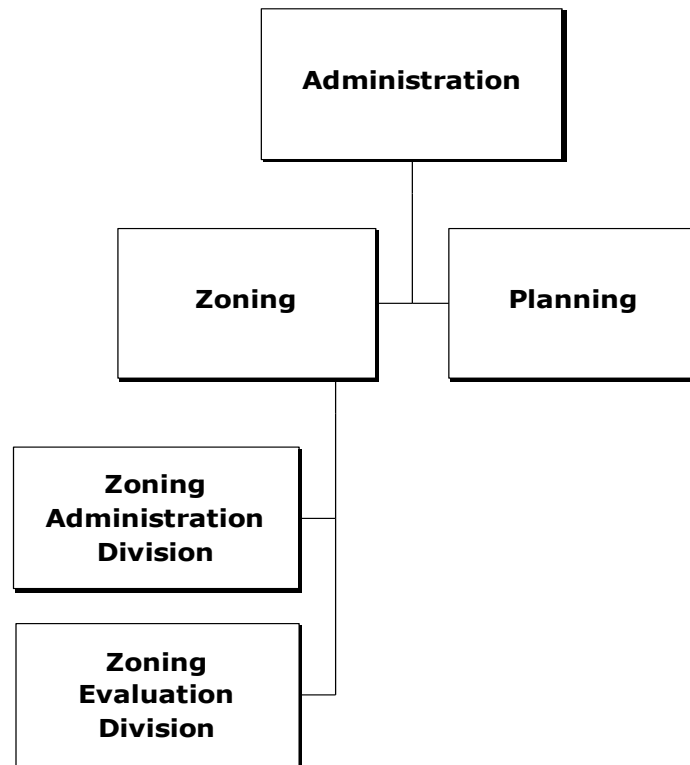


# Department of Planning and Zoning



## 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, zoning and development review to citizens, businesses, and decision-makers in Fairfax County.

AGENCY DASHBOARD				
Key Data		FY 2015	FY 2016	FY 2017
1.	Number of Transit Oriented Development (TOD) Zoning Applications Under Review	53	63	53
2.	Number of Zoning Applications Involving Residential Compatibility	265	272	196
3.	Number of Special Planning Studies for TOD, Commercial Revitalization and Mixed Use Centers	4	4	6
4.	Number of Telecommunications Applications Reviewed as Part of 2232 Process	97	149	257
5.	Number of Customer responses for Zoning Compliance Letters, Setback Certifications, Use Determinations and Zoning Interpretations	3,062	2,834	2,614
6.	Number of Public Meetings in Support of Planning Process	143	107	153
7.	Number of Zoning Permits Reviewed	19,223	21,513	19,990

# Department of Planning and Zoning

## Focus

The Department of Planning and Zoning (DPZ) is composed of three primary cost centers: Zoning Administration, Zoning Evaluation, and Planning, which are supported by Department Administration. The primary purpose of the department is to provide proposals, advice, and assistance on land use, development, and zoning issues to decision-makers in Fairfax County.

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

In addition, DPZ is undertaking several initiatives designed to improve service delivery as a part of Fairfax First. Fairfax First is a multi-agency initiative to improve the speed, consistency, and predictability of the land development process. This initiative supports the Board of Supervisors’ Economic Success Strategic Plan.

### The Department of Planning and Zoning 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***

- ◆ In partnership with the Office of Community Revitalization, a multi-year effort to modernize the Zoning Ordinance has begun. 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 will be integrated with, but will not replace, the Zoning Ordinance Amendment Work Program of amendments prioritized by the Board on an annual basis.
- ◆ The County recognizes the importance of reducing reliance on the automobile through the creation of 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 provides for the future needs of the population. Recent examples of mixed use planning projects include the Embark Richmond Highway plan, approved March 20, 2018, which promotes a balanced mix of uses in support of a future Metrorail extension and establishing the County’s first Bus Rapid Transit system;

## Department of Planning and Zoning

and the ongoing assessment of establishing a new Community Business Center surrounding the intersection of Little River Turnpike and Beauregard Street.

- ◆ Community engagement on land use issues is a priority and new strategies are required to ensure that the quality of life and the economic needs 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 public participation in response to the recommendations of the Chairman'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 amendments; and, as Comprehensive Plan amendments and Zoning Ordinance amendments move through the review, authorization and adoption process, information is posted on Facebook and Nextdoor, and shared through LISTSERV announcements. New initiatives include preparing Zoning Ordinance amendments in a plain language format, having the Board authorize Zoning Ordinance amendments prior to the development of the staff report and authorization of public hearings. The Zoning Administration Division is also engaging more frequently with stakeholders on proposed amendments and recently held an open house 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.
- ◆ The first phase of a new Comprehensive Plan policy to streamline the renewal of underused and vacant office buildings for other uses, including emerging uses such as "maker spaces", has been adopted. This phase supports repurposing office buildings in activity centers. A previous Comprehensive Plan policy change, adopted by the Board of Supervisors in December 2016, supports the Economic Success Strategic Plan goal to preserve industrial areas. The new policy employs performance standards to provide flexibility in the review of zoning applications for industrial uses, thereby helping to maintain a convenient and sustainable supply of industrial goods and services.
- ◆ By staying current with advancements in software and communication tools, the agency can perform analysis and provide responses tailored to the needs of residents and employers in a climate of increasing expectations for service delivery and efficient use of staff resources. One such project is E-Plan, an online land development application filing and review system. This project will provide streamlined application submission for all rezonings, with quicker acceptance and review. It will provide simultaneous distribution and collaboration to all project reviewers with more efficient evaluation and response to applicants. Another project is the digitization of residential and commercial property files. Converting paper files containing zoning and other property information utilized on a daily basis by staff, residents and the development industry for permit review and property research to digital files will make this information far more accessible and convenient for the public. This is a significant long-term project which may require allocation of additional resources to complete.

Additionally, the department has identified the following significant challenges which will be addressed over the coming years:

- ◆ The departments supporting Fairfax County's land planning and development processes have initiated a major strategic initiative, called Fairfax First, which aims to improve the speed, consistency, and predictability of the development review processes, and improved access to data and reporting. The initiative supports County plans to advance economic development and

## Department of Planning and Zoning

competitiveness, enhance business processes, provide better customer service, and achieve increased reliability in plan review, approval, permitting, and inspections. This project will be a catalyst for enhanced service efficiency. The Planning and Land Use System (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 capability needs of County departments involved in the regulatory land use and development processes, and modernize and enhance the County's land use business architecture and its underlying technologies.

This initiative also supports Fairfax First and the Economic Success Strategic Plan, and aligns with the Board of Supervisor Public Engagement and County website redesign goals. Fairfax First will transform the findings of the strategic assessment into tactical recommendations to improve the speed, consistency, and predictability of Fairfax County's land use processes, and serve as the primary business driver of the land use System modernization initiative.

- ◆ The department will continue to meet staffing challenges presented by loss of experienced managers, planners, and other staff due to retirement. The department has increased its emphasis on staff training and development and fully supports the Joint Training Academy in Land Development Services.

### Budget and Staff Resources

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
<b>FUNDING</b>					
<b>Expenditures:</b>					
Personnel Services	\$10,234,337	\$10,535,368	\$10,535,368	\$10,953,108	\$10,953,108
Operating Expenses	697,993	665,186	3,228,229	665,186	665,186
Capital Equipment	7,495	0	0	0	0
<b>Total Expenditures</b>	<b>\$10,939,825</b>	<b>\$11,200,554</b>	<b>\$13,763,597</b>	<b>\$11,618,294</b>	<b>\$11,618,294</b>
<b>Income:</b>					
Zoning/Miscellaneous Fees	\$3,470,748	\$2,930,328	\$3,215,812	\$3,265,694	\$3,265,694
Copy Machine Revenue	6,805	8,582	8,582	8,582	8,582
<b>Total Income</b>	<b>\$3,477,553</b>	<b>\$2,938,910</b>	<b>\$3,224,394</b>	<b>\$3,274,276</b>	<b>\$3,274,276</b>
<b>NET COST TO THE COUNTY</b>	<b>\$7,462,272</b>	<b>\$8,261,644</b>	<b>\$10,539,203</b>	<b>\$8,344,018</b>	<b>\$8,344,018</b>
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	133 / 133	135 / 135	137 / 137	137 / 137	137 / 137

### FY 2019 Funding Adjustments

The following funding adjustments from the FY 2018 Adopted Budget Plan are necessary to support the FY 2019 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 1, 2018.

- ◆ **Employee Compensation** **\$417,740**  
An increase of \$417,740 in Personnel Services includes \$237,047 for a 2.25 percent market rate adjustment (MRA) for all employees and \$180,693 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2018.

# Department of Planning and Zoning

## Changes to FY 2018 Adopted Budget Plan

*The following funding adjustments reflect all approved changes in the FY 2018 Revised Budget Plan since passage of the FY 2018 Adopted Budget Plan. Included are all adjustments made as part of the FY 2017 Carryover Review, FY 2018 Third Quarter Review, and all other approved changes through April 30, 2018.*

- ◆ **Carryover Adjustments** **\$1,413,043**  
As part of the FY 2017 Carryover Review, the Board of Supervisors approved encumbered funding of \$1,413,043 in Operating Expenses for Fairfax First customer service improvements, the Zoning Ordinance Modernization Project (zMOD), the E-Plan Submission project, and the Property File Digitization project.
- ◆ **Architectural Review Board Support** **\$0**  
To provide dedicated technical capacity to the Architectural Review Board, the County Executive redirected a position to the department to establish 1/1.0 FTE Planner II in the Planning Division. This position will be supported with existing resources.
- ◆ **Planning Land Use System (PLUS) Support** **\$0**  
DPZ is working jointly with the Department of Land Development Services (LDS) and the Department of Information Technology to develop and implement the Planning and Land Use System (PLUS) to replace several old systems. PLUS will facilitate collaboration between County staff and applicants throughout the land use process. Given that several existing staff will be deployed to develop PLUS, the County Executive has redirected a position to establish 1/1.0 FTE Planner V in the Zoning Administration Division. This position will help ensure that timely zoning interpretations and inspections continue during the development and implementation phases of PLUS. Funding adjustments will be included in the FY 2018 Carryover Review.
- ◆ **Third Quarter Adjustments** **\$1,150,000**  
As part of the FY 2018 Third Quarter Review, the Board of Supervisors approved one-time funding of \$1,150,000 for contracted services to support the Zoning Ordinance Modernization (zMOD) project.

## Cost Centers

The four cost centers in the Department of Planning and Zoning are Administration, Zoning Administration, Zoning Evaluation, and Planning. These distinct cost centers work to fulfill the mission and carry out the key initiatives of the department.

# Department of Planning and Zoning

## 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 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$1,903,665	\$1,638,177	\$2,681,622	\$1,688,414	\$1,688,414
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	13 / 13	13 / 13	13 / 13	13 / 13	13 / 13
1 Director of Planning and Zoning			1 Administrative Associate		
1 Management Analyst IV			1 Network/Telecom. Analyst II		
1 Business Analyst IV			1 Internet/Intranet Architect II		
2 Business Analysts III			1 Data Analyst II		
1 Financial Specialist II			1 Geographic Information Spatial Analyst III		
1 Financial Specialist I			1 Business Analyst II		
<b>TOTAL POSITIONS</b>					
<b>13 Positions / 13.0 FTE</b>					

## 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 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$2,615,074	\$2,909,156	\$4,074,389	\$3,022,201	\$3,022,201
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	37 / 37	39 / 39	40 / 40	40 / 40	40 / 40

## Department of Planning and Zoning

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

### **TOTAL POSITIONS**

**40 Positions / 40.0 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.

<b>Category</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Adopted</b>	<b>FY 2018 Revised</b>	<b>FY 2019 Advertised</b>	<b>FY 2019 Adopted</b>
<b>EXPENDITURES</b>					
Total Expenditures	\$3,326,973	\$3,530,524	\$3,859,531	\$3,663,247	\$3,663,247

### **AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)**

Regular	43 / 43	43 / 43	43 / 43	43 / 43	43 / 43
1 Assistant Planning Director					
6 Planners V					
2 Planners IV					
10 Planners III					
10 Planners II					
2 Planners I					
1 Planning Technician II					
3 Planning Technicians I					
1 Administrative Assistant V					
2 Administrative Assistants IV					
3 Administrative Assistants III					
2 Administrative Associates					

### **TOTAL POSITIONS**

**43 Positions / 43.0 FTE**

# Department of Planning and Zoning

## 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 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$3,094,113	\$3,122,697	\$3,148,055	\$3,244,432	\$3,244,432
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	40 / 40	40 / 40	41 / 41	41 / 41	41 / 41
1 Assistant Planning Director			1 Planning Technician II		
4 Planners V			2 Administrative Assistants III		
3 Planners IV			1 Geographic Information Spatial Analyst II		
12 Planners III			2 Geographic Information Spatial Analysts I		
13 Planners II			1 Project Coordinator		
1 Planner I					
<b>TOTAL POSITIONS</b>					
<b>41 Positions / 41.0 FTE</b>					

## Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate/Actual	FY 2018	FY 2019
<b>Zoning Administration</b>					
Percent of inspections completed within 15 calendar days of request Zoning Administration Division (ZAD)	81%	81%	80%/92%	80%	80%
Percent of Zoning Ordinance Amendments processed within established time frame ZAD	37%	36%	50%/51%	50%	50%
Percent of zoning compliance letters processed within 30 calendar days	73%	79%	95%/69%	95%	95%
<b>Zoning Evaluation</b>					
Percent of written responses (development condition/proffer interpretations) within 30 working days Zoning Evaluation Division (ZED)	41%	38%	30%/39%	30%	30%
Percent of RZ applications scheduled within 9 months ZED <sup>1</sup>	NA	NA	80%/82%	80%	80%
Percent of SE applications scheduled within 8 months ZED <sup>2</sup>	NA	NA	75%/100%	75%	75%
Percent of zoning applications received for submission compliance reviewed within 10 working days ZED	20%	67%	60%/95%	60%	60%
Percent of CRD applications reviewed within 10 days ZED	48%	100%	75%/100%	75%	75%

## Department of Planning and Zoning

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate/Actual	FY 2018	FY 2019
<b>Planning</b>					
Percent of 2232 Review cases reviewed within 90 days	85%	81%	85%/83%	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 <sup>3</sup>	NA	NA	NA	90%	90%

<sup>1</sup> This indicator was previously reported for a 6 month interval. FY 2015 Actual: 75%, FY 2016 Actual: 89%.

<sup>2</sup> This indicator was previously reported for a 5 month interval. FY 2015 Actual: 73%, FY 2016 Actual: 90%.

<sup>3</sup> 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-2019-adopted-performance-measures-pm>

### Performance Measurement Results

During FY 2017, approximately 95 percent of zoning applications were reviewed for submission compliance within 10 working days. This is a significant increase from 67 percent registered by the Zoning Evaluation Division in FY 2016 and 20 percent in FY 2015. For applications within Commercial Revitalization areas, 100 percent were reviewed within 10 working days in FY 2017 and FY 2016, as compared to 48 percent in FY 2015.

During FY 2017, approximately 39 percent of written responses to interpretation inquiries (interpretation of proffers and development conditions) were issued within 30 working days. This has been a consistent response over last several years with 38 percent in FY 2016 and 41 percent in FY 2015. The response time is being met even with additional interpretations being conducted; 138 were conducted in FY 2017, an increase from 107 in FY 2016 and 116 in FY 2015. 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 helped to identify issues early in the process, saving applicants time.

During FY 2017, approximately 69 percent of the 310 compliance letters were completed within 30 days. The increase in the numbers of compliance letters that were not completed within 30 days between FY 2016 and FY 2017 is the result of staff vacancies, the training of new staff, the 10 percent increase in number of compliance letters, and the staff that completed the compliance letters were the same staff that worked on Zoning Ordinance amendments. Both the number and percentage of Zoning Ordinance amendments completed has increased from 12 amendments and 37 percent completion in FY 2016 to 18 amendments and 51 percent completion in FY 2017.

In FY 2016, 81 percent of public facility 2232 cases were reviewed within 90 days and 100 percent were reviewed within 150 days. Implementation of the new federal 6409 review process offered an alternative for telecommunications facility reviews and reduced the 2232 applications received. Beginning in FY 2018, DPZ will be tracking 6409 reviews with a goal of completing reviews within 60 days, similar to the 2232 process. In FY 2016, 91 percent of the 115 6409 applications received were processed within 60 days and, in FY 2017, 91 percent of the 213 applications were processed within 60 days.