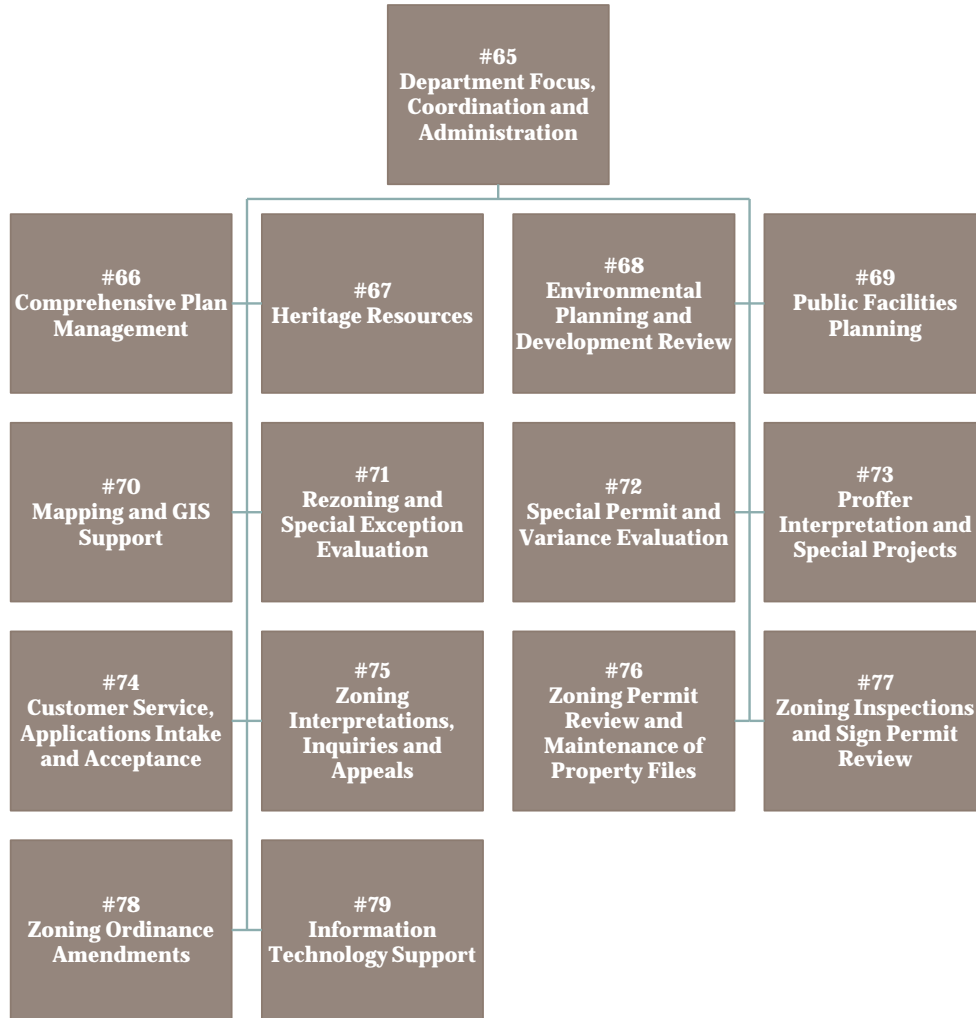


Department of Planning and Zoning



Department Overview

The primary mission of the Department of Planning and Zoning (DPZ) is to provide proposals, advice and assistance to those who make planning and zoning decisions and to engage in activities which enhance the County's natural and man-made environments for present and future generations. The four divisions in the Department are Administration, Zoning Administration, Zoning Evaluation and Planning. These distinct divisions work to fulfill the mission and carry out the identified Lines of Business (LOB) of the Department.

In an effort to provide a better understanding of the various activities within the Department, 15 LOBs have been identified and outlined in the attachments.

DPZ is a part 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." This team is committed to the support of the County's economic development and revitalization goals, the improvement of development process timelines, and addressing the rising workload requirements to ensure that the capacity exists to meet customer expectations and respond to development opportunities.

Department of Planning and Zoning

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	\$9,172,090	\$9,211,564	\$9,987,710
Operating Expenses	828,006	684,999	682,986
Total Expenditures	\$10,000,096	\$9,896,563	\$10,670,696
General Fund Revenue	\$2,718,254	\$3,015,749	\$2,784,114
Net Cost/(Savings) to General Fund	\$7,281,842	\$6,880,814	\$7,886,582
POSITIONS			
<i>Authorized Positions/Full-Time Equivalents (FTEs)</i>			
Positions:			
Regular	130 / 130	133 / 133	133 / 133
Total Positions	130 / 130	133 / 133	133 / 133

Lines of Business Summary

LOB #	LOB Title	FY 2016 Adopted	
		Disbursements	Positions
65	Department Focus, Coordination and Administration	\$490,525	5
66	Comprehensive Plan Management	1,176,546	15
67	Heritage Resources	235,310	3
68	Environmental Planning and Development Review	705,928	9
69	Public Facilities Planning	705,928	9
70	Mapping and GIS Support	313,746	4
71	Rezoning and Special Exception Evaluation	1,351,192	17
72	Special Permit and Variance Evaluation	635,855	8
73	Proffer Interpretation and Special Projects	476,891	6
74	Customer Service, Applications Intake and Acceptance	953,783	12
75	Zoning Interpretations, Inquiries and Appeals	997,891	13
76	Zoning Permit Review and Maintenance of Property Files	997,891	13
77	Zoning Inspections and Sign Permit Review	537,326	7
78	Zoning Ordinance Amendments	307,043	4
79	Information Technology Support	784,841	8
Total		\$10,670,696	133

Lines of Business

LOB #65:

DEPARTMENT FOCUS, COORDINATION AND ADMINISTRATION

Purpose

The purpose of the Department of Planning and Zoning Focus, Coordination and Administration LOB is to provide agency direction, strategic and workforce planning, administrative support and the necessary resources for staff to effectively serve the needs of the community.

Description

The Department of Planning and Zoning Focus, Coordination and Administration LOB consists of the Director and four administrative support positions, which provide a wide variety of managerial and administrative support to agency staff. This includes the coordination of ongoing strategic and workforce planning efforts; employee development; managerial support and consultation related to employee relations; organization of board items; processing of all required human resources documents; management of fiscal activity; procurement of necessary supplies; and the payment of funding responsibilities for the department.

Benefits

The primary benefit of this LOB is that the efforts of DPZ staff are coordinated in a consistent and efficient manner to maintain the high standards of the department in serving the needs of the community. The indirect benefits of this LOB are related to providing the administrative support to staff while making high level customer service a priority at every level of the organization. This operation is extremely versatile, efficient and responsive to the needs of agency staff.

Mandates

Although this LOB is not mandated, there are multiple regulations and policies with which it is required to comply as services are provided. This includes compliance with all financial, procurement, budgetary, and human resources policies, procedures and regulations. Additionally, periodic audits are conducted to ensure compliance.

Trends and Challenges

Economic Development Initiatives

- The department is actively working with consultants, customers and other County agencies to evaluate and streamline processes to provide timely and accurate assessments of applications and requests for information, etc.
- This LOB provides support and direction for the implementation of new procedures and coordination of efforts to create efficiencies in departmental processes.

Department of Planning and Zoning

Retirements and Succession Planning

- One of the most significant challenges facing the department is the existing and anticipated high rate of turnover, primarily resulting from retirements.
- This LOB provides consultation and direction for workforce and succession planning efforts within the department in an effort to minimize the impact of anticipated and unexpected turnover.

Inexperienced managerial and senior level staff

- As the aforementioned turnover is taking place, a number of managers and senior level staff have been appointed in recent years.
- This LOB provides consultation and training for staff to assist them with the transition to new roles and responsibilities and to prepare employees for professional growth within the organization.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #65: Department Focus, Coordination and Administration			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$419,152	\$471,476	\$464,849
Operating Expenses	31,846	25,752	25,676
Total Expenditures	\$450,998	\$497,228	\$490,525
General Fund Revenue	\$6,954	\$8,187	\$8,582
Net Cost/(Savings) to General Fund	\$444,044	\$489,041	\$481,943
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	5 / 5	5 / 5	5 / 5
Total Positions	5 / 5	5 / 5	5 / 5

Department of Planning and Zoning

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Merit Positions Supported	124	130	133	133	133
Number of Financial and Procurement Entries Processed per Financial Staff FTE	3,079	3,138	3,133	3,100	3,100
Average Number of County Employee Development Classes Completed per Staff Member	NA	NA	3.57	4.00	4.00
Percentage of Career Management Plans Completed with Employee Annual Evaluations	NA	NA	96.74%	95.00%	95.00%

The staff assigned to the Human Resources function of this LOB is responsible for ensuring timely payment of employee paychecks by evaluating, reconciling and confirming that all hours worked are entered into the FOCUS system in a timely fashion. They also initiate all necessary personnel action requests and position control forms in order to ensure that the organizational structure is arranged accurately, which provides supervisors with the ability to access the appropriate personnel records and timesheets for their specifically assigned employees. This output metric is reflective of the amount of work that is processed by the Administrative staff within the department.

The staff assigned to the Financial Processing and Procurement functions of this LOB are primarily responsible for ensuring that department employees have the resources needed to effectively meet job requirements in serving the needs of the public. They also are responsible for ensuring compliance with financial, procurement and budgetary policies and regulations as all procurement and financial transactions are processed and reconciled by Administrative staff to include revenue, expenditures, inter-fund bills and appropriate distribution of funds. This efficiency metric is reflective of the amount of work that is processed by the Administrative staff within the department.

The average number of County Employee Development courses completed represents only those classes that employees take through general the County Learning Center, as this number is easily obtained via the Learning Center computer application. In addition, the department supports employee development by making a wide range of other opportunities available to staff, to include assistance for work related memberships, attendance at conferences, in-house recertification training opportunities and webinars. Future efforts will be made to identify these opportunities and include them in the compilation of this metric in order to illustrate the department's commitment to employee development.

The percentage of Career Management Plans completed and submitted with employee evaluations also illustrates the department's commitment to employee development. Management actively encourages employees to evaluate career goals and take steps toward achieving them. The department is also working toward providing opportunities for employees to obtain a broad knowledge base by allowing lateral transfers from one division to another when an employee expresses an interest in learning more about the organization by taking on new roles, responsibilities and assignments. The department also encourages a collaborative approach by creating interdivisional teams to work together on projects whenever appropriate. These steps are seen by management as some of the building blocks to growing viable leaders for the future success of the department.

Department of Planning and Zoning

LOB #66:

COMPREHENSIVE PLAN MANAGEMENT

Purpose

The purpose of Comprehensive Plan Management is to prepare, maintain, and implement the Comprehensive Plan for the physical development of Fairfax County and the protection of natural and cultural resources. Staff is responsible for conducting a cyclical Plan review process, organized through a Comprehensive Plan Amendment Work Program, and any additional amendments authorized by the BOS. These amendments may involve site-specific redevelopment proposals, special projects, and policy review and analysis of issue areas. Additional activities include providing technical and administrative expertise to community task forces; participating in regional programs for long-range forecasting of employment; undertaking historic preservation planning activities; and conducting research and analysis related to land use litigation.

Description

Staff manages and updates the Comprehensive Plan through the following activities: 1) a pilot cyclical Comprehensive Plan review process, organized through a Comprehensive Plan amendment work program; 2) additional Board-authorized amendments; and 3) planning studies of major areas within the County. The activities listed above result in planning and land use recommendations for consideration by the Planning Commission and the BOS. Other activities include: 4) providing technical and administrative support to BOS appointed task forces; and 5) preparing requests for managing consultant services; and 6) providing planning and land use information to the general public and business community through written materials, presentations, and responses to inquiries.

Major amendments underway include studies of the Richmond Highway Corridor, Fairfax Center Area, the Dulles Suburban Center, and the Lincolnia Planning District, and updates of sections to reflect implementation, including the Tyson Urban Center and Merrifield Suburban Center plans. Major amendments recently adopted by the Board of Supervisors include the Reston Master Plan and the Seven Corners Community Business Center study. Additional activities include coordinating Plan amendments for smaller, site-specific developments within areas such as the Dulles Suburban Center and the Baileys Crossroads Community Business Center, special projects including the Bicycle Master Plan, and policy review and analysis of issue areas.

In addition, staff researches, analyzes, and makes recommendations to the Planning Commission and BOS on Plan implementation tools such as historic overlay districts, impact fees, and special tax districts. Staff also reviews proposed Zoning Ordinance Amendments, such as the workforce dwellings and historic overlay districts for Plan implications in response to BOS requests. Staff also provides planned land use data for new parcels to the Department of Systems Management for Human Services (DSMHS) for use in population and housing forecasting program updates, a critical component in developing long-range forecasts for Fairfax County; reports to BOS on proposed boundary adjustments with adjacent jurisdictions (e.g. Falls Church, Fairfax City and Vienna); provides research support to the County Attorneys' Office on land use-related litigation; and administers historic preservation programs and activities. Staff also provides data (primarily land use and employment forecasts) and other support for regional and state planning efforts conducted under the auspices of groups like the Metropolitan Washington Council of Governments (COG); the Transportation Coordinating Council of Northern Virginia (TCC) and the Virginia Department of Rail and Public Transportation (DRPT).

Department of Planning and Zoning

Benefits

The County is able to promote sustainable growth and economic development while preserving stable neighborhoods and enhancing valuable natural and cultural resources through the Comprehensive Plan management. The plan establishes long-range guidance for growth and redevelopment of land concentrated in areas where community and regional services, transit, and other amenities are available such as the Tysons Urban Center, Seven Corners, and other development centers. In these areas, the County is positioned to take advantage of existing public infrastructure and emerging growth opportunities through guidance that articulates goals and priorities, created in collaboration with the community and other stakeholders. In this manner, the County is adaptable to growth while the stable residential communities that represent the majority of land uses within the County are protected and preserved.

These activities in this LOB support the agency's strategic plan initiatives which are to:

- Maintain safe and caring communities through major planning studies such as Reston, Seven Corners, and other revitalization areas, development review and public facility planning activities;
- Build livable spaces through support of mixed use development in the Comprehensive Plan;
- Connect people and places through transit oriented development policies, Bicycle Master Plan, and the Countywide Trails Program;
- Maintain healthy economies through workforce housing policies and the revitalization incentives; and
- Practice environmental stewardship through sustainable green building.

Mandates

Comprehensive Planning is mandated by Virginia Code § 15.2-2223.

Trends and Challenges

Over the long-term Comprehensive Plan Management has continued to encourage sustainable development in the County, preserving the environment, and improving the quality of life for the County's residents. As greenfield opportunities diminish and the County builds out, interest in more intense redevelopment of the County's mixed-use centers areas has become a prominent trend in planning, particularly along mass transit corridors such as the Metro Silver Line. The new and existing Metro stations as well as the established commercial revitalization areas are well-situated to accommodate future housing and employment growth as the Plan offers greater flexibility in land use intensity, mixture of uses, and access to transit and community services. The County must do all that it can to capitalize on the trend toward walkable mixed use communities served by transit.

The high vacancy rate and changes in the office market will continue to be a challenge for the foreseeable future. There has been increasing interest in amending the Plan to incorporate alternative plans for existing and planned office use. These types of proposals should be examined closely for future employment growth opportunities. In addition, the evaluation of development impacts to the surrounding residential communities, environmental sensitive areas, underlying infrastructure, and supporting services is a priority to ensure the development occurs in a prudent manner. The challenges of minimizing and offsetting these impacts, balancing new development with redevelopment, and maintaining and improving the high quality of life for residents will likely continue to become more complex.

Department of Planning and Zoning

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #66: Comprehensive Plan Management			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$1,016,782	\$989,395	\$1,099,518
Operating Expenses	95,541	77,257	77,028
Total Expenditures	\$1,112,323	\$1,066,652	\$1,176,546
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$1,112,323	\$1,066,652	\$1,176,546
POSITIONS			
<i>Authorized Positions/Full-Time Equivalents (FTEs)</i>			
<u>Positions:</u>			
Regular	15 / 15	15 / 15	15 / 15
Total Positions	15 / 15	15 / 15	15 / 15

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of land use/transportation Comprehensive Plan amendments receiving Board action	5	8	14	15	15
Number of editorial Plan amendments receiving Board action	4	3	2	8	8
Number of project specific web pages prepared for in-process Plan amendments	NA	11	16	23	23

Three metrics are presented for Comprehensive Plan Management. Staff is responsible for conducting a cyclical Comprehensive Plan review process, organized through a multiyear Comprehensive Plan Amendment Work Program, as well as processing any additional amendments authorized by the Board of Supervisors (BOS). These amendments may involve site-specific redevelopment proposals, special projects, and/or policy review and analysis of issue areas.

- Number of land use/transportation Comprehensive Plan amendments receiving Board action
- Number of editorial Plan amendments receiving Board action

Department of Planning and Zoning

The metrics for the Comprehensive Plan Management LOB considers the number of Comprehensive Plan amendments receiving Board action. The Plan amendments are categorized as land use/transportation or editorial in order to differentiate the type of Plan amendment and acknowledge the different resources required to process the amendments. Land use/transportation amendments often involve greater public outreach and in-depth analysis, which can result in longer time frames due to its more complex nature. Of equal importance, editorial Plan amendments are needed to ensure factual data and information is relevant and up-to-date. In addition, Editorial Plan amendments provide an opportunity to reconcile text with development that has occurred since the last Plan adoption as appropriate.

Goals regarding the number of Comprehensive Plan amendments receiving action by the Board of Supervisors will be developed in the next fiscal year, as this is a new metric. The number of amendments completed is dependent on a number of factors including the degree of public outreach, complexity and scope, staff resources and timing preferences of the Planning Commission and Board of Supervisors.

- Number of project specific web pages prepared for in-process Plan amendments.

This metric is intended to provide a snapshot of public outreach through electronic media. The goal is to create a web page for 100 percent of plan amendments authorized.

Department of Planning and Zoning

LOB #67:

HERITAGE RESOURCES

Purpose

The purpose of this LOB is to plan for the preservation of heritage resources in the County, including historic, architectural and archeological elements. To maintain and update the County Inventory of Historic Sites, perform heritage resource surveys, and provide support to the Board-appointed Architectural Review Board (ARB) and History Commission.

Additional activities include providing technical and administrative expertise to task forces and community groups and participating in cross-agency efforts related to heritage and cultural resources.

Description

Staff reviews and manages the heritage resource planning efforts for the County by 1) providing input related to impacts to resources affected through Plan amendment and zoning case proposals, 2) maintaining the Comprehensive Plan as related to heritage resources, 3) maintaining the County Inventory of Historic Sites, and 4) reviewing proposals in the County's Historic Overlay Districts. Staff performs heritage resource surveys to identify yet-unknown resources throughout the County, and provides support to the Board-appointed ARB and History Commission. Staff is responsible for conducting reviews of development proposals that will impact heritage resources on a site-specific level, and also for providing heritage resource planning and analysis for long-range planning studies. Staff is responsible for participating in Section 106 reviews as related to heritage resources and maintaining Fairfax County's certification with the state and federal governments as a Certified Local Government (CLG). Additional activities include providing technical and administrative expertise to task forces and community groups and participating in cross-agency efforts related to heritage and cultural resources.

Staff supports the ARB, appointed by the Board of Supervisors to administer the provisions of Part 2 of Article 7 (Historic Overlay Districts), of the Zoning Ordinance and to advise and assist the Board of Supervisors in its efforts to preserve and protect historic, architectural, and archaeological resources in the County. Staff administers the work of the ARB, including assisting applicants in preparation for monthly meetings, providing professional input to the BOS related to review and actions, and reviewing and approving plans submitted to the County by applicants after action by the ARB.

The Fairfax County Inventory of Historic Sites was established in 1969. The Inventory itself is a catalog of historically significant sites within Fairfax County. Currently, there are over 350 sites on the Inventory. These resources range from the internationally-known Mount Vernon to more anonymous churches, bridges, houses, burial grounds, and objects. Equally significant are twentieth-century sites such as Holmes Run Acres and Hollin Hills. At least 60 of these sites have been demolished since the creation of the Inventory. Inclusion on the Inventory is an honorary designation, and does not impose restrictions or limits as to what an owner can do with his property. The Fairfax County Comprehensive Plan recognizes these sites, and lists them by area in the Heritage Resources sections. Staff supports efforts of the History Commission by reviewing Inventory nominations prior to History Commission action, and updating the Comprehensive Plan on an annual basis as new sites are added to (or removed from) the list.

Department of Planning and Zoning

Benefits

The Comprehensive Plan's Policy Plan outlines the Board's goals for heritage resources. The County is able to promote sustainable, economic development within the County, while ensuring that the preservation of heritage resources plays an important part of the planning and review processes. Recent reviews and cases include a commitment to preserving the Silas Burke House, while allowing for development on the remainder of the property; rezoning, site plan, and building permit reviews in support to the Laurel Hill Adaptive Reuse Area, the former 80-acre prison site listed in the National Register of Historic Places as part of a County-developer partnership, and the establishment of a Resident Curator Program, an effort to revitalize County-owned historic properties.

Mandates

The Architectural Review Board is appointed by the Board of Supervisors to administer the provisions of Part 2 of Article 7 (Historic Overlay Districts) of the Zoning Ordinance and to advise and assist the Board of Supervisors in its efforts to preserve and protect historic, architectural, and archaeological resources in the County.

General requirements for maintaining CLG certification are identified by federal law; specific requirements for Virginia were established by the Department of Historic Resources. These include: maintenance of the ordinance, appointment of professional ARB members, and maintenance of a system for survey and inventory of historic and cultural resources.

Trends and Challenges

Trends:

Mid-20th century resources are being recognized nationwide for their importance in the fabric of our built environment. With the large number of mid-20th century properties countywide, the need for survey and evaluation has intensified.

Challenges:

- Keeping ahead of surveying needs with ongoing development pressures is a challenge with limited staff to get ahead of development efforts in the County. The Policy Plan identifies the need for survey and evaluation. The department is currently trying to address survey needs as part of the implementation of the Fairfax Forward work program.
- Loss of and deterioration of designated resources, both public and private, due to owner inability to maintain and rehabilitate these properties. Identifying initiatives such as incentives, easements or public-private partnerships to facilitate owner ability to care for historically designated properties.

Department of Planning and Zoning

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #67: Heritage Resources			
FUNDING			
Expenditures:			
Compensation	\$203,357	\$197,879	\$219,904
Operating Expenses	19,108	15,451	15,406
Total Expenditures	\$222,465	\$213,330	\$235,310
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$222,465	\$213,330	\$235,310
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	3 / 3	3 / 3	3 / 3
Total Positions	3 / 3	3 / 3	3 / 3

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of zoning, public facility review and plan amendment comments provided	14	17	21	17	17
Number of Architectural Review Board items	47	44	77	55	50
Number of permits issued	22	21	16	19	19
Number of sites reviewed by the History Commission for the Inventory of Historic Sites	0	2	2	2	2

Department of Planning and Zoning

Four metrics are identified for Heritage Resources:

1. Number of comments provided for zoning, public facility review, and plan amendments. This metric measures the number of formal comments provided in response to development review requests reviewed through different processes; zoning reviews (rezoning, proffer condition amendment, special exception, special permit, etc.), public facility review (2232), and Comprehensive Plan amendments and studies. The goal is to complete review requests by the stated deadline in at least 85 percent of cases. Staff is responsible for conducting reviews of development proposals that will impact heritage resources on a site-specific level, and also for providing heritage resource planning and analysis for long-range planning studies.
2. Number of Architectural Review Board (ARB) items. This metric measures the number of items reviewed by the ARB. Typically the ARB will review a proposal for property within a Historic Overlay District at least twice; once in a workshop session which provides an opportunity for discussion between the ARB and the applicant and once for action by the ARB. For more complicated development cases, the number of meetings at which a case is considered will be higher as development proposals are further reviewed and refined. Staff administers the work of the ARB, including assisting applicants in preparation for monthly meetings, providing professional input to the ARB related to review and actions, and reviewing and approving plans submitted to the County by applicants after action by the ARB.
3. Number of permits issued. This metric measures the number of permits issued administratively by staff for development in Historic Overlay Districts for proposals that do not require ARB review under the Zoning Ordinance.
4. Number of sites reviewed by the History Commission for addition to or removal from the Inventory of Historic Sites. This metric measures the number of sites reviewed by the History Commission for addition to or removal from the Inventory of Historic Sites. Staff supports efforts of the History Commission by reviewing Inventory nominations prior to History Commission action, and updating the Comprehensive Plan on an annual basis as new sites are added to (or removed from) the inventory. This process is community-driven and in some instances proffer-driven; the number of nominations submitted for consideration to History Commission is not controlled by staff.

Department of Planning and Zoning

LOB #68:

ENVIRONMENTAL PLANNING AND DEVELOPMENT REVIEW

Purpose

The purpose of Environmental Planning and Development Review is to help ensure that growth and development occurs in a manner that is consistent with the adopted Comprehensive Plan. With respect to the environment, the objective is to protect and preserve the County's valuable environmental features. A cornerstone of DPZ's environmental planning efforts is the identification and preservation of Environmental Quality Corridors (EQC) in addition to encouraging green building commitments where appropriate as part of the development review process. This LOB encourages sound land use and environmental decisions that are in conformance and/or in harmony with the Comprehensive Plan and Land Use and Environmental Policy Plans.

Description

Staff conducts environmental policy studies; participates in regional efforts to meet Chesapeake Bay Preservation Ordinance requirements and federal standards for ozone attainment levels; and develops policies on various environmental matters such as aviation noise abatement, stream protection, and sustainable green building design and construction. Staff further provides technical and administrative expertise to the Environmental Quality Advisory Committee (EQAC), the Wetlands Board, the Airports Advisory Committee, and the Planning Commission's Environmental Committee. Staff also prepares comments on Environmental Impact Statements submitted for state and federal projects including evaluation of plans at Dulles Internationals Airport, George Mason University, Fort Belvoir and the Engineering Proving grounds, and energy and gas pipeline proposals. Selective review and comment to neighboring jurisdictions are provided as part of the Interjurisdictional Review Process. Finally, staff supports and provides service to the County Executive's Environmental Coordinating Committee and its efforts concerning the Cool County Program Initiative, Watershed Management Plans, Air Quality Management Plan, Tree Action Soil Survey update, and Ecological Data Management Plans in support of the Board of Supervisors' Environmental Agenda and Environmental Implementation Plan.

Benefits

The work provided by the Development and Environmental Review Branch directly benefits the efforts to practice environmental stewardship by promoting the protection, conservation and restoration of natural resources in the County; and by promoting development that fosters livable spaces with distinctive and accessible town centers, neighborhoods, streets, walkways and open spaces, all of which serve to maintain and promote Fairfax County as a desirable place to work and live.

The ongoing work of the Development and Environmental Review Branch also benefits efforts to maintain healthy economies through revitalization and redevelopment applications to promote community business centers and affordable and workforce housing. The goal to connect people and places is implemented through the application of the Bicycle Master Plan, the Countywide Trails program, and transit oriented design in the development review process. Outlets to promote a culture of engagement are provided with outreach to communities and peer professionals in support of the Planning Commission's Environmental Committee, the Wetlands Board, the Environmental Quality Advisory Council, the Potomac Watershed Roundtable, the Council of Governments, and Green Breakfast program, among others.

Mandates

The work and function of the Wetlands Board are mandated under Virginia Code § 28.2-1300, Chapter 13.

Department of Planning and Zoning

Trends and Challenges

Since much of the County is largely built out, much of the development review land use and environmental analyses focuses on redevelopment in special planning areas such as Transit Station Areas (TSAs), Community Business Centers (CBCs) and Suburban Centers with consideration for increased land use options and flexibility to foster economic vitality and growth. Retrofitting the built environment to meet higher stormwater management water quality and quantity standards and public acceptance and evaluation of emerging technologies to address green building and energy conservation policies has become more challenging.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #68: Environmental Planning and Development Review			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$610,070	\$593,638	\$659,711
Operating Expenses	57,323	46,353	46,217
Total Expenditures	\$667,393	\$639,991	\$705,928
General Fund Revenue	\$600	\$900	\$600
Net Cost/(Savings) to General Fund	\$666,793	\$639,091	\$705,328
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	9 / 9	9 / 9	9 / 9
Total Positions	9 / 9	9 / 9	9 / 9

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of requests for pre-application information processed	25	31	41	42	45
Number of green building commitments reviewed	36	28	25	31	35
Number of interjurisdictional and NEPA review requests reviewed	13	6	12	6	8
Number of zoning applications reviewed	NA	86	91	90	90

Department of Planning and Zoning

Four metrics are presented for Environmental Planning and Development Review. The LOB metrics measure the evaluation of land use and environmental issues, review zoning applications and other development proposals. The purpose is to encourage sound land use and environmental decisions that are in conformance and/or in harmony with the Comprehensive Plan's land use and environmental policies.

1. **Number of requests for pre-application information processed**
This metric provides an overview of service provided in anticipation of a formal zoning request. This service is offered by the Zoning Evaluation Division. The purpose of a pre-application meeting is to familiarize applicants with the development review process and assist in issue identification and resolution prior to formal submission. For the potential applicant, this feedback provides information that can speed application submission and review as well as avoid costly application errors. For all meetings in which participation is requested, Environment and Development Review staff research applicable Comprehensive Plan guidance, create aerial and environmental assessment maps, identify potential land use and environmental issues and mitigation measures.
2. **Number of green building commitments reviewed**
Consistent with adopted Policy Plan guidance, green building commitments address policy encouraging green building certification throughout the County, especially where there is an expectation for green building commitments (LEED certification or equivalent), such as for zoning proposals for nonresidential development and for multifamily residential development of four or more stories in the Tysons Urban Center, Suburban Centers, Community Business Centers and Transit Station Areas when the zoning proposals seek one of the following: development in accordance with Plan options, development involving a change in use from what would be allowed under existing zoning, development at the Overlay Level, or development at the high end of the planned density/intensity range.
3. **Number of interjurisdictional and National Environmental Protection Act (NEPA) review requests**
Review of a myriad of development proposals is requested consistent with local policies, state law and the NEPA. For each proposal an assessment of impact is made and those proposals distant from county boundary or with no impacts, staff does not provide comments. Proposals not meeting this criteria are reviewed by environmental staff with consulting assistance from other agencies as appropriate. Comments on major undertakings such as the Fort Belvoir Master Plan are presented to the Board of Supervisors for review and comment.
4. **Number of zoning applications reviewed**
This metric measures the number of zoning applications for which environmental or land use comments are prepared. For each application, the assigned staff prepares relevant background information, participates in internal staff meetings, as well as meeting with the applicant. In consultation with senior staff and after review of 1) applicable Comprehensive Plan guidance, 2) land use design and environmental issues, 3) suggested mitigation measures and 4) a finding of the extent that the proposal addresses land use design and environmental issues, a memorandum is prepared. Revised reports may be necessary to adequately reflect substantive application revisions.

As these are new metrics, goals will be established when sufficient data have been collected.

Department of Planning and Zoning

LOB #69:

PUBLIC FACILITIES PLANNING

Purpose

The Public Facilities LOB exists to 1) develop and maintain a long-range program and plan for meeting the County's public facility needs, 2) coordinate the review and analysis of requested new and expanded public facility, telecommunications, and utility proposals, and 3) assist the public, appointed boards and commissions, and the Board of Supervisors in understanding the impacts of these proposals.

The Public Facilities Branch ensures that executed proposals are in conformance with the Comprehensive Plan as it pertains to location, character, and extent, as described in the Code of Virginia.

Description

Activities within this Line of Business include:

- Staff review of all public capital proposals, including those proposed by the wireless telecommunications industry, for general conformance with the Comprehensive Plan;
- Evaluations and recommendations related to proposed sites for new public and telecommunication facilities;
- Long-range facility planning, including alternative site and impact analyses, to promote the efficient use of capital funds;
- Staff review of special studies and Plan amendments to assess impacts and ensure the accommodation of public facilities;
- Evaluation of proposed expansions to the County's Approved Sewer Service Area (ASSA);
- Assistance with County agencies such as Fire and Rescue and Libraries in development of service area estimates and location standards;
- Evaluation and comments on the proposed Federal Capital Improvement Program (CIP);
- Assistance with the preparation of the County's five-year CIP; and
- Coordination and oversight of the Exceptional Design Award Program.

Benefits

Activities in this LOB support the strategic plan initiatives to Maintaining Safe and Caring Communities through major planning studies, revitalization, development review and public facility planning activities; Building Livable Spaces through support of mixed use development in the Comprehensive Plan; Connecting People and Places through transit oriented development policies and the Countywide Trails Program; Maintaining Healthy Economies through workforce housing policies and the CIP; and Practicing Environmental Stewardship through sustainable "green" building and stream protection policies.

Department of Planning and Zoning

Mandates

The 2232 Review Process is codified in Virginia Code § 15.2-2232 and, indirectly, § 15.2-2223, Comprehensive Planning. All proposed public facilities and select telecommunication facilities are subject to the provisions of these sections.

The Middle Class Tax Relief and Job Creation Act of 2012 (6409(a)) became law in February 2012, with final rulemaking issued in February 2015. Telecommunication facilities that wish to co-locate, remove, or replace transmission equipment are accorded review provisions under this act.

County staff maintains review procedures and protocols for adherence to these state and federal laws.

Trends and Challenges

The need for public services will continue to increase as populations increase and diversify, as facilities age or become obsolete, and as available open or undeveloped space becomes scarce. The need for increased telecommunication infrastructure will continue to expand with the rise in popularity of personal computing and communication devices category, reduced cost, and increased performance capacity.

Facility challenges include siting constraints – for schools, public safety buildings, and telecommunication infrastructure in particular – in areas of the County with shrinking land availability. Creative planning, co-location opportunities, and public-private partnerships must be a part of this LOB. Telecommunication challenges include the ability to stay abreast of changing telecommunication market demands and provide the necessary infrastructure for an array of private carriers. Additionally, proposals to construct, expand, or modify facilities require timely reviews and action – including some legally mandated timelines – in response to service needs, master planning efforts, and property transactions.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #69: Public Facilities Planning			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$610,070	\$593,638	\$659,711
Operating Expenses	57,323	46,353	46,217
Total Expenditures	\$667,393	\$639,991	\$705,928
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$667,393	\$639,991	\$705,928
POSITIONS			
<i>Authorized Positions/Full-Time Equivalents (FTEs)</i>			
<u>Positions:</u>			
Regular	9 / 9	9 / 9	9 / 9
Total Positions	9 / 9	9 / 9	9 / 9

Department of Planning and Zoning

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of 2232 Public Facility applications processed to conclusion	76	93	97	95	95
Percentage of 2232 Telecommunication applications approved within 90 days of acceptance.	92	88	85	85	85
Percentage of 6409 Telecommunication applications approved within 60 days of acceptance.	NA	NA	NA	100	100

- Number of 2232 Public Facility applications processed to conclusion.
- Percentage of 2232 Telecommunication applications approved within 90 days of acceptance.
- Percentage of 6409 Telecommunication applications approved within 60 days of acceptance.

The three metrics for Public Facilities planning group are based on responsiveness to state and federal statutes. Specifically, these statutes are Virginia Code § 15.2-2232 and, indirectly, § 15.2-2223 Comprehensive Planning. At the federal level, conformance to the Middle Class Tax Relief and Job Creation Act of 2012 (6409(a)). Telecommunication applications must conform to review and decision time parameters, often referred to as a “shot clock.”

The Public Facilities group also measures output for non-telecommunication facilities. These applications fall under less-stringent shot clock rules and primarily serve the County’s schools, police and fire stations, libraries, parks, and utilities.

Department of Planning and Zoning

LOB #70:

MAPPING AND GIS SUPPORT

Purpose

The purpose of the Mapping and Geographic Information Systems (GIS) Support LOB is to create and maintain Plan-related maps, graphics, and data bases used for depiction, analysis, and consideration by BOS, staff, and citizens. The LOB includes maintenance of accompanying GIS data bases. Specific products include creating or regular updates of:

- the Comprehensive Plan wall map,
- over 600 maps in the Comprehensive Plan five-volume text,
- the Inventory of Historic Sites wall map,
- detailed maps of 13 Historic Overlay Districts,
- a 450-page Planner-of-the-Day map reference book,
- detailed maps of 33 County development centers,
- detailed maps for all Environmental Quality Corridors (EQC) and Wetlands determinations, and
- detailed maps for ongoing Comprehensive Plan amendments, of which there are currently 31 in progress.

Description

This Mapping and GIS Support LOB is provided by a dedicated section which has a wide range of responsibilities in support of the planning staff. Some Geographic Information Systems (GIS) products are also created by other staff not a part of the dedicated section. This Mapping and GIS Support LOB includes building maps and graphics for the Web and for paper publication. These include all the maps and graphics in the Comprehensive Plan, which has become a Web-based document where it formerly was a paper publication. In addition, this LOB includes making the required maps and graphics for all Plan amendments, Public Facilities items, and EQC and Wetlands determinations. Aerial photos with supplemental line work and type callouts and titling are put together by the section.

Other products produced under this Mapping and GIS Support LOB include books, booklets, posters, PowerPoint presentations, magazine type publications, large wall maps and multi-page atlases. The Graphics and GIS Section also coordinates printing efforts with the County Print Shop.

An important aspect of the responsibilities of this Mapping and GIS Support LOB is the creation, analysis, and maintenance of databases of all the planning-related shapes, such as the boundaries of development centers, planning sectors, special studies, and Plan amendments. This LOB is also includes the creation of large free-standing displays, for example, for the design awards program.

To facilitate this Mapping and GIS Support LOB, the agency uses and maintains a wide range of high tech equipment including various GIS, publishing, and illustration software administered by the Administrative Section's IT branch.

Department of Planning and Zoning

Benefits

Benefits of the Mapping and GIS Support LOB include providing a visual interface to enhance the community's access to information about the land use planning process and the delivery of land use information. Maps and graphics effectively communicate information to the public about current usage, Board adopted plans for future use, and proposals being evaluated for new scenarios.

Maps and graphics are used in both the County's website and in published paper materials. This use of Web and hard copy publications is in support of the jurisdiction's goal of coordinated countywide presentation of data in a transparent and timely manner.

Other benefits which accrue from the use of GIS are the maintenance of permanent records of use-related boundaries and quantification of land use attributes.

Mandates

All efforts undertaken in the Mapping and GIS Support LOB are in support of three major program areas:

- Comprehensive Plan Management
- Environmental Planning and Development Review
- Public Facilities Planning

Each of these areas, in turn, are mandated by local state, and federal requirements.

Trends and Challenges

Trends:

- Development of new applications allowing non-GIS staff and citizens to analyze data and create presentations.
- GIS will move beyond the simple display and query of online mapping to development of technology that provides more analytical and data processing capabilities via the cloud.
- Use of data brought in via the Web.

Challenges:

- Maintenance of databases in as close to real time as possible.
- Making access to GIS data more user-friendly.
- Coordination with other County agencies who participate in the Plan amendment process.
- Timely updates of map images on the County website.

Department of Planning and Zoning

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #70: Mapping and GIS Support			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$271,142	\$263,839	\$293,205
Operating Expenses	25,477	20,601	20,541
Total Expenditures	\$296,619	\$284,440	\$313,746
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$296,619	\$284,440	\$313,746
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	4 / 4	4 / 4	4 / 4
Total Positions	4 / 4	4 / 4	4 / 4

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Percent of digital Comprehensive Plan maps and Plan Amendment layers completed within 10 working days of adoption by the Board of Supervisors	NA	NA	98	99	99
Number of graphics prepared in support of Comprehensive Plan maintenance	NA	NA	815	850	850

Department of Planning and Zoning

Two metrics are identified for DPZ Mapping and GIS support.

1. Percent of digital Comprehensive Plan maps and Plan Amendment layers completed within 10 working days of adoption by the Board of Supervisors

This metric reflects the timeliness of Comprehensive Plan map and GIS layer updates. Sixteen Comprehensive Plan amendments were adopted by the Board of Supervisors within the last year. These include major revisions to recommendations guiding the redevelopment of activity centers such as Seven Corners Community Business Center, as well as editorial amendments that updated several sections of the Comprehensive Plan. The timely update of accompanying maps and GIS layers is imperative in providing reliable information to residents and those contemplating development investments in the County. Updates of the approximately 100 digital layers maintained on the Spatial Data Engine, and other layers maintained for Planning Division uses and shared with County counterparts is also essential to the work of other County agencies.

2. Number of graphics prepared in support of Comprehensive Plan maintenance

Unique deliverables are created for a wide-variety of planning studies, reports, reviews, presentations, and public handouts. Some of these discrete images may run into the hundreds of pages, i.e., the Planner of the Day atlas may run to 450 pages, each with a separate map image. Deliverables can include both maps and other graphics such as charts and perspective drawings. The increased complexity of Plan Amendments over time and the addition of Web publishing results in the need for many more maps and graphics for each planning effort.

LOB #71:

REZONING AND SPECIAL EXCEPTION EVALUATION

Purpose

The purpose of the Rezoning and Special Exception Line of Business is to provide the public, the development community and the appointed and elected officials with objective analysis and recommendations regarding the potential development impacts of land use proposals that propose rezoning, a modification to a previously approved rezoning, or the establishment of uses that may be allowed within a zoning district with approval of a Special Exception by the Board of Supervisors.

Description

Staff within DPZ engaged in this LOB coordinate the comprehensive review of land development proposals for compliance with the provisions of the Zoning Ordinance, for conformance with the recommendations of the Comprehensive Plan and for potential conflicts with other land development regulations and/or adopted policies. Written comments and in person participation by staff from multiple County agencies takes place during the review process, resulting in a comprehensive written staff analysis of each land use proposal. These reports are available to the public and used by the Planning Commission and Board of Supervisors during deliberations.

Products of this line of business include:

- Interagency coordination among the land development agencies
- Staff support at land use committee, Homeowners Association (HOA) and other community meetings
- Direct and immediate staff support to appointed and elected officials
- Written staff reports for each land use case
- Public Hearings before the Planning Commission and the Board of Supervisors
- Guidance through the land development process (applicants and citizens)
- Proffers and development conditions to mitigate development impacts

Benefits

The benefits of this line of business include the following:

- Development entitlements enabling applicants to proceed to site plan and building permit approval
- Implementation of County policies and land development regulations
- Public notification/outreach regarding opportunities to provide direct input at public hearings
- Proffers and development conditions that mitigate land development impacts
- Support to elected and appointed officials
- Community education (public and development community)

Department of Planning and Zoning

Mandates

The Comprehensive Plan provides guidance and the Zoning Ordinance regulates land use in Fairfax County in accordance with the Code of Virginia.

Trends and Challenges

Fairfax County is urbanizing particularly within the Transit Station Areas and identified activity centers. The mixed-use development pattern that is encouraged to occur in these areas has necessitated changes in County Policy and zoning regulations to accommodate a flexible mix of uses and more urban development pattern. It is expected that policy changes that have been enacted in Tysons regarding such items as parking requirements, mixed use and flexibility in urban form and design will be extended to other areas of the County where a more urban form is also desired.

Residential and commercial infill development continue as trends that present challenges as the agency accommodates this type of growth while protecting and minimizing impacts on the surrounding residential communities. While the amount of land included in such plans and rezoning applications may be small in acreage, the analysis required to provide informed recommendations to the Planning Commission and Board of Supervisors can be complex and time consuming, and requires sensitive negotiations with all parties involved. Implementation of stormwater management regulations presents particular challenges on smaller development sites; infill development in general provides challenges in areas lacking adequate storm sewerage. Other policies and regulations as they pertain to parking and open space, for example, originally adopted for large suburban areas, require careful consideration in its application.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #71: Rezoning and Special Exception Evaluation			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$1,151,123	\$1,094,452	\$1,263,893
Operating Expenses	108,278	87,556	87,299
Total Expenditures	\$1,259,401	\$1,182,008	\$1,351,192
General Fund Revenue	\$1,163,402	\$1,336,261	\$1,205,672
Net Cost/(Savings) to General Fund	\$95,999	(\$154,253)	\$145,520
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	17 / 17	17 / 17	17 / 17
Total Positions	17 / 17	17 / 17	17 / 17

Department of Planning and Zoning

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Applications Accepted for Scheduling	116	163	195	180	180
Number of Staff Reports Published	NA	NA	189	175	175
Number of BOS Final Actions	80	74	118	92	92
Average Time (in months) from Application Acceptance to BOS Final Action	11.0	11.3	9.6	10.0	10.0
Average Number of Staff Team Meetings Held with the Applicant Team Per Case	NA	NA	NA	3.2	3.2
Number of Expedited Zoning Cases	NA	NA	25	30	30
Number of Pre-Application Meetings Held by Branch Chiefs (Non-BZA Cases)	NA	NA	65	75	75

Seven metrics are identified for DPZ Rezoning and Special Exception Evaluation:

1. Number of Applications Accepted for Scheduling

The number of applications accepted during the fiscal year indicates the number of new applications that staff is actively evaluating. This number does not include cases where the evaluation process continues from the prior fiscal year due to factors such as proposal complexity, deferrals due to additional community outreach or other factors.

2. Number of Staff Reports Published

This metric indicates the volume of zoning cases that staff is actively evaluating during the fiscal year as evidenced by the publication of a staff report. This metric does not account for those applications that may have been actively evaluated during the year, but deferred or withdrawn prior to publication of a staff report.

3. Number of BOS Final Actions

This metric indicates the number of zoning cases for which the Board of Supervisors has reached a final decision during the fiscal year.

4. Average Time (in months) from Application Acceptance to BOS Final Action

This metric indicates the average amount of time (in months) for those cases that have been decided during a fiscal year to complete the zoning review process. The measure begins from the date of application acceptance to date of final action by the Board of Supervisors. The processing timeframe is significantly lower in FY 2015 due to the larger than normal number of Special Exception applications processed which generally have a shorter processing time.

5. Average Number of Staff Team Meetings Held with the Applicant Team per Case

This metric indicates the level of comprehensive coordination that occurs between the staff team and the applicant team per case as measured by the number of face to face meetings held with the applicant team where there are at least three staff representatives from different agencies present to address land use concerns directly with the applicant team. This coordination is in addition to phone conversations, email correspondence and one-on one meetings or single topic meetings.

Department of Planning and Zoning

6. Number of Expedited Zoning Cases

This metric is an indicator of cases identified for priority review by the Board of Supervisors. It is intended that these cases receive accelerated review during each stage of the zoning process and accelerated scheduling of the Planning Commission and Board of Supervisors public hearing dates. This metric excludes cases where a Planning Commission date has been scheduled and the expedited action directs scheduling of the BOS date prior to an upcoming BOS recess period.

7. Number of Pre-Application Meetings Held by Branch Chiefs (Non-Board of Zoning Appeals (BZA) Cases)

This metric is an indicator of the number of meetings held with prospective applicants prior to filing a zoning application with the purpose of providing early guidance on the policies of the Comprehensive Plan, the regulations of the Zoning Ordinance, and other relevant information applicable to the prospective proposal.

Department of Planning and Zoning

LOB #72:

SPECIAL PERMIT AND VARIANCE EVALUATION

Purpose

The purpose of the Special Permit and Variance Evaluation LOB is to provide the public, the development community and the appointed members of the Board of Zoning Appeals (BZA) with objective analysis and recommendations regarding the potential development impacts of land development applications that propose a variance of the provisions of the Zoning Ordinance or a specific use within a particular zoning district that may be allowed subject to the approval of a special permit by the Board of Zoning. This line of business also provides the Clerk to the Board of Zoning Appeals function that manages communication with individual members and the body as a whole and maintains the official public meeting record including, minutes and legal notice verification for each of the public hearings held by the Board of Zoning Appeals. When BZA decisions are challenged in court, the Clerk prepares official returns of record during trial preparation.

Description

Staff within the Department of Planning & Zoning engaged in this LOB coordinate the comprehensive review of land development proposals for compliance with the provisions of the Zoning Ordinance, for conformance with the recommendations of the Comprehensive Plan and for potential conflicts with other land development regulations and/or adopted policies. Written comment and participation from multiple County agencies is obtained during the application review process resulting in a comprehensive written staff report on each land use proposal. Staff reports are available to the public and used by the Board of Zoning Appeals and the Planning Commission and the Board of Supervisors, when applicable, during deliberations.

Products of this line of business include:

- Interagency coordination among the land development agencies
- Written staff reports for each land use case
- Public Hearings before the BZA, Planning Commission, and Board of Supervisors
- Guidance through the land development process (applicants and citizens)
- Development conditions to mitigate development impacts
- Preparation of official meeting minutes for adoption by the BZA
- Maintenance of the official case file and video record of the zoning case
- Coordination of all official communication to and with members of the BZA

Benefits

The benefits of this line of business include the following:

- Implementation of County policies and land development regulations
- Public notification/outreach regarding opportunities to provide direct input at public hearings
- Special outreach and assistance to applicants unfamiliar with land development, such as homeowners and non-profit institutions
- Development conditions that mitigate land development impacts
- Support to the appointed members of the BZA
- Community education (public and development community)

Department of Planning and Zoning

Mandates

The Zoning Ordinance regulates land use in Fairfax County in accordance with the Code of Virginia; the Comprehensive Plan is required to provide for these regulations.

Trends and Challenges

Fairfax County zoning regulations delegate the review authority for a variety of uses to the Board of Zoning Appeals. Zoning applications that propose the addition of an accessory dwelling unit for an older adult or disabled person, home child care facilities, increases in fence height, and places of worship are among the Special Permit uses that are under the purview of the Board of Zoning Appeals. As the volume of certain Special Permit applications increase and/or the associated case analysis becomes routine, it will be increasingly more important to review these uses to determine whether process changes may be warranted to ensure the review times stipulated by the Code of Virginia are routinely satisfied. A recent policy change by the Virginia Department of Social Services requires the Zoning Administrator to certify that home child care facilities comply with local zoning regulations. This has resulted in over 250 applications for special permits for home child care facilities over the past two years, many of which had been in operation for years. As state licenses require renewals, it is anticipated that applications for these special permits will continue in high volumes of applications as compared with years prior to 2014. Further, for many home child care providers, English is not their native language; this has led to increased demands on staff to provide guidance through the application process.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #72: Special Permit and Variance Evaluation			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$541,705	\$515,036	\$594,773
Operating Expenses	50,954	41,203	41,082
Total Expenditures	\$592,659	\$556,239	\$635,855
General Fund Revenue	\$477,090	\$505,055	\$474,841
Net Cost/(Savings) to General Fund	\$115,569	\$51,184	\$161,014
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	8 / 8	8 / 8	8 / 8
Total Positions	8 / 8	8 / 8	8 / 8

Department of Planning and Zoning

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Applications Accepted for Scheduling	116	225	261	200	200
Number of Staff Reports Published	NA	NA	275	280	280
Number of BZA Final Actions	102	136	247	258	258
Average Time (in months) from Application Acceptance to BZA Final Action	3.1	4.6	6.0	6.8	6.8
Number of Pre-Application Meetings Held by Branch Chiefs (BZA Cases)	NA	NA	4	6	6

Five metrics are identified for DPZ Special Permit & Variance Evaluation:

1. Number of Applications Accepted for Scheduling

The number applications accepted during the fiscal year indicates the number of new applications that staff are actively evaluating. This number does not include cases where the evaluation process must carry-over beyond the fiscal year of acceptance due to factors such as proposal complexity, deferrals due to additional community outreach or other factors are not acted upon by the BZA within the year of acceptance.

2. Number of Staff Reports Published

This metric indicates the volume of zoning cases that staff is actively evaluating during the fiscal year as evidenced by the publication of a staff report. This metric does not account for those applications that may have been actively evaluated during the year, but deferred or withdrawn prior to publication of a staff report.

3. Number of BZA Final Actions

This metric indicates the number of zoning cases for which the BZA has reached a final decision during the fiscal year.

4. Average Time (in months) from Application Acceptance to BZA Final Action

This metric indicates the number of zoning cases for which the BZA has reached a final decision during the fiscal year.

5. Number of Pre-Application Meetings Held by Branch Chiefs (BZA Cases)

This metric is an indicator of the number of meetings held with prospective applicants prior to filing a zoning application with the purpose of providing early guidance on the policies of the Comprehensive Plan, the regulations of the Zoning Ordinance, and other relevant information applicable to the prospective proposal.

Department of Planning and Zoning

LOB #73:

PROFFER INTERPRETATION AND SPECIAL PROJECTS

Purpose

The purpose of the Proffer Interpretation and Special Projects LOB is to provide the development community, internal staff, the public and the appointed and elected officials with verbal clarification or written responses to interpretation requests of approved proffers and development conditions.

Description

Staff within the Department of Planning and Zoning engaged in this line of business evaluate proffers, development conditions and plans associated with approved zoning applications to: 1) respond to written requests from the development community to determine whether proposed modifications are in substantial conformance with the approved zoning case; 2) evaluate requests for additional time to commence construction of approved special exception and special permit uses; 3) provide zoning interpretations upon the request of the Department of Public Works and Environmental Services (DPWES) during its review of various aspects of final engineering and construction drawings; and 4) provide zoning analysis for telecommunication facility proposals that are processed administratively.

Products of this line of business include:

- Interagency coordination among the land development agencies
- Written interpretations of approved proffers and development conditions
- Annual proffer report to the State
- Additional Time Request staff reports for the Board of Supervisors and Board of Zoning Appeals
- Guidance regarding minor modifications

Benefits

The benefits of this line of business include the following:

- Implementation of approved proffers and development conditions
- Public notification/outreach regarding minor building additions that may be proposed for administrative review
- Ability to track changes to approved development applications over time, providing both a historical record and consistency of interpretations
- Administrative review process to allow for minor modifications rather than a public hearing

Mandates

Once approved, proffers and development conditions become part of the Zoning Ordinance as they pertain to specific properties, and as such are subject to enforcement action.

Department of Planning and Zoning

Trends and Challenges

Each year numerous requests for interpretation of approved proffers and development conditions are received from internal County agencies (primarily DPWES), elected and appointed officials, the development community, homeowners associations and individual citizens. When possible requests from internal sources are responded to verbally for efficiency. As the complexity of proffer language has increased over time, so too has the complexity of interpretation questions. Also, it has become common for there to be multiple distinct questions included within a single interpretation request letter. Providing timely written responses to interpretation requests is an ongoing challenge. It is expected that the establishment of two “booster shot” positions to assist DPWES with proffer review and compliance during site plan and building plan review stage of the development process will enable developers to deliver to market sooner, and will free remaining staff to focus on addressing those interpretation requests that require a written response.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #73: Proffer Interpretation and Special Projects			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$270,852	\$386,277	\$446,080
Operating Expenses	25,477	30,902	30,811
Total Expenditures	\$296,329	\$417,179	\$476,891
General Fund Revenue	\$350,487	\$383,748	\$361,668
Net Cost/(Savings) to General Fund	(\$54,158)	\$33,431	\$115,223
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	4 / 4	6 / 6	6 / 6
Total Positions	4 / 4	6 / 6	6 / 6

Department of Planning and Zoning

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of site and building plan review cases per year that required informal interpretation staff support	NA	NA	NA	35	35
Percentage of assigned proffer/condition interpretations completed within 30 working days of receipt (RZ=Rezoning; SE=Special Exception)	52 (RZ) 34 (SE)	33 (RZ) 26 (SE)	31 (RZ) 37 (SE)	33 (RZ) 33 (SE)	33 (RZ) 33 (SE)
Percentage of interpretation requests per year that ask more than one question	NA	NA	NA	30	30
Number of completed written responses to inquiries, excluding interpretations	126	93	155	160	160
Number of completed responses to proffer/condition interpretations	162	150	116	100	100

Five metrics are identified for DPZ Proffer Interpretation & Special Project:

- 1. Number of site and building plan review cases per year that required informal interpretation support.**
 With the establishment of two booster shot positions within DPZ, this new metric is intended to measure the level of zoning support provided to DPWES to resolve zoning questions that arise during the engineering phase of the land development process.
- 2. Percentage of assigned proffer/condition interpretations completed within 30 working days of receipt.**
 This metric indicates the proportion of requests that due to its straightforward nature or urgency, staff was able to respond within 30 working days of receipt.
- 3. Percentage of interpretation requests per year that ask more than one question.**
 This new metric indicates the level of complexity and research effort required to respond to requests that pose multiple questions.
- 4. Number of completed written responses to inquiries, excluding interpretations.**
 This metric indicates the number of written responses to inquiries related to complete zoning cases, including inquiries from other County agencies or divisions within the department. For example, included within this measure are telecommunication facility reviews and additional time requests.
- 5. Number of completed responses to proffer/condition interpretations.**
 This metric indicates the volume of proffer/condition interpretations that are completed per fiscal year.

Department of Planning and Zoning

LOB #74:

CUSTOMER SERVICE, APPLICATIONS INTAKE AND ACCEPTANCE

Purpose

The purpose of this LOB is to provide direct personal customer service to any person who calls or visits the Zoning Evaluation Division. Typical customers include the public seeking general zoning or specific zoning application information, applicants seeking appointments with planners to discuss pending or future cases in addition to applicants who have filed zoning applications seeking case status information on meeting the minimum submission requirements of the Zoning Ordinance.

Description

This LOB consists of administrative staff who serve as the first point of contact to callers and visitors to the Division, staff who maintain the zoning case files both electronic and hard copy versions, staff who process Division correspondence, and staff who review all submitted zoning applications to determine if the minimum submission requirements of the Zoning Ordinance are satisfied.

Staff at the front counter also provide guidance to individuals who are unsure of what agency/division to contact. In addition, staff schedules pre-application meetings for customers who wish to discuss the viability of rezoning proposals prior to submitting a completed application, including payment of fees. Staff also conducts preliminary research on properties for use in pre-application meetings.

Benefits

This LOB provides customers with immediate contact with a planner or other knowledgeable staff to answer general questions. Based upon the nature of the customer inquiry, this line of business serves to re-route the customer to the appropriate land development agency or division. When more in-depth research is needed to respond to a customer inquiry, staff will refer the customer to the planner of the day or initiate the appropriate procedures to request a pre-application meeting with a senior staff person. When an applicant has submitted a zoning application, multiple staff contacts are provided to assist the applicant understand the nature of minimum zoning application submission requirements and eliminate application deficiencies.

Mandates

None of the components of this LOB are mandated. However, there is a zoning ordinance compliance component to the line of business in that the minimum zoning application submission requirements are stipulated by the Zoning Ordinance. Zoning Applications are not accepted for review and scheduled for public hearing until it is determined that the application satisfies the minimum requirements.

Trends and Challenges

The increased use of technology is becoming more prevalent in this LOB, particularly the self-service aspects of new and improved land development databases and application forms. Increasingly more land use information is becoming available to the public and applicants via the County website. While this trend has resulted in a reduction in visits to the office to obtain general information, an increase in the number of telephone inquiries regarding where to find information and forms on the website is evident. As the County land development submission process moves forward with electronic submission and review of zoning applications, the organization and maintenance of the County website and other information

Department of Planning and Zoning

technology resources will become more critical to the County staff users, the public and the development community. It will also require direct assistance to applicants less familiar with the technology involved.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #74: Customer Service, Applications Intake and Acceptance			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$812,557	\$772,554	\$892,160
Operating Expenses	76,431	61,804	61,623
Total Expenditures	\$888,988	\$834,358	\$953,783
General Fund Revenue	\$290,087	\$333,588	\$301,268
Net Cost/(Savings) to General Fund	\$598,901	\$500,770	\$652,515
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	12 / 12	12 / 12	12 / 12
Total Positions	12 / 12	12 / 12	12 / 12

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Average number of phone calls per month to the main phone line for the Division	NA	NA	NA	1,000	1,000
Average number of visitors per day	NA	NA	7.5	8	8
Number of applications received per year	283	535	327	280	280

Three metrics are identified for DPZ Customer Support, Applications Intake and Acceptance:

- 1. Average number of phone calls per month to the main phone line for the Division**
 This new metric is an indicator of the volume of inquiries from all customers and includes those requests that can be resolved over the phone through immediate response, website assistance and/or redirection to appropriate staff.
- 2. Average number of visitors per day**
 This metric is an indicator of the number of walk-in customers seeking zoning application information generally without a scheduled appointment. Applicant teams and other customers with an appointment to meet with a planner are generally excluded from this metric.
- 3. Number of applications received per year**
 This metric indicates the number of zoning applications reviewed per year for compliance with the submission requirements of the Zoning Ordinance.

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LOB #75:

ZONING INTERPRETATIONS, INQUIRIES AND APPEALS

Purpose

The Fairfax County Zoning Ordinance is intended to promote the public health, safety and general welfare and to implement the Comprehensive Plan for the orderly and controlled development of the County. It is the duty and responsibility of the Zoning Administrator to implement and enforce the Zoning Ordinance, including its interpretation and administration. The administration of the Zoning Ordinance includes responding both verbally and in writing to citizens, business owners, staff and other stakeholders about requests for zoning interpretations and information, as well as making Zoning Administrator determinations as specified in the Zoning Ordinance, such as minimum yard requirements (setbacks) for a given property and the issuance of food truck permits.

The ability to appeal either determinations made by the Zoning Administrator or Notices of Violation (NOVs) issued for Zoning Ordinance violations allows County residents, business owners, or other aggrieved stakeholders to exercise due process through a Board of Zoning Appeals public hearing process.

Description

The Zoning Interpretations, Inquiries and Appeal LOB is performed by staff in the Ordinance Administration Branch. This LOB is responsible for several tasks and functions which are designed to help in the administration and implementation of the Zoning Ordinance. The primary functions include:

- **Zoning Compliance Letters**: provide property-specific zoning history and compliance status;
- **Use Determinations**: identify what a particular use is within the Zoning Ordinance and what may be required to establish that use in a particular location;
- **Accessory Structures/Use Determinations**: clarify what size and location of accessory uses/structures are permitted on a given property;
- **Vested Rights Determinations**: analyze whether the provisions of Virginia Code § 15.2-2307 are applicable to a noncompliant structure, thereby giving it legal right to remain even though such structure does not meet the current requirements;
- **Yard Determinations**: clarify the minimum yard requirements (setbacks) for a given property;
- **Setback Certifications**: determine whether the required setbacks were met during certain residential construction projects;
- **Zoning Verification for State Licensing**: family day homes, junk yards, vehicles sales and certain other uses require a license from the Commonwealth of Virginia before establishment of the use. Prior to issuing the license, the Commonwealth requires confirmation from the local jurisdiction that local zoning requirements have been satisfied;
- **Food Truck Permits**: issue food truck location and operator permits;
- **Virginia Code § 15.2-2232 Application Reviews** - provide guidance to Planning and Zoning Evaluation Division staff on whether the Zoning Ordinance requirements are met for proposed telecommunications facilities and public facilities; and
- **Lot Validation Requests**: provide guidance on whether a specific property is buildable from a zoning and subdivision perspective.

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The processing of appeal applications is mandated by state code provisions, and allows County residents, business owners, or other aggrieved stakeholders to appeal Notice of Violations (NOVs) issued for Zoning Ordinance violations, as well as to appeal determinations made by the Zoning Administrator. The processing of an appeal includes the acceptance of the application, legal advertisement, historic research and coordination with the appellant and appropriate staff. A staff report outlining the Zoning Administrator's position is prepared and staff presents its position at the Board of Zoning Appeals (BZA) public hearing. The BZA makes the final decision on the appeal. For appeal applications that are based on NOVs, the primary emphasis is placed on trying to obtain compliance by seeking other remedies, such as site plan or special permit approval. The appeals process also includes the maintenance and update of the appeals database and files.

Benefits

Benefits of the LOB include:

- Promotes the public health, safety and welfare;
- Provides citizens and business owners with certainty and guidance on how property can be developed, thereby allowing financial and business decisions to be made concerning property;
- Allows certain uses to be established, thereby promoting economic development within the County; and
- Allows County residents, business owners, or other aggrieved stakeholders to appeal NOVs issued for Zoning Ordinance violations, as well as to appeal determinations made by the Zoning Administrator; thereby, exercising the right to due process.

Mandates

Pursuant to Sect. 18-103 of the Zoning Ordinance, the Zoning Administrator shall administer and interpret the Zoning Ordinance. All of the functions of this LOB are directly involved in the administration and interpretation of the Zoning Ordinance.

Zoning Appeals are mandated by Virginia Code §§ 15.2-2308 (Boards of Zoning Appeals to be Created; Membership, Organization, etc.) and 15.2-2309 (Powers and Duties of Boards of Zoning Appeals). The County's implementation of these requirements is governed by the Zoning Ordinance provisions of Part 3 of Article 18 of the Zoning Ordinance.

Trends and Challenges

The following trends and challenges have been identified:

- Changes in state and federal regulations and court rulings have reduced the localities ability to regulate certain uses or activities. For example, changes to the Code of Virginia have resulted in more uses to be vested as nonconforming uses and have limited almost all local regulations for agricultural uses including farm wineries, farm breweries and farm distilleries. In addition, changes in federal telecommunication regulations have allowed more expansions of telecommunication facilities to be permitted without local jurisdiction review. Becoming familiar with and understanding the practical applications of the new state and federal regulations and court rulings is a challenge for the County.
- Economic development and the facilitation of new business is a County goal; however, a strict interpretation of the zoning regulations may at times make it difficult to promote economic development. The challenge is to promote economic development while maintaining consistency in interpretation and adherence to the zoning regulations.

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- There is increasing demand to update outdated land uses and definitions to reflect changing development trends. Examples include: micro-breweries; changes in the restaurant industry; and new types of housing that serve the aging and disabled.
- The number of setback certifications and zoning compliance letters has increased over the past several years. Given the expected short turnaround on these requests, staff is required to spend a disproportionate time on these requests and is unable to spend time on other functions.
- Increase in staff turnover due to retirements and cross agency promotional opportunities. As such, the challenge is to find qualified new staff and to provide the appropriate training.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #75: Zoning Interpretations, Inquiries and Appeals			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$864,879	\$906,140	\$931,133
Operating Expenses	76,431	66,955	66,758
Total Expenditures	\$941,310	\$973,095	\$997,891
General Fund Revenue	\$80,714	\$104,655	\$86,234
Net Cost/(Savings) to General Fund	\$860,596	\$868,440	\$911,657
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	12 / 12	13 / 13	13 / 13
Total Positions	12 / 12	13 / 13	13 / 13

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number. of Compliance Letters completed	276	264	339	340	340
Percent of Compliance Letters completed within 30 days of receipt	96%	81%	73%	80%	95%
Number of Setback Certifications completed	679	611	709	730	700
Percent of Setback Certifications completed within 7 days of receipt	88%	81%	75%	94%	85%
Number of Appeals accepted	37	16	32	20	20
Number of Appeals completed	14	13	17	20	20

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The metrics for the Zoning Interpretations, Inquiries and Appeals measure the number of compliance letters and setback certifications completed, the percentage of compliance letters that are completed within 30 calendar days from receipt, the percentage of setback certifications that are completed within 7 calendar days of receipt, and the number of appeals accepted and completed. Although the desired goal is to complete 100 percent of compliance letters within 30 days from the receipt of the request and to complete 100 percent of setback certifications within 7 days from the receipt of the request, these goals are unattainable for a variety of reasons, including staff workloads and the amount of time and research that is required to complete certain complicated compliance letters and setback certifications. Therefore, the goal of the compliance letter metric, which is the same as an existing performance measure, is to complete 95 percent of the compliance letters within 30 calendar days. The goal of the setback certification metric is to complete 85 percent of the setback certifications within 7 calendar days.

There is a direct correlation between the economy and the number of compliance letters and setback certifications. Setback certifications are required for those new single family detached dwellings (SFD) or additions to SFDs when such structure is within 2 feet of a minimum required setback. Banks and other lending institutions typically require compliance letters prior to real estate transaction. As the economy and real estate market improve, the number of compliance letters and setback certifications also increases. The improved economy reflects the 23 percent increase in the number of compliance letters in FY 2015 from the previous two fiscal years and the 16 percent increase in the number of setback certifications between FY 2014 and FY 2015. However, there is some economic uncertainty in the Washington metropolitan area due to the potential loss of Federal government jobs and Federal government contracts in the area. Given the current economic conditions, it is anticipated that the number of compliance letters and setback certifications should remain fairly constant through FY 2017.

Due to the increased volume of setback certifications, compliance letters, and the fact that the same staff do both the setback certifications and compliance letters, the percentage of compliance letters that have been completed within 30 days of receipt has declined from 96 percent in FY 2013 to 73 percent in FY 2015. The percentage of setback certifications completed within 7 days of receipts has declined from 88 percent in FY 2013 to 75 percent in FY 2015. The decline can also be attributed to the increase in staff turnover due to retirements and cross agency promotional opportunities. It is anticipated that as vacancies are filled and the staff becomes more experienced, compliance letters and setback certifications will be completed in a shorter time frame and the percentage of compliance letters completed within 30 days of receipt and the percentage of setback certifications completed within 7 days of receipt should increase.

Given that over 90 percent of Appeal Applications are associated with NOVs, the number issued by the Department of Code Compliance is the biggest factor in determining the number of appeal applications accepted in any given year. The number of appeals accepted in a given year can vary significantly. For example, there were 16 appeals submitted in FY 2014, and 37 appeals submitted in FY 2013. Based on the number of appeals that have been submitted thus far in FY 2016, it is anticipated that the number of appeals in FY 2016 and beyond will remain consistent. An appeal is considered completed when the Board of Zoning Appeals makes a determination on the appeal or when the appeal is withdrawn. The primary goal in all appeals that involve NOVs is to obtain compliance, and such compliance may be obtained by obtaining site plan, special permit, special exception, or some other sort of zoning approval. If the reason for the appeal is resolved, the appeal becomes moot and the appeal can be withdrawn. However, it can take a considerable amount of time to gain compliance, particularly if the appellant is uncooperative. Given the number of current active appeals and the amount of time it typically requires to process an appeal, it is anticipated that the number of completed appeals for the next two fiscal years should be consistent, but slightly higher than the FY 2015 number of completed appeals.

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LOB #76:

ZONING PERMIT REVIEW AND MAINTENANCE OF PROPERTY FILES

Purpose

The Zoning Permit Review Branch (ZPRB) is responsible for the administration and implementation of the Zoning Ordinance, to promote the health, safety and general welfare of the public and the orderly development of the County. The ZPRB reviews Building Permits that are issued by the County to ensure the permits comply with the Zoning Ordinance. ZPRB also ensures compliance with the Zoning Ordinance through the review and issuance of Home Occupation Permits, Non-Residential Use Permits (also known as Occupancy Permits), and Temporary Special Permits. Property Files containing zoning approvals, Building Permits, site plans, interpretations and general correspondence pertaining to individual properties, dating to the 1940s, are maintained. These records are critical to aiding staff in verifying compliance with the Zoning Ordinance for individual properties. Such records are a tremendous resource for various County agencies, property owners, developers and development industry representatives, to conduct research as part of due diligence when considering purchasing properties. The records are available for inspection by the public, at the public counter and phone line provide valuable information to customers pertaining to the Zoning Ordinance and the development processes. These records and the Zoning reviews of permits are critical to ensure that development occurs in accordance with the County Zoning Ordinance, and thus the Board's policies and the County Vision Elements.

Description

This LOB is performed by staff in the Zoning Permit Review Branch and consists of several tasks and functions which are designed to ensure or verify that development within the County complies with the Zoning Ordinance.

- **Zoning review of Building Permits:** to ensure structures comply with the Zoning Ordinance and proffers or development conditions associated with any zoning approvals. These reviews are performed on building permits for new home construction, new commercial buildings, additions to residential and commercial structures, New Tenant Layout permits for new commercial tenants, and new accessory structures such as decks, sheds, garages, pools, etc.
- **Non-Residential Use Permit (Non-RUP) issuance:** Whenever a new tenant occupies a commercial space, an existing tenant changes their name, or there is a change of ownership, a Non-RUP must be obtained.
- **Home Occupation Permit Issuance:** to ensure that home-based businesses are in compliance with the Home Occupation use limitations, thus ensuring the residential character of the neighborhood.
- **Temporary Special Permit (TSP) Issuance:** administrative approval and issuance of TSPs for temporary uses, such as fairs, festivals, carnivals, seasonal sales, construction trailers, etc.
- **As-Built Height Certification Approvals:** review the As-Built Height Certifications required of any new single family dwelling proposed to be built within 2 feet of the maximum permitted building height. This review and approval is required before a Residential Use Permit (RUP) or Occupancy Permit for residences can be issued.

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- **Special Exception, Special Permit and Variance Application Tracking/Extensions:** ZPRB maintains a tracking system to monitor the status of special permit, special exception and variance approvals. Maintenance of the system requires research to determine if there has been any approval or issuance of site plans, building permits, Non-RUPs, or requests for extensions of time. Each month, staff researches the cases due to expire within a few months, to see what level of activity has commenced on the site and/or arranges an inspection of the property by a zoning inspector to determine if the use is operating in compliance with the conditions of approval. As warranted, staff sends a warning letter to the applicant to alert them that their approval is about to expire, and whether they have options to request additional time or other extensions.
- **Maintenance of Property Files:** Copies of all Zoning Reviews of Building Permits, Non-RUPs, Height Certifications, TSPs, and varied correspondence and reports from other Branches within DPZ, as well as copies of site plans and parking approvals are filed within the Property Files. When a new site plan or subdivision is approved by the Department of Public Works and Environmental Services (DPWES), ZPRB staff creates a new file to reflect the subdivision name or address for the commercial site, properly labels the file, and annotates the front of the file with any Rezoning approval and relevant proffers that must be checked prior to any approvals. Upon construction of a single family detached dwelling and the issuance of a RUP, the submission of a final House Location Plat is required. ZPRB staff reviews the House Location Plat by comparing the plat to the approved grading plan, and verifying that the constructed house complies with the Zoning Ordinance requirements, and any proffers associated with the development. Once approved, the plat is filed in the Property Files. Staff also routinely repairs the aging and heavily used files to maintain them in good condition.

Digitization of the Property Files: Since 2013, DPZ has been digitizing the ZPRB Property Files. This effort is prompted by the physical constraints of maintaining the volume of records which date back 70 years and the deteriorating condition of older paper files. Digitization of these records will preserve these records in perpetuity, eliminate misfiling and missing records, and ultimately make the records much more accessible to County staff and the public. Digitization is a long-term effort, due to the volume of records to be digitized. ZPRB staff, with the assistance of the DPZ IT staff, are entering, scanning, and indexing all the new permits reviewed and issued on a daily basis. The task of scanning historic records is being handled by the DPZ IT branch. Historic records must first be reviewed before they can be scanned and indexed. Reviewing files can take up to 6 hours per file. As a result, the reviewing, scanning and indexing tasks are time consuming and labor intensive.

Benefits

- **Property Files** – The Property Files are the most comprehensive repository of records regarding development on individual properties that are maintained by the County. The files are utilized by property owners, development industry representatives and staff from several County agencies.
- ZPRB staff are the only County staff that compares the Building Permit application with the grading plans, the building plans and the Zoning Ordinance. Discrepancies are detected and sister agencies are alerted to ensure that all parts of the permit application are accurate.
- **Non-RUP Issuance** – Verify that the applicant has obtained all necessary building permits and inspections prior to the opening of a business.
- **Home Occupation Permits** – Home Occupation Permits for home-based businesses benefit the community by allowing people to work out of their homes, thus reducing traffic on local roadways.
- **Tracking of Special Exceptions, Special Permits and Variance Applications** – Informs an applicant/property owner of the status of special exception, special permit and variance approvals.
- **Provision of Information** – Zoning and development process information is provided to customers both in person and over the phone.

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Mandates

Pursuant to Sect. 18-103 of the Zoning Ordinance, the Zoning Administrator shall administer and interpret the Zoning Ordinance. All of the functions of this LOB are directly involved in the administration and interpretation of the Zoning Ordinance.

Trends and Challenges

Trends:

- Speed up processing – In response to requests from the development industry, the County is seeking ways to shorten the time it takes to process various development plans and permits.
- Digitization – There is a growing expectation by both the public and staff that information should be available in digital form and on the web. As such, a growing presence on the web, the acceptance of electronic applications, and the digitizing of historic records and current applications are underway.
- Volume of Applications – has slowly increased over the past several years.

Challenges:

- Staff turnover – It takes approximately one year to fully train a new Planning Technician in ZPRB policies, procedures and responsibilities, so that they can fully and independently perform job duties. As the Planning Technician position is often seen as an entry level planning position, especially for recent college graduates, new hires often only stay 1 to 2 years and subsequently move on to professional level planning positions. As a result, much time is spent in the interviewing and training processes.
- Complexity of Applications – With more properties involving mixed uses and subject to complex proffers or development conditions, it is more time consuming to verify whether a particular permit complies with the relevant approved proffers.
- Accuracy of Work by Staff – Reviews are very detailed, and each type of use, business or building permit is subject to different Zoning regulations and/or processes. It is a major challenge for ZPRB staff to apply all the proper reviews or regulations, especially when such regulations periodically change.
- Inaccurate or Incomplete Applications – Often ZPRB staff encounter Permit Expeditors, Architects or property/business owners who are unable to provide all the necessary information needed in order to allow the Zoning review to be completed or a permit to be issued. Common deficiencies include: incorrect property address, incorrect building permit number, missing information such as number of seats and employees in a restaurant, the number of students and staff in a school, square footage they are attempting to occupy, etc.

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Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #76: Zoning Permit Review and Maintenance of Property Files			
FUNDING			
Expenditures:			
Compensation	\$936,952	\$906,140	\$931,133
Operating Expenses	82,801	66,955	66,758
Total Expenditures	\$1,019,753	\$973,095	\$997,891
General Fund Revenue	\$209,650	\$213,490	\$208,525
Net Cost/(Savings) to General Fund	\$810,103	\$759,605	\$789,366
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	13 / 13	13 / 13	13 / 13
Total Positions	13 / 13	13 / 13	13 / 13

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Zoning Reviews on Building Permits	10,257	10,053	10,081	10,250	10,250
Number of Zoning Reviews on Building Permits for single family detached residences	NA	NA	780	1,020	1,000
Percent of Zoning Reviews for new single family dwelling Building Permits that are performed within 5 business days	NA	NA	91%	87%	90%
Number of Non-RUP reviews	2,513	2,327	2,648	2,600	2,600
Number of Building Height Certifications	307	247	250	250	250

The metrics for the Zoning Permit Review and Maintenance of Property Files LOB measure the number of zoning reviews for Building Permits, Building Permits for single family detached residences, Non-Residential Use Permits (Non-RUPs) and Building Height Certifications. Although the goal is always to complete 100 percent of zoning reviews within 5 business days from the receipt of the request for a single family detached single family dwelling, that goal is unattainable due to staff workloads, staff turnover, and the amount of time and research that is required to complete certain complicated building permit reviews. Therefore, the goal of this LOB is to complete 85 percent of the zoning reviews for building permits for single family dwellings within 5 business days of receiving the permit.

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The number of building permits, building permits for single family detached residences, Non-RUPs and Building Height Certifications is a significant means of showing the amount of construction activity in the County, and therefore the economic condition of the County. Large numbers of issued permits indicate robust construction activity and economic vitality. Generally, construction activity has increased in the last five to ten years as the overall economy has improved. However, there is some economic uncertainty in the Washington metropolitan area due to the impacts of sequestration. As a result, the number of building permits, building permits for single family residences, Non-RUPs and Building Height certifications has remained fairly constant since FY 2013. It is anticipated that the volume of permits should remain fairly constant through FY 2017, and it is projected the Branch will generally maintain the same volume of workload.

The output metrics discussed above show the overall workload for the Zoning Permit Review Branch. However, in order to measure the service quality of the Zoning Permit Review Branch, the metric also measures the percentage of single family detached Building Permit reviews that are done within 5 business days of receiving the request. It is critical that this review be done expeditiously as this review is required before a Building Permit can be issued and delays in approval can result in additional costs to the homeowner. Since ZPRB staff are the only County staff comparing the site related plans (Infill Lot Grading Plans, Subdivision Grading Plans, Conservation Plans) to the architectural building plans, to ensure that the plans match and comply with the Zoning Ordinance, the zoning review is rather detailed. As such, these permits are required to be dropped off for assignment to a technician for review. Additionally, a Secondary Supervisory Review is required for houses reviewed by new technicians. Customers are advised that it can take 10 business days, but typically such reviews take only a few days if coordination with other agencies or other complications do not arise. Although this metric has not been tracked in prior years, approximately 91 percent of the reviews were completed within 5 business days in FY 2015 and approximately 87 percent of the reviews have occurred within 5 business days in FY 2016 to date. It is noted that 4 new planning technicians have recently been hired in ZPRB, and it is anticipated that the review time should decrease in the future as no supervisory review would be required.

LOB #77:

ZONING INSPECTIONS AND SIGN PERMIT REVIEW

Purpose

Article 12 of the Zoning Ordinance sets forth specific regulations on size, location and illumination of signs in the County. The stated purpose of this Article is to regulate all exterior signs and interior signs placed for exterior observance so as to protect property values, to protect the character of the various communities in the County, to facilitate the creation of a convenient, attractive and harmonious community, to protect against danger in travel and transportation and to improve and protect the public health, safety, convenience and general welfare. In addition, legislative actions, such as Comprehensive Sign Plans, may modify the requirements of Article 12 with input from the community through public hearing processes. The purpose of the sign permit review process is to ensure that the provisions of Article 12 or legislative actions related to signs are administered and enforced in accordance with those regulations or approvals.

Zoning inspections are performed for a wide variety of reasons, but are typically tied to compliance with legislative actions such as special exceptions or special permits. The inspections occur when conditions are imposed that require specific actions or events to occur through development conditions or proffers and the zoning inspection ensures that the conditions or proffers have been fulfilled. Inspections are also often performed to verify the status of a property or use on the property, prior to issuance of a permit for occupancy.

The stated purpose of the Noise Ordinance is to promote an environment for the citizens of Fairfax County that is free from noise that jeopardizes a person's health or welfare or degrades the quality of life. The Zoning Inspections Branch assists in the implementation of the Noise Ordinance through the issuance of noise waivers. The purpose of the noise waiver review is to ensure that the noise from the requested waiver does not endanger the public health, safety or welfare; and compliance with the Noise Ordinance from which the waiver is being sought would produce serious hardship without producing equal or greater benefit to the public.

Description

The Zoning Inspections Branch of the Zoning Administration Division is responsible for the review and issuance of sign permits. Sign permits require completion of an application form, accompanied by renderings of the proposed sign, and a copy of a site plan if the sign is freestanding. Additionally, documentation is required from the property owner to ensure that the applicant has permission to erect the sign. Further, either a copy of an occupancy permit or an issued building permit for a new tenant layout for the sign tenant is required before the sign can be issued, to ensure that signs are not erected for uses that are not lawfully permitted.

Once a sign permit is submitted, it is carefully reviewed by staff to determine if it meets the requirements of Article 12 or other pertinent regulations, such as Comprehensive Sign Plans. Some signs require inspections prior to issuance, and these inspections may require further action by the property owner or sign permit applicant to remedy zoning violations prior to issuance of the sign permit. Once all the submission requirements are received and the property is cleared of zoning violations, the sign permit may be issued.

The Branch also provides to the Zoning Evaluation Division an analysis of the Article 12 requirements for all proposed comprehensive sign plans and other modifications of the sign provisions that require special permit or special exception approval.

Zoning inspections may occur when a sign application is submitted to ensure that the property conforms to the Zoning Ordinance, or in the form of a request from another branch in the agency tasked with determining if the development conditions or proffers have been accomplished. Usually this takes the form of a written request. Once the inspection has been performed, staff provides a written response to the

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requestor stating the findings of the inspection. If violations are found, the property owner is advised at the inspection and provided information on how to remedy the issue.

The Branch assists in the administration of the Noise Ordinance by the review and approval of Noise Waiver requests which involve research of previous violations/complaints and history of the property, coordination with other staff and often the District Supervisor, site inspections, the taking of noise measurements and the development of approval conditions that mitigate the impacts of the waiver request on adjacent properties.

Benefits

The benefits of the sign permit review are very tangible and evident. When a sign is erected without a sign permit review, it may be located in areas that prevent adequate traffic sight distance thereby causing a safety issue, the sign may be oversized, or it may otherwise become an eyesore in the community and cause visual blight. The sign permit review process ensures that signs are only issued permits when they are in compliance with Article 12 or sign related legislative actions. The review process also provides the additional benefit of ensuring that the property where the sign will be located is free of zoning violations.

The benefits of zoning inspections are the ability to demonstrate that conditions and proffers, vetted through public hearing processes, are implemented as required. Zoning inspections also provide an opportunity to educate property owners on potential safety concerns identified during the inspection.

The benefits of the noise waiver process is to allow certain short term activities to occur and property owners to enjoy the use of their property while ensuring that the noise impacts of such activities on the adjacent properties has been minimized to the greatest extent possible. For example, allowing nighttime road construction to occur allows the road improvement to be completed in a shorter timeframe and to minimize the impact of the construction on the commuting public.

Mandates

The issuance of sign permits must be done in accordance with Article 12 of the Zoning Ordinance. Par. 2 of Sect. 18-102 of the Zoning Ordinance allows the Zoning Administrator to conduct inspections of buildings, structures and other uses to determine compliance with the Zoning Ordinance.

Trends and Challenges

The following trends and challenges have been identified for sign permits:

- There are legal challenges to sign ordinances throughout the country, based on content neutrality issues. Given that the Fairfax County sign regulations are not fully content neutral, the Fairfax County sign regulations must be amended to be content neutral in order to be able to withstand a legal challenge.
- The submission of more comprehensive sign plans (CSPs) can benefit the community and the applicant, as such plans can provide for an overall uniform sign design for a site, flexibility, and the ability to receive approval for signs that are larger and/or would otherwise not permitted under Article 12. CSPs allow for more creativity and a greater variety of sign design in the County. However, CSPs and other modifications of the sign ordinance are more difficult to implement and enforce than signs allowed by right, as each approval is unique and requires more research and monitoring/tracking than a sign that is permitted under Article 12.
- Sign technology and design are changing through the use of more LED lighting, incorporation of changing or movable copy and videos, and the proliferation of temporary signs, such as feather or banner signs. The sign regulations have not been comprehensively updated since 1984 and, as such, the regulations do not reflect the latest trends in sign technologies and design.

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- As the County is becoming more urbanized, there are more mixed use developments of both residential and commercial uses. However, the current sign regulations do not accommodate such mixed use development and the issuance of sign permits in these areas, absent a comprehensive sign plan, is problematic.
- Ensuring submission of complete sign permit applications. Sign permit applications are frequently submitted by sign companies that conduct business in multiple states and jurisdictions and/or permit runners, and these individuals are unfamiliar with the Fairfax County sign regulations and submission requirements. In most cases, these individuals are unaware of the applicable CSP and/or special permit or special exception development conditions pertaining to signage for a particular site, and therefore, it is difficult to gain compliance. This situation results in multiple submissions and site inspections by staff.
- Fairfax Inspections Database Online (FIDO) is the current computer system used in the process of issuing sign permits. Many steps are required in the computer system before a sign permit can be issued; however, the process of replacing the FIDO system is underway.

The following trends and challenges have been identified for zoning inspections and sign permits:

- There has been a high staff turnover in the Zoning Inspections Branch, including the departure of individuals with many years of inspection and sign permit experience. As such, the challenge is to find qualified new staff and to provide the appropriate training.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #77: Zoning Inspections and Sign Permit Review			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$504,513	\$487,921	\$501,379
Operating Expenses	44,585	36,053	35,947
Total Expenditures	\$549,098	\$523,974	\$537,326
General Fund Revenue	\$139,270	\$129,865	\$136,724
Net Cost/(Savings) to General Fund	\$409,828	\$394,109	\$400,602
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	7/7	7/7	7/7
Total Positions	7/7	7/7	7/7

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Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Sign Permits	2,277	2,475	2,119	2,300	2,300
Number of zoning/noise inspection requests	1,678	1,729	1,738	1,750	1,750
Percent of zoning inspections conducted within 15 calendar days of the inspection request	75%	84%	81%	80%	80%

The metrics for the Sign Permit Review and Zoning Inspections LOB include the number of sign permits, the number of zoning/noise inspection requests, and the percentage of inspections that occur within 15 calendar days of the inspection request.

The issuance of sign permits is associated with changes in tenants, upgrades to existing sites and new construction. Therefore, the number of sign permits issued is an indicator of economic activity in the County. The total number of sign permits includes those sign permits that have been issued/approved, failed or determined to be incomplete. Typically, one sign permit is required for each tenant or business in a development, such as a shopping center or business park. However, the applicant may choose to obtain separate permits for certain signs, such as one permit for a freestanding sign and a separate permit for building mounted signs. The number of sign permits has been relatively consistent between FY 2013 and FY 2015, and it is anticipated that the number of sign permits should remain fairly constant for the next two fiscal years assuming that the economic conditions remain the same.

The Zoning Inspections Branch performs a variety of inspections in order to determine whether the property complies with the Zoning Ordinance and/or the conditions of zoning approval. Requests for zoning inspections may come from other staff in DPZ. The past 12 to 18 months have seen an increase in staff-requested zoning inspections due to the large volume of home child care Special Permit applications. The influx of home child care special permit applications is the result of changes in the state licensing process that went into effect in 2012. In addition to staff-requested inspections, inspections are also conducted in conjunction with the review of Dance Permits, certain sign permits, fence height waivers, noise waivers and the review of sign modifications. Given that these inspections are typically associated with the review of a zoning application, and the applicants desire expeditious processing of their applications, it is incumbent on staff to perform the zoning inspections as quickly as possible. Although it would be desirable for all zoning inspections to occur within 15 days of the request, there are instances where highly complex reviews may take longer, or when workloads adversely affect the ability of staff to meet this timeframe. As such, the goal of the inspection metric is to conduct 80 percent of the inspection requests within 15 days of the inspection request. This goal has been met since FY 2014. It is anticipated that both staffing levels and the number of inspection requests should remain consistent; therefore, it is projected that an 80 percent inspection rate within 15 days of the request should be maintained going forward.

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LOB #78:

ZONING ORDINANCE AMENDMENTS

Purpose

The Zoning Ordinance of Fairfax County is intended to promote the public health, safety and general welfare and to implement the Comprehensive Plan for the orderly and controlled development of the County. Fairfax County has had a Zoning Ordinance since 1941 and the current Zoning Ordinance was adopted in 1978. The Zoning Ordinance consists of a text, map and includes approved rezonings and all proffered conditions accepted as part of any approved rezoning. To be effective, Zoning Ordinances need to reflect the views of how land within a jurisdiction can or should be used at the present time as well as the future. Therefore, amendments to the text of the Zoning Ordinance are necessary to reflect changes in state codes, land use development patterns, new uses and policies that need to be accommodated within the County's land use regulations. These legislative changes require significant research, analysis and legal review to ensure that the County develops in a manner consistent with the Comprehensive Plan guidance and is reflective of the Board's policies and the County Vision Elements.

Description

This LOB is performed by staff in the Ordinance Administration Branch under the direction of the Zoning Administrator/Division Director. It is noted that the Ordinance Administration Branch is also responsible for the Zoning Interpretations, Inquiries and Appeals lines of business.

Amendments to the Zoning Ordinance text can range from the very simple editorial revisions to reflect changes in state code or other minor edits for clarification purposes, to a multi-year effort to create a new Zoning District to implement the Tysons Plan. Staff has recently concluded a multi-year effort to adopt a new Noise Ordinance, which is also administered by the Zoning Administration Division. The processing of a Zoning Ordinance amendment includes background research, coordination with the applicable stakeholders, drafting of the proposed amendment text and staff report, vetting of the proposed text with appropriate individuals and groups, public hearings before the Planning Commission and Board of Supervisors, Board approval, file close out, implementation, and potential monitoring activities. Implementation activities may include, but are not limited to, the training of the public and staff about the adopted amendment, updating websites and any applicable applications, publishing brochures and handouts, and the development of new procedures.

Requests for amendments to the Zoning Ordinance are generated from the Board, the Planning Commission, the Board of Zoning Appeals, staff, citizens, and industry representatives. In order to manage and prioritize these requests, staff prepares a Zoning Ordinance Amendment Work Program which is approved annually by the Board. The Work Program is comprised of two lists: Priority 1 and Priority 2. The Priority 1 list includes those items to be addressed in the up-coming year and the Priority 2 list includes items to be retained for future Priority 1 consideration. The 2015 Priority 1 Work Program adopted by the Board of Supervisors on July 28, 2015 contains a total of 37 amendments broken down as follows:

- 5 amendments previously authorized and scheduled for public hearings
- 21 amendments in various stages of research and analysis that have been carried over from the 2014 Work Program
- 11 amendments that are new to the Priority 1 Work Program

In addition to processing the text amendments, this LOB is responsible for maintaining the compiled text of the Zoning Ordinance and all amendments adopted through the preceding year. Staff is required to provide an up to date copy of the Zoning Ordinance for review by the public and to prepare certified copies of specific provisions upon request for use by other County agencies and the public. A current copy of the

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Zoning Ordinance, as amended, is maintained on the Department's website, along with copies of the Staff Reports for all authorized amendments. Staff maintains a List Serve Account for all adopted amendments.

Benefits

Benefits of this LOB include:

- Promotes the public health, safety and general welfare.
- Implements the County's Comprehensive Plan and other County policies such as affordable housing.
- Provides the regulatory guidance to boards, commissions, task forces, citizens and development industry on zoning and land development regulations.
- Responds to changing land use trends, policies and conditions with appropriate regulations to foster the development of healthy, attractive and safe communities.

Mandates

Part 2 of Article 18 of the Zoning Ordinance allows the text of the Zoning Ordinance to be amended and outlines the Zoning Ordinance amendment process.

Trends and Challenges

The following trends and challenges have been identified:

- The current Zoning Ordinance was adopted in 1978 and was designed to implement a more suburban land use model with distinct districts for residential, commercial and industrial development. However, the future growth of the county is taking place in mixed use activity centers around transit station areas as well as in the older Community Business Centers in a more urban form. The Zoning Ordinance is one of several regulatory codes that should facilitate this type of urban mixed use development by providing the appropriate regulations for the evolving nature of development and urban structures.
- There is increasing demand to update outdated land uses and definitions to reflect changing development trends. Examples include: micro-breweries; food service operations that are not quite fast food but not full service restaurants; and innovative types of housing products including live/work units.
- Amendments to the Ordinance are continually needed to address state code changes and court decisions. Elements of both the County's Noise Ordinance and Sign provisions are based on outdated model ordinances that have been deemed unenforceable by the Courts and full rewrites of these codes are required.
- A number of surrounding jurisdictions, including Arlington County, Fairfax City, and Montgomery County, Maryland have undertaken major updates of their Zoning Ordinances and presented them in a more user friendly web based format.

While there is increasing pressure to undertake a major update of the Zoning Ordinance, such an undertaking will entail a significant commitment of financial and staff resources to accommodate what is usually a long multi-year effort with extensive outreach to property owners, the community and other stakeholders followed by legislative approval by the Board.

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Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #78: Zoning Ordinance Amendments			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$288,293	\$278,812	\$286,502
Operating Expenses	25,477	20,601	20,541
Total Expenditures	\$313,770	\$299,413	\$307,043
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$313,770	\$299,413	\$307,043
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	4 / 4	4 / 4	4 / 4
Total Positions	4 / 4	4 / 4	4 / 4

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Zoning Ordinance Amendments processed	10	8	12	12	12
Percent of Zoning Ordinance Amendments on the Priority 1 ZOAWP processed each year	37%	25%	38%	37%	37%

The metrics for this LOB measures the number of adopted Zoning Ordinance Amendments (ZOAs) processed and the percentage of ZOAs on the adopted Priority 1 ZOA Work Program (ZOAWP) processed each year. The objective of this metric is to process 50 percent of the amendments on the Priority 1 ZOAWP within the year. The number of ZOAs adopted each year is a quantifiable output for this LOB that can be used to compare output from year to year. However, the percentage metric is based on the number of Priority 1 items on the ZOAWP, which can vary from year to year. The more items on the Priority 1 ZOAWP, the harder it is to achieve a high percentage of completion. For purposes of the metric, processing a Zoning Ordinance amendment includes:

- Authorization of public hearings by the BOS
- Presentation and discussion of a proposed amendment to the BOS Development Process Committee (which is a Committee of the whole Board)
- Determination that a particular amendment is no longer necessary (Issue can be resolved by Zoning Administrator interpretation or change in circumstance)

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Since FY 2013, the average number of amendments processed has been 10, and the percentage of amendments processed is approximately 37 percent. Many of the amendments on the Work Program require significant staff research, analysis and outreach to stakeholders as well as multiple meetings with the Board's Development Process Committee prior to even being authorized. More often than not, these amendments become multi-year efforts which can impact the amount of staff resources available to process other amendments. Amendments are subject to legislative approval by the Board and obtaining consensus from stakeholders on these amendments prior to authorization has been expressed by some Board members as a prerequisite for authorization to advertise public hearings. This trend will make it increasingly difficult to process amendments within a year's time frame and will limit the number of amendments that can be completed each year. In addition, the staff assigned to the Zoning Ordinance Amendments LOB is also the same staff involved in the Zoning Interpretations, Inquiries and Appeals LOB. Due to the long-term nature of the amendment process, work on amendments is often delayed in order to process the more immediate requests from the public for compliance letters, use determinations and other interpretation requests.

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LOB #79:

INFORMATION TECHNOLOGY SUPPORT

Purpose

DPZ Information Technology supports the Department of Planning and Zoning Lines of Business and citizens directly on land development and administration activities. These activities rely on timely information dissemination and exchange via web and other technologies such as GIS, 3D modeling, ePlans, database and reports. These technologies facilitate input, analysis, collaboration, citizen outreach, and ultimately the communication of BOS/BZA/PC public hearing information, process, and decision.

Description

The DPZ-IT staff provides daily operational support, training, and coordination as a means to meet land use technology requirements for the department towards the end of serving the public interests with maps, graphics and webpage content and information. Often meeting these needs involves deadlines that are driven by public meetings, public hearing dates, and information requests by BOS, BZA, and PC. In addition, the role of DPZ-IT is to plan, design, and execute solutions, automation, and modernization in support of efforts to improve the speed and efficiency of the planning and development review processes.

Currently, the department is involved in automating input and manual processes as well as digitizing the County land records in order to increase efficiency and eventually reduce evaluation and processing times in support of economic development initiatives. The scope of this effort involves close to 400,000 parcels and their related plats, permits, and other documents being converted, cataloged, and eventually web published. Progress so far has reached 15 percent of historical residential land records being converted and made accessible via the WebTop system. The automation and digitization process will also facilitate making these resources available to the public online.

ePlans is another key project that the department is piloting. This technology allows for the submission, upload, and review of plans that will facilitate the migration of a paper-based, labor intensive, costly processes into digital form. It will enable land application web submission as well as building and site review, automating these processes and facilitating County staff and developer collaboration. The department is also working on modernization efforts to replace the legacy FIDO and Land Development Services (LDS) systems that are overdue for upgrade. The department will coordinate aspects of business needs as selection and implementation of a modern system is achieved.

Benefits

Benefits are directly realized in staff labor savings, printing material costs, self-service of information for citizens mitigating trips to government offices, transparency, and better analytical and communication tools in use by a more technically savvy department. Most of the land use and administration information is posted on the DPZ website for citizen and applicant in a self-service form.

The DPZ website is used as a clearing house for land application and use information, analysis information, public outreach, and hearings and decision information. Formerly, print media, telephone calls, and walk-in visits were standard venues for obtaining land application information. For the last five years, DPZ-IT has aggressively moved most of its public information to the DPZ website in an easy to use, self-service format. The success of this has been demonstrated in a decrease in walk-ins and telephone calls by citizens seeking this information. Over the last year, DPZ-IT has been involved in automating the production of this information via web reports and programming enhancements so that this information can be published with minimal staff intervention.

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As land use applications have grown in complexity due to infill and revitalization type environments, the need to use GIS and 3D modeling technology has become vital in envisioning and communicating the intended development and its impact on neighboring parcels. The use of this technology has made it easier for officials and the public to consider ramifications of development options; better analyses and decisions are rendered than without the use of these tools. DPZ-IT supports many of these land use cases for the BOS, PC, and BZA via pictorials, maps, and oblique imagery 3D scenarios.

ePlans is a key factor in supporting the County's economic development initiative and is highly desired by the development industry. Key returns on investment include expedited development review, staff labor savings, printing cost savings, higher quality graphics, and collaboration via current technology.

Mandates

Land development, administration, and management are regulated by state and federal law, the Fairfax County Comprehensive Plan, and the Zoning Ordinance. Changes in the regulatory land development and management process need to be implemented in computer systems, and communicated via the web. These often require system changes in fees, process, and policy. Some legislative level changes require public hearing and decision. Mandates create tasks for programming staff to accomplish in the core land development and administration systems FIDO and LDS, the DPZ Web Applications. These updates include Standard Operating Procedures (SOP) to support the creation and updates to website pages. These programming changes are made by DPZ IT staff and are coordinated with DIT for their implementation. These computer changes and web updates are performed in a timely manner to meet the demand for current information while tending to the agency's business needs and ensuring compliance with Information Security, Public Affairs, and legislative requirements.

Trends and Challenges

Significant challenges facing DPZ are large inventories of paper-based records, manual business processes that do not make full and efficient use of technology (and produce greater need for storage space). These feed into antiquated core systems and their manual processes that are often overdue for redesign and replacement, and are staff labor intensive.

Additional challenges exist in the form of complex requirements and law that is sometimes difficult to translate into automation, pockets of culture that are resistant to change, and the increasing demand by industry for more automation and decreased review timeframe that may encourage the skipping of checks and balances in place to counteract mistakes.

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Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #79: Information Technology Support			
FUNDING			
Expenditures:			
Compensation	\$670,643	\$754,367	\$743,759
Operating Expenses	50,954	41,203	41,082
Total Expenditures	\$721,597	\$795,570	\$784,841
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$721,597	\$795,570	\$784,841
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	8 / 8	8 / 8	8 / 8
Total Positions	8 / 8	8 / 8	8 / 8

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
ePlans land-use applications submitted online	NA	NA	NA	30	180
Land-use, litigation, workload indicator, and other ad-hoc report requests	195	136	147	150	160
Land record pages digitized, indexed, and catalogued	NA	150,000	275,000	500,000	700,000
DPZ website visits	235,990	268,651	273,924	275,000	300,000

Staff members of the information technology branch directly support DPZ staff in their activities relating to information exchange, analysis, and dissemination for the Board, Planning Commission, Board of Zoning Appeals, and developers. Much of this work is time sensitive, some is on an ad-hoc basis and needs to be expedited, and some is routine. The metrics above are a sampling of relevant services rendered in support of the agency mission and its efficient operation.

ePlans is a key project that the department is piloting and is considered a factor of economic development. This technology will enable submission, upload, and review of plans that will facilitate the migration of a paper-based, labor intensive, costly process into digital form. It will allow for land application web submission as well as building and site review, automating these processes and facilitating County staff and developer collaboration. The metric of number of cases processed through ePlans will be an indicator of progress from a manual labor-intensive process to an automated process saving staff labor, printing costs, and citizen time.

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Report requests are received both from within the agency and externally from other County agencies or board offices and involve retrieval and analysis of data. They may encompass data snapshots from several web applications, permit and other transactions, GIS and map information, complex queries for historical and current types of rezoning, special permits, and other land use cases, Freedom of Information Act (FOIA), and statistical data on topics such as workload or staff performance level. This report request metric measures the output level of this effort in providing information services to DPZ and its related business agencies.

Staff in this LOB is also involved in an aggressive initiative to digitize and catalog into a database, all land records for the entire County, currently contained in degrading paper form. The scope of this effort involves approximately 366,000 County addresses and their related plats, permits, and other documents. This metric will measure percent completion of the whole, and database mining value (as it starts to capture a comprehensive portion of land records only contained on paper). The availability of this information on the Local Area Network (LAN), will increase staff efficiency in quickly finding and retrieving lot and parcel information for research, violation and compliance issues, setback certifications, land development, and permitting information. Once the project is completed, these land records will be made available to citizens via the web for permitting and other services.

The DPZ website, both internal and external, are becoming a primary means of information exchange for DPZ. The internal website also provides staff work-tools that yield greater efficiency. The external website provides land use case and process information formerly only obtained via phone calls, walk-ins, brochures, pamphlets, print media, and other static communications methods. This metric is measuring the effectiveness of this transition for DPZ and is related to efficiency and service quality in that it enables self-service of information for the user in a timely and effective fashion.