

Fairfax County Land Use and Development Services Strategic Assessment

Visioning and Recommendations



Prepared for: Fairfax County

GARTNER CONSULTING

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Background and Approach

Project background

- Fairfax County is at a critical juncture as it faces challenges impacting economic development and building activity within the County.
- Long recognized as a leader of regulatory process execution and in the vanguard of continuous improvement and innovation for land use and development, competition from surrounding jurisdictions and other factors have driven the County to reassess its current mode of operations to respond to industry's desire for faster and more predictable service.
- A number of other challenges and market forces influence the County's approach to achieving future success. Urbanization, growing complexity of development, complexity of regulations and a large contingent of its workforce approaching retirement age are factors that must be carefully considered when developing the vision and path forward for the County.
- The County recognizes there are opportunities to enhance services and improve collaboration to improve customer service, increase consistency in building permitting and inspection and development planning functions, facilitate economic development projects and promote quality of life.
- To achieve this, the County sought an independent review of current procedures and processes, effectiveness and efficiencies to identify opportunities for improvement which can further customer service and improve operational execution.
- The County seeks to define a future vision for land use and development services and recommendations to achieve it.

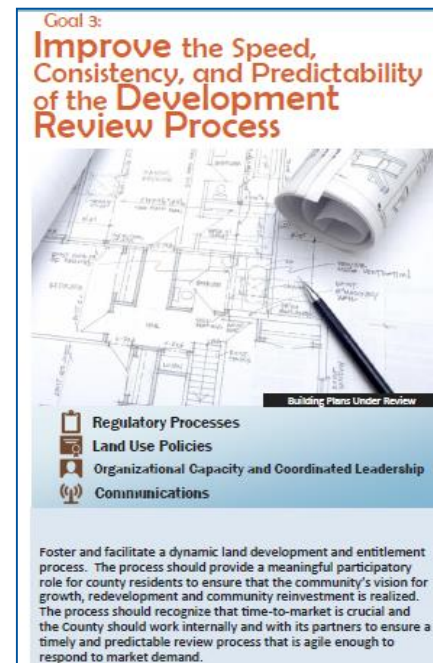
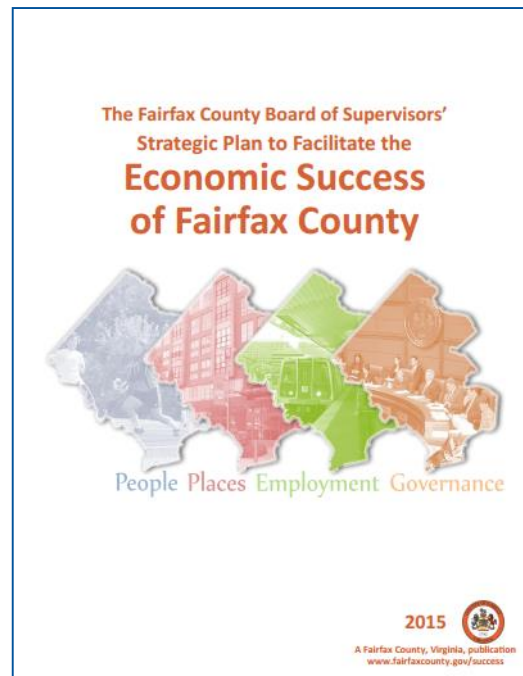
*“Our vision is a community where businesses, residents, and employees of a variety of ages, abilities, and experiences want to live, work, play, learn, and thrive.”**

* The Fairfax County Board of Supervisors' Strategic Plan to Facilitate the Economic Success of Fairfax County

Background and Approach

Project background (continued)

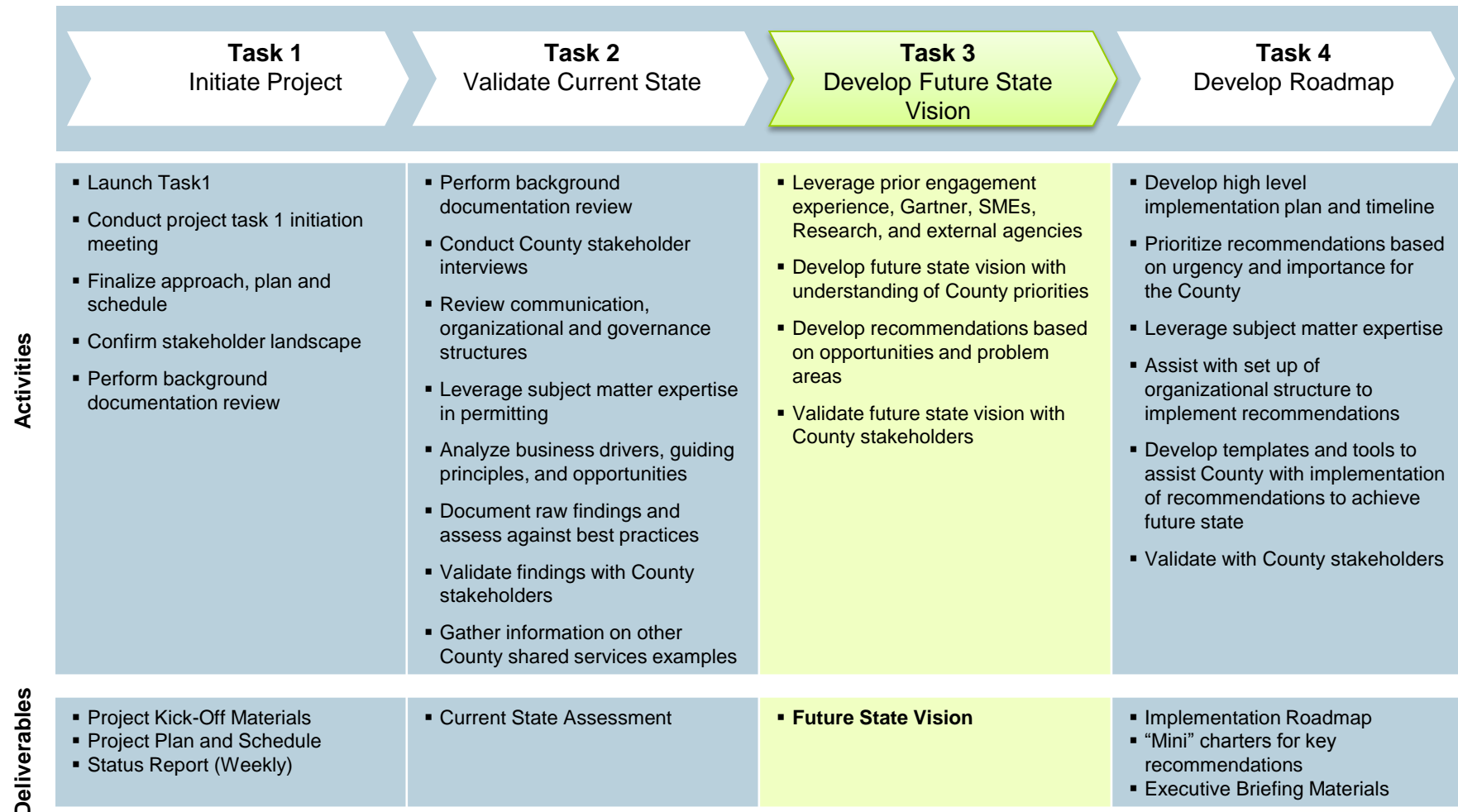
Gartner's strategic assessment is aimed at enabling Fairfax County to achieve economic success through implementation of its Strategic Plan, specifically Goal 3: Improve the Speed, Consistency, and Predictability of the Development Review Process.



Background and Approach

Project approach

The project is currently executing Task 3 to define the future vision for land use and development services and the recommendations to achieve it.



Background and Approach

Project approach detailed

The graphic below highlights the linkage between Gartner deliverables and Fairfax County's parallel improvement initiatives. It should be noted that the Gartner review began in January 2015 and the County has been executing concurrent improvement efforts. As a result, some processes/procedures referenced as anecdotal information gathered may have been modified before the completion of this report.

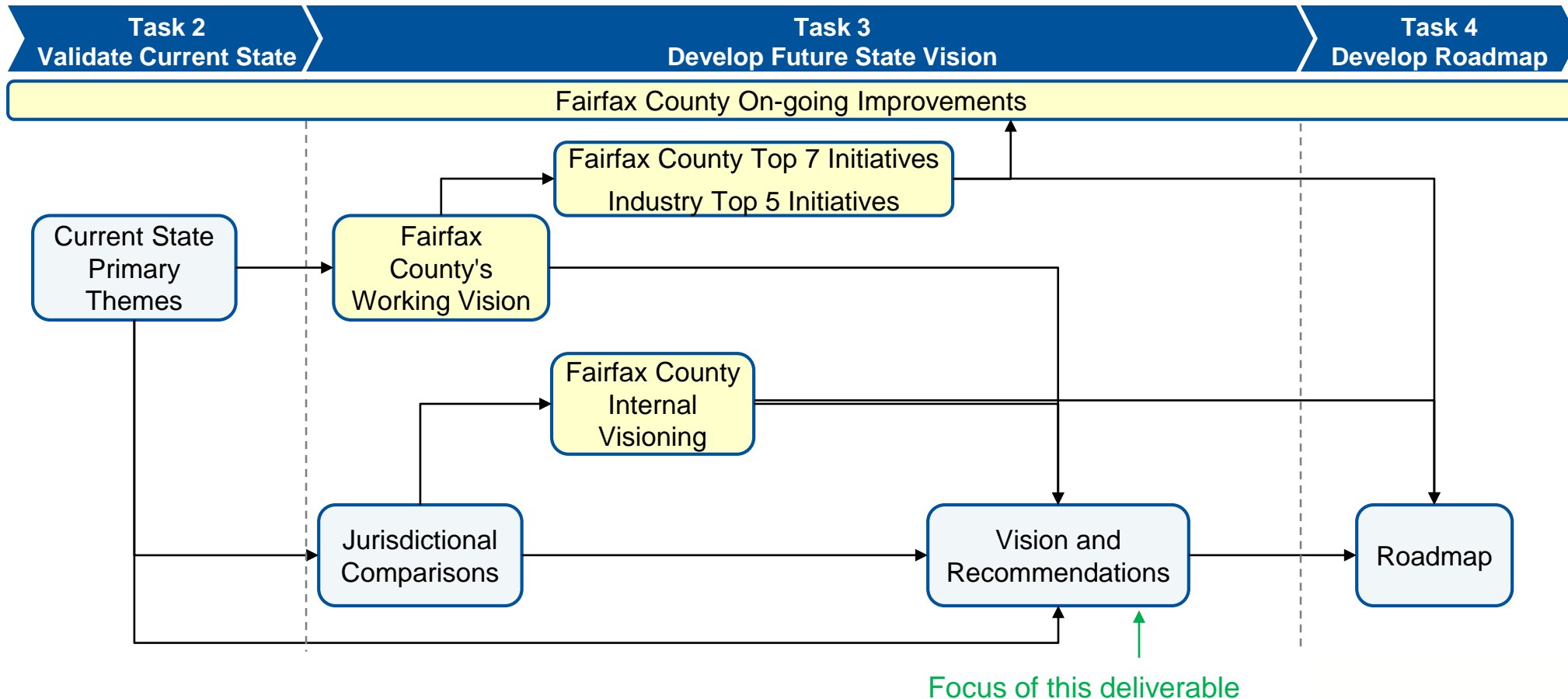


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Vision Element 3

A clear, predictable, and measurable land development process

Strategic Recommendation

Implement streamlined customer-centric, outcome driven processes that standardize guidelines and simplify understanding of development requirements

- Streamline processes to create a clear, predictable, and measurable land development services. Eliminate inefficiencies that are caused by a variety of factors, including inconsistent requirements across magisterial districts, ambiguity in requirements, and inconsistent expectations between the County and customers.
- Implement achievable, quick-win initiatives focused on improving customer service and efficiency to demonstrate commitment and build momentum.
- Ensure customers are fully aware of all processes and requirements for achieving their desired outcomes. Processes including but not limited to application submissions, plan reviews, inspections, bond release, etc., should be clearly documented and readily available for reference by customers and the community.

Opportunity to Address Current State Challenges

- 1 – The land development process has become increasingly adversarial over time
- 5 – Variations throughout the process hamper predictability and efficiency of service delivery
- 7 – Metrics do not fully measure quality and actual workload or priorities

Tactical Recommendations

1. Develop a future state customer-centric service delivery model to

and timelines, and

participation in the districts

and guidelines to

demonstrating
ed approaches

Vision Element:

A component of the County's desired future state for the County's Land Use and Development organization and services



City of New York



City of Los Angeles



City of Sacramento

Vision Element 3

A clear, predictable, and measurable land development process

Strategic Recommendation

Implement streamlined customer-oriented, outcome driven processes that standardize guidelines and simplify understanding of land development requirements.

Tactical Recommendations

- 3-1 Develop a future state customer-centric service delivery model to improve process predictability
- 3-2 Define metrics to measure service delivery quality and timelines, and establish achievable service levels with customers
- 3-3 Identify best practices for citizen engagement and participation in the review process to be shared across magisterial districts
- 3-4 Educate stakeholders on processes, requirements and guidelines to ensure consistent understanding

- Streamline processes to create predictable outcomes for land use and development services. Eliminate or reduce customer service that are caused by a variety of factors including, but not limited to, overlapping districts, ambiguity in requirements, and inconsistent processes across County and customers
- Key to achieving this goal is to standardize service quality and actual workload across all districts. Customers should be able to determine service quality and actual workload across all districts
- Ensure customers are able to achieve their desired outcomes through streamlined submissions, plan review, and permitting. All processes should be documented and readily accessible to customers

Opportunity to Address

- 1 – The land development process is not clear, predictable, and measurable
- 5 – Variations throughout the process
- 7 – Metrics do not fully measure quality and actual workload or priorities

Jurisdictions demonstrating tested approaches



City of New York



City of Sacramento

Strategic Recommendation:
High-level recommendation that summarizes more detailed initiatives to achieve the County's stated vision

Vision Element 3

A clear, predictable, and measurable land development process

Strategic Recommendation

Implement streamlined customer-oriented, outcome driven processes that standardize guidelines and simplify understanding of land development requirements.

Tactical Recommendations

- 3-1 Develop a future state customer-centric service delivery model to improve process predictability
- 3-2 Define metrics to measure service delivery quality and timelines, and establish achievable service levels with customers
- 3-3 Identify best practices for citizen engagement and participation in the review process to be shared across magisterial districts
- 3-4 Educate stakeholders on processes, requirements and guidelines to ensure consistent understanding

- Streamline processes to create predictable outcomes for land use and development services. Eliminate inefficiencies caused by a variety of processes across districts, ambiguous guidelines, and inconsistent County and customer expectations.
- Key to achieving quality and actual service levels overall service levels should be able to be measured and documented and readily available for reference by customers and the community.
- Ensure customer expectations are met through their desired outcomes, timely submissions, plan review, and documented and readily available for reference by customers and the community.

Tactical Recommendations
Specific initiatives that support the achievement of Fairfax County’s vision for the future.

Jurisdictions demonstrating recommended approaches



City of New York



City of Sacramento

Opportunity to Address Current State Challenges

- 1 – The land development process has become increasingly adversarial over time
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Vision Element 3

A clear, predictable, and measurable land development process

Strategic Recommendation

Implement streamlined, customer-oriented, outcome driven processes that standardize guidelines to simplify understanding of development requirements.

Context

A description of the vision element that supports a stronger understanding of the ultimate goal for the County's desired future state

- Streamline processes to create predictable outcomes for land use and development services. Eliminate or reduce variations in customer service that are caused by a variety of factors, including differences in process across magisterial districts, ambiguity in requirements, and inconsistent expectations between the County and customers.
- Key to achieving this goal is establishing metrics that appropriately measure quality and actual workloads and priorities. The right metrics will directly affect the overall service levels delivered to customers. Using these metrics, Fairfax County should be able to determine realistic, sustainable service levels.
- Ensure customers are fully aware of all processes and requirements for achieving their desired outcomes. Processes including but not limited to application submissions, plan reviews, inspections, bond release, etc., should be clearly documented and readily available for reference by customers and the community.

Opportunity to Address Current State Challenges

- 1 – The land development process has become increasingly adversarial over time
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Jurisdictions demonstrating recommended approaches



City of Los Angeles



City of New York



City of Sacramento

Vision Element 3

A clear, predictable

Strategic Recommendation

Implement streamlined, outcome-oriented, outcome-oriented, outcome-oriented that standardize and simplify under development requirements.

Jurisdictions demonstrating recommended approaches

Examples of other US jurisdictions that have pursued similar initiatives

Recommendations

ic service delivery model to

ivery quality and timelines, and
h customers

agement and participation in the
ared across magisterial districts

3-4 Educate stakeholders on processes, requirements and guidelines to ensure consistent understanding

- Streamline processes to create predictable outcomes for land use and development services. Eliminate or reduce variations in customer service that are caused by a variety of factors, including differences in process across magisterial districts. County of San Diego
- Key to a quality and overall satisfaction should be
- Ensure their design submissions, plans, conditions, bond release, etc., should be clearly documented and readily available for reference by customers and the community.

Opportunities to Address Current State Challenges

Alignment with key themes from Gartner Current State Assessment

Jurisdictions demonstrating recommended approaches



City of New York



City of Los Angeles

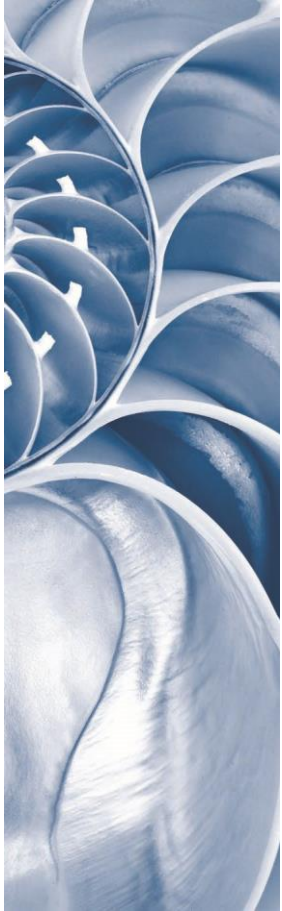


City of Sacramento

Opportunity to Address Current State Challenges

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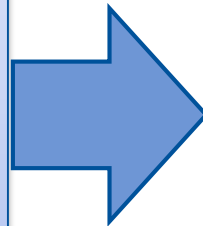
Vision Statement and Elements

- The vision statement and attributes shown below describe the future of land use and development services to achieve the Economic Success Goals.
- The subsequent slides provide recommendations for achieving each of the vision elements.

Vision Statement

“Improve the Speed, Consistency and Predictability of the Development Review Process while

- 1) Maintaining a meaningful participatory role for county residents**
- 2) Recognizing that time-to-market is crucial**
- 3) Understanding the importance of agility in responding to market demand**
- 4) Providing high-quality services that ensure public safety and create desirable places to live, work, and play”**



Vision Elements: “In the future, Fairfax County will have...”

- | |
|--|
| 1. A customer-centric, culturally integrated development services function |
| 2. A problem-solving culture based on collaboration and accountability |
| 3. A clear, predictable, and measurable land development process |
| 4. The agility to respond to market demand and meet defined service levels |
| 5. Codes and ordinances that are agile, easy to use, consistent, and support modern development patterns |
| 6. Integrated technology that enables seamless customer and staff interactions, and supports land use and development operations |
| 7. Engaged staff that have the knowledge, resources, support and morale to effectively perform the work |

Vision Element 1

A customer-centric, culturally integrated development services function

Strategic Recommendation

Provide a seamless, coordinated, consistent and efficient “One Fairfax” services organization.

Tactical Recommendations

- | | |
|-----|--|
| 1-1 | Establish a parallel leadership function to implement strategic recommendations and to manage and drive continuous improvement |
| 1-2 | Integrate services through appropriate strategic organizational alignments to better enable customer-centric service delivery |
| 1-3 | Evaluate a physical and virtual One-Stop shop customer service center to decrease handoffs and bolster efficiency |
| 1-4 | Expand project management functions and philosophy to expedite service delivery |

- Evaluate current organizational culture, structure, and capacity and consider possible changes to the regulatory agencies, as well as better integration of business support functions, to accentuate efficient service delivery.
- Consider centralizing administrative and back office functions (IT, Budget, Communications Organizational Development and Training) to support all development services agencies.
- To enhance customer service and increase internal collaboration, streamline customer-facing functions and counters at the Herrity Building DPZ and LDS customer service center.
- Apply lessons learned from the current project management efforts and the Tysons model to develop a robust, end-to-end project management support mechanism for select project types. Strive to create seamless hand offs between County agencies involved in development services.

Jurisdictions demonstrating recommended approaches



Charlotte / Mecklenburg County



Prince George's County



City of Sacramento

Opportunity to Address Current State Challenges

3 – Fairfax County operates in silos, which limits the ability to effectively communicate and coordinate with one another

Vision Element 2

A problem-solving culture based on collaboration and accountability

Strategic Recommendation

Create a framework to engage all stakeholders in addressing current and future development services challenges.

Tactical Recommendations

- | | |
|-----|---|
| 2-1 | Create a Development Advisory Commission comprised of industry, citizens, and staff to formalize collaboration and communication amongst stakeholders |
| 2-2 | Implement communications and outreach program to promote a culture of cooperation and problem-solving |
| 2-3 | Develop a recognition and incentives program that rewards high performing customers |

- Establish an advisory commission comprised of County and staff, NVBIA, NAIOP, ESI, Customer Advisory Council and other external stakeholders for effective collaboration and communication.
- In alignment with the training objectives found in Recommendation 7-1 (Develop and implement the Joint Training Academy), develop a communications outreach program that focuses on proactive communication to educate, inform and assist industry and other external stakeholders and foster a problem-solving culture to get to a resolution.
- Create county/citizen/industry "Partnership Agreement" that describes expectations of each party and fosters a mutual appreciation between staff of the development process and the development community to work together and use collective expertise to solve problems in timely and consistent manner.

Jurisdictions demonstrating recommended approaches



City of Sacramento



State of Oregon

Opportunity to Address Current State Challenges

- 1 – The land development process has become increasingly adversarial over time
- 2 – Cultural issues impair efficient customer service and effective service delivery

Vision Element 3

A clear, predictable, and measurable land development process

Strategic Recommendation

Implement streamlined customer-oriented, outcome driven processes that standardize guidelines and simplify understanding of land development requirements.

Tactical Recommendations

- | | |
|-----|--|
| 3-1 | Develop a future state customer-centric service delivery model to improve process predictability |
| 3-2 | Define metrics to measure service delivery quality and timelines, and establish achievable service levels with customers |
| 3-3 | Identify best practices for citizen engagement and participation in the review process to be shared across magisterial districts |
| 3-4 | Educate stakeholders on processes, requirements and guidelines to ensure consistent understanding |

- Streamline processes to create predictable outcomes for land use and development services. Eliminate or reduce variations in customer service that are caused by a variety of factors, including differences in process across magisterial districts, ambiguity in requirements, and inconsistent expectations between the County and customers.
- Key to achieving this goal is establishing metrics that appropriately measure quality and actual workloads and priorities. The right metrics will directly affect the overall service levels delivered to customers. Using these metrics, Fairfax County should be able to determine realistic, sustainable service levels.
- Ensure customers are fully aware of all processes and requirements for achieving their desired outcomes. Processes including but not limited to application submissions, plan reviews, inspections, bond release, etc., should be clearly documented and readily available for reference by customers and the community.

Jurisdictions demonstrating recommended approaches



City of Los Angeles



City of New York



City of Sacramento

Opportunity to Address Current State Challenges

- 1 – The land development process has become increasingly adversarial over time
- 5 – Variations throughout the process hamper predictability and efficiency of service delivery
- 7 – Metrics do not fully measure quality and actual workload or priorities

Vision Element 4

The agility to respond to market demand and meet defined service levels

Strategic Recommendation

Develop measurable service levels with industry and implement mechanisms to balance capacity with changes in market demand.

Tactical Recommendations

- | | |
|-----|--|
| 4-1 | Identify capacity management options (overtime, new hires, outsourcing, etc.) to increase agility to respond to demand fluctuations |
| 4-2 | Formalize a continuous improvement program to identify and implement process efficiency measures |
| 4-3 | Establish a blended or enterprise funding model that is supported by industry to finance maintenance and improvement of service levels |

- Expectations for quality and timeliness of service should be consistent between the County and its constituents. In addition, Fairfax County should be able to respond to changes in the market, such as an economic boom that attracts significant development, that may require adjustments in staffing or process.
- Implement achievable, quick-win initiatives focused on improving customer service and efficiency to demonstrate commitment and build momentum.
- As the market changes and specific initiatives are prioritized, Fairfax County will have the right mechanisms and funding model in place to rapidly respond to stakeholder needs.

Jurisdictions demonstrating recommended approaches



Charlotte / Mecklenburg County



Prince George's County



Montgomery County

Opportunity to Address Current State Challenges

5 – Variations throughout the process hamper predictability and efficiency of service delivery

Vision Element 5

Codes and ordinances that are agile, easy to use, consistent, and support modern development patterns

Strategic Recommendation

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

- Ensure that codes and ordinances operate as intended to meet the County's current and evolving land development needs, addressing the urbanization of the County and an increasingly diverse population.
- Manage regulations and policies in an integrated manner to prevent overlaps and ensure consistency.
- Make regulations and policies easier for customers to understand and for the County to administer. Establish quick-wins by resolving known high-impact problem areas in regulations.
- Create proffer standards and processes that provide consistency, traceability, and enforceability to reduce variability and delays.

Tactical Recommendations

- | | |
|-----|--|
| 5-1 | Perform diagnostic review of the Zoning Ordinance to determine its ability to meet modern needs |
| 5-2 | While the diagnostic review is performed, continue to manage and improve the current Zoning Ordinance and supporting processes |
| 5-3 | Reinforce the purpose of the Comprehensive Plan as a long-range guideline rather than a site-specific regulatory document |
| 5-4 | Reestablish the PFM as a design guideline rather than regulation |
| 5-5 | Improve proffer process to foster consistency, traceability, and enforceability |
| 5-6 | Establish an integrated research and development group, and an amendment process to ensure the ordinances and regulations are updated and responsive to evolving community priorities and market opportunities |

Jurisdictions demonstrating recommended approaches



City of Austin



City of Fairfax



District of Columbia

Opportunity to Address Current State Challenges

4 – Complexities and inconsistencies with land use and development policies and regulations hamper predictability and efficiency of service delivery

Vision Element 6

Integrated technology that enables seamless customer and staff interactions, and supports land use and development operations

Strategic Recommendation

Identify, prioritize, implement, and manage technologies to support industry, community, and staff needs in an integrated manner.

Tactical Recommendations

- | | |
|-----|---|
| 6-1 | Develop integrated IT governance and management for land development services |
| 6-2 | Develop an integrated strategic IT plan for land development services |
| 6-3 | Develop a single modernized land use and development system |
| 6-4 | Create unified, customer-oriented informational land development services web sites |
| 6-5 | Leverage social media technology to communicate with customers and citizens |

- Create a modernized system that supports land development services to replace the siloed and aging systems. Provide customers with an end-to-end view of their projects from a single portal, that fully integrates business processes while providing the necessary metrics and business intelligence for management.
- Integrate the informational County websites into a structure that is customer-oriented and user-friendly, provides clarity about the land development process, and facilitates inquiries about requirements, enabling higher quality submissions.
- Put in place an integrated IT governance and enhance strategic planning capabilities to manage priorities and projects going forward to ensure technology investments are managed from a holistic land development perspective.

Jurisdictions demonstrating recommended approaches



Charlotte / Mecklenburg County



City of San Antonio

Opportunity to Address Current State Challenges

- 3 – Fairfax County operates in silos, which limits the ability to effectively communicate and coordinate with one another
- 6 – Aging, non-integrated technology systems exacerbate process and customer service issues

Vision Element 7

Engaged staff that have the knowledge, resources, support and morale to effectively perform the work

Strategic Recommendation

Implement an integrated training program and establish opportunities for career growth with commensurate recognition and incentives to develop, attract, and retain top talent.

Tactical Recommendations

- | | |
|-----|--|
| 7-1 | Develop and implement the Joint Training Academy |
| 7-2 | Expand staff mentoring across land use and development agencies |
| 7-3 | Develop a compensation model including incentives that rewards performance and promotes accountability |
| 7-4 | Establish career growth and promotion opportunities and remove impediments |

- Expand formalized training to ensure a well qualified and trained workforce so that the County can provide responsive, efficient, and predictable services.
- Motivate employees through opportunities to learn, expand their responsibilities, and grow in a well defined career path within development services.
- Reward employees who achieve and exceed their performance metrics to retain the talent and encourage continual growth.
- Career growth and appropriate compensation will help recruitment and retention.

Jurisdictions demonstrating recommended approaches



Prince William County



Osceola County



Marion County

Opportunity to Address Current State Challenges

- 2 – Cultural issues impair efficient customer service and effective service delivery
- 5 – Variations throughout the process hamper predictability and efficiency of service delivery

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Vision Element 1

A customer-centric, culturally integrated development services function

Strategic Recommendation

Provide a seamless, coordinated, consistent and efficient “One Fairfax” services organization.

Tactical Recommendations

- | | |
|-----|--|
| 1-1 | Establish a parallel leadership function to implement strategic recommendations and to manage and drive continuous improvement |
| 1-2 | Integrate services through appropriate strategic organizational alignments to better enable customer-centric service delivery |
| 1-3 | Evaluate a physical and virtual One-Stop shop customer service center to decrease handoffs and bolster efficiency |
| 1-4 | Expand project management functions and philosophy to expedite service delivery |

- Evaluate current organizational culture, structure, and capacity and consider possible changes to the regulatory agencies, as well as better integration of business support functions, to accentuate efficient service delivery.
- Consider centralizing administrative and back office functions (IT, Budget, Communications Organizational Development and Training) to support all development services agencies.
- To enhance customer service and increase internal collaboration, streamline customer-facing functions and counters at the Herrity Building DPZ and LDS customer service center.
- Apply lessons learned from the current project management efforts and the Tysons model to develop a robust, end-to-end project management support mechanism for select project types. Strive to create seamless hand offs between County agencies involved in development services.

Jurisdictions demonstrating recommended approaches



Charlotte / Mecklenburg County



Prince George's County



City of Sacramento

Opportunity to Address Current State Challenges

3 – Fairfax County operates in silos, which limits the ability to effectively communicate and coordinate with one another

Tactical Recommendation 1-1

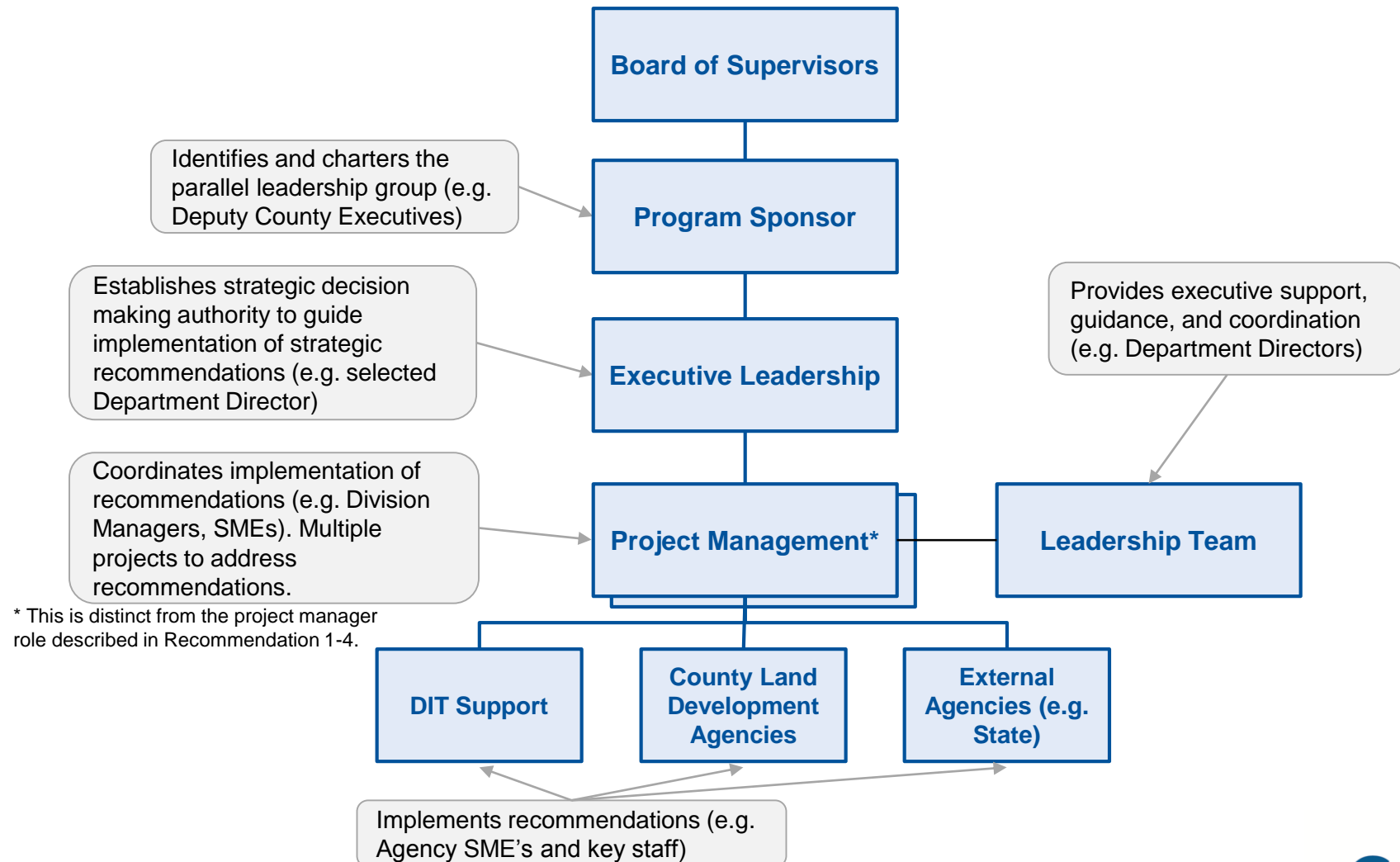
Establish a parallel leadership function to implement strategic recommendations and to manage and drive continuous improvement

Recommendation 1-1	Establish a parallel leadership function to implement strategic recommendations and to manage and drive continuous improvement
Rationale	A leadership team chartered to plan and implement the strategic recommendations is critical to successfully achieving the vision. This recommendation will establish strong leadership to set the culture, create the vision and values, and operationalize the mission into day-to-day operations.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Identify leadership and dedicated resources that will comprise this team.2. Define the parallel leadership team charter. Define its objectives, namely to vet issues, propose methods to address issues, implement recommendations, and keep open an open channel of communication among staff and leadership.3. Brand the “One Fairfax” improvement effort.4. Codify the leadership philosophy as part of the team charter.5. Take ownership of the roadmap from this assessment and create and manage implementation projects.6. Instill in staff the recognition that the County’s success is linked to the development community’s success, and a culture of shared objectives and collaboration.7. This structure can be the starting point for the Development Advisory Commission (Recommendation 2-1) which will incorporate the industry and citizens in the improvement process.

Tactical Recommendation 1-1

Establish a parallel leadership function to implement strategic recommendations and to manage and drive continuous improvement (continued)

The organization chart below shows a potential parallel leadership structure.



Tactical Recommendation 1-2

Integrate services through appropriate strategic organizational alignments to better enable customer-centric service delivery

Recommendation 1-2	Integrate services through appropriate strategic organizational alignments to better enable customer-centric service delivery
Rationale	Enables the County to exhibit a land use and development process managed by a single jurisdiction while addressing organizational and hierarchical issues with the current structure that impede collaboration.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Strong leadership to set the culture, create the vision and values, and operationalize the mission into day-to-day operations<ul style="list-style-type: none">• Integrate and align efforts, manage customer expectations by customer segment, reinforce accountability and create a function that tracks and models changes in demand2. Consider centralizing administrative and back office functions (IT, Budget, Communications Organizational Development and Training) to support all development services agencies.<ul style="list-style-type: none">• Also potentially centralize Research and Development (Code Development, policy development, legislative oversight) to ensure codes stay current with the changing urban environment, technologies, and development patterns, and tracking and developing legislation (see Strategic Recommendation 4)2. Emphasize County ownership of and accountability for full end-to-end service delivery3. Provide staff with an understanding of development process from each department's perspective4. Institute a decision-making model that clearly identifies decision rights throughout the development services organization<ul style="list-style-type: none">• Empower Staff Coordinators in DPZ and Site Plan Reviewers in LDS to resolve conflicting input and provide actionable direction to the customer
County Considerations	<ul style="list-style-type: none">• Select the appropriate model, and associated implementation strategy, to effect lasting change and capitalize on opportunities for improvement (see next slide).• Target organizational model should exhibit four primary characteristics:<ul style="list-style-type: none">✓ Integrated Management: ✓ Integrated Communications✓ Integrated Services ✓ Integrated Project Management (further addressed by Recommendation 1-3)

Tactical Recommendation 1-2

Integrate services through appropriate strategic organizational alignments to better enable customer-centric service delivery (continued)

Fairfax County identified three options for organizational integration as outlined in the table below. Gartner has provided pros and cons for each option to provide input into the decision-making process.

Option	Description	Pros	Cons
1. LDS as its own department	No reorganizations, other than splitting LDS off from DPWES – LDS becomes a separate agency. Focus only on coordination and collaboration and smoothing out process hand-offs.	<ul style="list-style-type: none">• LDS benefits from increased autonomy and DPWES becomes a more manageable size• Potential for moderate service delivery improvement	<ul style="list-style-type: none">• Risk of limited impact on service levels, and failure to realize opportunities related to process, technology, culture, etc..
2. Selective Realignment	Carry out selective organizational realignments only – i.e. SDID and ZED; Building and FMO; customer intake and processing.	<ul style="list-style-type: none">• Addresses key “pain points” and aligns complementary functions	<ul style="list-style-type: none">• May hinder County’s ability to fully realize Economic Success Goals since organizational silos will still exist
3. Full Realignment	Create a new planning and development services agency that would include all of DPZ and LDS and could include parts of FMO, FCDOT, and HD or create a new reporting structure with elements of these other agencies.	<ul style="list-style-type: none">• Fully enables opportunity areas related to technology, service delivery, culture, etc..• Allows the County opportunity to fully realize Economic Success Goals by eliminating organizational silos	<ul style="list-style-type: none">• Complexity, and time to implement• Perceived “shifts in power” can create backlash if not managed

- Gartner recommends that the County pursue Full Realignment to capitalize on the opportunities from the Current State Assessment, and best realize Vision Element 1
- Irrespective of the model chosen, Gartner recommends that a centralized business support function is created. This unit would be assigned to one of the agencies for reporting, but would be jointly governed by all of the development agencies.

Tactical Recommendation 1-2

Integrate services through appropriate strategic organizational alignments to better enable customer-centric service delivery (continued)

Developing a centralized business support function enables many other elements of the County's vision or focusing on integrated efforts.

Unit	Rationale	Key Needs
Budget	<ul style="list-style-type: none">• Better alignment of the budget will improve the understanding of the true cost of regulatory services and allow for smarter management decision making.• Supports development of enterprise fund or other mechanism that correlates fees with total cost of regulatory services (see Recommendation 4-3)	<ul style="list-style-type: none">• Development services need to be viewed as a unified line of business within the County budget• Allocation and prioritization of resources needs to be done in a manner that supports the whole regulatory system.• Workforce resource expansion and contraction performed holistically to ensure levels of service to County customers (see Recommendation 4-1)
Human Resources (including OD&T)	<ul style="list-style-type: none">• Consolidation and integration of HR staff will enable a more nimble and agile workforce that can better adapt to changing workloads and priorities and improve the consistency of County services during market swings.• Enables broader skill development and cross training and facilitates training from a holistic development services perspective (see Recommendation 7-1)	<ul style="list-style-type: none">• Position descriptions and job classifications need to be designed to support development services common mission.• Classifications that address specialized skills, as well as other classifications that can be more broadly structured to provide a greater range of service and cross agency boundaries• Recognition and rewards programs that reinforce desired behaviors, such as collaboration and accountability
Information Technology	<ul style="list-style-type: none">• Enables design and realization of technology solution set that does not require user to know County organizational structure• Aligns with technology strategy based on eliminating silos and customer-centric services (i.e., FIDO/PAWS/ZAPS replacement see Recommendation 6-3)• Reports, metrics, status and process information should all be based on an integrated approach to support development services	<ul style="list-style-type: none">• Technology solutions based fundamentally on the regulatory services the County provides• Simplified point of entry that enables better sharing of information amongst staff and improved access to information for the community.• Prioritization of system requests across land use agencies to ensure appropriate allocation of limited IT funding and resources.• Comprehensive strategic road map for all land use IT initiatives to facilitate better planning for staffing, funding, and change management.

Tactical Recommendation 1-3

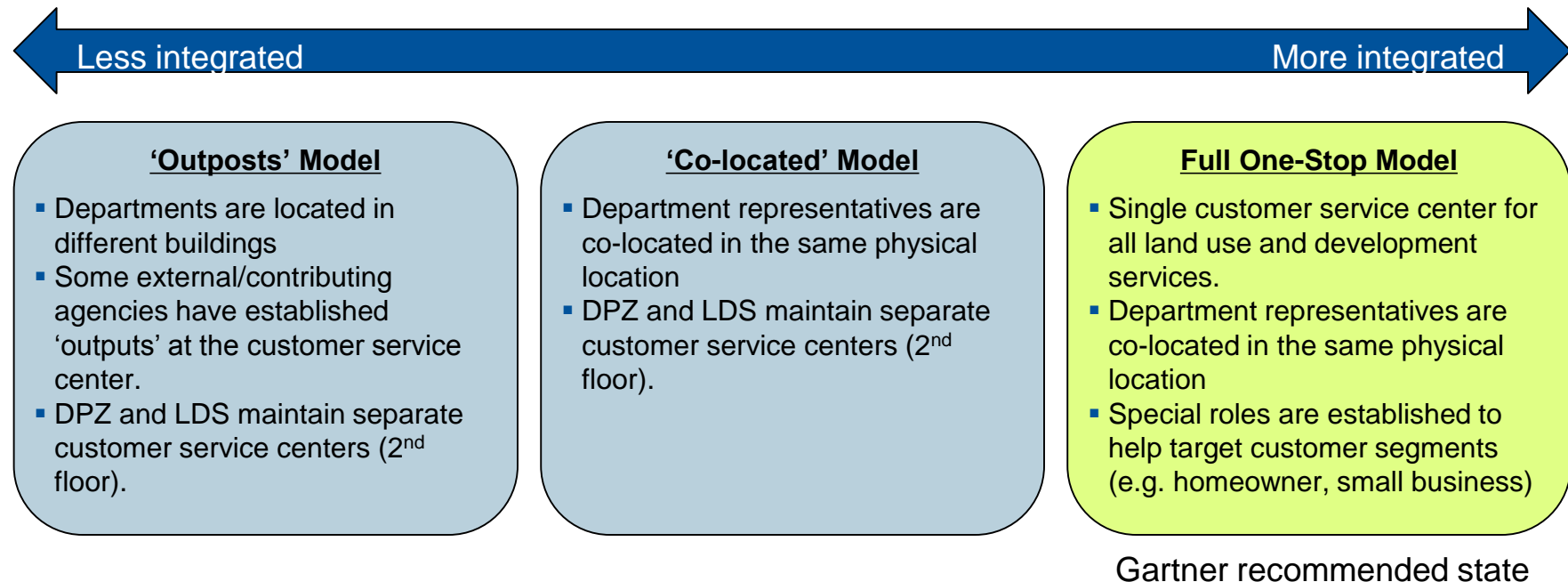
Evaluate a physical and virtual One-Stop shop customer service center to decrease handoffs and bolster efficiency

Recommendation 1-3	Evaluate a physical and virtual One-Stop shop customer service center to decrease handoffs and bolster efficiency
Rationale	<p>One-Stop shop is a customer-centric service approach where customers can access all services from a single point of access both physically and virtually. This recommendation focuses on the physical aspects which include the County customer service center, and access to staff that are responsible for providing the service. Virtual One-Stop covers the land development systems and County web sites which are discussed in Recommendation 6. One-Stop shop efforts will improve the accessibility for County customers and the coordination and collaboration among staff. Intake, customer service counters, access to information and records, FOIA requests, application forms, etc. should all be integrated to better manage the process and not rely on the customer to navigate individually designed processes within organizational silos.</p>
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Identify opportunities to co-locate staff to foster collaboration and improve communications. A range of models for consideration are shown on the next slide.2. Consider establishing outposts to represent all stakeholders in the process. This makes services more accessible, while also fostering a more collaborative internal culture and better serves the customer3. Consider providing kiosks for basic functions, research and process information4. Share best practices while acting as the ‘voice’ for the ‘staff side of the counter’5. Design based on inclusion of all participating agencies, even external agencies (e.g. VDOT) to determine feasible way that all agencies can support a One-Stop model6. Ensure technology decisions are coordinated with, and align with the design and strategy of the One-Stop shop
County Considerations	<p>Simply co-locating DPZ and LDS customer service centers will likely not yield the desired result. Development of a complete One-Stop Shop customer service strategy and vision is critical to effect change and measurably improve customer perceptions of County development services.</p>

Tactical Recommendation 1-3

Evaluate a physical and virtual One-Stop shop customer service center to decrease handoffs and bolster efficiency (continued)

The One-Stop shop (physical) model provides customers a single point of access to services and staff. Customers then have access to any department involved in the review of their application. A spectrum of potential models are shown below.



Tactical Recommendation 1-4

Expand project management functions and philosophy to expedite service delivery

Recommendation 1-4	Expand project management functions and philosophy to expedite service delivery
Rationale	<p>Provide “cradle-to-grave” services while minimizing the impacts of hand offs of projects from group to group. Complements other initiatives that aim to break down silos and promote customer-centric service delivery.</p>
Key Activities to Implement Recommendation	<ol style="list-style-type: none"> 1. Provide a project manager type approach to shepherd projects through the process which does not rely on applicants trying to navigate the land development process and to avoid/ reconcile conflicting directions; 2. Define project characteristics that warrant an integrated project management approach 3. Define a job qualification for the Project Manager role (details on subsequent slide), and develop a pool of project management resources (or project management office) 4. Develop skill sets and potentially establish positions that support project management approaches, problem solving, customer service skills, cross-agency collaboration, facilitating resolution of conflicting comments, and working in teams; 5. Create matrix (i.e. inter-departmental) teams comprised of representatives from all disciplines and departments for a particular range of project types that are assigned to work together over time so that relationships can develop, styles can be accommodated, communication channels established 6. Establish a consistent role for the land use committee process to ensure public input is heard and addressed early in the review process to avoid deferrals and delays. 7. Update processes to support formation of matrix teams and assignment of project managers.
County Considerations	<ul style="list-style-type: none"> • Tysons has effectively used a matrix team and project manager to facilitate collaboration across organizational silos. Apply lessons learned to develop a robust, end-to-end project management support framework. • Since this effort is specifically designed to cross business areas it should be jointly managed. • Matrix team should define a regular schedule to process the applications that fall within its purview. Examples include: <ul style="list-style-type: none"> ✓ Complex Project Team: Mixed Use, High Density, TOD, etc. ✓ New Commercial Team ✓ Multi-Family Residential Team

Tactical Recommendation 1-4

Expand project management functions and philosophy to expedite service delivery (continued)

- Formalize a Project Manager (PM) role that serves to navigate both building and planning issues for complex projects. PMs are used on projects when requested, and the projects have to be large and complex (as defined by County policies which can stipulate valuation threshold and/or when concurrent processes are required, etc.).
- Key Duties and Responsibilities for this role typically include:

PROJECT MANAGER KEY ESSENTIAL DUTIES AND RESPONSIBILITIES

- Facilitates processing of planning, building and public improvement reviews and approvals. Monitors conditions of approval, and comments on plans.
- Serves as the customer's central point of contact throughout the entire development review process.
- Reviews project proposals during conceptual, entitlement, building, infrastructure and construction stages and helps establish project goals, objectives, priorities, and identifies resource needs.
- Develops and implements policies and procedures required for implementation of action plans to support the project's goals and the County's mission.
- Assists in coordination with developers, business associations, community/neighborhood organizations, County departments, and other public agencies
- Coordinates projects with other County departments and outside agencies to address project issues and process improvement strategies and implementing programs
- Maintains liaison with business associations, community/neighborhood organizations and relevant local, state, and federal agencies
- Provide exceptional customer service to those contacted in the course of work.

Vision Element 2

A problem-solving culture based on collaboration and accountability

Strategic Recommendation

Create a framework to engage all stakeholders in addressing current and future development services challenges.

Tactical Recommendations

- | | |
|-----|---|
| 2-1 | Create a Development Advisory Commission comprised of industry, citizens, and staff to formalize collaboration and communication amongst stakeholders |
| 2-2 | Implement communications and outreach program to promote a culture of cooperation and problem-solving |
| 2-3 | Develop a recognition and incentives program that rewards high performing customers |

- Establish an advisory commission comprised of County and staff, NVBIA, NAIOP, ESI, Customer Advisory Council and other external stakeholders for effective collaboration and communication.
- In alignment with the training objectives found in Recommendation 7-1 (Develop and implement the Joint Training Academy), develop a communications outreach program that focuses on proactive communication to educate, inform and assist industry and other external stakeholders and foster a problem-solving culture to get to a resolution.
- Create county/citizen/industry "Partnership Agreement" that describes expectations of each party and fosters a mutual appreciation between staff of the development process and the development community to work together and use collective expertise to solve problems in timely and consistent manner.

Jurisdictions demonstrating recommended approaches



City of Sacramento



State of Oregon

Opportunity to Address Current State Challenges

- 1 – The land development process has become increasingly adversarial over time
- 2 – Cultural issues impair efficient customer service and effective service delivery

Tactical Recommendation 2-1

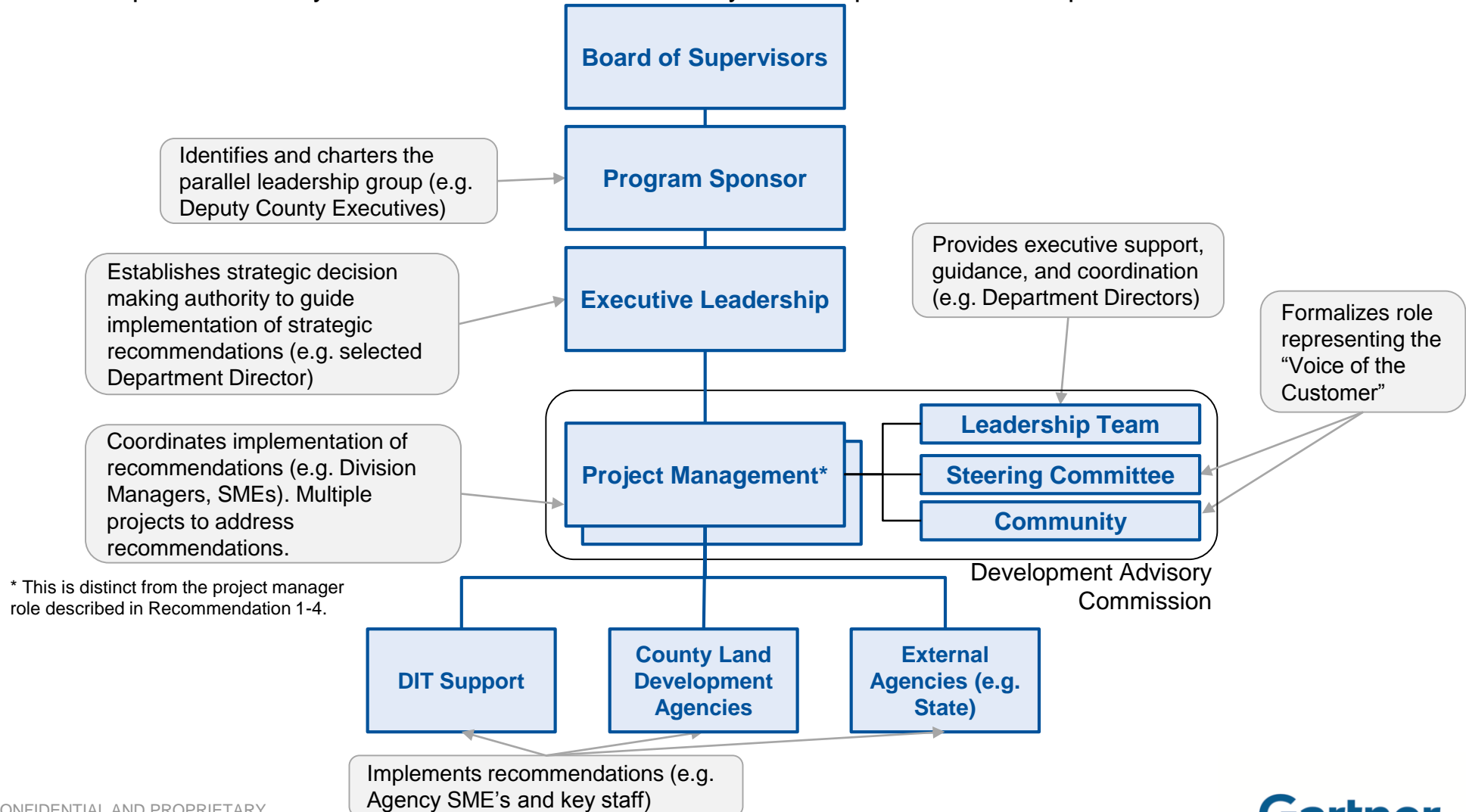
Create a Development Advisory Commission comprised of industry, citizens, and staff to formalize collaboration and communication amongst stakeholders

Recommendation 2-1	Create a Development Advisory Commission comprised of industry, citizens, and staff to formalize collaboration and communication amongst stakeholders
Rationale	Establishing a formal advisory body will provide the community and industry input necessary for the County to develop concrete approaches and actions to optimize service delivery
Key Activities to Implement Recommendation	<ol style="list-style-type: none"> 1. Establish a development advisory commission that brings together representatives of the stakeholders in the development process (developers, design professionals including architects and engineers; land use attorneys, citizens and project managers). 2. Define commission objectives, namely to vet issues, propose methods to address issues, and keep open an open channel of communication between staff, development community, stakeholder interests, staff, and political leadership. <ul style="list-style-type: none"> • Change should include a culture shift to become more of a partnership, as well as operational improvements. 3. Set culture and expectations, including a county/citizen/industry “Partnership Agreement” (that describe expectations of each party), which are clearly communicated, supported and constantly reinforced by management, and understood and internalized by staff 4. Build and maintain successful industry relationships and dialogues <ul style="list-style-type: none"> • Solicit industry input on modes of collaboration • Define cadence and agenda for meetings 5. The Development Advisory Commission concept builds upon the concept in Recommendation 1-1 to establish parallel leadership to lead change initiatives. 6. The Development Advisory Commission can also draw on expertise from project managers (see Recommendation 1-4) who provide critical insight into problems across the entire process.
County Considerations	<ul style="list-style-type: none"> • Land Use Committees could provide the community input into the Development Advisory Commission. Discuss options with the Board of Supervisors. • Current industry groups NVBIA, NAIOP, and ESI would provide the industry input into the Development Advisory Commission. • Fairfax County has drafted a Bill of Rights that could be the starting point for the Partnership Agreement.

Tactical Recommendation 2-1

Create a Development Advisory Commission comprised of industry, citizens, and staff to formalize collaboration and communication amongst stakeholders (continued)

The Development Advisory Commission should work closely with the parallel leadership structure.



Tactical Recommendation 2-1

Create a Development Advisory Commission comprised of industry, citizens, and staff to formalize collaboration and communication amongst stakeholders (continued)

Partnership Agreements establish responsibilities and expectations between the County, industry, and community. Below are sample adopted stakeholder roles, relationship, and responsibilities from the State of Oregon.

Sample Customer “Partnership Agreement” from the State of Oregon

OWNERS – Employ licensed professionals to undertake building design and construction tasks for the owner to renovate or building new buildings that meet the minimum construction, health, welfare and life safety provisions of the State of Oregon Building Code. Operate those buildings in accordance with state laws, rules and regulations governing public safety and disaster resistance.

ARCHITECTS – Design new or building renovations in accordance with the administrative and technical provisions of the adopted statewide building code. To assure timely and efficient building design and subsequent construction, provide in their first and any subsequent plan submissions code complying plans and other construction documents including relevant tables and schedules. Keep the owner informed of design changes relevant to code compliance.

CONTRACTORS & SUBCONTRACTORS - Provide qualified, and where required state licensed employees to carry out new or building renovations in accordance with the administrative and technical provisions of the adopted statewide building code. To assure timely and efficient construction, call for inspections when that aspect of a building indeed has been completed and is ready for inspection to assure compliance under the adopted state building code. Provide their employees with training regarding code compliant construction, especially in the area of new products, materials and construction techniques. Keep the owner informed of changes made on site relevant to code compliance.

Tactical Recommendation 2-2

Implement communications and outreach program to promote a culture of cooperation and problem-solving

Recommendations 2-2	Implement communications and outreach program to promote a culture of cooperation and problem-solving
Rationale	Apply a coordinated and regimented “One Fairfax” approach to all communications and outreach to promote consistent messaging and customer-centric service delivery
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Develop strategy and operating principles for an integrated and focused outreach effort to foster and maintain a multitude of key relationships and to coordinate and communicate regularly.2. Formulate and educate development services staff on “re-branded” Fairfax County vision and mode of operation<ul style="list-style-type: none">• Ensure consistent messaging is provided to all stakeholders that adheres to vision• In order to change long held perceptions by different customer groups, it is important to brand and market County collective efforts and create a positive “buzz” about development services (internally and externally).3. Regularly promote successes and continuous improvement4. Improve interagency/industry communications through methods such as:<ul style="list-style-type: none">• Tracking stakeholder efforts, follow up on stakeholder requests, and manage stakeholder outreach and task group efforts• Setting agendas for advisory committee and industry meetings (NVBIA/NAIOP/ESI).• Training all reviewers to be aware of the costs of potential development solutions• Posting public announcement videos on the web that explain the process and explain resources available to identify where a project is in the approval process5. Utilize Organizational Development and Training (OD&T) centralized business function established in Recommendation 1-1 to implement a customer service culture, support team building, work through change management, coach supervisors, managers, and executive teams to implement change. <p><i>Continued on next slide...</i></p>

Tactical Recommendation 2-2

Implement communications and outreach program to promote a culture of cooperation, empathy and problem-solving (continued)

Key Activities to Implement Recommendation	<div>6. Specific areas of support include:<ul style="list-style-type: none">• Joint Training Academy• Coaching Mentoring• Team building• Support positive work environments and help establish and maintain desired culture• Organizational assessment• Change management• Team facilitation</div> <div>7. Expand public outreach and transparency earlier in the process can help to get buy-in from citizens' groups and prevent the project from getting derailed.</div> <div>8. Establish a consistent role for the land use committee process to maximize effective participation.</div> <div>9. Expand Neighborhood Colleges and other educational efforts to enable citizens to more effectively participate in the development process.</div>
County Considerations	<div>This recommendation complements many aspects of Strategic Recommendation 1, which is more focused on internal organizational decisions that the County will contemplate to realize the vision.</div>

Tactical Recommendation 2-3

Develop a recognition and incentives program that rewards high performing customers

Recommendation 2-3	Develop a recognition and incentives program that rewards high performing customers
Rationale	By consistently and publicly rewarding top performers that exhibit the “One Fairfax” mindset, the County culture can be positively influenced concurrently with service delivery improvements.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Vet incentive possibilities with industry to determine value proposition for implementing reward mechanisms.2. Develop mechanisms to incentivize applicants to submit quality plans<ul style="list-style-type: none">• Investigate options to reward quality submitters with preferential status• Recognize quality submitters through mechanisms such as a “Hall of Fame” on building officials blog3. Encourage industry to investigate and implement methods to self-monitor to improve timeliness and quality of submissions
County Considerations	This recommendation focuses on rewarding the industry to incentivize higher quality participation, while Strategic Recommendation 7 has a complementary focus on staff recognition and incentives to support “One Fairfax” mindset.

Vision Element 3

A clear, predictable, and measurable land development process

Strategic Recommendation

Implement streamlined customer-oriented, outcome driven processes that standardize guidelines and simplify understanding of land development requirements.

Tactical Recommendations

3-1	Develop a future state customer-centric service delivery model to improve process predictability
3-2	Define metrics to measure service delivery quality and timelines, and establish achievable service levels with customers
3-3	Identify best practices for citizen engagement and participation in the review process to be shared across magisterial districts
3-4	Educate stakeholders on processes, requirements and guidelines to ensure consistent understanding

- Streamline processes to create predictable outcomes for land use and development services. Eliminate or reduce variations in customer service that are caused by a variety of factors, including differences in process across magisterial districts, ambiguity in requirements, and inconsistent expectations between the County and customers.
- Key to achieving this goal is establishing metrics that appropriately measure quality and actual workloads and priorities. The right metrics will directly affect the overall service levels delivered to customers. Using these metrics, Fairfax County should be able to determine realistic, sustainable service levels.
- Ensure customers are fully aware of all processes and requirements for achieving their desired outcomes. Processes including but not limited to application submissions, plan reviews, inspections, bond release, etc., should be clearly documented and readily available for reference by customers and the community.

Jurisdictions demonstrating recommended approaches



City of Los Angeles



City of New York



City of Sacramento

Opportunity to Address Current State Challenges

- 1 – The land development process has become increasingly adversarial over time
- 5 – Variations throughout the process hamper predictability and efficiency of service delivery
- 7 – Metrics do not fully measure quality and actual workload or priorities

Tactical Recommendation 3-1

Develop a future state customer-centric service delivery model to improve process predictability

Recommendation 3-1	Develop a future state customer-centric service delivery model to improve process predictability
Rationale	<p>Currently, the customer experience is segmented as the County's processes are aligned by process stage. As a result, the customer is responsible for driving projects serially through the various County departments with little coordination or visibility between departments. In addition, there is variability in the process depending on the district, customer's experience and/or County staff assigned to the project. To improve predictability and promote a consistent customer experience, achievable service levels that are agreed upon by Fairfax County and industry should be established and committed to. Published, committed service levels will ensure consistent expectations amongst all stakeholders.</p>
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Create process maps to demonstrate how existing departments are currently operating. Consider having staff walk through the same process as customers to develop the understanding.2. Perform customer segmentation exercise (i.e. identify the different types of customers by their need) to assess the various types of customers the County serves and the desired outcomes for each. Prioritizing the customer experience, Fairfax County must define a service delivery model that describes how all services will be provided to customers to achieve each desired outcome. Service delivery should match the type of customer being served.3. Create a comprehensive catalog of services that identifies the steps, responsibilities, and process requirements for the services that deliver the outcome desired by the customer. Accommodate concurrent processing where possible to ensure greater efficiency.4. Clearly define the roles and responsibilities within its service delivery model to establish accountability to overall service delivery to customer.5. Train staff to implement the newly define services and delivery model.6. Establish governance to manage future changes to processes.7. Provide a mechanism for customers to provide feedback and rate their experience. <p><i>Continued on next slide...</i></p>

Tactical Recommendation 3-1

Develop a future state customer-centric service delivery model to improve process predictability (continued)

Key Activities to Implement Recommendation	<ol style="list-style-type: none">9. Measure processes, quality and performance to determine achievable service levels that are matched to resources and fees.10. Commit to a) delivering achievable service levels and b) working toward improving service levels that have been identified as unsatisfactory.11. Industry must commit to making a best effort to provide high-quality submissions to the land use and development processes.12. Continuously measure service with industry to identify specific challenges that need to be addressed as well as macro-level conditions that have systemic impacts to service delivery.
County Considerations	<ul style="list-style-type: none">• Focus on the customer experience and desired final outcome as primary drivers for process re-engineering efforts with inter-departmental coordination being managed by the County rather than the customer. Where possible, eliminate repetitive steps (e.g., submission of common information to multiple departments, multiple submissions of plans, etc.)• Recognize that different customers have different needs. Customer segments might include large and small developers, builders and architects as well as home owners, all of whom have varying levels of experience with County land use and development policies and processes.• Entitlement processes such as major rezonings should not be boxed into a specific timeline. These processes often require significant discourse among the community, industry, and County; and often require various studies on the impact of the proposed development.

Tactical Recommendation 3-1

Develop a future state customer-centric service delivery model to improve process predictability (continued)

Defining a Service:

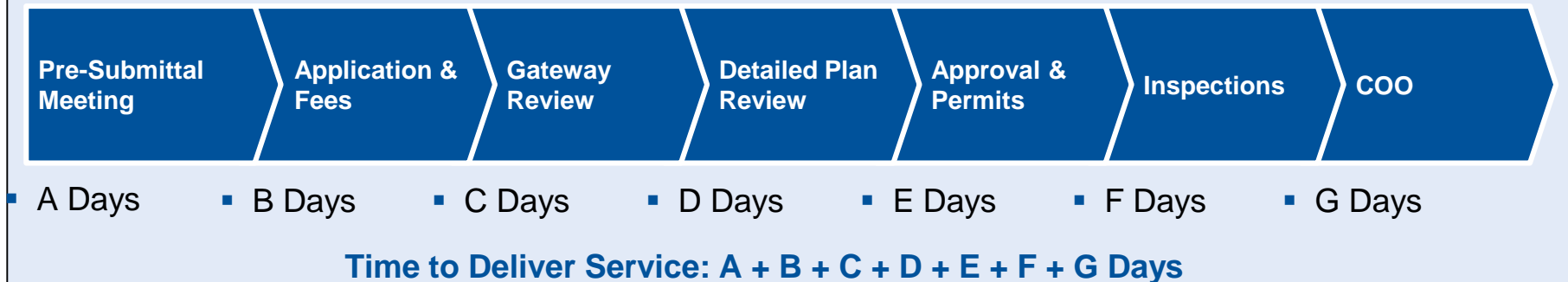
“I am a Developer and I want to Start a New Commercial Development Project.”

- A service is provided that supports the Customer in achieving his or her objective(s).

A “service” is an outcome-driven process that triggers a series of cascading actions and data exchanges across a network of people, organizations and systems to achieve a singular objective

Example Service: Support Initiation of New Commercial Development Project

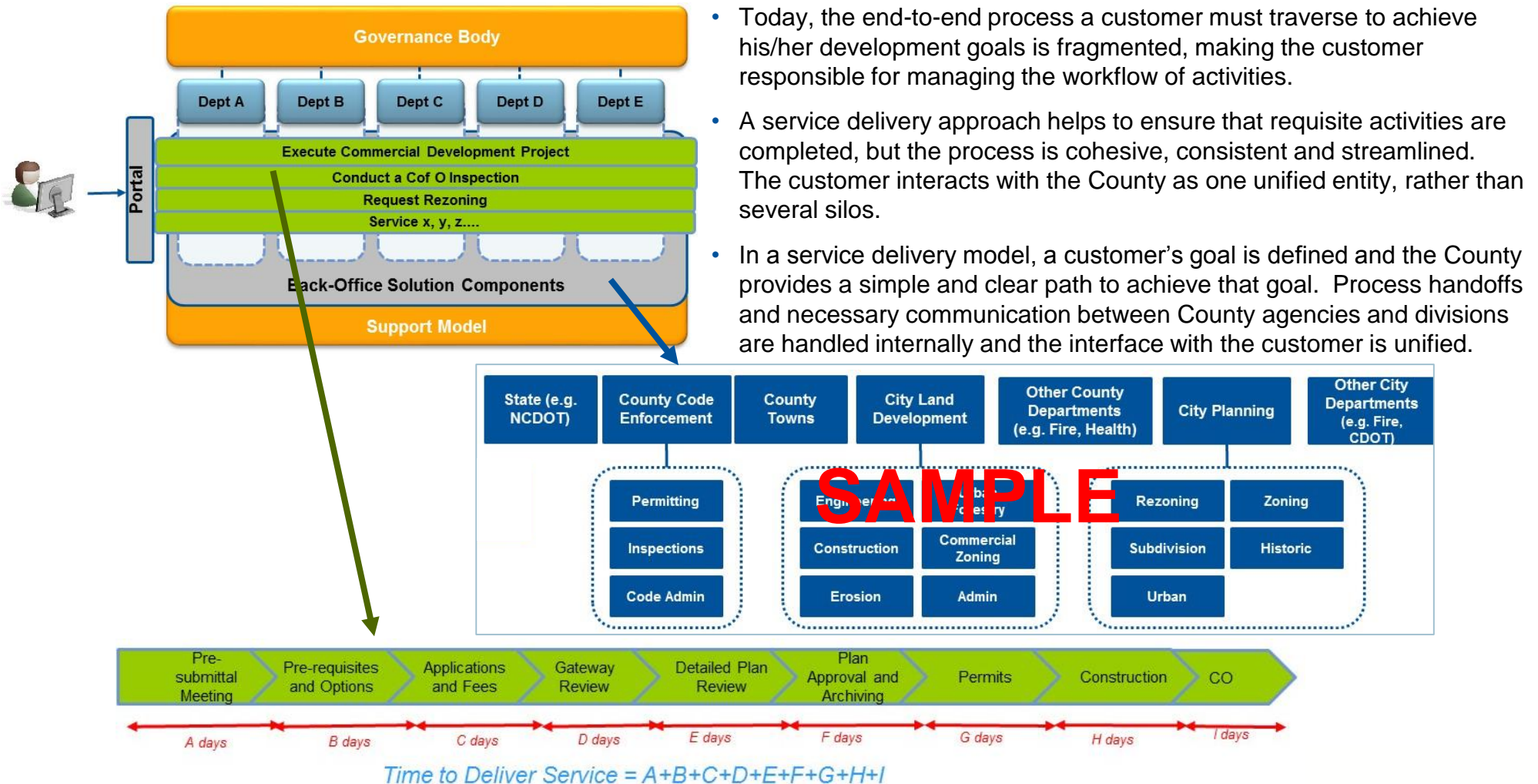
A Service is Composed of Supporting Business Processes



Tactical Recommendation 3-1

Develop a future state customer-centric service delivery model to improve process predictability (continued)

Elaborating on the Service Delivery Model Concept:

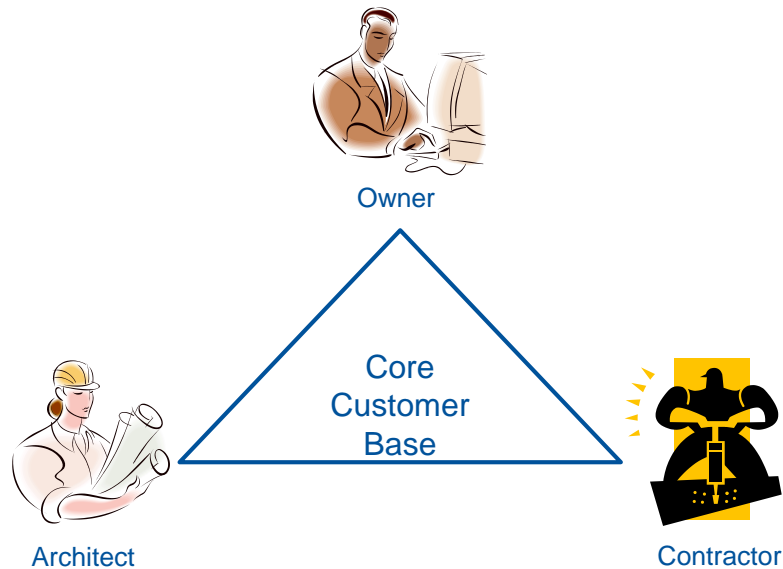


Tactical Recommendation 3-1

Develop a future state customer-centric service delivery model to improve process predictability (continued)

- An effective service delivery model requires understanding of customer needs and knowledge. Customer personas* identify who needs County services, when key moments occur during the customer's journey, what services the customer engages with, and how.
- With this understanding, the County can better align the organizations, processes, and technologies to customer needs. Personas will help to drive process re-engineering and definition of system requirements.

Typical Project Customer Roles that can be considered for development of personas.



Persona Example (New Small Business Owner):

Joe's Brewery

Joe has recently moved to Fairfax County and plans to open a small brewery restaurant business.

Motivations

- Create a successful brewery restaurant business.

Behaviors

- Online – Joe is computer savvy and prefers to do as much as possible online.
- Planner – Joe is very organized and follows through on requests. He has prepared a detailed business plan. Predictability in the process is very important to Joe.

Obstacles

- Time – Joe is eager to get started on the renovations.
- Cost – Joe has taken out bank loans to fund his brewery restaurant construction and operations. He is very cost sensitive.
- Knowledge – Joe is a knowledgeable individual, but does not have any experience in working with County departments.

Goals

- Simplicity to track all activity in one place online.
- Easy to get assistance and information.
- Timely and cost efficient process.

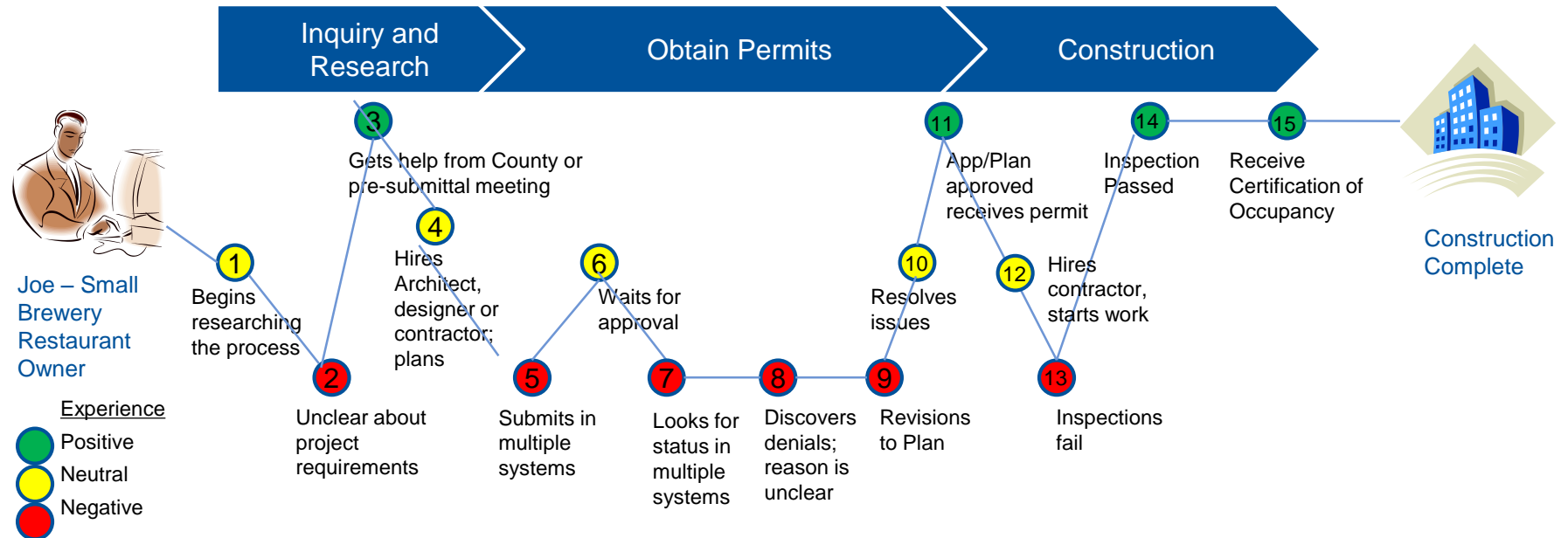
* How to Design Customer Experiences Using Persona Driven Buying Experiences; Gartner; Sept 2014

Tactical Recommendation 3-1

Develop a future state customer-centric service delivery model to improve process predictability (continued)

- In tandem with the customer personas are “journey maps” that help the County to understand the Customer’s journey through the County services.
- The example below shows how a “typical small business owner” might navigate through a process, showing the highs and lows of their experience.

Owner Journey Map Example



* How to Design Customer Experiences Using Persona Driven Buying Experiences; Gartner; Sept 2014

Tactical Recommendation 3-2

Define metrics to measure service delivery quality and timelines, and establish achievable service levels with customers

Recommendation 3-2	Define metrics to measure service delivery quality and timelines, and establish achievable service levels with customers
Rationale	<p>Metrics that appropriately measure quality and timeliness will help determine achievable service levels and should identify areas that could be improved. When addressed, impacts to metrics will drive improvements. Accurate metrics are critical for establishment of enterprise funds in order to justify spending and any future fee increases.</p>
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Identify metrics that objectively measure timeliness of processes.<ul style="list-style-type: none">• Measure end-to-end project time across all entities involved in the provision of development services• Measure net time (include queue time), separating time worked by the County from time worked by the customer.2. Identify metrics that objectively measure internal quality of plan review, inspections and other processes.3. Identify metrics that track customer accountability.4. Test metrics to ensure that selected metrics, when addressed and impacted, directly affect customer service and drive behavior.5. Conduct periodic, objective customer satisfaction surveys to identify areas for potential improvement and assess progress toward already identified improvement initiatives.6. Work with industry to gather metrics over time and adjust, as necessary, until measurement mechanisms are optimized.
County Considerations	<p>It is imperative that the County measure end-to-end service delivery for key processes and projects in order to establish baseline performance. Recommendation 3-1 provides the “building blocks” to drive consensus on what should be measured, with input from industry as to what are the most important metrics.</p>

Tactical Recommendation 3-3

Identify best practices for citizen engagement and participation in the review process to be shared across magisterial districts

Recommendation 3-3	Identify best practices for citizen engagement and participation in the review process to be shared across magisterial districts
Rationale	Community involvement and input is a critical component of the entitlement process. Consistency across the magisterial districts can help to ensure that the community is involved at the right time and in an appropriate and effective manner.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Reach out to the Board of Supervisors to discuss current issues in the entitlement process and desired outcomes2. Identify practices that currently work well in the County, and best practices from other jurisdictions that may be applicable3. Review findings with Board of Supervisors and identify options for improvement4. Implement the agreed upon improvements5. Measure impacts of improvements on the entitlement process
County Considerations	Consider standardizing land use committees across magisterial districts.

Tactical Recommendation 3-4

Educate stakeholders on processes, requirements and guidelines to ensure consistent understanding

Recommendation 3-4	Educate stakeholders on processes, requirements and guidelines to ensure consistent understanding
Rationale	Customers are unclear about the criteria for approval and have difficulty with project planning because of lack of predictability.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Prepare and publish clear and simple processes that customers can follow, including requirements to complete each step, and responsibilities of parties involved.<ul style="list-style-type: none">• Upon implementing a service delivery model, clearly document and publish it to simplify customer navigation of the process to achieve desired outcomes.2. Develop and publish educational materials for customers:<ul style="list-style-type: none">• Create a basic reference guide – part “How To” and part “Who to Contact” for more common projects.• Create handouts that illustrate building code requirements for common situations.• Provide online tutorials to guide customers through the process.• Create guides for customers based on customer type/level of experience that walks through typical scenarios.3. Ensure staff have a consistent understanding of and consistently apply processes and regulations<ul style="list-style-type: none">• Train staff to promote consistent interpretations and requirements during plan reviews• Train staff to understand and accept multiple methods for achieving desired outcomes (e.g., engineering calculations)
County Considerations	<ul style="list-style-type: none">• Potentially leverage current initiatives such as Small Business and Retail Strategy (Top 7), which is intended to simplify and share information to improve the experience of opening small businesses and retail establishments in Fairfax County.• Web updates, brochures, improved FAQs, and published scenario roadmaps can be employed for other areas to better inform the customer base in other industries.

Vision Element 4

The agility to respond to market demand and meet defined service levels

Strategic Recommendation

Develop measurable service levels with industry and implement mechanisms to balance capacity with changes in market demand.

Tactical Recommendations

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|-----|--|
| 4-1 | Identify capacity management options (overtime, new hires, outsourcing, etc.) to increase agility to respond to demand fluctuations |
| 4-2 | Formalize a continuous improvement program to identify and implement process efficiency measures |
| 4-3 | Establish a blended or enterprise funding model that is supported by industry to finance maintenance and improvement of service levels |

- Expectations for quality and timeliness of service should be consistent between the County and its constituents. In addition, Fairfax County should be able to respond to changes in the market, such as an economic boom that attracts significant development, that may require adjustments in staffing or process.
- Implement achievable, quick-win initiatives focused on improving customer service and efficiency to demonstrate commitment and build momentum.
- As the market changes and specific initiatives are prioritized, Fairfax County will have the right mechanisms and funding model in place to rapidly respond to stakeholder needs.

Jurisdictions demonstrating recommended approaches



Charlotte / Mecklenburg County



Prince George's County Montgomery County

Opportunity to Address Current State Challenges

5 – Variations throughout the process hamper predictability and efficiency of service delivery

Tactical Recommendation 4-1

Identify capacity management options (overtime, new hires, outsourcing, etc.) to increase agility to respond to demand fluctuations

Recommendation 4-1	Identify capacity management options (overtime, new hires, outsourcing, etc.) to increase agility to respond to demand fluctuations
Rationale	Changes to capacity will need to be made to ensure that service levels meet expectations agreed upon by the County and industry. This also ensures that Fairfax County demonstrates agility to respond to market demand.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Review all processes and identify areas that need to be addressed to improve service levels. The County and industry must work together to identify specific mechanisms that can be employed to address identified areas of improvement (increase staff, outsource, overtime, etc.)2. Define the conditions under which overtime can be authorized, and establish appropriate compensation.3. Review current third-party programs and processes (e.g. ESI, peer review, certified inspectors, etc.) and determine how to best leverage them to achieve target service levels.4. After developing the service delivery model and service levels, assess current staffing capacity and determine whether new hires are needed to achieve the desired service levels.5. Develop capability to forecast demand and adjust capacity as necessary.6. Review fees and funding required to support capacity changes.

Tactical Recommendation 4-2

Formalize a continuous improvement program to identify and implement process efficiency measures

Recommendation 4-2	Formalize a continuous improvement program to identify and implement process efficiency measures
Rationale	County vision sessions have identified several areas for process improvement that can improve quality of service and customer satisfaction in the short term for existing process while larger initiatives are in progress.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Continuously measure performance against agreed upon targets. For areas where the County cannot meet agreed upon service levels:<ul style="list-style-type: none">• Objectively assess the reasons for not achieving service levels. Potential reasons include:<ul style="list-style-type: none">✓ County and industry agree on service levels that are beyond capabilities, effectively setting a goal to improve service levels✓ Agreed-upon service levels are not realistic✓ Unanticipated conditions (e.g., economic boom, changing priorities, etc..) increase demand and thus the County's ability to deliver service levels• Determine whether inability to meet service level is systemic or temporary.• Work with industry to determine whether service levels must be adjusted or if identified improvement mechanisms must be employed to meet expectations.<ul style="list-style-type: none">✓ The County and industry must work together to determine whether the benefits of making improvements to meet service levels outweigh the costs. <p><i>Continued on next slide...</i></p>

Tactical Recommendation 4-2

Formalize a continuous improvement program to identify and implement process efficiency measures (continued)

Key Activities to Implement Recommendation

2. Conduct a process optimization effort to make short-term improvements by examining high volume processes and capitalizing on process improvement opportunities already identified, such as:
 - Streamline inspection processes by combining DPWES and VDOT initial inspections
 - Consider a process change to provide closer coordination between site review and zoning so that issues can be identified/addressed earlier in the process – maybe check point in the process for zoning review
 - Integrate staff coordinators into the review of proffers/conditions during site plan process
 - Have a zoning staff member on the 5th floor for better coordination
 - Train site inspectors to inspect for proffer compliance/zoning issues
 - Consider combining zoning inspections
 - Differentiate between quick-service food restaurants and regular restaurants with regard to Health Department review
 - Explore a proffer initiative that:
 - ✓ Reduces the number of proffers (not proffering to Code) and training staff to make sure proffers are clear.
 - ✓ Consults the County Attorney more often to address or avoid potentially problematic proffers
 - ✓ Crafts “standard” proffers to reduce variation, which will make proffers easier to understand, implement and track

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Tactical Recommendation 4-2

Formalize a continuous improvement program to identify and implement process efficiency measures (continued)

Key Activities to Implement Recommendation	<ul style="list-style-type: none">✓ Include all relevant agencies in pre-application meetings.✓ Eliminate overlapping review items in plan review and leverage combination inspectors in inspections
County Considerations	<p>Through the feedback from the Current State Analysis, improvement ideas, and the Top 7 initiatives, the County has already identified high-impact improvements that it has, and can continue to, act upon immediately.</p> <p>This recommendation embraces and encourages the continuous improvement efforts that the County is undertaking, and aims to emphasize the benefit of executing on these measures as more complex recommendations are implemented. Where appropriate, Gartner has provided links and considerations from County strategic and tactical recommendations to current to planned initiatives to provide a full view of how the vision will be realized, and to ensure that touch points between efforts are noted and tracked effectively. The ensuing roadmap will tie all of these elements together into a single action plan that the County can follow.</p> <p>As Fairfax County has done with the restaurant industry, continue evaluating the market to determine areas of increased demand and be nimble enough to respond in support of improved customer service.</p>

Tactical Recommendation 4-3

Establish a blended or enterprise funding model that is supported by industry to finance maintenance and improvement of service levels

Recommendation 4-3	Establish a blended or enterprise funding model that is supported by industry to finance maintenance and improvement of service levels
Rationale	Fairfax County needs a funding model that gives it the flexibility to allocate funding as necessary to achieve service levels and nimbly respond to changing market demands. An Enterprise Fund model allows the County to be agile and employ improvement mechanisms to achieve committed service levels.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Adopt a statute requiring costs to be recovered through fees.2. Ensure guiding principles are defined and followed, including:<ul style="list-style-type: none">• Fees are in return for a particular governmental service which benefits the party paying the fee in a manner not shared by other members of the society• The party paying the fee has the option of not utilizing the governmental service and thereby avoiding the charges (i.e. choosing not to purchase and build on a piece of land, or building in a different jurisdiction)• The fee is not be collected to raise revenues, but to compensate the County as it is providing the service for expenses related to that service.3. Consider allocating surpluses into a fund to cover variances in service levels (reserve fund) with a limit on the surplus amount set by the County Board of Supervisors. The limit would used to prevent a large surplus from accumulating and would ensure the funds would never be used for other jurisdictional needs.4. Identify activities that will use fees to fund both direct and indirect costs of providing services. The Enterprise Fund must collect fees to cover direct and indirect costs and reimburse the General Fund for indirect costs that it might cover (e.g., benefits and insurance, central services such as legal, procurement, maintenance, etc.)

Tactical Recommendation 4-3

Establish a blended or enterprise funding model that is supported by industry to finance maintenance and improvement of service levels (continued)

The table below highlights potential funding models. Gartner recommends a Blended Funding Model as it will likely best meet the Fairfax County's needs. If a Blended Funding Model cannot be implemented, an Enterprise Model would provide more flexibility to adapt to changing market demands than a General Fund.

Model	Description	Pros	Cons
General	Land development operations are funded by the County's General Fund and receipts are returned to that fund, and competes for funding with other County priorities.	Appears to be a more stable approach than fully fee funded approach during recessions.	It can be a challenge to justify additional revenue transfers to some agencies while other agency budgets are being reduced. Can be difficult to get additional funding for hiring or initiatives. Increases in budget must be approved by an outside budgeting agency. Additionally, for industry to buy-in on fee increases, it needs to be very clear how the increased revenue will contribute to development services initiatives instead of being used for other purposes once in the general fund.
Enterprise	Land development operations are fully funded by the fees collected for services. Fees are set based on cost to provide service. Enterprise Fund receipts are then available to be spent on needs of participating agencies. Revenues can be used to hire new staff, pay for needed technology, etc..	Benefits of an Enterprise Fund include enabling a jurisdiction to better: <ul style="list-style-type: none"> Measure performance Analyze impact of financial decisions through continual monitoring Determine cost of providing services Establish a mechanism where there can be a dedicated roll over of funds over expenses Respond to demand by hiring resources; Provides agility to respond to staffing needs and changes in the market 	It is a continual challenge to ensure there is enough funding for operations; Prince William County and Mecklenburg County both laid off a significant percentage of staff during the recession due to sharp drop in revenue. It can also be difficult to hire and train staff in time to address peaks.
Blended	Land development operations are funded by a combination of fees collected and general funds. Typically project specific activities (e.g. processing applications, plan review, inspections, permits, etc..) are funded by fee for service. Activities like managing ordinance and long range planning, etc. are typically funded through the General Fund.	<ul style="list-style-type: none"> Can have the benefits of a fee funded approach, while providing a safety net should another recession occur. In the wake of the recession a number of jurisdictions shifted to this model 	All of the cons outlined above for General and Enterprise models can be applicable to a Blended Funding Model.

Vision Element 5

Codes and ordinances that are agile, easy to use, consistent, and support modern development patterns

Strategic Recommendation

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

- Ensure that codes and ordinances operate as intended to meet the County's current and evolving land development needs, addressing the urbanization of the County and an increasingly diverse population.
- Manage regulations and policies in an integrated manner to prevent overlaps and ensure consistency.
- Make regulations and policies easier for customers to understand and for the County to administer. Establish quick-wins by resolving known high-impact problem areas in regulations.
- Create proffer standards and processes that provide consistency, traceability, and enforceability to reduce variability and delays.

Tactical Recommendations

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| 5-1 | Perform diagnostic review of the Zoning Ordinance to determine its ability to meet modern needs |
| 5-2 | While the diagnostic review is performed, continue to manage and improve the current Zoning Ordinance and supporting processes |
| 5-3 | Reinforce the purpose of the Comprehensive Plan as a long-range guideline rather than a site-specific regulatory document |
| 5-4 | Reestablish the PFM as a design guideline rather than regulation |
| 5-5 | Improve proffer process to foster consistency, traceability, and enforceability |
| 5-6 | Establish an integrated research and development group, and an amendment process to ensure the ordinances and regulations are updated and responsive to evolving community priorities and market opportunities |

Jurisdictions demonstrating recommended approaches



City of Austin



City of Fairfax



District of Columbia

Opportunity to Address Current State Challenges

4 – Complexities and inconsistencies with land use and development policies and regulations hamper predictability and efficiency of service delivery

Tactical Recommendation 5-1

Perform diagnostic review of the Zoning Ordinance to determine its ability to meet modern needs

Recommendation 5-1	Perform diagnostic review of the Zoning Ordinance to determine its ability to meet modern needs
Rationale	The Zoning Ordinance must support modern development needs such as urbanization and be flexible to support future changes. While continued maintenance and optimization of the current Ordinance is critical, there is greater opportunity for improvement through a more comprehensive overhaul.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Review original intent/purpose of the regulations and update, modify, or align as needed.2. Uses identified years ago may not reflect current needs, and there are distinctions that may no longer matter (e.g., differences in restaurant classifications, day care v. nursery school, differences in drive-thru uses etc., uses that require Special Exceptions/Special Permits)3. Write the ordinance in a format that is intuitive and easy to navigate. Make it more accessible by creating an online version with hyperlinks to aid navigation and links to interpretations.4. Engage the community and industry to determine necessary changes and course of action; gain buy-in on the approach selected.
County Considerations	<ul style="list-style-type: none">• Fairfax County has established funding for an outside firm to perform an assessment and determine the need and level of overhaul required for the Zoning Ordinance.• Creating a new Zoning Ordinance would require administering the old and new versions. If this is the selected direction, the County will need to ensure processes are aligned to address this bifurcation and that there is adequate staff training. By contrast, recodification could allow a substantial rewrite without creating a new Ordinance. Any efforts should be cognizant of implementation challenges.

Tactical Recommendation 5-2

While the diagnostic review is performed, continue to manage and improve the current Zoning Ordinance and supporting processes

Recommendation 5-2	While the diagnostic review is performed, continue to manage and improve the current Zoning Ordinance and supporting processes
Rationale	Improving the usability and consistency of the Zoning Ordinance makes it easier for applicants to comply with the regulations and also makes the review processes more predictable by reducing the need for interpretations and clarifications. Improvements are needed to keep pace with the amount of change in the community and industry.
Key Activities to Implement Recommendation	<p><u>Amendment Process</u></p> <ol style="list-style-type: none">1. Consider establishment of a group of internal and external stakeholders (similar to the Engineering Standards Review Committee) to participate in amendment process and to facilitate future amendments. This working group will review, conduct outreach, and make specific recommendations for amendments to the Zoning Ordinance to facilitate throughput of amendments.2. Examples of current priorities for Zoning Ordinance Amendments include:<ul style="list-style-type: none">• Making the minor modification provisions more flexible• Updating parking requirements• Permit administrative approval of actions that now require public hearings.• Permit by-right uses in certain situations that currently require special exceptions, such as hotels and colleges/universities3. Establish an amendment process that is less reactive (driven by complaints) and more proactive (through research, long range planning, self identifying issues etc.)4. Consider instituting a process for bundling amendments.5. Integrate past amendments, interpretations and policies into the main Ordinance (i.e. so user does not need to look at many different places).6. Advertise and promote a mechanism to allow people to identify conflicting/outdated provisions; investigate other input channels.7. Remove outdated and conflicting amendments. <p><i>Continued on next slide...</i></p>

Tactical Recommendation 5-2

Implement immediate improvements to the current Zoning Ordinance and supporting processes (continued)

Key Activities to Implement Recommendation	<p><u>Requirements and Process</u></p> <ul style="list-style-type: none">8. Allow administrative approval for certain procedural items (signage applications, certain accessory dwelling units)9. Modify Category-6 Special Exceptions (Provisions for Modifications/Waivers/Increases and Uses in a Community Revitalization District (CRD) to allow an increase in the maximum permitted density as well as floor area ratio (FAR), if the project involves residential development in a CRD.10. As per the Zoning Administration Division work program recommendation, consider increasing the maximum allowable FAR as well as other provisions in the Planned Development Commercial and Planned Residential Mixed Use Districts to facilitate the implementation of the Comprehensive Plan recommendations for Revitalization Districts and Areas, Community Business Centers and Transit Station Areas.11. Assessing how ordinance is set up will influence how often amendments are necessary. Removing submission requirements etc.. in the ordinance will help to minimize these kinds of updates.12. Establish a proactive approach to enforcement; enforcement is primarily complaint driven, leading to the perception of unfairness (i.e. singling out properties).13. Review the Zoning Ordinance Annual Work Program (ZOAWP) to ensure consistency with revitalization goals.14. Codify previous interpretations/policies/letters to industry
County Considerations	<p>Fairfax County has already created a Top 7 initiative to address parking regulations. The best practices and lessons learned from this effort should be carried forward to the broader effort.</p>

Tactical Recommendation 5-3

Reinforce the purpose of the Comprehensive Plan as a long-range guideline rather than a site-specific regulatory document

Recommendation 5-3	Reinforce the purpose of the Comprehensive Plan as a long-range guideline rather than a site-specific regulatory document
Rationale	State law specifies the Comprehensive Plan is to be used as a guide in decision-making about the built and natural environment by the County's Board of Supervisors and other agencies, such as the Planning Commission. However, as development has become more complex the Comprehensive Plan has veered away from this purpose into being used as a specific regulatory document.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Offer more flexibility in the Comprehensive Plan with density, land use, and building heights.2. Establish timelines/schedules on Comprehensive Plan studies.3. Review the current process and identify ways to proactively manage the Plan.4. As the Comprehensive Plan is amended, ensure that resources are available and assigned to do the companion work concurrently with Zoning Ordinance Amendment, design guidelines etc. so that applications can move forward.5. The County has established the Fairfax Forward program for Comprehensive Plan review and community engagement. Review the program to ensure consistency with the vision of the Comprehensive Plan as a long-range guideline.6. Use the Rosslyn/Ballston Corridor as a potential model for urbanization (for example, if mass transit is the vision, then specific road requirements should not be applicable).

Tactical Recommendation 5-4

Reestablish the PFM as a design guideline rather than regulation

Recommendation 5-4	Reestablish the PFM as a design guideline rather than regulation
Rationale	<p>The Public Facilities Manual (PFM) should be a design guide that is consistent and meets the language of the law while providing flexibility for engineering judgment, particularly with regard to new technology and new development situations. Additionally, the PFM needs to better support urban standards that reflect an increasingly populated and dense county.</p>
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Design guidelines should not be just limited to specific areas (e.g. Tysons design guidelines), and expanded for County-wide use where appropriate.2. Review original intent/purpose of the regulations and update, modify, or align as needed.3. Identify the “shalls” and change them to “shoulds” where possible.4. Prioritize the “shalls” to allow for more engineering flexibility.5. Remove content that no longer applies to modern development requirements.6. Add in urban standards to accommodate urbanization.7. Use performance based language instead of prescriptive language.8. Reevaluate the Resource Protection Area review process. The PFM will be reviewed and updated as revitalization standards are developed.9. Coordinate with FCDOT on possible PFM amendments to address VDOT urban standards.10. Eliminate the need for Service Drive Waivers in areas where design guidelines do not call for them.11. Update urban street standards to:<ul style="list-style-type: none">• Reflect more urban complete street road sections• Reduce VDOT waivers and provide flexibility<ul style="list-style-type: none">✓ Ensure development community is aware of changed standards;✓ Review applications using VDOT urban design guidance where appropriate✓ Coordinate with VDOT to ensure urban design standards are properly applied.

Tactical Recommendation 5-5

Improve proffer process to foster consistency, traceability, and enforceability

Recommendation 5-5	Improve proffer process to foster consistency, traceability, and enforceability
Rationale	As an essential mechanism to manage development impacts on the community, proffers must be clear, consistent, traceable, and enforceable to ensure that the commitment is delivered.
Key Activities to Implement Recommendation	<p><u>Process</u></p> <ol style="list-style-type: none">1. Examine the proffer interpretation process and train staff on the formulation and interpretation of proffers.2. Evaluate options for potential simplification and increased efficiency in the use of proffers (e.g. scheduled or cash proffer systems).3. Staff should offer guidance to applicants to think broadly to not limit themselves during drafting of proffers4. Work with County Attorney on proactive methods to address potentially problematic proffers. Provide education to avoid these kinds of proffers and establish a review process to reduce the occurrence of these proffers.5. Provide training to make sure proffers are written clearly.6. Consider value of having proffers recorded with the land records.7. Determine how the County captures proffer compliance in the field. Establish a process, and supporting technology, to capture and track proffers throughout the development process.8. Add proffers to the "not met" list earlier in the bond release review process.9. Provide responses to proffer interpretations within an establish timeframe.10. Review Standard Operating Procedure for proffer interpretations and revise accordingly.11. System modernization must support the proffer process. <p><i>Continued on next slide...</i></p>

Tactical Recommendation 5-5

Improve proffer process to foster consistency, traceability, and enforceability (continued)

Key Activities to Implement Recommendation	<p><u>Language/Form</u></p> <ul style="list-style-type: none">11. Craft standard proffer language to help reduce variation in language and make it easier to understand, implement, and track.12. Allocate resources to clarify current problematic proffers that are not written clearly and create problems during bond release.13. Do not request or allow applicants to proffer to the code.14. Encourage performance based proffers as opposed to specific commitments.15. Work with applicants to strike the appropriate balance with the amount of detailed engineering required while permitting some components of a plan to remain fluid (balance between proffer requests and project feasibility).
County Considerations	<p>Fairfax County has created a Top 7 initiative to improve proffers:</p> <ul style="list-style-type: none">• Proffer Group is working on minor modification and substantial conformance proffers to increase the flexibility in determining whether the proffer is met• County Attorneys are preparing education/outreach to staff, Board of Supervisors, Planning Commission, and land use committees on new proffer legislation, and to address roles/responsibilities.

Tactical Recommendation 5-6

Establish an integrated research and development group

Recommendation 5-6	Establish an integrated research and development group, and an amendment process to ensure the ordinances and regulations are updated and responsive to evolving community priorities and market opportunities
Rationale	The ordinances and regulations that guide development cross current organizational boundaries and the different codes and ordinances are all interrelated. The challenges of complexity, urban standards, changing technology effect all of these codes. The County would be better served with an integrated research and development group that was responsible for ensuring County codes stay current with the changing urban environment, technologies, and development patterns, and tracking and developing legislation.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Identify members of this group. Potential members can come from:<ul style="list-style-type: none">• Comprehensive Planning• Zoning Ordinance• PFM (ESRC)• Board of Supervisors - Development Process Committee• Staff, industry, and community2. Establish a charter for this group.3. Define an organizational structure that support this groups responsibilities.
County Considerations	This recommendation is referenced in Recommendation 1-1, but is listed here as a separate recommendation given the importance of and complexity involved with any type or regulatory management reform.

Vision Element 6

Integrated technology that enables seamless customer and staff interactions, and supports land use and development operations

Strategic Recommendation

Identify, prioritize, implement, and manage technologies to support industry, community, and staff needs in an integrated manner.

Tactical Recommendations

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| 6-1 | Develop integrated IT governance and management for land development services |
| 6-2 | Develop an integrated strategic IT plan for land development services |
| 6-3 | Develop a single modernized land use and development system |
| 6-4 | Create unified, customer-oriented informational land development services web sites |
| 6-5 | Leverage social media technology to communicate with customers and citizens |

- Create a modernized system that supports land development services to replace the siloed and aging systems. Provide customers with an end-to-end view of their projects from a single portal, that fully integrates business processes while providing the necessary metrics and business intelligence for management.
- Integrate the informational County websites into a structure that is customer-oriented and user-friendly, provides clarity about the land development process, and facilitates inquiries about requirements, enabling higher quality submissions.
- Put in place an integrated IT governance and enhance strategic planning capabilities to manage priorities and projects going forward to ensure technology investments are managed from a holistic land development perspective.

Jurisdictions demonstrating recommended approaches



CHARLOTTE



Charlotte / Mecklenburg County



City of San Antonio

Opportunity to Address Current State Challenges

- 3 – Fairfax County operates in silos, which limits the ability to effectively communicate and coordinate with one another
- 6 – Aging, non-integrated technology systems exacerbate process and customer service issues

Tactical Recommendation 6-1

Develop integrated IT governance and management for land development services

Recommendation 6-1	Develop integrated IT governance and management for land development services
Rationale	Technology must be managed in an integrated manner across the entire land development services operation to ensure a single view of information and to aid collaboration amongst stakeholders.
Key Activities to Implement Recommendation	<ol style="list-style-type: none"> 1. Define charter and establish integrated IT management across land development services (LDS IT, DPZ IT, other stakeholders such as FMO, Health etc.) 2. Ensure investment decisions align to business drivers, and have business stakeholders as part of the decision making process and included in project governance structures. 3. Establish and manage the IT strategy and portfolio across all of development services. 4. Estimate budget needs and identify funding sources (e.g. special fees, general fund). 5. Integrated IT governance and management decisions will be impacted by the organizational realignment recommendation and enterprise fund recommendation. 6. The integrated IT governance and management group is responsible for answering key questions, including: <ul style="list-style-type: none"> • How does the County develop a clear strategic technology roadmap? • How does the County combine & prioritize IT initiatives? Prioritization of system requests, large and small, should be prioritized across land use agencies and functions to ensure appropriate allocation of limited IT funding and resources. • How does the County stay jointly focused on County goals? • How does the County ensure IT is properly aligned with business objectives? • How does the County ensure adequate funding and staff?
County Considerations	The County has developed a Steering Committee for the Land Use System Modernization effort that is comprised of representatives from participating County agencies. This model can be utilized, or serve as a starting point for a sustained, permanent IT governance body.

Tactical Recommendation 6-2

Develop an integrated strategic IT plan for land development services

Recommendation 6-2	Develop an integrated strategic IT plan for land development services
Rationale	Development services systems must be integrated, easy to use and access information, and meet both internal and external users needs. An integrated strategic IT plan is the foundation necessary to ensure IT priorities are identified, funded, and implemented.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Define and document the IT strategy.2. Perform a current evaluation of all development services IT systems and web presence.3. Establish the IT priorities for development services from a business and customer perspective. Current identified needs include:<ul style="list-style-type: none">• Modernized land use and development systems to support business processes and customer needs• Mobile field inspections• Electronic plan review• Data analytics and performance metrics and dashboards• Document and record management• Emerging technology (e.g., 3D modeling)• Unified and customer-oriented County websites and expand access to information such as educational and instructional videos, better contact information• Ensure the public web sites are based on the regulatory services provided (rather than from the current organizational perspective)• Cross-agency access to information• Engage the community with two-way web communication, i.e. WordPress• Customer queuing system for the customer service center4. Review and update the current County-wide technology plan with established priorities.
County Considerations	DIT publishes an annual County-wide IT plan. Ensure alignment of strategy for land use and development services with the broader County-wide plan.

Tactical Recommendation 6-3

Develop a single modernized land use and development system

Recommendation 6-3	Develop a single modernized land use and development system
Rationale	<p>An integrated land use and development system is required to support the future integrated service delivery model, facilitate collaboration among all stakeholders (e.g. end-to-end view), and provide better communication with external stakeholders (e.g. provide plan review comments and coordinate a resolution, provide application status, etc..) It is also easier to maintain a modernized system, with a larger pool of resources with the required technical skill sets and more flexibility to adapt to changing business rules.</p>
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Develop the modernized land use and development system. The procurement initiative must:<ul style="list-style-type: none">• Establish a project governance structure that includes business and IT• Define business and technical requirements• Define data conversion, implementation approach, training, and support requirements• Favor commercial off the shelf functionality over customization• Define the solution product and system integrator evaluation factors.2. The system implementation schedule must align with other potential organizational and process changes resulting from this strategic assessment.3. The County system implementation team must consist of business and IT staff and be established prior to the vendor beginning the implementation.<ul style="list-style-type: none">• Identify resource needs and backfill staff that may be needed to support implementation. <p><i>Continued on next slide...</i></p>

Tactical Recommendation 6-3

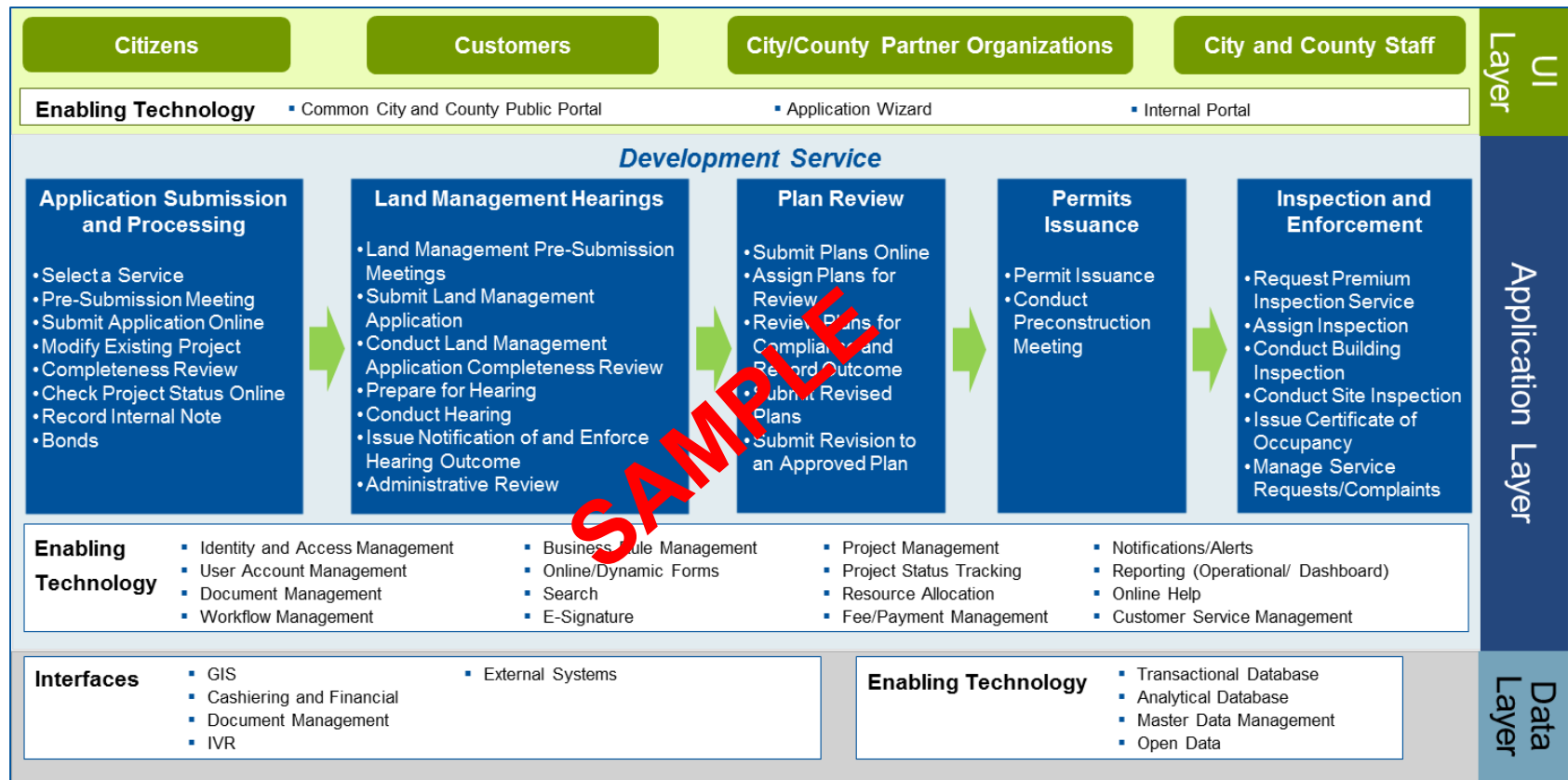
Develop a single modernized land use and development system (continued)

Key Activities to Implement Recommendation	<div>4. Develop the system requirements. Some key functional requirements discussed thus far include:</div> <ul style="list-style-type: none">• Single customer portal with access to status and information (potentially a subscription service to access certain information)• Enable business processes• Automated notifications• Coordinate staff comments• Improve staff access to information; single source of information• GIS integration and accurate GIS data (including historic data on addresses)• Mobile access and inspections• Tools to engage the community• Data analytics• Proffers <div>5. Develop short-term solutions for current system problems. The governance team must decide whether it is better to address the issues now, or incorporate solutions into the new system. Some identified problems include:</div> <ul style="list-style-type: none">• Receipts provided on second floor do not give breakdown of fees. When fees are paid, FIDO clears it to zero which is a problem for permit expeditors.
County Considerations	Fairfax County has already begun a procurement initiative to select a COTS solution and system integrator to replace the key source system (e.g. ZAPS, PAWS, FIDO, etc.)

Tactical Recommendation 6-3

Develop a single modernized land use and development system (continued)

The land use and development system procurement will define the vision for the future modernized solution. The diagram below depicts a sample model of the solution's key components and the functionality it will need to provide.



Tactical Recommendation 6-4

Create unified, customer-oriented informational land development services web sites

Recommendation 6-4	Create unified, customer-oriented informational land development services web sites
Rationale	<p>The County websites provide a lot of information about the land use and development process, relevant regulations and policies, and application requirements. It is one of the primary sources of information for applicants and citizens. An improved, unified web site can help to improve the quality of application submissions, reduce the number of customer/citizen questions, and overall customer/citizen understanding of the process thus helping to maximize staff productivity.</p>
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Review current web-site content and expand access to information such as educational and instructional videos, and provide updated contact information.2. Revamp the websites to be based on the regulatory services provided and customer personas (rather than from the current organizational perspective). This will be dependent on the future service delivery model effort. Develop the content.3. Incorporate mechanisms that make it easy to connect with people and receive feedback (e.g. social media).4. Apply visual design best practices.5. Establish organizational responsibilities for maintaining the content and process to create and publish content.6. Incorporate web site monitoring tools to track user navigation/traffic to identify areas for improvement.
County Considerations	<ul style="list-style-type: none">• The single modernized land use and development system recommended in Recommendation 6-3 will inform, and complement this recommendation. This recommendation expands into broader content management needs.• Consider branding for “One Fairfax” effort.• Ensure linkage to County web sites and also to efforts such as restaurant streamlining.

Tactical Recommendation 6-5

Leverage social media technology to communicate with customers and citizens

Recommendation 6-5	Leverage social media technology to communicate with customers and citizens
Rationale	Social technologies (e.g. twitter, Facebook, etc.) offer additional ways to communicate with customers and citizens.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Define the purpose and objectives for using social technologies.2. Identify the customer segments to communicate with using social media and the types of communications to send using these media.3. Identify projects that would benefit from communication through social media.4. Identify a group to support maintain social media communications.5. Consider implementing a pilot and assess its effectiveness.
County Considerations	Ensure that proposed use complies with DIT/County policies for social media use.

Vision Element 7

Engaged staff that have the knowledge, resources, support and morale to effectively perform the work

Strategic Recommendation

Implement an integrated training program and establish opportunities for career growth with commensurate recognition and incentives to develop, attract, and retain top talent.

Tactical Recommendations

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| 7-1 | Develop and implement the Joint Training Academy |
| 7-2 | Expand staff mentoring across land use and development agencies |
| 7-3 | Develop a compensation model including incentives that rewards performance and promotes accountability |
| 7-4 | Establish career growth and promotion opportunities and remove impediments |

- Expand formalized training to ensure a well qualified and trained workforce so that the County can provide responsive, efficient, and predictable services.
- Motivate employees through opportunities to learn, expand their responsibilities, and grow in a well defined career path within development services.
- Reward employees who achieve and exceed their performance metrics to retain the talent and encourage continual growth.
- Career growth and appropriate compensation will help recruitment and retention.

Jurisdictions demonstrating recommended approaches



Prince William County



Osceola County



Marion County

Opportunity to Address Current State Challenges

- 2 – Cultural issues impair efficient customer service and effective service delivery
- 5 – Variations throughout the process hamper predictability and efficiency of service delivery

Tactical Recommendation 7-1

Develop and implement the Joint Training Academy

Recommendation 7-1	Develop and implement the Joint Training Academy
Rationale	Ensure consistent, positive customer experience through core competencies taught to all regulatory staff through the Joint Training Academy (JTA). Develop and adequately resource a training academy under which all staff participate to understand the entirety of the development review process.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Develop the JTA curriculum, which may include:<ul style="list-style-type: none">• Holistic orientation to development from a global perspective across all agencies and functions for staff, community, and industry (also see Recommendation 3-4).• Understanding of the organization structure and highlighting all players in the process (OCR, ZED, DOT, etc..) and what they do• Understanding of the connectivity to State as part of reviewing the regulatory framework• Expectations – reinforcing the culture – the County’s role is to work collaboratively, in unified fashion• Ethics to describe what is appropriate and expected• Professional conduct across a variety of channels (social media, email, phone, in-person, etc.)• Negotiation skills• Specific functional training (e.g. inspections, front desk, training on proffer/zoning compliance etc..)• Core competency training to ensure consistent and positive customer experience• Standard on-boarding training• Technical training to educate staff and promote common understanding• Teamwork skills• Customer Service skills• Specific staff role training• Leadership / managerial training• Cross-training• Joint training on proffers <p><i>Continued on next slide...</i></p>

Tactical Recommendation 7-1

Develop and implement the Joint Training Academy (continued)

Key Activities to Implement Recommendation	<ul style="list-style-type: none">2. Identify key resources to support training including leads and trainers.3. Develop training materials (aligned to any organizational and process changes resulting from other recommendations).4. Determine a training schedule for staff and develop plan to maintain routine workload.5. Establish performance review criteria tied to the training curriculum.6. Coordinate creation of the training organization with the organizational realignment, process improvement, technology improvement, and enterprise fund efforts.7. Offer courses to the community and industry as potentially a fee based service to recover costs.8. Identify ways to measure effectiveness of training (e.g. are there improvements in metrics?).
County Considerations	Fairfax County is already working on the JTA as a Top 7 initiative.

Tactical Recommendation 7-2

Expand staff mentoring across land use and development agencies

Recommendation 7-2	Expand mentoring across land use and development agencies for staff
Rationale	Expand the use of mentoring across all land development agencies as a way to integrate and establish a consistent culture across the organization. Effective mentoring can also help onboard new hires, enhance skills, develop careers, retain staff, and effectively transfer knowledge.
Key Activities to Implement Recommendation	<ol style="list-style-type: none">1. Define the program: goals, success factors, target staff, duration, communications, benefits, materials2. Identify potential mentors that are role models of the organization's cultures and values.3. Define the types of mentors (e.g. career, informational, friend, intellectual).4. Establish consistent role and responsibility of mentors across the different agencies.5. Determine whether this is a formal or informal program. If formal, define the structure, oversight, and organizational goals. Define and communicate expectations accordingly.6. For a formal program, align with organizational, process, and training improvement efforts.7. Ensure appropriate funding for a formal program.8. Tie mentoring activities and results to performance evaluation, and work with HR to ensure alignment.
County Considerations	Some agencies already utilize a buddy reviewer (within their agency) to help train new employees.

Tactical Recommendation 7-3

Develop a compensation model including incentives that rewards performance and promotes accountability

Recommendation 7-3	Develop a compensation model including incentives that rewards performance and promotes accountability
Rationale	Exceptional performance should be appropriately rewarded to motivate staff and improve morale.
Key Activities to Implement Recommendation	<div>1. Review job class and pay scales across all land development agencies and adjust to bring compensation in-line with performance and skills. Align to the new roles/responsibilities as a result of organizational and process changes.</div> <div>2. Establish a stipend pay program defining the requirements that must be met for eligibility.</div> <div>3. Establish/expand an overtime policy (potentially will require an enterprise fund) that allows flexibility to manage spikes in workload.</div> <div>4. Design a program to improve performance of underachievers.</div> <div>5. Review the performance evaluation process and ensure alignment to job roles and performance targets (e.g. potentially use plan review times as a measure of performance, but quality of the review must also be considered).</div>
County Considerations	Incorporate incentives and recognition for employees exhibiting the “One Fairfax” customer service mindset.

Tactical Recommendation 7-4

Establish career growth and promotion opportunities and remove impediments

Recommendation 7-4	Establish career growth and promotion opportunities and remove impediments
Rationale	Career growth and promotion opportunities are critical elements to motivate, recruit, and retain staff. This can help to foster a feeling of 'ownership' of the process and break down silos between roles and agencies.
Key Activities to Implement Recommendation	<ol style="list-style-type: none"> 1. Identify opportunities to expand current roles within its same function. For example, consider creating combination inspector roles that can offer career advancement (e.g. combination health, building and fire inspector; combination zoning and site inspector, etc.). 2. Identify opportunities to empower current roles and assign more responsibilities. For example the Senior Engineer III is primarily a quality control review, but this role could be a resolution decision maker. More broadly define the position ladders and clarify responsibilities for each level. 3. Define rotational programs to expand skill set and allow for advancement. The rotational program is a key element to train staff to become Project Managers in the future. 4. An integrated land use and development organization would help to create opportunities to broaden experience across different functions. 5. Define/update qualifications for positions. 6. Developing recruitment strategy to expand resource pool of qualified resources. 7. Align new and updated positions to the future state service delivery model. 8. Define the performance criteria and expectations for each position and level.
County Considerations	Provide direct linkage to Recommendation 7-3 to fully communicate value and opportunities presented by adopting the "One Fairfax" mindset and positively impacting the culture.

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Appendix

Strategic recommendations address the current state primary themes

Current State Primary Theme / Strategic Recommendation	1. Provide a seamless, coordinated, consistent and efficient “One Fairfax” services organization.	2. Create a framework to engage all stakeholders in addressing current and future development services challenges.	3. Implement streamlined customer-oriented, outcome driven processes that standardize guidelines and simplify understanding of land development requirements.	4. Develop measurable service levels with industry and implement mechanisms to balance capacity with changes in market demand.	5. Revise Codes and Ordinances to Ensure Relevance and Agility to Respond to Evolving and Urbanizing Development Patterns.	6. Identify, prioritize, implement, and manage technologies to support industry, community, and staff needs in an integrated manner.	7. Implement an integrated training program and establish opportunities for career growth with commensurate recognition and incentives to develop, attract, and retain top talent.
1. The land development process has become increasingly adversarial over time		✓	✓				
2. Cultural issues impair efficient customer service and effective service delivery		✓					✓
3. Fairfax County operates in silos, which limits the ability to effectively communicate and coordinate with one another	✓					✓	
4. Complexities and inconsistencies with land use and development policies and regulations hamper predictability and efficiency of service delivery					✓		
5. Variations throughout the process hamper predictability and efficiency of service delivery			✓	✓			✓
6. Aging, non-integrated technology systems exacerbate process and customer service issues						✓	
7. Metrics do not fully measure quality and actual workload or priorities			✓				














Appendix

Strategic recommendations enable achievement of Economic Success Goals

Economic Success Goal / Strategic Recommendation	1. Provide a seamless, coordinated, consistent and efficient "One Fairfax" services organization.	2. Create a framework to engage all stakeholders in addressing current and future development services challenges.	3. Implement streamlined customer-oriented, outcome driven processes that standardize guidelines and simplify understanding of land development requirements.	4. Develop measurable service levels with industry and implement mechanisms to balance capacity with changes in market demand.	5. Revise Codes and Ordinances to Ensure Relevance and Agility to Respond to Evolving and Urbanizing Development Patterns.	6. Identify, prioritize, implement, and manage technologies to support industry, community, and staff needs in an integrated manner.	7. Implement an integrated training program and establish opportunities for career growth with commensurate recognition and incentives to develop, attract, and retain top talent.
3.1 Streamline the process for amending the Comprehensive Plan. This would allow for greater agility and flexibility to respond to specific business opportunities and could reduce the overall time to market.					✓		
3.2 Evaluate and amend as necessary the Zoning Ordinance, Public Facilities Manual, and other regulatory documents and processes to ensure that we keep pace with current markets and development demands and conditions, as well as state of the art regulatory techniques. Recognize importance of standards to create desired vibrant, pedestrian friendly activity centers, while maintaining the integrity of stable suburban areas.					✓		
3.3 Develop a business model for regulatory services designed around meeting agreed upon service levels.	✓	✓	✓	✓			✓
3.4 Leverage technology to create internal efficiencies in the regulatory process and to improve customer service.						✓	

Appendix

Jurisdictions demonstrating recommended approaches

Strategic Recommendation	Jurisdiction	Relevant Jurisdiction Topic
1. Provide a seamless, coordinated, consistent and efficient “One Fairfax” services organization.	   	<ul style="list-style-type: none"> • Charmeck – One-Stop entity • Prince George’s County – consolidated organizations into Department of Permitting, Inspections, and Enforcement • City of Sacramento – project management matrix team and project manager role
2. Create a framework to engage all stakeholders in addressing current and future development services challenges.	 	<ul style="list-style-type: none"> • City of Sacramento – Development Oversight Commission; PASS program • State of Oregon – communication and outreach; customer bill of rights
3. Implement streamlined customer-oriented, outcome driven processes that standardize guidelines and simplify understanding of land development requirements.	  	<ul style="list-style-type: none"> • City of Los Angeles – future service delivery model; parallel processing • NYC – process improvements Blueprint program • City of Sacramento – education; Planning Academy
4. Develop measurable service levels with industry and implement mechanisms to balance capacity with changes in market demand.	   	<ul style="list-style-type: none"> • Charmeck – service levels • Prince George’s County – third-party plan review and peer review programs • Montgomery County – Enterprise Funds
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Appendix

Jurisdictions demonstrating recommended approaches (continued)

Strategic Recommendation	Jurisdiction	Relevant Jurisdiction Topic
5. Revise Codes and Ordinances to Ensure Relevance and Agility to Respond to Evolving and Urbanizing Development Patterns.	  	<ul style="list-style-type: none"> City of Austin – zoning ordinance rewrite City of Fairfax – zoning ordinance rewrite District of Columbia – proffer process improvements
6. Identify, prioritize, implement, and manage technologies to support industry, community, and staff needs in an integrated manner.	  	<ul style="list-style-type: none"> San Antonio – currently implementing a new system Charmek – planning technology modernization; similar tech goals to Fairfax County
7. Implement an integrated training program and establish opportunities for career growth with commensurate recognition and incentives to develop, attract, and retain top talent.	  	<ul style="list-style-type: none"> Osceola County, FL – cross-training to be able to move into more senior position in other sister agencies Marion County, OR – promotion process Prince William County – career paths to aspire towards (e.g. project manager role)