyst II		
1 Business Analyst IV			1 Financial Specialist II		
2 Business Analysts III			1 Financial Specialist I		
1 Business Analyst II			1 Administrative Associate		
TOTAL POSITIONS					
22 Positions (2T) / 22.0 FTE (2.0T)			T Denotes Transferred Positions		

Zoning Administration

Zoning Administration maintains and administers the Fairfax County Zoning and Noise Ordinances including the following activities: analysis and drafting of requested amendments; providing interpretations; responding to appeals of determinations; processing permit applications such as Building Permits, Non-Residential Use Permits, Sign Permits, Home Occupation and Temporary Special Permits. In addition, the Zoning Administration Cost Center is responsible for conducting property related research and field inspections to carry out zoning inspection functions that were not transferred to the Department of Code Compliance (DCC) and to ensure compliance with the Zoning and Noise Ordinances.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	FY 2020 Adopted
EXPENDITURES					
Total Expenditures	\$3,340,332	\$3,022,201	\$4,495,765	\$3,100,868	\$3,133,473
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	40 / 40	40 / 40	38 / 38	39 / 39	38 / 38

Department of Planning and Development

1 Zoning Administrator 1 Assistant Zoning Administrator 4 Planners V 2 Planners IV 6 Planners III 6 Planners II 3 Planners I	1 Code Specialist II 1 Property Maintenance/Zoning Enforcement Inspector 2 Planning Technicians III 6 Planning Technicians II 2 Planning Technicians I 3 Administrative Assistants III
--	---

TOTAL POSITIONS
38 Positions / 38.0 FTE

Zoning Evaluation

Zoning Evaluation is charged with evaluating and processing all zoning applications – from pre-application and submission, through public hearings and decisions, to subsequent interpretations of approved proffers and development conditions. As part of that process, Zoning Evaluation analyzes applications for conformance with the Comprehensive Plan and compliance with the Zoning Ordinance; formulates recommendations to the Board of Supervisors, the Planning Commission, and the Board of Zoning Appeals (BZA); negotiates proffers and development conditions; and completes all public hearing legal notice requirements. In addition, Zoning Evaluation maintains the Zoning and Planning System (ZAPS) component of the Land Development System (LDS); provides litigation support to the County Attorney; and supports citizen participation in the zoning process by attending community meetings to address both specific zoning applications and the land use process in general, often at the request of elected and appointed officials.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	FY 2020 Adopted
EXPENDITURES					
Total Expenditures	\$3,408,494	\$3,663,247	\$3,750,081	\$3,755,606	\$3,793,886
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	43 / 43	43 / 43	42 / 42	42 / 42	42 / 42

1 Assistant Planning Director 5 Planners V 2 Planners IV 11 Planners III 9 Planners II 2 Planners I	1 Planning Technician II 3 Planning Technicians I 2 Administrative Associates 1 Administrative Assistant V 2 Administrative Assistants IV 3 Administrative Assistants III
--	--

TOTAL POSITIONS
42 Positions / 42.0 FTE

Department of Planning and Development

Land Use Planning

Planning is responsible the County's Comprehensive Land Use Plan (Comp Plan). Its duties include maintaining the Comp Plan; processing suggested and required amendments to the Plan; evaluating land use and development proposals for conformity with the Comp Plan; measuring environmental impacts and public facility needs associated with development applications; preparing planning and policy studies related to land development, land use, environmental and public facility issues; offering recommendations on managing future growth and redevelopment; and assisting in the development of the County's Capital Improvement Program.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	FY 2020 Adopted
EXPENDITURES					
Total Expenditures	\$3,150,696	\$3,244,432	\$3,341,032	\$3,329,145	\$3,364,256
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	41 / 41	41 / 41	38 / 38	38 / 38	38 / 38
1 Assistant Planning Director			14 Planners II		
1 Project Coordinator			1 Planner I		
4 Planners V			1 Planning Technician II		
2 Planners IV			2 Administrative Assistants III		
12 Planners III					
TOTAL POSITIONS					
38 Positions / 38.0 FTE					

Community Revitalization/Mixed Use

The Community Revitalization/Mixed Use division facilitates development opportunities within the eight designated Revitalization Districts/Areas, as well as Tysons and the transit station areas in Reston. Working closely with local community organizations and property owners, this division assists in developing and implementing mixed-use areas which improve economic viability and competitiveness. Community engagement mechanisms such as "pop-up" events in vacant shopping center spaces are used to engage the community. Community Revitalization staff also work on special studies, plan amendments, zoning applications and design guidelines to foster the desired character and sense of place in these areas and function as liaisons with other agencies to accomplish projects in a timely and coordinated manner.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	FY 2020 Adopted
EXPENDITURES					
Total Expenditures	\$0	\$0	\$0	\$0	\$1,334,818
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	0 / 0	0 / 0	0 / 0	0 / 0	12 / 12
2 Deputy Directors of Community Revitalization (2T)			1 Planner I (1T)		
7 Revitalization Community Developers (7T)			1 Administrative Assistant IV (1T)		
1 Communications Specialist III (1T)					
TOTAL POSITIONS					
12 Positions / 12.0 FTE (All Transferred)					

Department of Planning and Development

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate/Actual	FY 2019	FY 2020
Zoning Administration (ZAD)					
Percent of inspections completed within 15 calendar days of request	81%	92%	80% / 84%	80%	80%
Percent of Zoning Ordinance Amendments processed within established timeframe	36%	51%	50% / 51%	50%	50%
Percent of zoning compliance letters processed within 30 calendar days	79%	69%	95% / 73%	80%	95%
Zoning Evaluation (ZED)					
Percent of written responses (development condition/proffer interpretations) within 30 working days	38%	39%	30% / 35%	30%	30%
Percent of Re-Zoning applications scheduled within 9 months ¹	NA	82%	80% / 97%	80%	80%
Percent of Special Exception applications scheduled within 8 months ²	NA	100%	75% / 85%	75%	75%
Percent of zoning applications received for submission compliance reviewed within 10 working days	67%	95%	60% / 97%	80%	80%
Percent of Commercial Revitalization District applications reviewed within 10 days	100%	100%	75% / 100%	75%	75%
Planning					
Percent of 2232 Review cases reviewed within 90 days	81%	83%	85% / 86%	85%	85%
Percent of 2232 Review cases reviewed within 150 days	100%	100%	100% / 100%	100%	100%
Percent of 6409 Review cases reviewed within 60 days ³	NA	NA	90% / 100%	90%	90%

¹ This indicator was previously reported for a 6 month interval. FY 2016 Actual: 89%.

² This indicator was previously reported for a 5 month interval. FY 2016 Actual: 90%.

³ Percent of 6409 Review cases reviewed in 60 days is a new measure for FY 2018.

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

Department of Planning and Development

Performance Measurement Results

During FY 2018, approximately 73 percent of compliance letters were completed within 30 days, despite a 10 percent increase in the volume of letters. This is a better response rate than the 69 percent achieved in FY 2017, but short of the goal of 95 percent. Although the percent of amendments processed remained at 51 percent in FY 2018, the volume increased more than 30 percent from 18 to 24. There was a major emphasis on processing several significant amendments in FY 2018 and the zMOD project redirected staff resources from processing compliance letters.

During FY 2018, approximately 97 percent of zoning applications were reviewed for submission compliance within 10 working days, consistent with the review rate in FY 2017. Based on recent review rates, the target for this measure will be increased to 80 percent for FY 2019. For applications within Commercial Revitalization areas, 100 percent were reviewed within 10 working days in FY 2018, consistent with FY 2017 and FY 2016 review rates.

During FY 2018, approximately 35 percent of written responses to interpretation inquiries (interpretation of proffers and development conditions) were issued within 30 working days, meeting the target. The volume of inquiries DPD addressed in FY 2018 was similar to the high volume received in FY 2017. The creation of two new planner positions focused on site plan compliance questions from the Department of Land Development Services (LDS) has resulted in approvals being handled more quickly and more consistently, eliminated the need for formal interpretations in some instances, and has helped to identify issues early in the process, saving applicants time.

In FY 2018, there were three types of telecommunication permits reviewed by the Public Facilities branch of the Planning Division: 2232, 6409 Spectrum Act, and 2316 Small Cell. In FY 2018, 86 percent of 2232 cases were reviewed within 90 days and 100 percent were reviewed within 150 days. 100 percent of 6409 Spectrum Act cases were reviewed within 60 days. Implementation of the new state level 2316 Small Cell permit began in FY 2018 and although goals were not previously set for this review, 100 percent of 2316 Small Cell cases were reviewed within 60 days of complete applications received. On July 1, 2018, new wireless state legislation took effect and defined a new permit known as Administrative Review-Eligible Project (AREP). It is expected this new permit will further reduce 2232 telecommunications applications received. Beginning in FY 2019, DPD will be tracking AREP reviews with a goal of completing reviews within 60 days.

In FY 2020, DPD will be developing qualitative performance measures to establish benchmarks and targets focused on improving customer service.