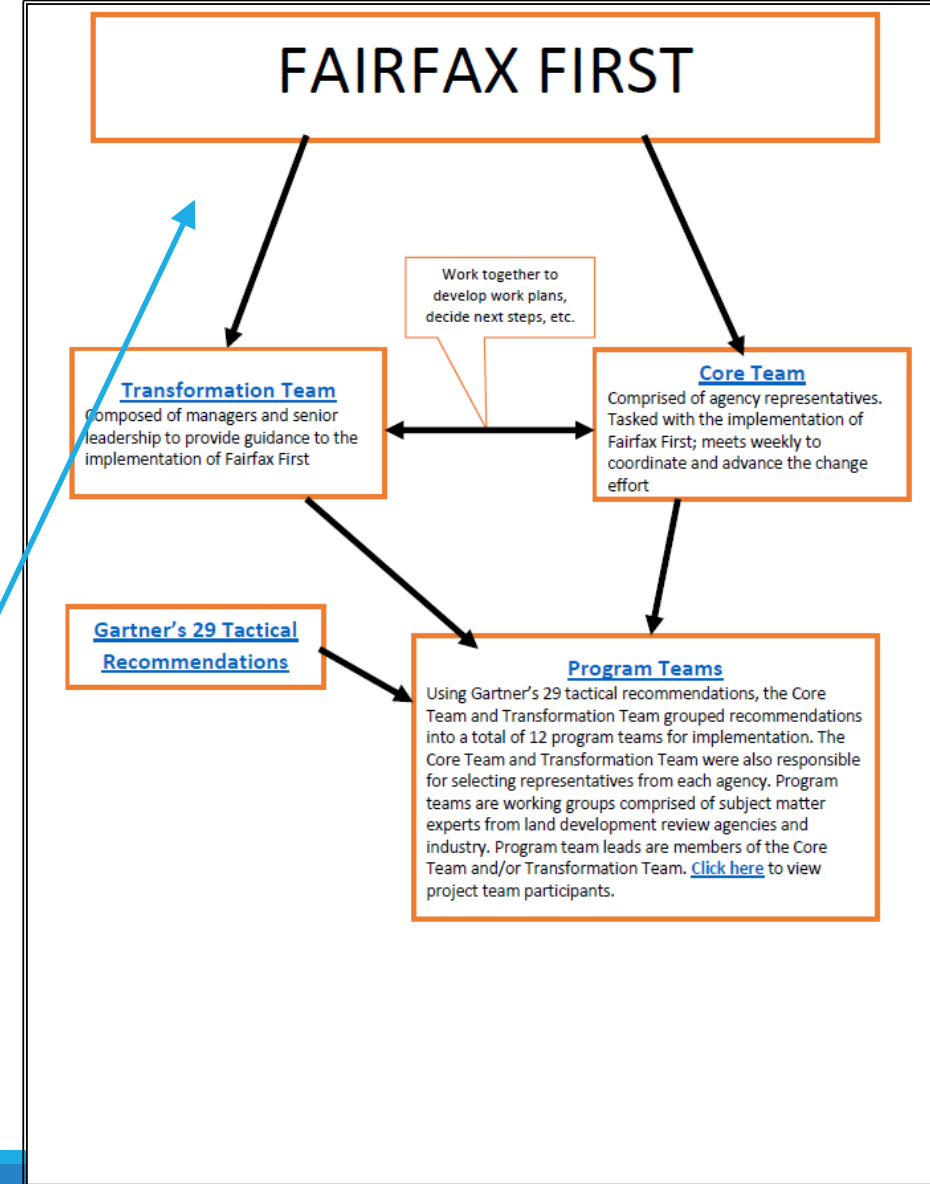
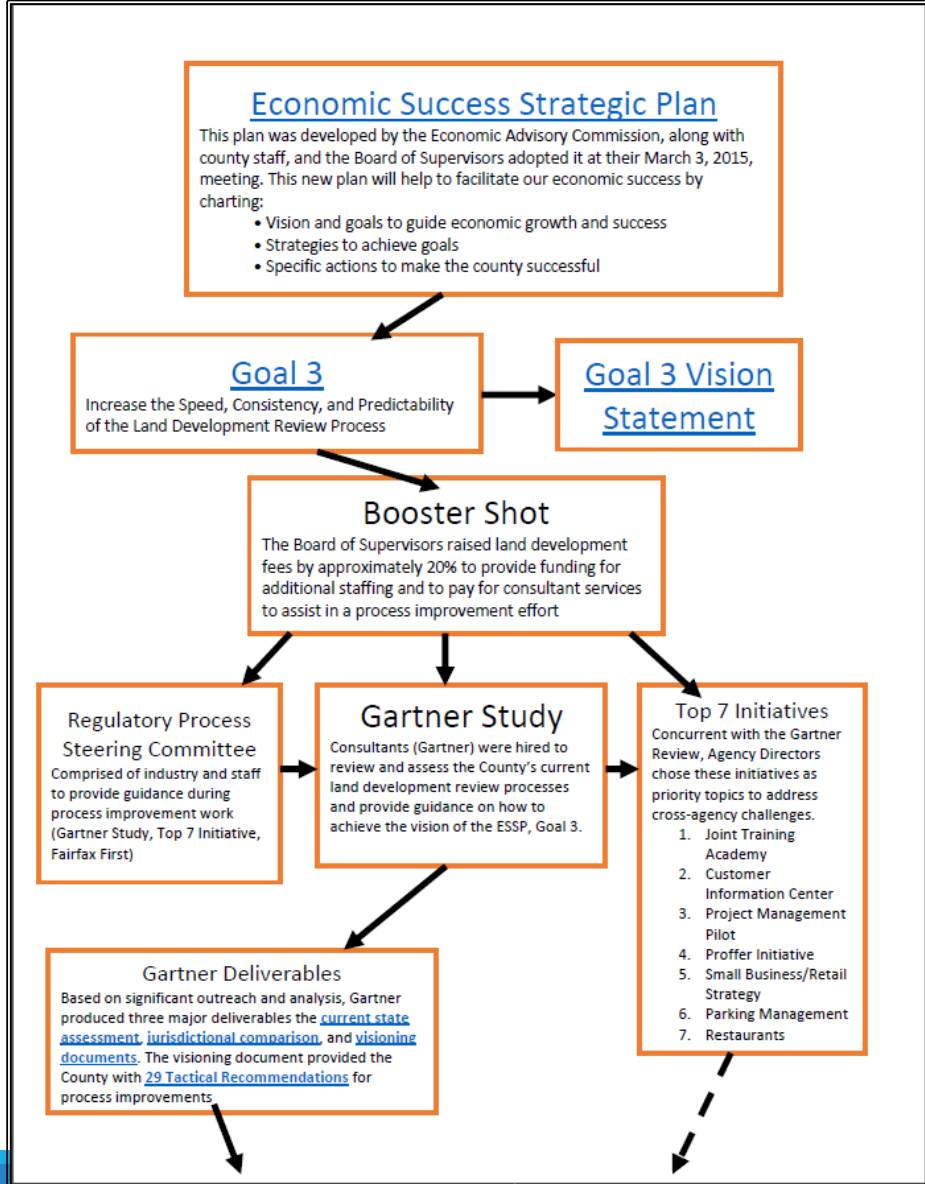


Fairfax First Update

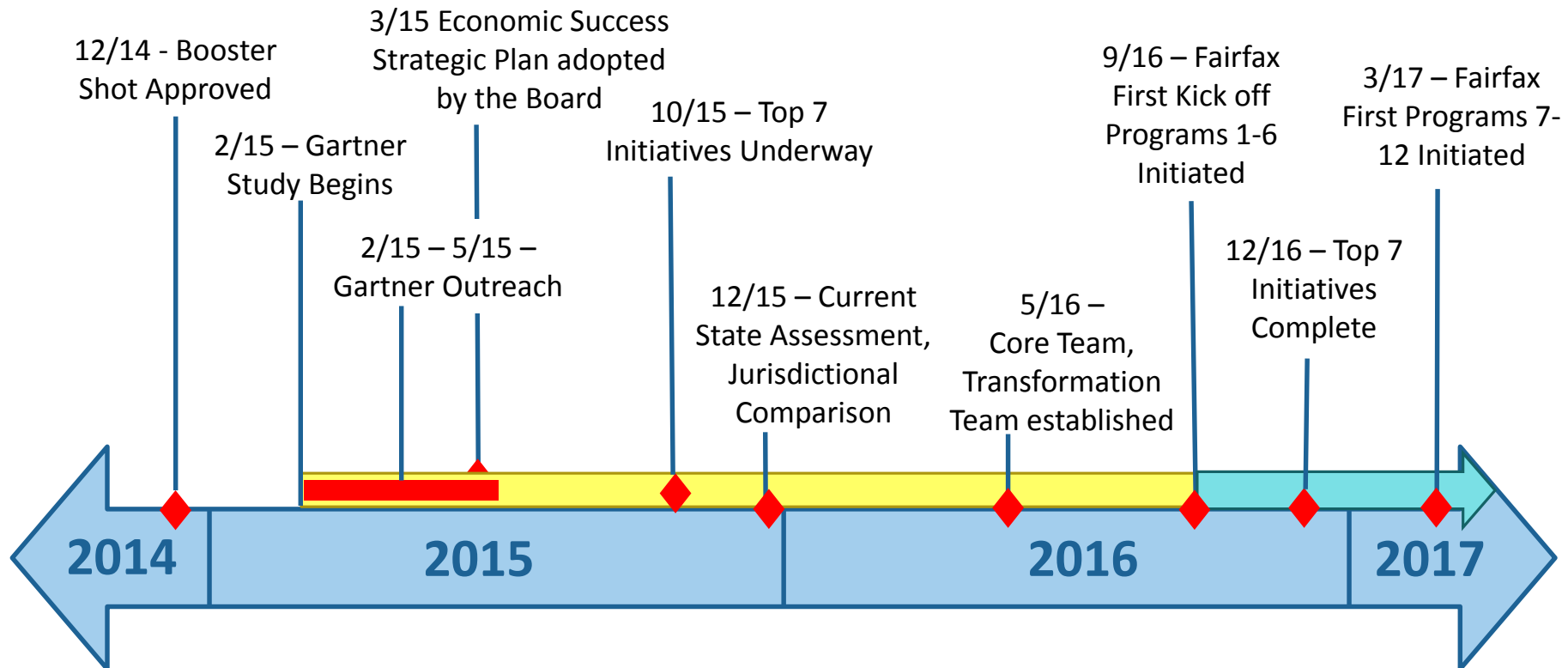
Agenda

- ❖ Where we've been
- ❖ Booster Shot and Metrics
- ❖ Fairfax First Program Team updates
- ❖ Concurrent Processing
- ❖ Program Team 4- Review and Revise Codes and Ordinances. Detailed update.

Mapping Fairfax First



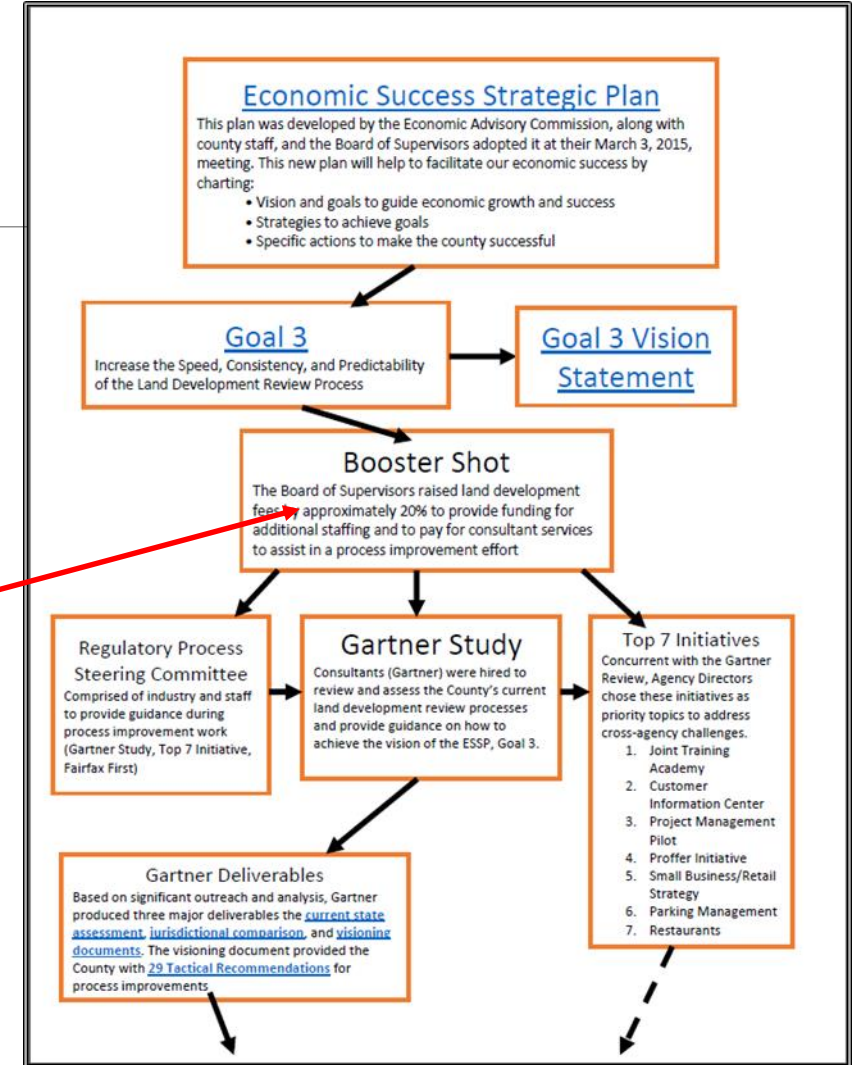
Where Have We Been?



Booster Shot

Did Four Things

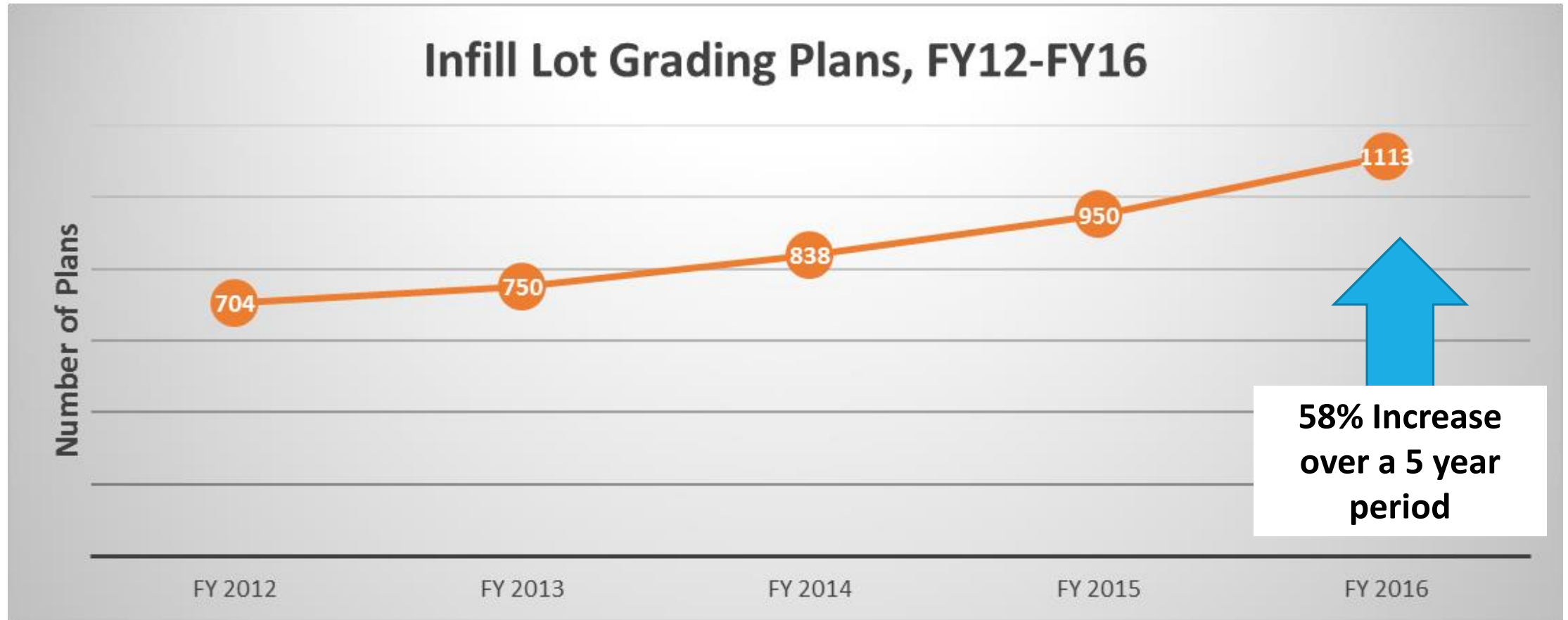
1. Raised fees / created additional revenue
2. Added 28 positions county-wide (14 of which were in LDS)
3. Funded a comprehensive assessment (Gartner Study)
4. Commitment to industry to get on track



Metrics

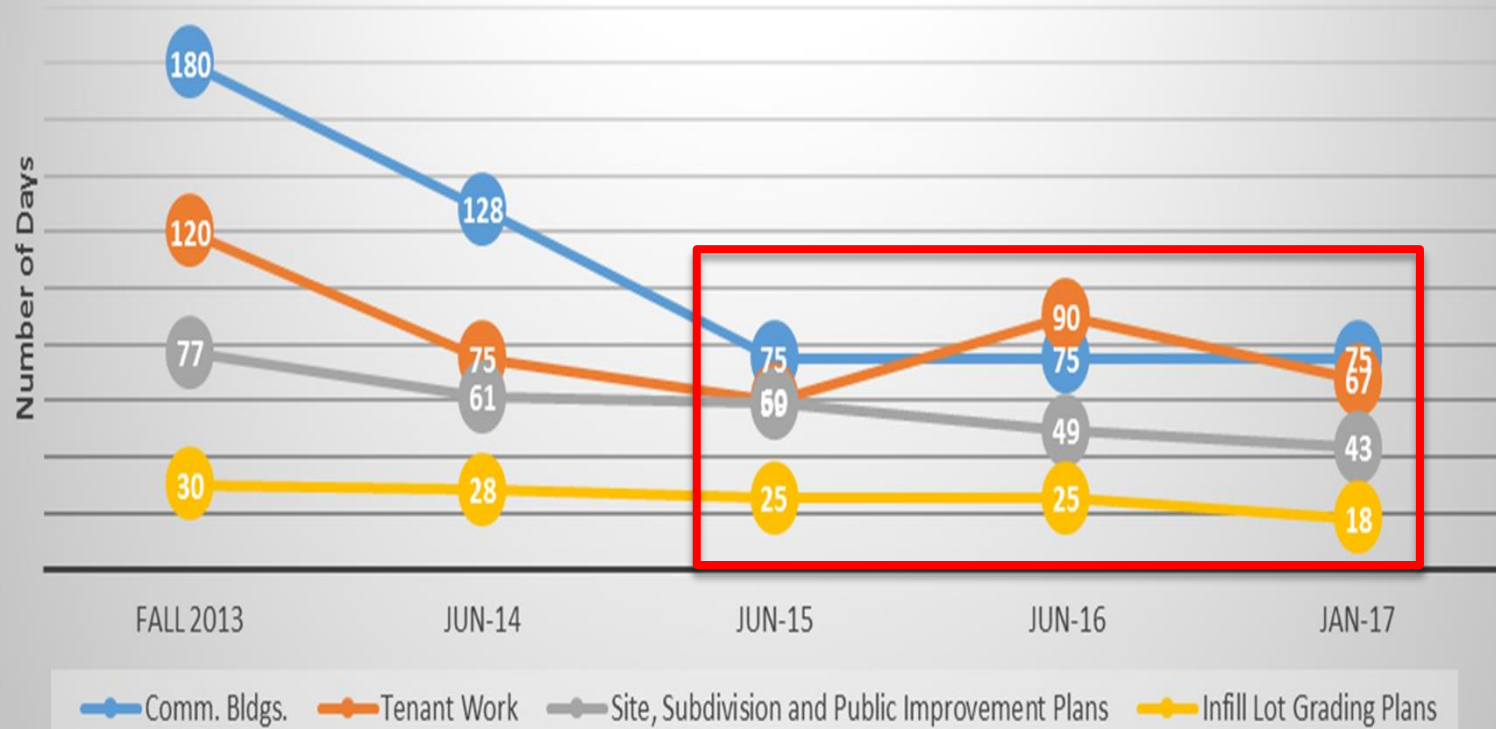
Metrics provided in this presentation may be measured differently depending on department/division. One part of Fairfax First's goals is to standardize metric-gathering within and across agencies to provide a clearer picture of our performance (Program Team 7).

Site Review



Plan Review- First Submission Review Times

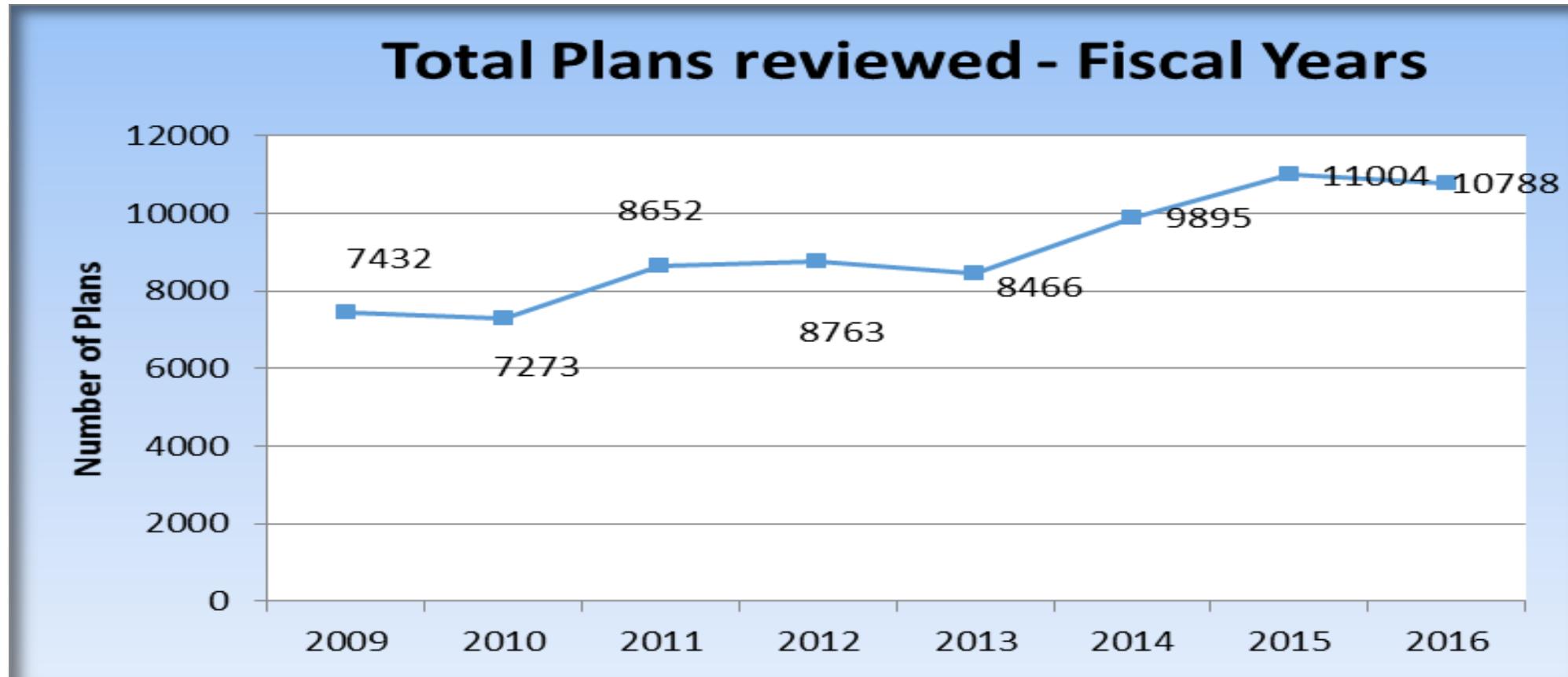
Plan Review Times, Fall 2013-Present



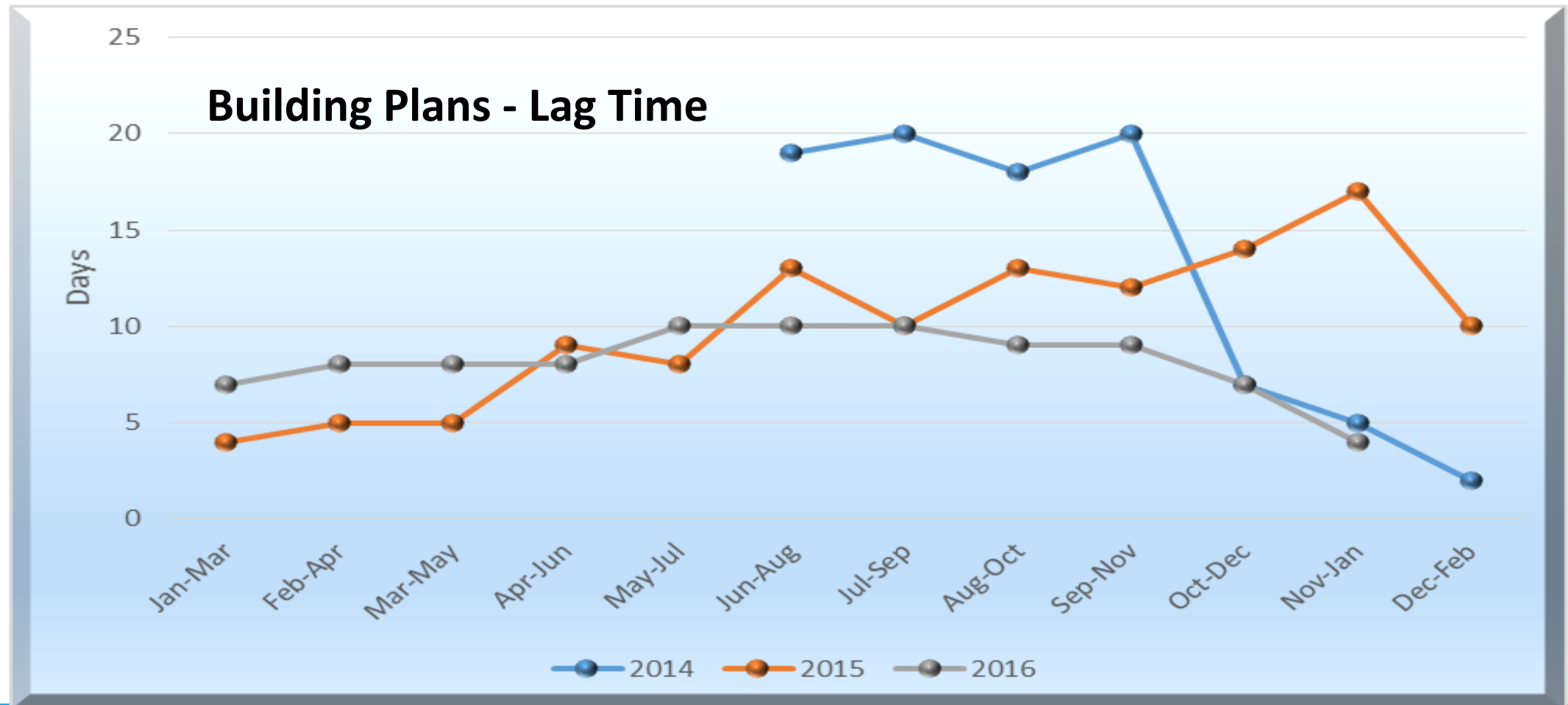
	FY 13	FY 14	FY 15	FY 16	FY17 5 mos
Bldg - Comm	180	128	75	75	75
Bldg - Tennant	120	75	60	90	67
Site Plans (SD/SP/PI)	77	61	59	49	43
Site - Infill	30	28	25	25	18

* Measured in calendar days

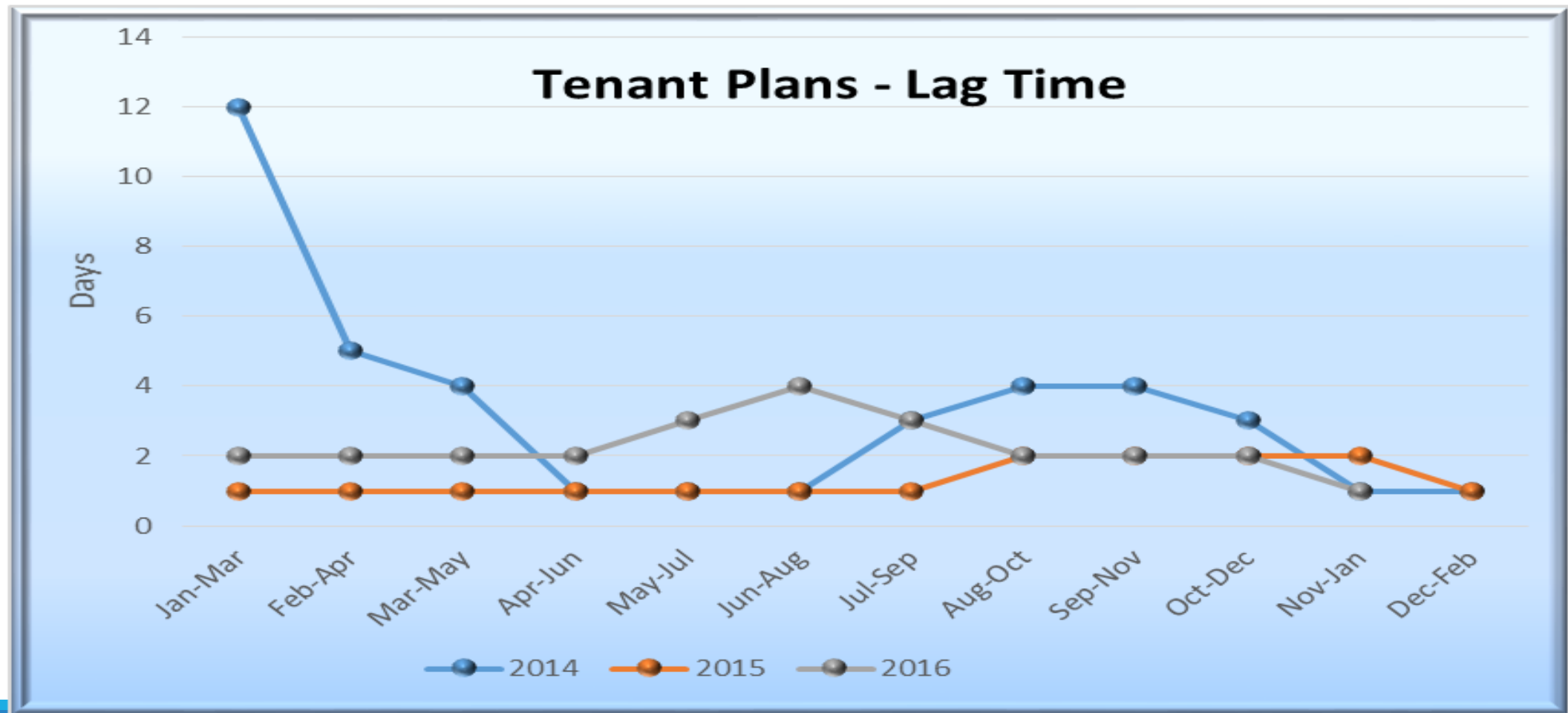
FMO- Plan Review



FMO- Plan Review



FMO- Plan Review



Inspection Hold Overs

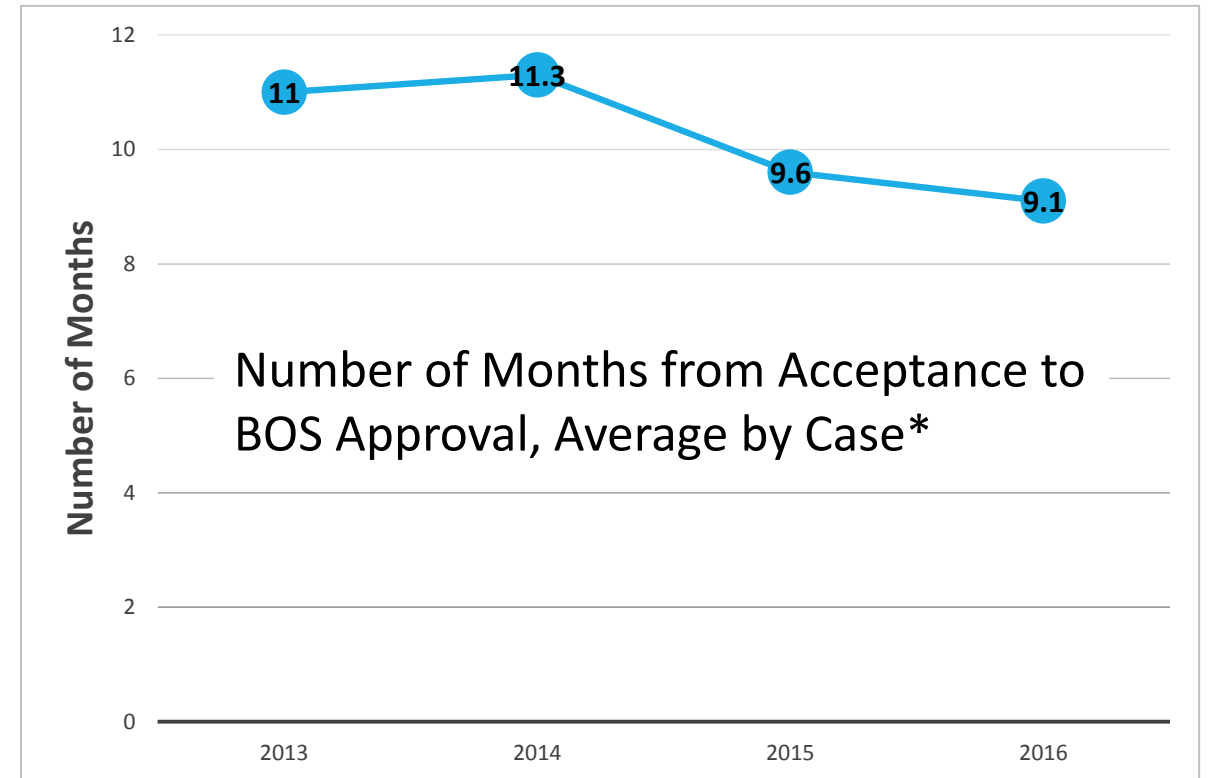
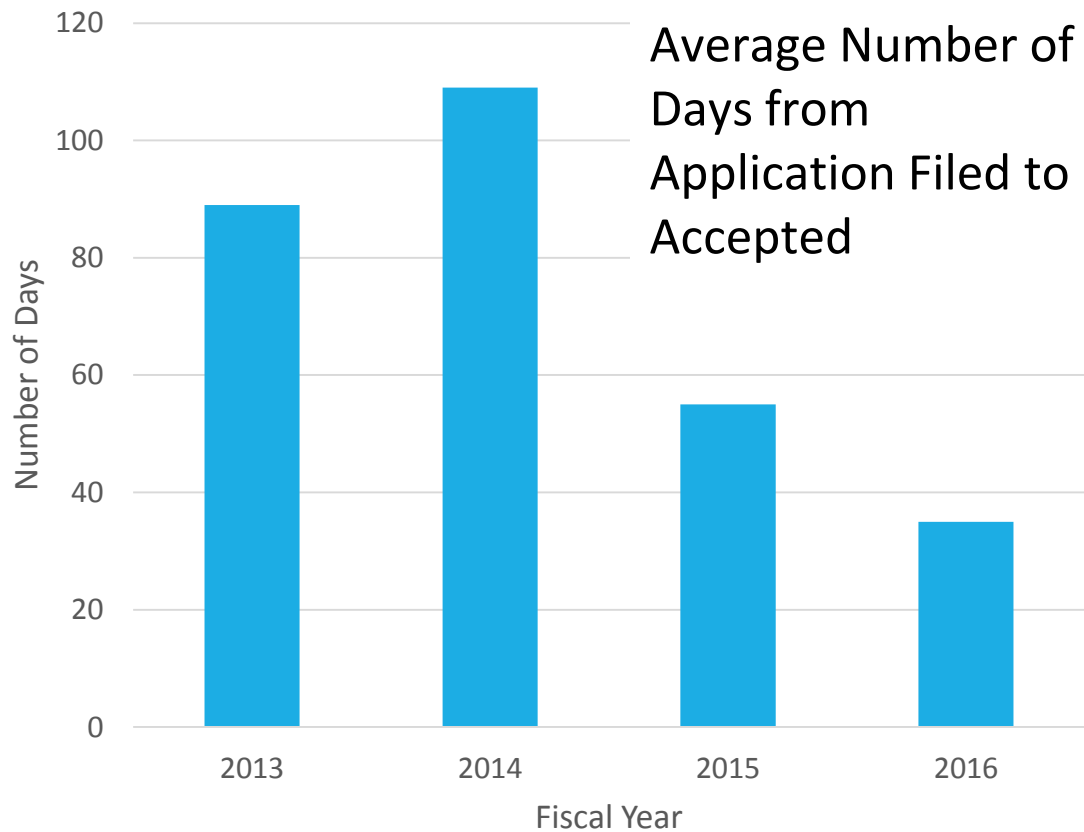
Fiscal Year	Total Inspections	Total Hold Overs	Percent Next Day Inspections
FY14	76,652	1,496	98%
FY15	89,444	1,377	98%
FY16	95,686	3,726	96%
FY17 – 6 mos	54,721 109,500 (12 month projected)	9,797	82%

Inspection Hold Overs

Strategies to address:

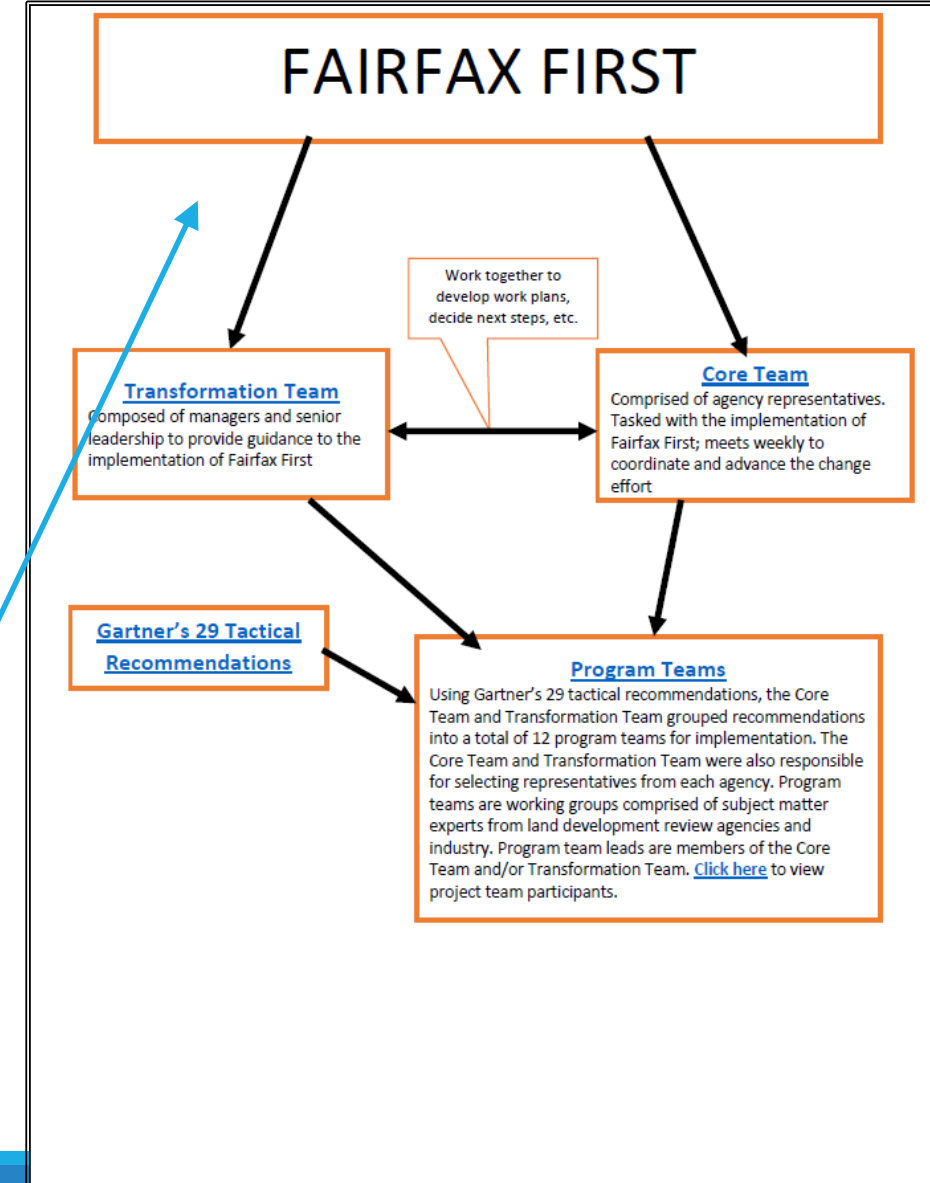
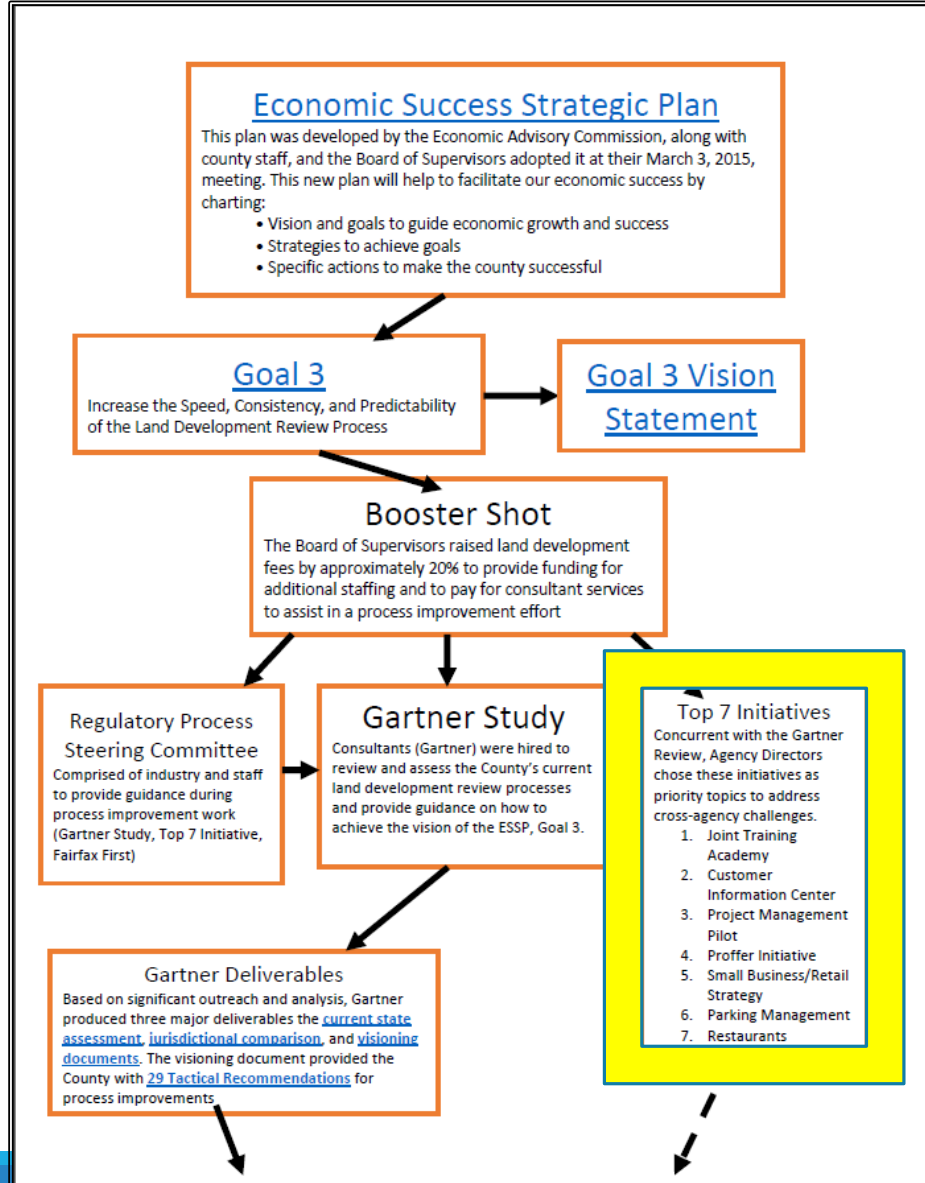
- Utilizing existing resources (greater use of overtime and utilizing reviewers and other inspectors to support)
- Utilizing retired inspectors in limited term positions to perform residential inspection work.
- Dual encumbering existing positions – (reduces vacancy rate).
- Considering self-certification for gas appliance installations (ovens, ranges, stoves and clothes dryers).
- Instituted a cap of inspections per day. Evaluating total staffing needs based on the above actions and will report back to the Board.

Zoning



*Several outliers removed for the purpose of this analysis.

Mapping Fairfax First



Top 7 Initiatives



**Pilot Complete
with 34
participants**



**The CIC has
served over
1,900
customers**

**Five Applicants
Project Managed
as part of the pilot
program**



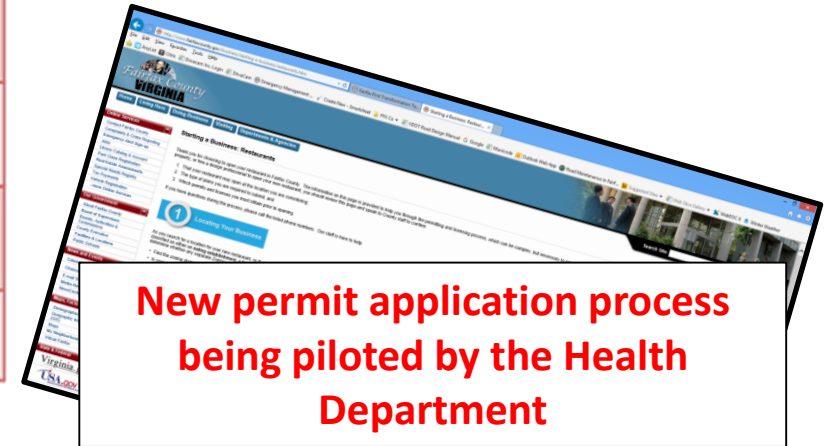
**New SINGLE sign
permit
application
available online.**



**Online availability of parking re-
designation application
documents**

Joint Training Academy
Planning and Development Customer Information Center
Project Management Pilot
Proffer Initiative
Small Business/Retail Strategy
Parking Management
Restaurants

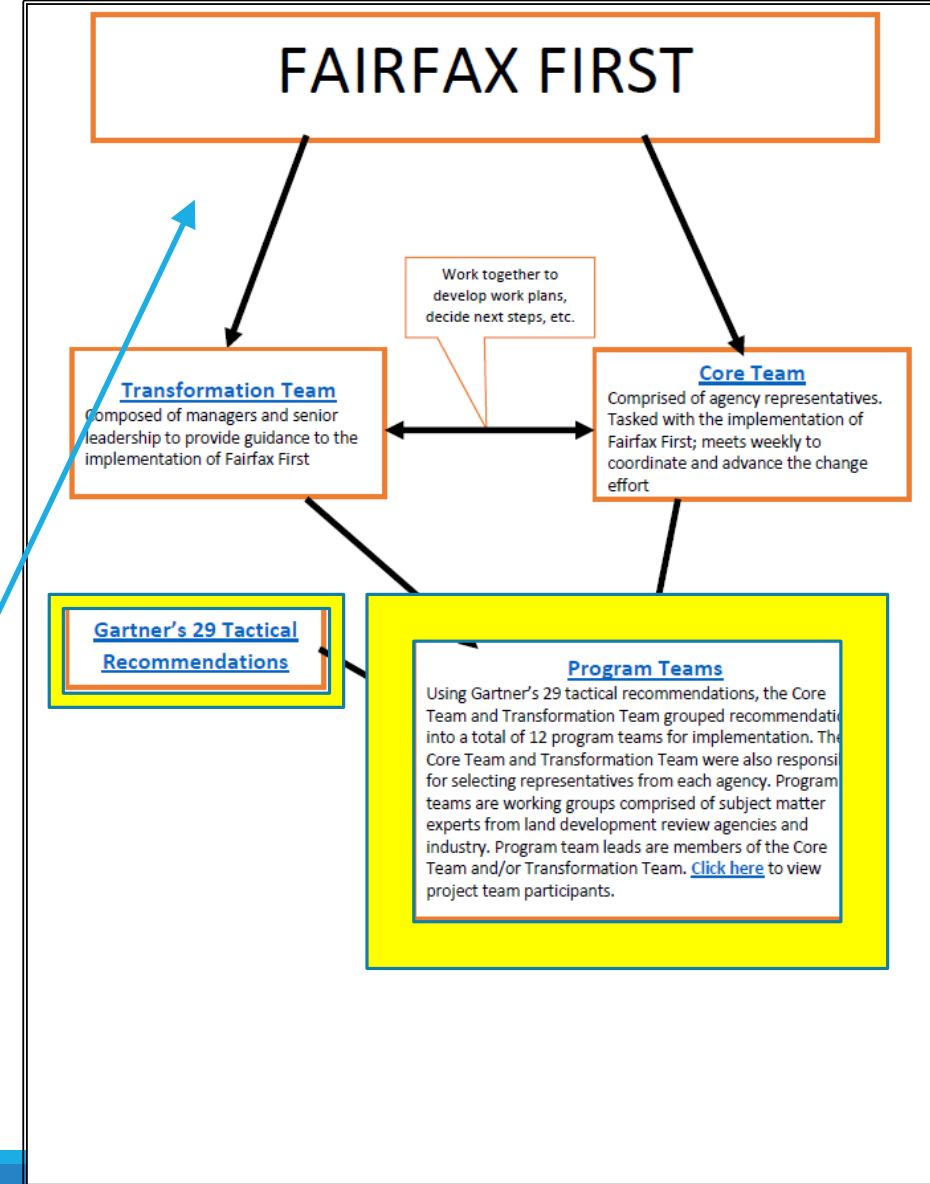
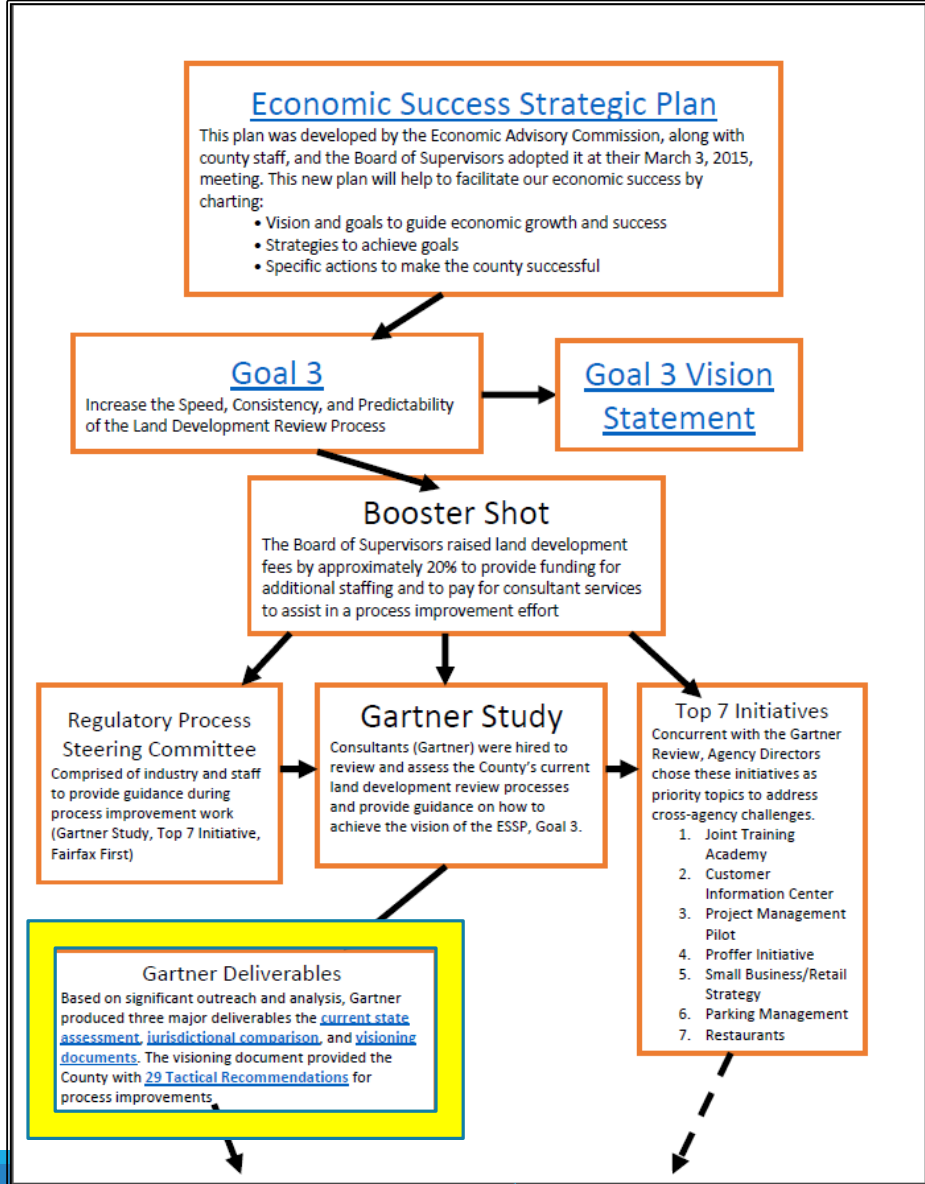
**Proffer Compliance
Narrative Finalized**



**New permit application process
being piloted by the Health
Department**

*Note: Top 7 Memo included in packet

Mapping Fairfax First



Fairfax First Programs 1-6

- ◆ P1 – Establish Leadership and Governance
- ◆ P2 – Orchestrate Culture Change and Conduct Communications Outreach
- ◆ P3 – Expand Project Management Function
- ◆ P4 – Review and Revise Codes and Ordinances
- ◆ P5 - Establish a Training and Mentoring Program
- ◆ P6 - Develop Career Path and Update Compensation Model

Mission: Create a Development Advisory Council comprised of industry, citizens and County staff to formalize collaboration and communication among stakeholders

Fairfax First Programs 1-6

- ◆ P1 – Establish Leadership and Governance
- ◆ P2 – Orchestrate Culture Change and Conduct Communications Outreach
- ◆ P3 – Expand Project Management Function
- ◆ P4 – Review and Revise Codes and Ordinances
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- ◆ P6 - Develop Career Path and Update Compensation Model



Mission: Build and strengthen organizational culture. Increase staff engagement.

- “Oar” Award presented to FCDOT
- Survey sent to all land development review staff to measure baseline of engagement
- Draft Customer Bill of Rights created



Fairfax First Programs 1-6

- ◆ P1 – Establish Leadership and Governance
- ◆ P2 – Orchestrate Culture Change and Conduct Communications Outreach
- ◆ P3 – Expand Project Management Function
- ◆ P4 – Review and Revise Codes and Ordinances
- ◆ P5 - Establish a Training and Mentoring Program
- ◆ P6 - Develop Career Path and Update Compensation Model

Mission: facilitate an environment of mutual cooperation that results in a cohesive, predictable and efficient development process

- Project Requirements to Qualify
- Full Project Work Plan
- Resource assessment (i.e. FTE reqs)
- PM Roles and Responsibilities
- Lessons Learned Document
- Concurrent Processing Policy proposal

Fairfax First Programs 1-6

- ◆ P1 – Establish Leadership and Governance
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- ◆ P6 - Develop Career Path and Update Compensation Model

6 Sub-Program Teams

1. Zoning Ordinance Modernization
2. Zoning Ordinance Amendment Process Improvement
3. Comprehensive Plan as a Guideline
4. Public Facilities Manual as a Guideline
5. Proffer Improvement Initiative
6. Research and Development

Fairfax First Programs 1-6

- ◆ P1 – Establish Leadership and Governance
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- ◆ P6 - Develop Career Path and Update Compensation Model



Mission: spread a universal understanding of the development process, the county's vision and build cultural unity among County land development review staff.

- Joint Training Academy (JTA)- Land Development 101 Pilot completed with 34 students
- Second session kicked off January 27th
- 238 staff to go through the JTA by the end of 2017
- Mentoring platform specific to Fairfax First created



Fairfax First Programs 1-6

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- ◆ P4 – Review and Revise Codes and Ordinances
- ◆ P5 - Establish a Training and Mentoring Program
- ◆ P6 - Develop Career Path and Update Compensation Model

Mission: Develop a compensation model including incentives that rewards performance and promotes accountability. Establish career growth and promotion opportunities and remove impediments

- Currently reaching out to jurisdictions across the country for information on recruitment, compensation, and job classifications

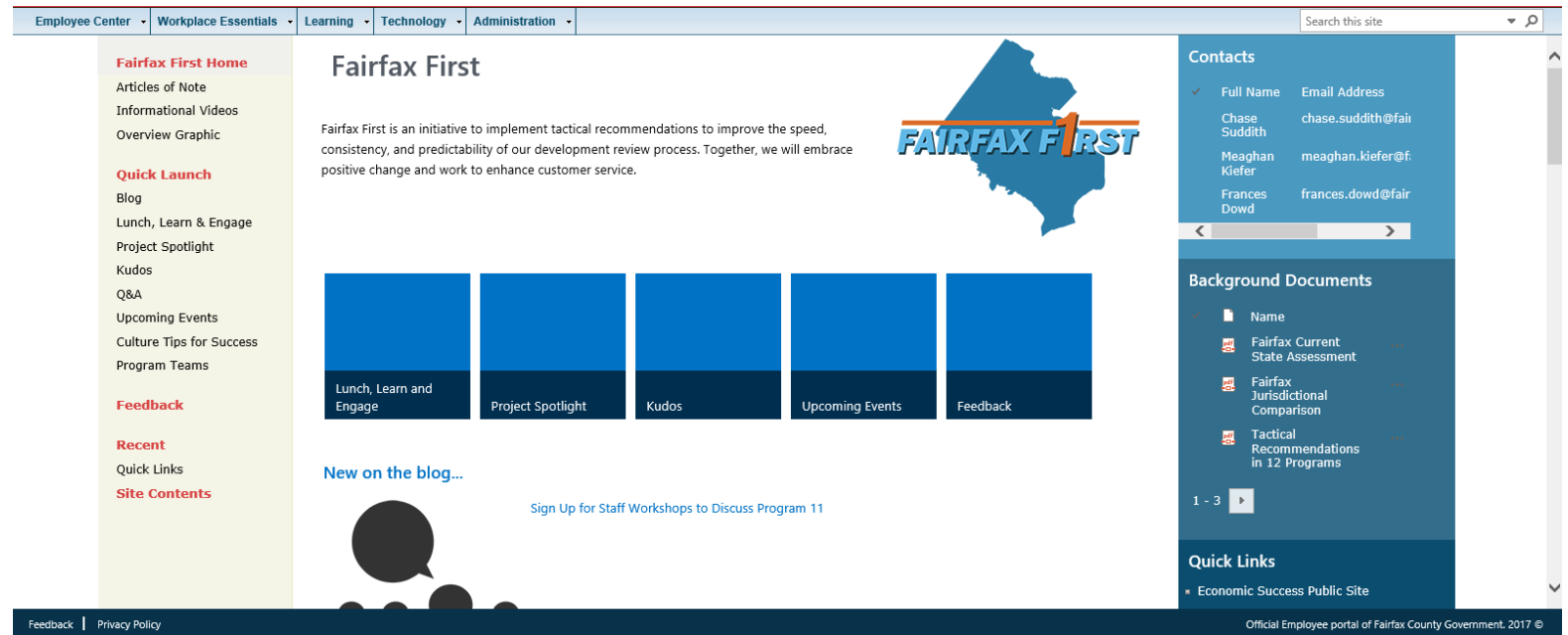
Fairfax First Programs 7-12

- ◆ P7 – Define and Implement Future Service Delivery Model
- ◆ P8 – Educate Stakeholders and Make Inform
- ◆ P9 – Establish Long-term T and Implement
- ◆ P10 – Engagement in Review Process
- ◆ P11 – Optimize Organizational Alignments
- ◆ P12 – Transition to Enterprise Fund

To Kick off in late February or early March

Fairfax First NetPage

- Main source of cross-agency communications for Top 7 Initiatives and Fairfax First
- Averages **220 unique users** per month since April 2016
- Information
- Upcoming Events
- Program Updates/Spotlights
- Background Documents



Concurrent Processing Policy

CURRENT

- ❖ Board Motion
- ❖ Board Approved

PROPOSED

- ❖ Administrative approval w/ criteria
- ❖ Staff approved w/ Board informed or Board concurrence (decision needed)

NEXT STEPS

- ❖ With Board concurrence, we will engage industry stakeholders to finalize policy

*Note: Draft policy included in packet

Fairfax First Programs 1-6

- ◆ P1 – Establish Leadership and Governance
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Codes and Ordinances

PROGRAM AREA - #4

Revise codes and ordinances to ensure relevance and agility to respond to evolving and urbanizing development patterns.

Sub-Program Areas

- 4.1 Perform diagnostic review of the Zoning Ordinance to determine its ability to meet modern needs
- 4.2 While the diagnostic review is performed, continue to manage and improve the current Zoning Ordinance and supporting processes
- 4.3 Reinforce the purpose of the Comprehensive Plan as a long-range guideline rather than a site-specific regulatory document
- 4.4 Reestablish the PFM as a design guideline rather than regulation
- 4.5 Improve proffer process to foster consistency, traceability, and enforceability
- 4.6 Establish an integrated research and development group, and an amendment process to ensure the ordinances and regulations are updated and responsive to evolving community priorities and market opportunities

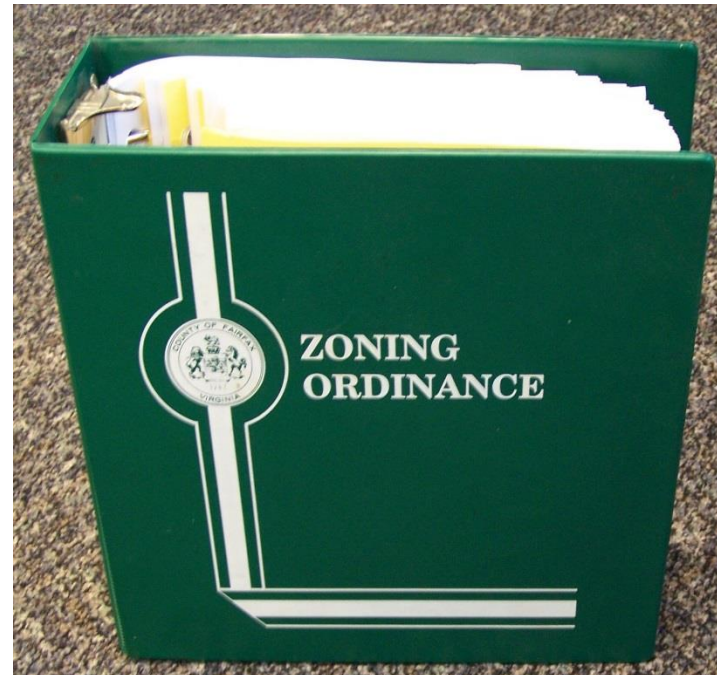




Codes and Ordinances – Diagnostic Review

Tactical Recommendation

Perform a diagnostic review of the Zoning Ordinance to determine its ability to meet modern needs. - THE ZONING ORDINANCE MODERNIZATION EFFORT -





Zoning Ordinance Modernization Goals

The County's ultimate goal is a more modern regulatory document that will:

- Provide a more predictable set of land use regulations that is easily understood by all stakeholders including administrators, county staff, elected and appointed officials, the public and the development community;
- Align with the County's adopted Comprehensive Plan, the Strategic Plan to Facilitate Economic Success and other adopted policies and Board initiatives;
- Incorporate contemporary urban development standards that reflect today's best practices and market trends;
- Eliminate outdated, unclear or contradictory language that generate the need for frequent and extensive interpretations;
- Use illustrations, graphics, charts, tables, hyperlinks and other tools to convey zoning standards and information in a user-friendly manner and modify and update the format to adapt to various electronic devices and platforms and interface consistently with other county systems;
- Improve the efficiency of the land development process by reducing the reliance on certain types of legislative approvals, streamlining administrative review, approval and permitting for routine matters;
- Minimizes the creation of nonconformities; and
- Ensures consistency with state enabling authority and other local, state and federal laws and regulations and is legally defensible.





Codes and Ordinances – Process Improvement

Amendments on or Added to the 2016 Priority 1 Work Program	Disposition as of January 27, 2017
Accessory Structure Size (1)	
Adult Day Health Care (2)	
Agricultural Districts and Uses (3)	Adopted 12/6/2016 - Amendment related to farm wineries/breweries/distilleries Additional topics related to agriculture are currently being researched.
Application Fees (4)	
Building Height (5)	Adopted 9/20/2016
Building Repositioning Initiative (6)	
Citations for Nursery Schools, Child Care Centers, Veterinary Hospitals (Added after adoption of 2016 ZOAWP)	Adopted 10/18/2016
College/University (7)	
Commercial Recreation (Archery/Fencing/Similar Uses in PDH (Added after adoption of 2016 ZOAWP))	Authorized 1/24/2017, BOS 2/28/2017
Commercial Revitalization - Review Certain SE Uses as By-Right (8)	
Commercial Vehicles in Residential Districts (9)	Authorized 1/24/2017, BOS 4/4/2017
Food and Beverage Processing and Production aka "Craft Beverage"(10)	Authorized 12/6/2016, BOS 2/28/2017
Laurel Hill Historic Overlay District (11)	
Minor Lot Line Adjustments (12)	Adopted 9/20/2016
Minor Modification Provisions (13)	
Older Adult Housing (14)	
Outdoor Lighting (15)	
P District Recreation Fees (16)	
Parking Reductions – Parking Maximums or Reduced Requirements Outside of Tysons (17a)	
Parking Reduction Process (17b)	
PDC/PRM District Regulations, FAR (2015 Priority 1 item, and but not specifically identified in the 2016 ZOAWP)	Adopted 6/21/2016
PRC District Density (18)	
PTC District Amendments (19)	Authorized 12/6/2016, BOS 3/14/2017
Public Use Definition (20)	Adopted 10/18/2016
Rear Yard Coverage (21)	
Retail Initiative (22)	
Riding Lessons as a Home Occupation (23)	Authorized 12/6/2016, BOS 2/14/2017
Shape Factor in the R-C District (24)	Adopted 9/20/2016
Sign Ordinance (25)	
Special Permit Submission Requirements (26)	Adopted 10/18/2016
State Code - 2015 Session – Variance Provisions (27)	Adopted 10/18/2016
State Code – 2016 Session –Telecommunication Facilities, Monopoles and Towers (28a)	Adopted 6/21/2016
State Code – 2016 Session (28b)	No additional 2016 General Assembly Session amendments
Zoning Ordinance Diagnostic (29)	Ongoing contract negotiations and scope of work development



Codes and Ordinances – Process Improvement

Tactical Recommendation

While the diagnostic review is performed, continue to improve the current Zoning Ordinance and its associated processes.

WORK
PROGRAM

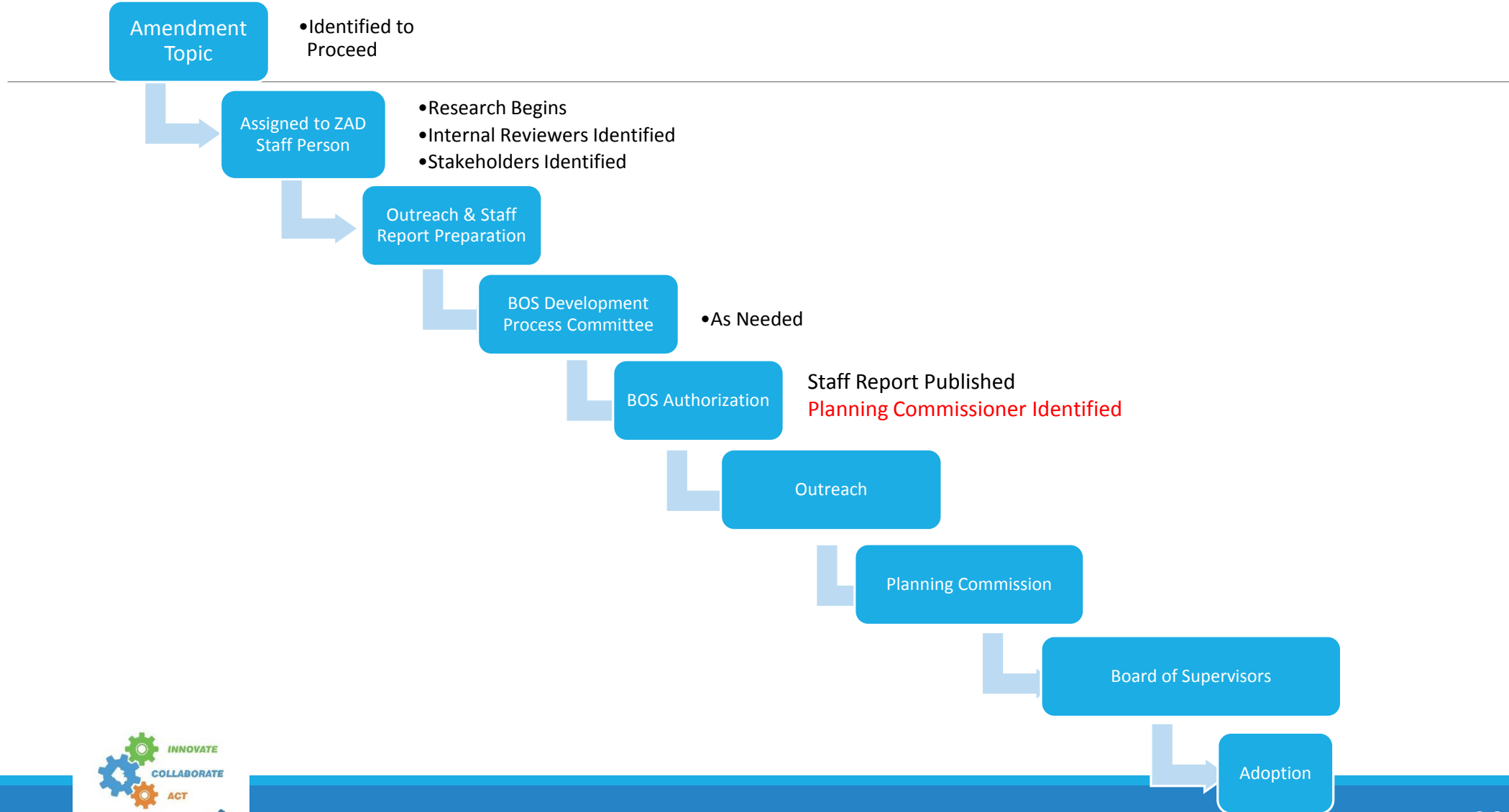
AMENDMENT
REVIEW
PROCESS

COMMUNITY
ENGAGEMENT

Value of a
ZOAC or an
ESRC-LIKE
COMMITTEE



Ordinance Amendment - Process Improvement





Economic Success

1. WHAT SPECIFIC CHANGES TO THE ZONING ORDINANCE SHOULD BE CONSIDERED?
2. WHAT CHANGES TO THE ZONING ORDINANCE AMENDMENT PROCESS SHOULD BE IMPLEMENTED?
3. HOW WOULD YOU RECOMMEND WE IMPROVE COMMUNITY OUTREACH?