

# Department of Planning and Development

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

**Focus** The Department of Planning and Development (DPD) is composed of five major work units: Administration; the Zoning Administration Division; the Zoning Evaluation Division; the Planning Division; and the Community Revitalization/Urban Centers Section. The primary purpose of the department is to provide proposals, advice, and assistance on land use, development, revitalization, urban design and zoning issues to the community and decision-makers in Fairfax County.

DPD is undertaking several initiatives designed to improve service delivery to support the County's economic development and revitalization goals, improve development process timelines, and address rising workload requirements to ensure that the capacity exists to meet customer expectations and to respond to development opportunities. Service delivery improvement is a multiagency initiative that includes each of the County's land development agencies working to improve the speed, consistency, and predictability of the land development process, as well as providing improved customer service, community engagement and reporting. DPD is focused on implementing projects that will support economic development and revitalization opportunities and enhance service delivery, as described below:

The County recognizes the importance of focusing growth on its mixed-use centers. The department has allocated significant resources toward planning, zoning, revitalization, and urban design activities to ensure that the County continues to manage growth in a way that is attractive and effective, respects the environment and the integrity of existing development, and provides for the future needs of the community. Examples include planning studies evaluating the McLean Community Business Center (CBC), the West Falls Church Transit Station Area, Reston, and staff support for a community visioning effort in Lorton. DPD staff provided support to community task forces for each of these studies during FY 2020.

The Board adopted six plan amendments in FY2020. This included conclusion of two studies; the Lincolnia Planning Study (Phase III), the Merrifield Suburban Center Study for Land Units I and J (Inova ICPH and Fairview Park), and adoption of two policy plan amendments to the Environmental Element of the Policy Plan for Green Buildings and Natural Landscaping. The Site-Specific Plan Amendment Process (SSPA) for South County was underway in FY 2020, with outreach, an open nomination period, and review of 23 nominations by staff in coordination with three community task forces continuing into FY2021.

The Planning Division supports and offers staff liaison to the Board-appointed Architectural Review Board (ARB) and History Commission. Heritage Resources staff provide input and analysis on plan amendments, land use studies, zoning applications, ARB and History Commission initiatives, and federal reviews.

A multi-year effort to modernize the Zoning Ordinance is underway. This project, known as zMOD, is an integral part of the effort to update the County's codes and ordinances as part of Fairfax First and is intended to enhance transparency and accessibility by digitizing and articulating regulations in plain language; modernizing and updating the uses contained in the Zoning Ordinance; addressing recurring policy issues; and supporting strategic initiatives and trends like mixed use development.

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The initial phase of zMOD includes re-formatting/restructuring the Zoning Ordinance and making it accessible on electronic formats. The zMOD project is integrated with, but does not replace, the Zoning Ordinance Amendment Work Program of amendments prioritized by the Board on an annual basis.

New initiatives include preparing Zoning Ordinance amendments in a plain language format and, in certain instances, having the Board authorize Zoning Ordinance amendments prior to the development of the staff report and authorization of public hearings to allow enhanced community input.

The Zoning Administration Division (ZAD) is also engaging more frequently with stakeholders on proposed amendments and has held numerous open house events for zMOD as well as amendments currently in development. Efforts include increased use of social media and exploring more robust avenues of education to include developing online tutorials on planning and development to provide convenient learning opportunities for community residents.

The effort to facilitate small-scale production businesses as a means of increasing economic vitality and placemaking in commercial areas was furthered with the completion of a consultant study on small-scale production business development in Fairfax County and the Board's adoption of an amendment to the Zoning Ordinance to allow small-scale production businesses in certain commercial zoning districts. This effort has continued with the development of a "Made in Fairfax" program, including a Fairfax County small-scale producers' registry, a "Made in Fairfax" brand and logo and establishing a networking group.

Urban design is a focus for the department and work continues on the production of Urban Design Guidelines for revitalization districts/areas. An all-encompassing Volume I: Urban Design Guidelines for Fairfax County's Revitalization Districts and Areas was endorsed by the Board of Supervisors in late 2018. It contains the best practices in urban design that are applicable to all the revitalization districts and areas. In the past year, the Board endorsed the District Design Guidelines for the Richmond Highway Area. Work is currently underway to update the District Design Guidelines for Annandale.

In FY 2021, the Zoning Evaluation Division worked on many critical cases to help implement the County's planning and development goals. Major cases such as One University in Braddock and Spring Hill Station in Tysons helped further implementation of both design and affordable housing goals.

Community engagement on land use issues is a priority and new strategies are required to ensure that the quality of life and the opinions of the County's growing and increasingly diverse population are considered and that all residents have an opportunity to participate in planning and zoning activities. Several mechanisms exist and new ones are being developed to encourage additional and more diverse public participation in response to the recommendations of the 2017 Community Council on Land Use Engagement.

Community meetings, including charrettes, are held in areas of the County considering land use proposals; new webpages are created for all Comprehensive Plan and Zoning Ordinance amendments; and, as Comprehensive Plan amendments and Zoning Ordinance amendments move through the review, authorization, and adoption processes, information is posted on Facebook and Nextdoor, and shared through Listserv announcements. In addition, DPD has offered opportunities for community members to engage in planning studies and public meetings remotely by streaming

meetings live on social media. Community and task force meetings transitioned completely to virtual during the COVID-19 pandemic.

Other community engagement initiatives in the department include use of an electronic distribution list developed by the Zoning Evaluation Division that automatically sends out a weekly report on cases that have been received and accepted for review via email. This allows citizens or other interested parties to be more aware of zoning cases in areas of interest earlier in the process. The same information is available in a report on the department's website, along with a similar report that provides information on cases that have been filed but not yet accepted.

The Planning and Land Use Systems (PLUS) modernization initiative and associated projects seek to implement the best-fit information technology solution to meet the overall objectives for business functionality, customer service, and technology needs of County departments involved in the regulatory, land use and development processes, and modernize the County's land use business, by leveraging current technology. By staying current with advancements in software and communication tools, the department can perform analysis and provide responses tailored to the needs of residents and businesses.

The department has laid the foundation for digital application processing and plan review through the pilot for ePlans, an online land development application filing and review system. The expertise gained from this pilot is being used to facilitate implementation of the integrated digital plan review solution for PLUS. The digitization of current and historic residential and commercial property files as well as zoning case files is a significant long-term project that will streamline and enhance service delivery. Converting paper files to digital files will make zoning and other property information used daily by staff, residents and the development industry for permit review and property research far more accessible and convenient for use. It is intended that this information will be integrated into PLUS for easier and quicker processing of land use requests.

The department is committed to developing reliable qualitative performance measures to establish benchmarks and targets to assist in identifying areas for process improvement that will better serve customers and that align with the Countywide Strategic Plan.

The department will continue to meet staffing challenges presented by loss of experienced managers, planners, and other staff. The department has increased its emphasis on staff training and development and fully supports the Joint Training Academy, which provides staff with a comprehensive baseline overview of the land development process in Fairfax County.

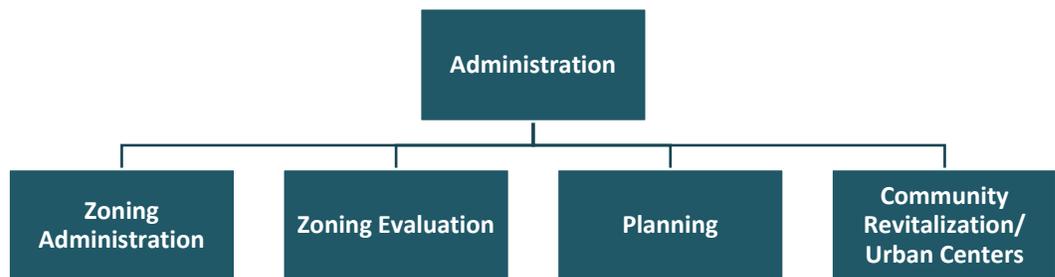
### **Pandemic Response and Impact**

In response to the impacts of COVID-19 pandemic, DPD has implemented several innovative actions that enabled the department to continue mission-essential services to customers. To better support customers' needs and accommodate social distancing restrictions, DPD has taken the following actions: implemented electronic solutions to enable the continued processing of applications and permits, including online internal and external meetings with applicants; provided the ability for customers to drop off permits and applications in secure drop boxes at the entrance of the building; enabled customers to submit supporting documentation for applications digitally; developed and implemented an online payment system for applications and permits; deployed laptops and tablets enabling staff to work remotely; participated in the implementation of virtual Board of Supervisors, Planning Commission and Board of Zoning Appeals public hearings and committee meetings; implemented processes and IT solutions to enable planning study task forces to hold meetings virtually; developed training and planning to enable Boards, Authorities, and Commissions (BACs) and community task forces to meet virtually; added ability for the public to request and receive Single

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Family Dwelling (SFD) house plats digitally; and, enhanced the DPD public website to highlight online services. These actions not only provided effective solutions for short-term challenges and allowed the department to remain open for business, but also positioned the department to enhance its long-term customer service and digital modernization strategies. The number of permits and applications processed in FY 2020, except for a slight downward trend in March and April due to uncertainties related to the COVID-19 pandemic, have held steady compared to the prior fiscal year. It is anticipated that the number of permits and applications will continue to be received and processed at or slightly higher than FY 2020 levels; however, trends which may affect revenues to the General Fund will be closely monitored.

## Organizational Chart



## Budget and Staff Resources

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
<b>FUNDING</b>				
<b>Expenditures:</b>				
Personnel Services	\$12,012,264	\$12,997,379	\$12,862,772	\$12,862,772
Operating Expenses	994,340	736,496	2,150,457	736,496
Capital Equipment	21,966	0	60,000	0
<b>Total Expenditures</b>	<b>\$13,028,570</b>	<b>\$13,733,875</b>	<b>\$15,073,229</b>	<b>\$13,599,268</b>
<b>Income:</b>				
Zoning/Miscellaneous Fees	\$2,068,611	\$2,877,403	\$2,877,403	\$2,877,403
Copy Machine Revenue	0	4,664	4,664	4,664
<b>Total Income</b>	<b>\$2,068,611</b>	<b>\$2,882,067</b>	<b>\$2,882,067</b>	<b>\$2,882,067</b>
<b>NET COST TO THE COUNTY</b>	<b>\$10,959,959</b>	<b>\$10,851,808</b>	<b>\$12,191,162</b>	<b>\$10,717,201</b>
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	155 / 155	155 / 155	154 / 154	154 / 154

## FY 2022 Funding Adjustments

The following funding adjustments from the FY 2021 Adopted Budget Plan are necessary to support the FY 2022 program:

**Position Adjustment (\$134,607)**

As part of the *FY 2020 Carryover Review*, the Board of Supervisors approved a decrease of \$134,607 in Personnel Services. This decrease was associated with 1/1.0 FTE Planner V position that was transferred in FY 2021 to Agency 38, Department of Housing and Community Department to better align resources within the County.

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## Changes to FY 2021 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2021 Revised Budget Plan since passage of the FY 2021 Adopted Budget Plan. Included are all adjustments made as part of the FY 2020 Carryover Review, FY 2021 Mid-Year Review, and all other approved changes through December 31, 2020:

### Carryover Adjustments \$1,339,354

As part of the FY 2020 Carryover Review, the Board of Supervisors approved a net increase of \$1,339,354 primarily due to encumbered carryover of \$1,413,961 in Operating Expenses for consulting services supporting the Zoning Ordinance Modernization (zMOD) project. In addition, the Board approved funding of \$60,000 in Capital Equipment to support the completion of an Architectural and Community Survey for the Gum Springs Historic District. Partially offsetting the increase is a decrease in Personnel Services funding of \$134,607 associated with the transfer of 1/1.0 FTE Planner V position to Agency 38, Department of Housing and Community Development as part of an internal reorganization of positions to better align resources within the County.

## Cost Centers

The five divisions in the Department of Planning and Development are Administration; Zoning Administration; Zoning Evaluation; Planning; and Community Revitalization/Urban Centers Section. These distinct divisions work to fulfill the mission and carry out the key initiatives of the department.

### Administration

Administration is primarily responsible for human resources, payroll, procurement, financial management and information technology. The Administration group also provides network support services; coordinates the digitization of current and historic residential and commercial property files; and provides technical resources by supporting several business computer systems and web and GIS applications. These systems include the Fairfax Inspections Database Online system (FIDO), the LDSnet system and the Zoning and Planning System (ZAPS), which will be replaced by the new PLUS system; Geographic Information Systems (GIS); custom web applications; and all DPD website land and public hearing information services. In addition, this group provides the strategic alignment of GIS, web, and core business systems technology to the department's current business needs and future business drivers in the PLUS enterprise land use systems modernization project.

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$2,613,149	\$2,107,442	\$2,363,979	\$2,000,870
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	21 / 21	21 / 21	20 / 20	20 / 20

## Zoning Administration

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

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$3,157,837	\$3,133,473	\$4,122,738	\$3,133,473
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	39 / 39	39 / 39	39 / 39	39 / 39

## Zoning Evaluation

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

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$3,317,403	\$3,793,886	\$3,804,235	\$3,773,886
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	42 / 42	42 / 42	42 / 42	42 / 42

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## Planning

The Planning Division is responsible for the County's Comprehensive Land Use Plan. Its duties include maintaining and updating the Comprehensive Plan; working closely with task forces, land use committees, and other community groups to review amendments to the Plan; evaluating land use and development proposals for conformity with the Comprehensive Plan; quantifying development potential in the Comprehensive Plan, measuring environmental impacts and public facility needs associated with development applications; preparing planning and policy studies related to land development, land use, environmental and public facility issues; offering recommendations on managing future growth and redevelopment; evaluating and protecting historic resources; and assisting in the development of the County's Capital Improvement Program. Planning Division staff also support regional planning efforts with the Metropolitan Washington Council of Governments.

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$2,743,862	\$3,364,256	\$3,446,855	\$3,354,218
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	37 / 37	37 / 37	37 / 37	37 / 37

## Community Revitalization/Urban Centers

The Community Revitalization/Urban Centers Section facilitates development opportunities within the eight designated Revitalization Districts/Areas, as well as Urban Centers such as Tysons and the Transit Station Areas in Reston. Working closely with local community organizations and property owners, this work unit assists in developing and implementing mixed use areas which improve economic viability and competitiveness. Community engagement mechanisms such as "pop-up" events in vacant shopping center spaces are used to engage the community and test placemaking concepts. Staff also work on special studies, plan amendments, zoning applications and design guidelines to foster the desired character and sense of place in these areas and function as liaisons with other agencies to accomplish projects in a timely and coordinated manner. Staff lead the development of urban design guidelines for the Community Revitalization Districts/Areas and Urban Centers to address the urbanizing character of these parts of the County.

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$1,196,319	\$1,334,818	\$1,335,422	\$1,336,821
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	16 / 16	16 / 16	16 / 16	16 / 16

## Position Detail

The FY 2022 Advertised Budget Plan includes the following positions:

ADMINISTRATION – 20 Positions			
1	Director of Planning and Development	1	Business Analyst II
1	Deputy Director, Planning and Development	1	Data Analyst II
1	Management Analyst IV	1	Geographic Information Spatial Analyst II
1	Management Analyst II	2	Geographic Information Spatial Analysts I
1	Management Analyst I	1	Internet/Intranet Architect II
1	Planner V	1	Network/Telecom. Analyst II
1	Planner III	1	Administrative Associate
2	Business Analysts IV	1	Information Technology Tech II
2	Business Analysts III		
ZONING ADMINISTRATION – 39 Positions			
1	Zoning Administrator	1	Code Specialist II
			Property Maintenance and Zoning Enforcement Inspector
2	Assistant Zoning Administrators	1	Inspector
4	Planners V	3	Planning Technicians III
2	Planners IV	5	Planning Technicians II
5	Planners III	3	Planning Technicians I
7	Planners II	2	Administrative Assistants III
3	Planners I		
ZONING EVALUATION – 42 Positions			
1	Assistant Planning Director	1	Planning Technician II
5	Planners V	3	Planning Technicians I
3	Planners IV	2	Administrative Associates
9	Planners III	1	Administrative Assistant V
9	Planners II	2	Administrative Assistants IV
3	Planners I	3	Administrative Assistants III
PLANNING – 37 Positions			
1	Assistant Planning Director	1	Planning Technician II
5	Planners V	1	Planning Technician I
2	Planners IV	1	Administrative Assistant IV
12	Planners III	1	Administrative Assistant III
13	Planners II		
COMMUNITY REVITALIZATION/URBAN CENTERS – 16 Positions			
2	Planning and Development Section Directors	3	Planners III
1	Planner V	1	Geographic Information Spatial Analyst II
2	Planners IV	1	Planner II
2	Revitalization Community Developers	1	Planner I
2	Management Analysts III	1	Administrative Assistant IV

## Performance Measurement Results

The Zoning Administration Division met one out of three outcome targets in FY 2020. Fifty-three percent of the Zoning Ordinance amendments were processed within the prescribed timeframe, meeting the target of 50 percent. Eighty-nine percent of the zoning compliance letter requests were completed within the prescribed timeframe, falling short of the 95 percent target. Although the compliance letter target was not met, this represents an increase from 80 percent in FY 2019, despite a five percent increase in the number of compliance letter requests. During FY 2020, approximately 77 percent of the zoning and noise inspection requests were completed within 15 days, falling short of the 80 percent target. In FY 2021, the Permits section will begin tracking new performance measures related to review and approval of signs and other zoning permits.

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The Zoning Evaluation Division met all its outcome targets in FY 2020. Approximately 38 percent of written responses to interpretation inquiries (interpretation of proffers and development conditions) were issued within 30 working days, meeting the target. To provide more timely responses to common interpretation questions, two planner positions continue to be dedicated to answering site plan compliance questions from the Department of Land Development Services (LDS). This process improvement has allowed these types of queries to be handled more quickly and more consistently, eliminating the need for formal written interpretations, and has helped to identify issues early in the process, saving applicants time and allowing DPD to focus resources on the formal written interpretations to the more complex and iterative requests. It should be noted that this metric only reflects written responses and with this new process, fewer 'simple' interpretation letters are necessary. The remaining formal written interpretations are more complex, but the target was still met. Overall, approximately 50 percent of all requests are answered within 40 business days, with less than 10 percent of requests taking more than 60 business days to respond.

Approximately 91 percent of zoning applications were reviewed for submission compliance within 10 working days, consistent with the targeted review rate. For applications within Commercial Revitalization areas, 100 percent were reviewed within 10 working days in FY 2020, consistent with FY 2019 and FY 2018. For comparison purposes, initial review of cases in Commercial Revitalization areas has been reported using the same time frame as all cases. It should be noted, however, that the department policy is to review submissions in Commercial Revitalization areas on a faster time frame, to essentially move these submissions to the 'head of the line.'

In FY 2021, the Planning Division began tracking new interim performance measures given obsolescence of previous measures related to the changes in telecommunications applications legislation and the need to provide meaningful measures of the work responsibilities for the entire division. The Planning Division met its telecommunications targets in FY 2020. There are two types of telecommunication permits still reviewed by the Public Facilities branch of the Planning Division: 2232 Reviews, and Administrative Review-Eligible Projects (AREP). In FY 2020, only two telecommunications 2232 cases were received. DPD has not received any AREP permits in FY 2020 but will continue to track AREP reviews to meet the state legislative requirements of completing such reviews within 60 days. Beginning with FY 2021, the division began tracking data related to environmental, land use and historic preservation reviews on all assigned zoning applications, plan amendments and studies, interjurisdictional review requests, interdepartmental review requests, and state and federal reviews. The goal is to complete reviews for 95 percent of applications within deadlines.

The Community Revitalization/Urban Centers Section met all target outcomes in FY 2020. The Community Revitalization and Urban Centers Section worked on all plan amendments, zoning applications and site plans in revitalization districts/areas and Tysons and Reston; developed Volume I: Urban Design Guidelines for Fairfax County Revitalization Districts and Areas; developed a Volume II: District Design Guidelines for Bailey's Crossroads/Seven Corners; provided design studies and analysis to assist in the evaluation of zoning applications and plan amendments; developed, in collaboration with other partners, a pop-up park with a summer programming series in downtown Annandale and an interim park space in Bailey's Crossroads; developed a branding and gateway signage system for Springfield; continued to advance the Community Revitalization District maintenance program and associated capital projects; and directed an initiative to facilitate small-scale production businesses. The Community Revitalization branch participates on the Embark Core Team and assisted with the Richmond Highway Bus Rapid Transit (BRT) station design and branding efforts.

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Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
<b>Zoning Administration (ZAD)</b>						
Percent of inspections completed within 15 calendar days of request	84%	82%	80%	77%	80%	80%
Percent of Zoning Ordinance Amendments processed within established timeframe	51%	74%	50%	53%	50%	50%
Percent of zoning compliance letters processed within 30 calendar days	73%	66%	80%	89%	95%	95%
<b>Zoning Evaluation (ZED)</b>						
Percent of written responses (development condition/proffer interpretations) within 30 working days	35%	33%	30%	38%	30%	30%
Percent of Re-Zoning applications scheduled within 9 months	97%	90%	80%	100%	80%	80%
Percent of Special Exception applications scheduled within 8 months	85%	91%	75%	100%	75%	75%
Percent of zoning applications received for submission compliance reviewed within 10 working days	97%	99%	80%	91%	80%	80%
Percent of Commercial Revitalization District applications reviewed within 10 days	100%	100%	75%	100%	75%	75%
<b>Planning</b>						
Percentage of environmental and land use reviews completed by established deadlines (deadlines vary) <sup>1</sup>	NA	NA	NA	NA	95%	95%
Percentage of historic preservation reviews completed by established deadlines (deadlines vary) <sup>1</sup>	NA	NA	NA	NA	95%	95%
<b>Community Revitalization/Urban Centers</b>						
Percentage of the seven revitalization districts/areas where sessions were conducted on revitalization efforts, initiatives and other issues	100%	100%	100%	100%	100%	100%
Percent of zoning, applications, plan amendments, special studies, and other planning/urban design studies worked on in revitalization efforts, initiatives and other related issues	100%	100%	100%	100%	100%	100%

<sup>1</sup> Beginning with FY 2021, the Planning Division began tracking data related to environmental, land use and historic preservation reviews on all assigned zoning applications, plan amendments and studies, interjurisdictional review requests, interdepartmental review requests, and state and federal reviews. The goal is to complete reviews for 95 percent of applications within established timeline (deadlines vary).

A complete list of performance measures can be viewed at  
<https://www.fairfaxcounty.gov/budget/fy-2022-advertised-performance-measures-pm>