

**FAIRFAX COUNTY PLANNING COMMISSION  
LAND USE PROCESS COMMITTEE  
THURSDAY, JULY 21, 2016**

PRESENT: Earl L. Flanagan, Mount Vernon District  
Ellen J. Hurley, Braddock District  
Kenneth A. Lawrence, Providence District  
Peter F. Murphy, Springfield District  
James R. Hart, Commissioner At-Large  
Janyce N. Hedetniemi, Commissioner At-Large  
Timothy J. Sargeant, Commissioner At-Large

ABSENT: NONE

OTHERS: Karen A. Keys-Gamarra, Sully District  
James T. Migliaccio, Lee District  
Kimberly Bassarab, Assistant Director, Planning Commission  
Inna Kangarloo, Senior Deputy Clerk, Planning Commission  
Barbara Berlin, Zoning Evaluation Division (ZED), Department of Planning and  
Zoning (DPZ)  
Regina Coyle, ZED, DPZ  
Fred Selden, DPZ  
Meaghan Kiefer, Land Development Services, Office of County Executive (CEX)  
Robert Stalzer, CEX

ATTACHMENT:

A. Regulatory Improvement Efforts, Planning Commission Update, July 21, 2016

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Chairman Peter F. Murphy called the meeting to order at 7:03 p.m. in the Board Conference Room, 12000 Government Center Parkway, Fairfax, Virginia, 22035.

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Meaghan Kiefer, Land Development Services, Office of County Executive, gave a PowerPoint presentation on the Regulatory Improvement Efforts document, which is included in the date file. She highlighted the seven vision elements of the assessment conducted by Gartner Inc. In conclusion, Ms. Kiefer explained the next steps for implementation of initiatives.

Discussion continued among Committee members, Ms. Kiefer, Rob Stalzer, CEX, Fred Selden, DPZ, and Regina Coyle, DPZ, regarding the Regulatory Improvement Efforts language.

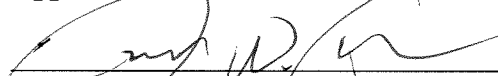
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The meeting was adjourned at 8:08 p.m.  
Peter F. Murphy, Chairman

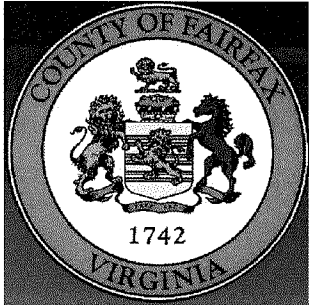
An audio recording of this meeting is available in the Planning Commission Office, 12000  
Government Center Parkway, Suite 330, Fairfax, Virginia 22035.

Minutes by: Inna Kangarloo

Approved: October 26, 2016

A handwritten signature in black ink, appearing to read "John W. Cooper", is written over a horizontal line.

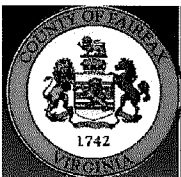
John W. Cooper, Clerk to the  
Fairfax County Planning Commission



People Places Employment Governance

# Regulatory Improvement Efforts Planning Commission Update July 21, 2016

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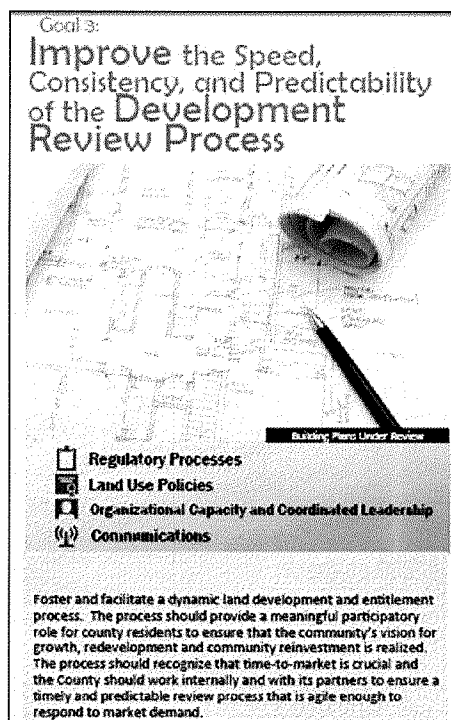
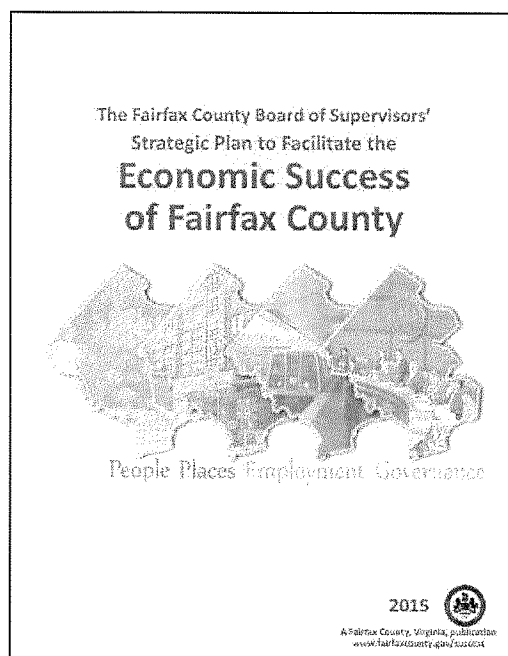


## Strategic Plan to Facilitate the Economic Success of Fairfax County

Economic Success



### Our Goal



- “.... 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....”
- Goal 3 – Improve the speed, consistency, and predictability of the development review process

<http://www.fairfaxcounty.gov/success/>

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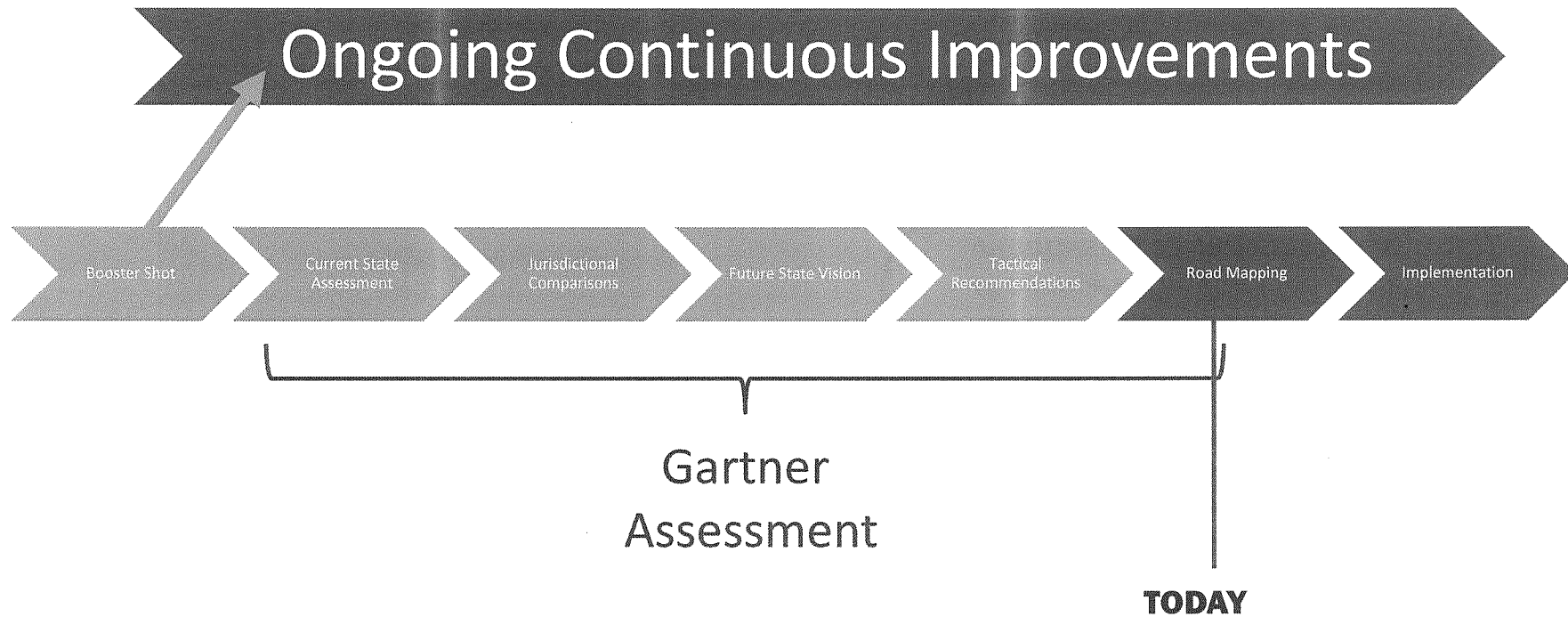


Improve the Speed, Consistency, and Predictability of the Development Review Process

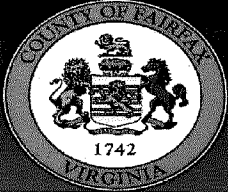
Economic Success



## Our Approach



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## Continuous Improvement - Top Seven Initiatives

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

*Concurrent with the Gartner review, Agency Directors chose these initiatives as priority topics to address cross-agency challenges. The goal for these initiatives is to implement meaningful change within 6-12 months.*

**INDUSTRY ADDS:** Third Party Review and Improved/Streamlined VDOT/FCDOT Coordination (These two are not "Top 7" because they are not cross-agency and/or of limited scope; however, assessment on these topics is concurrently underway)



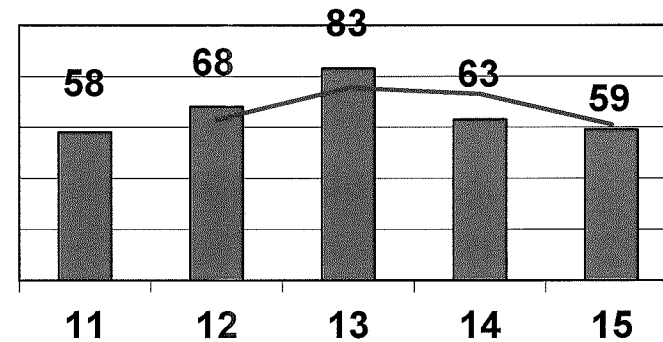
Improve the Speed, Consistency, and Predictability of the Development Review Process

## Continuous Improvements



- Agency Continuous Improvement
  - Fire Marshall Inspections
  - Permit review times
  - Phased Occupancy
  - Restaurant guide
  - FCDOT/VDOT
  - Combined FFX/VDOT street acceptance

Major Site Plans – 1<sup>st</sup> review



Fire Marshal Architectural Review		
Type	Plans on hand	Working day lag
Tenant fast track	6	0 days
Class 4 and higher	8	5 days
All other plans	6	2 days



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

## Continuous Improvements



DPZ Process Improvement Trends			
	FY 2014 July 2013 - June 2014	FY 2015 July 2014 - June 2015	FY 2016 July 2015 - April 2016
APPLICATION ACCEPTANCE PROCESS			
BOS/PC Received / Accepted	199 / 163	158 / 195	150 / 148
Calendar Days to Acceptance BOS/PC Applications	109	54	37
BZA Received/Accepted	336 / 225	169 / 261	140 / 120
Calendar Days to Acceptance BZA Applications	142	94	46
ZONING INTERPRETATIONS			
Proffer Interpretations Received / Completed	92 / 87	71 / 67	53 / 36
Proportion Completed / Avg. Bus. Days to Complete	95% / 76 Days	94% / 62 Days	68% / 24 Days
Complete w/in 30 Bus. Days	34%	31%	38%
SE Interpretations Received / Completed	62 / 57	27 / 24	25 / 17
Proportion Completed / Avg. Bus. Days to Complete	92% / 63 Days	89% / 44 Days	68% / 21 Days
Complete w/in 30 Bus. Days	27%	37%	44%
SP Interpretations Received / Completed	20 / 18	18/18	14/11
Proportion Completed / Avg. Bus. Days to Complete	90% / 81 Days	100% / 52 Days	79% / 32 Days
Complete w/in 30 Bus. Days	15%	33%	43% DRAFT

- Agency Continuous Improvement
  - Immediate Communication Upon Application Filing
  - Reduced Applications Acceptance Timelines
  - Proffer Interpretations Completed in Less Time
  - Greater Proportion of Interpretations completed in Less than 30 Business Days





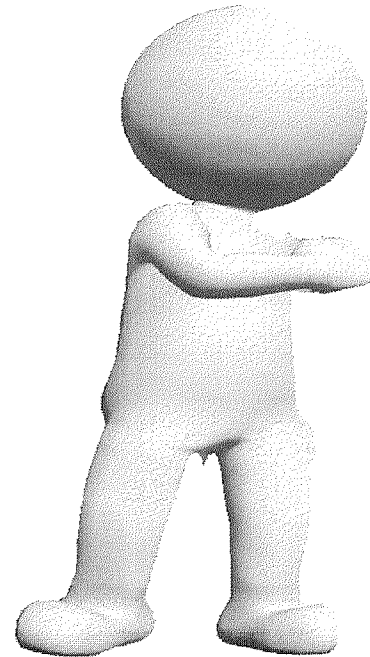
Improve the Speed, Consistency, and Predictability of the Development Review Process

Economic Success



## Gartner's Assessment

# Gartner Assessment



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

Economic Success



## Gartner's Current State Assessment

Challenges that prevent Fairfax from providing the level or quality of service that we aspire to provide to our constituent customers

### Primary Themes

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 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

<http://www.slideshare.net/fairfaxcounty/gartner-study-current-state-assessment>

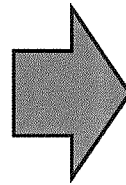
Improve the Speed, Consistency, and Predictability of the Development Review Process

## Fairfax County Vision Statement and Elements

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

**“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”**



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

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### **Strategic Recommendation**

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

### **Tactical Recommendation**

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

### **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

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### **Strategic Recommendation**

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

### **Tactical Recommendation**

- 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

### **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

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### **Strategic Recommendation**

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

### **Tactical Recommendation**

- 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

### **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

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### **Strategic Recommendation**

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

### **Tactical Recommendation**

- 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

### **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.

### **Tactical Recommendation**

- 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

### **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

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### **Strategic Recommendation**

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

### **Tactical Recommendation**

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

### **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 6

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

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### Land Use System Modernization

- Replace:
  - Land Development Systems-LDS
    - Zoning Applications (ZAPs),
    - Permitting and Waivers (PAWS)
    - Inspections Data Online (FIDO)
    - Customer/Citizen Land Development Information Web Portal (LDSnet)
  - 14+ Complementary Systems
- With:
  - A consolidated modern enterprise solution that is integrated with other critical systems and is adaptable to changing business needs.
  - A single portal to execute transactions, obtain status and gather information.

## Vision Element 6

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

### High-Level Roles and Responsibilities

Role	Fulfilled By	Responsibilities	Decision Rights
<b>Executive Sponsors</b>	Rob Stalzer Dave Molchany	Chairs the Executive Steering Committee; champions the project and support related efforts; ensures project is fully resourced; resolves conflicts; keeps senior county leadership informed	Has final decision rights for all decisions affecting the project.
<b>Executive Liaison</b>	Chase Suddith	Provides communication, logistics and coordination support for Executive Sponsors.	Advisory.
<b>Executive Steering Committee</b>	Executive Sponsors (Chair), Department Heads, Chief Technology Officer, Project Owners, Project Managers, Key Stakeholders	Provides strategic oversight; vets policy implications; assesses business process and organizational impact; provides recommendations to the Executive Sponsors.  Meets monthly or as determined by the Executive Sponsor.	Approves business solution and unified service delivery model.
<b>Technical Sponsor</b>	Wanda Gibson	Provides strategic oversight; vets technical implications; assesses technical solutions.	Approves technical solution.
<b>Project Owners</b>	Bill Hicks Fred Selden Gordon Jarratt	Oversees project activities; provides direction to the Business Project Manager; establishes project goals and milestones; monitors project status and remediates issues; elevates issues to the Executive Sponsors and/or Executive Steering Committee as appropriate; administers contract with project consultant; secures necessary resources; obtains authorization to proceed.	Makes tactical decisions (those not requiring vetting or review by the Executive Sponsors). Approves project charter. Approves changes to scope, schedule, and cost. Can reprioritize project tasks and redirect project staff to meet milestones and maintain appropriate focus on project goals.
<b>Project Advisors</b>	Meaghan Kiefer Ellen Gray Blair Burkholder	Advises Project Owners and the Business Project Manager in matters related to project management, organizational change, and the integration of unified business processes, particularly as pertains to recommendations stemming from the Land Use and Development Services Strategic Assessment.	Advisory.
<b>Business Project Manager</b>	Jill Huff	Collaborates with Technical Manager and DIT Project Management Office (PMO) for overall project delivery; assigns tasks and manages activities of the project core team; conducts project meetings; manages procurement process in conjunction with the PMO; provides status updates to the Project Owner and PMO; develops and maintains project and expenditure plans; updates project management system/tool/dashboard; plans and tracks contracts, spending, and performance to plan; manages the business requirements gathering, user training, and go-live process; reconciles budget with the PMO; coordinates activities with consultant and partner agencies; establishes final performance assessment with PMO; participates in project audit activities as applicable.	Can reprioritize tasks not on the critical path.

## Vision Element 6

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

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### Our Guiding Principles

To improve the odds of a successful implementation, participants in the Land Use Systems Modernization project will adhere to the following guiding principles:



1. The solution will be designed around business processes, not organizational silos.
2. The solution will present as one system to both internal and external users.
3. The solution will comply with county IT architecture and security standards.
4. Business functionality and agility will drive decisions.
5. When choosing between two or more alternatives, the alternative that will deliver the greatest benefit to the overall process will be chosen.
6. Solution quality (within reasonable cost) will trump project schedule.
7. Software customization will occur only if necessary to satisfy a legal or policy mandate.
8. Project-related work will be the highest priority for staff assigned to the project.
9. Decision-making will occur within a project management framework, to include formalized escalation rules, change management procedures, risk mitigation, and go/no-go gate reviews.
10. Directors of participating departments will remain personally engaged and will provide the resources necessary to facilitate successful project completion.

## Land Use Systems Modernization Project

## Vision Element 6

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

### June 2016 Workshops

- Communication
- Collaboration
- Input

### July 11-15 Refine System Requirements

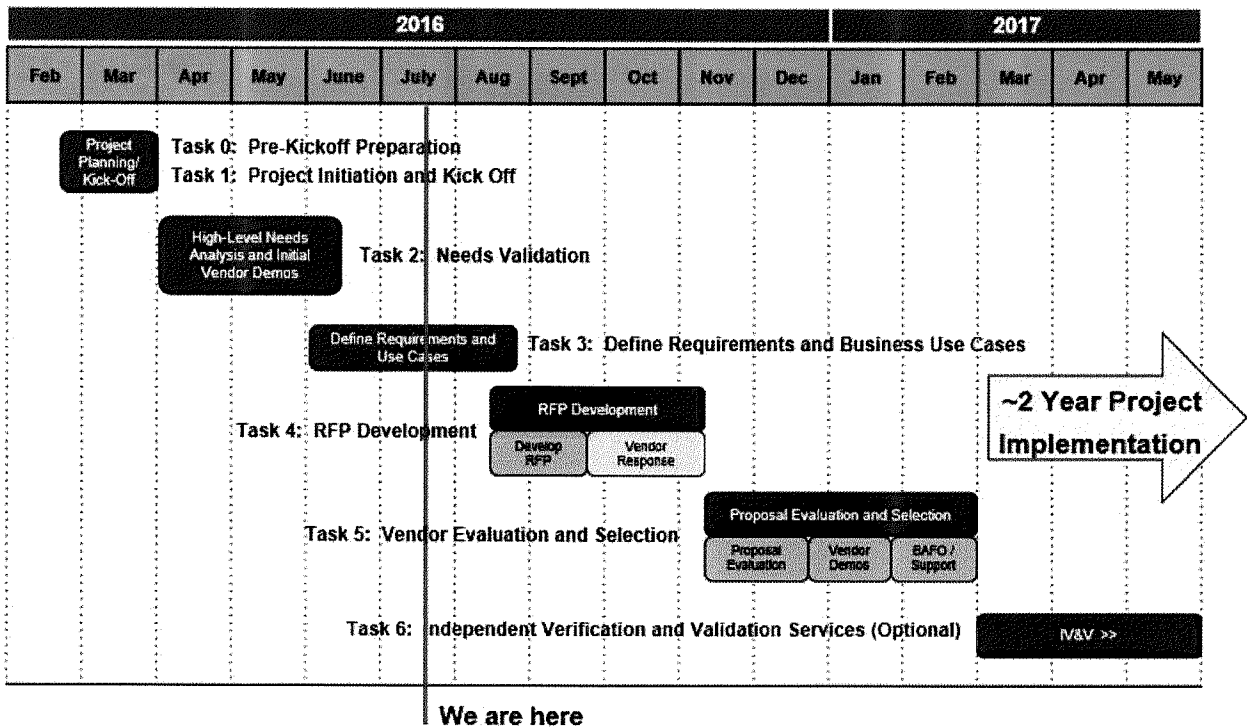
### July 27- Aug 4 Prioritize System Requirements



Vision Element 6

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

High-Level Procurement Approach and Timeline



## Vision Element 7

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

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### **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 Recommendation**

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

### **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

## Turning Recommendations Into Actions

### Programs to Implement Recommendations

Programs	Recommendations	Core Team
P1 – Establish Leadership and Governance	<ul style="list-style-type: none"> <li>■ 1-1 Establish a parallel leadership function to implement strategic recommendations and to manage and drive continuous improvement</li> <li>■ 2-1 Create a Development Advisory Commission comprised of industry, citizens, and staff to formalize collaboration and communication amongst stakeholders</li> </ul>	Meaghan Kiefer
P2 – Orchestrate Culture Change and Conduct Communications Outreach	<ul style="list-style-type: none"> <li>■ 2-2 Implement communications and outreach program to promote a culture of cooperation and problem-solving</li> <li>■ 2-3 Develop a recognition and incentives program that rewards high performing customers</li> </ul>	Robin Baker, Matthew Kaiser
P3 – Expand Project Management Function	<ul style="list-style-type: none"> <li>■ 1-4 Expand project management functions and philosophy to expedite service delivery</li> </ul>	Helman Castro
P4 – Review and Revise Codes and Ordinances	<ul style="list-style-type: none"> <li>■ 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</li> <li>■ 5-1 Perform diagnostic review of the Zoning Ordinance to determine its ability to meet modern needs</li> <li>■ 5-2 While the diagnostic review is performed, continue to manage and improve the current Zoning Ordinance and supporting processes</li> <li>■ 5-3 Reinforce the purpose of the Comprehensive Plan as a long-range guideline rather than a site-specific regulatory document</li> <li>■ 5-4 Reestablish the PFM as a design guideline rather than regulation</li> <li>■ 5-5 Improve proffer process to foster consistency, traceability, and enforceability</li> </ul>	Regina Coyle
P5 – Establish a Training and Mentoring Program	<ul style="list-style-type: none"> <li>■ 7-1 Develop and implement the Joint Training Academy</li> <li>■ 7-2 Expand staff mentoring across land use and development agencies</li> </ul>	Ellen Gray
P6 – Develop Career Path and Update Compensation Model	<ul style="list-style-type: none"> <li>■ 7-3 Develop a compensation model including incentives that rewards performance and promotes accountability</li> <li>■ 7-4 Establish career growth and promotion opportunities and remove impediments</li> </ul>	Barbara Brock



## Turning Recommendations Into Actions

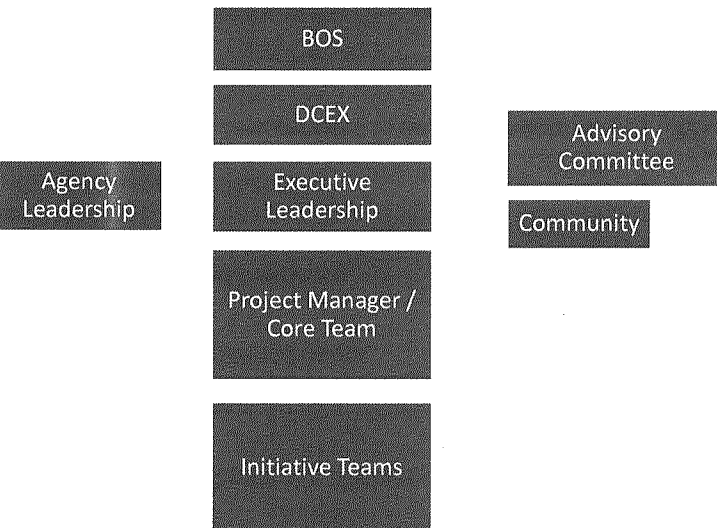
### Programs to Implement Recommendations

Programs	Recommendations	Core Team
P7 – Define and Implement Future Service Delivery Model	<ul style="list-style-type: none"> <li>■ 3-1 Develop a future state customer-centric service delivery model to improve process predictability</li> <li>■ 3-2 Define metrics to measure service delivery quality and timelines, and establish achievable service levels with customers</li> <li>■ 4-1 Identify capacity management options (overtime, new hires, outsourcing, etc.) to increase agility to respond to demand fluctuations</li> <li>■ 4-2 Formalize a continuous improvement program to identify and implement process efficiency measures</li> </ul>	TBD
P8 – Educate Stakeholders and Make Information Accessible	<ul style="list-style-type: none"> <li>■ 3-4 Educate stakeholders on processes, requirements and guidelines to ensure consistent understanding</li> <li>■ 6-4 Create unified, customer-oriented informational land development services web sites</li> </ul>	TBD
P9 – Establish Long-term Technology Strategy and Implement	<ul style="list-style-type: none"> <li>■ 6-1 Develop integrated IT governance and management for land development services</li> <li>■ 6-2 Develop an integrated strategic IT plan for land development services</li> <li>■ 6-3 Develop a single modernized land use and development system</li> <li>■ 6-5 Leverage social media technology to communicate with customers and citizens</li> </ul>	Blair Burkholder
P10 – Enhance Citizen Engagement in Review Process Across Magisterial Districts	<ul style="list-style-type: none"> <li>■ 3-3 Identify best practices for citizen engagement and participation in the review process to be shared across magisterial districts</li> </ul>	TBD
P11 – Optimize Organizational Alignments	<ul style="list-style-type: none"> <li>■ 1-2 Integrate services through appropriate strategic organizational alignments to better enable customer-centric service delivery</li> <li>■ 1-3 Evaluate a physical and virtual One-Stop shop customer service center to decrease handoffs and bolster efficiency</li> </ul>	John Walser, Chase Suddith
P12 – Transition to Enterprise Fund	<ul style="list-style-type: none"> <li>■ 4-3 Establish a blended or enterprise funding model that is supported by industry to finance maintenance and improvement of service levels</li> </ul>	James Patteson



## Next Steps

- **Meetings with Departments and Discussions with Industry**
  - Summer, 2016
- **Task Four: “Roadmapping” - Gartner**
  - Summer, 2016
- **Implementation –**
  - Staff and stakeholder engagement
  - Land use committee meetings – Summer/Fall, 2016



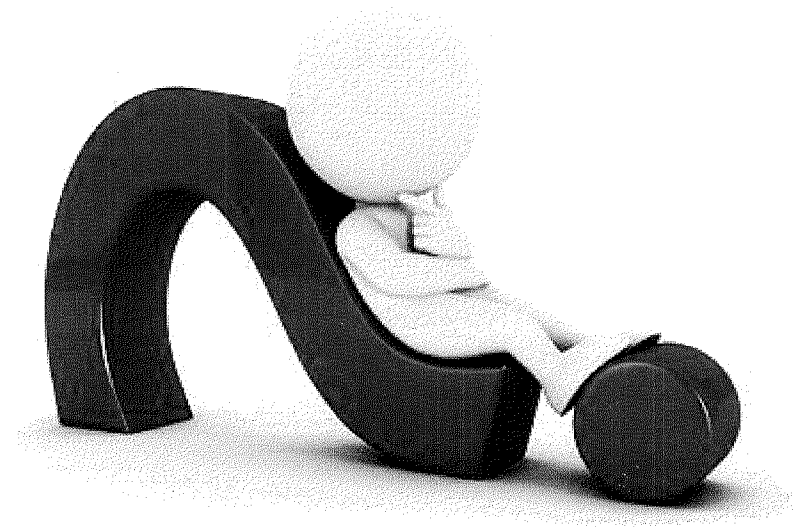


Improve the Speed, Consistency, and Predictability of the Development Review Process

Economic Success



# Questions



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