



Planning and Zoning

The Department of Planning and Zoning creates, updates, and carries out the community's comprehensive plan vision for land development and resource preservation. Planners administer the zoning ordinance, which provides property standards as well as other land use regulations to shape development based on the comprehensive plan. These efforts are largely mandated by the Code of Virginia, which also requires establishing and supporting a Planning Commission and a Board of Zoning Appeals. The Department includes six programs: Legislative Application Review and Management, Community Planning, a Customer Service Center, Zoning Administration, Administration, and the Agricultural and Forestal District Program.

Planning and Zoning's Programs

Land Use Review

Leads the evaluation and processing of legislative land development applications through project management, technical recommendations, and public presentations.

Community Planning

Oversees the policy development process, including community outreach, and administers and interprets the Comprehensive Plan.

Planning and Zoning Customer Service Center

Delivers "first-tier" internal and external customer service for the Department helping citizens, staff, elected officials, and applicants navigate the development process.

Zoning Administration

Administers and interprets Zoning Ordinances, proffers, and special exception conditions.

Zoning Enforcement

Ensures that the local Zoning Ordinances, the Virginia Maintenance Code, and designated sections of the Codified Ordinances are effectively, consistently, and fairly enforced.

Administration

Provides leadership and overall direction to the Department, implements County policies and procedures.

**Planning and Zoning****Budget Analysis****Department Financial and FTE Summary¹**

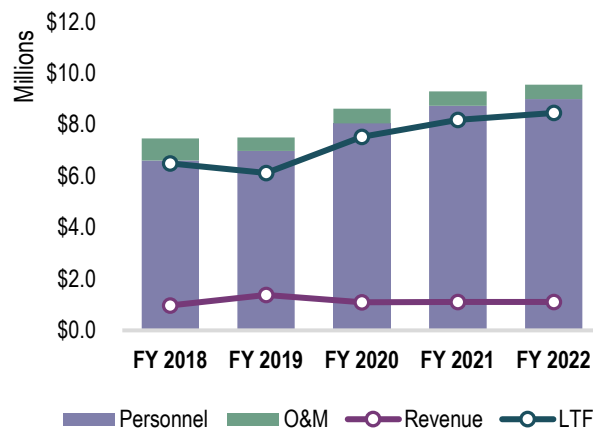
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Personnel	\$6,611,338	\$6,982,749	\$8,043,943	\$8,730,466	\$8,992,380
Operating and Maintenance	851,631	516,998	572,019	562,463	568,087
Total – Expenditures	\$7,462,969	\$7,499,747	\$8,615,962	\$9,292,929	\$9,560,467
Revenues					
Permits, Fees, and Licenses	\$954,213	\$1,267,917	\$1,049,229	\$1,077,645	\$1,077,645
Fines and Forfeitures	13,441	62,312	41,738	27,825	27,825
Charges for Services	2,129	1,690	0	0	0
Recovered Costs	0	46,134	0	0	0
Total – Revenues	\$969,782	\$1,378,053	\$1,090,967	\$1,105,470	\$1,105,470
Local Tax Funding	\$6,493,187	\$6,121,694	\$7,524,995	\$8,187,459	\$8,454,997
FTE	60.47	60.47	66.00	68.00	68.00

¹ Sums may not equal due to rounding.



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Revenue and Expenditure History



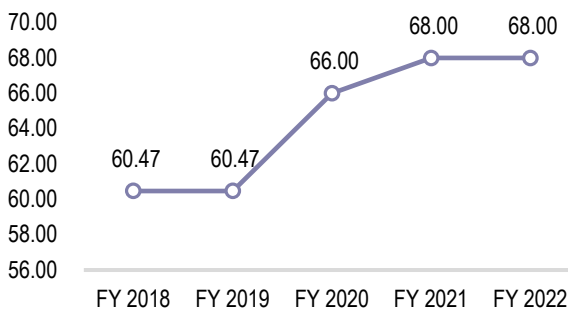
Revenue/Local Tax Funding

As shown, the Department of Planning and Zoning is primarily funded by local tax funding (over 85 percent). Program-generated revenue consists of fees from applications.

Expenditure

The majority of the Department of Planning and Zoning's expenditure budget is dedicated to personnel costs. Increases in personnel costs have been driven by additional staffing as outlined in the Staffing/FTE History section, a 3 percent market-based salary adjustment and a 3.5 percent merit-based increase in FY 2019, a 2 percent market-based salary adjustment and a 3 percent merit-based increase in FY 2020, and adjustments in FY 2021 to reflect a new classification and compensation system approved by the Board of Supervisors in November 2019, and 2.00 FTE in the FY 2021 Proposed Budget.

Staffing/FTE History



FY 2017 Mid-Year: 0.47 FTE historic resource specialist/archaeologist transferred from Building and Development

FY 2018: 1.00 FTE planning technician

FY 2019 Mid-Year: 1.00 FTE demographer transferred to Management and Budget

FY 2020: 1.00 FTE proffer planner, 1.00 FTE zoning administration legislative reviewer, 0.53 FTE conversion of part-time historic resource specialist to full-time, 2.00 FTE zoning inspectors, 2.00 legislative review planners

The Department of Planning and Zoning's expenditures have increased primarily due to personnel costs, which make up most of the Department's expenditure budget. Personnel costs have risen primarily due to a 2 percent market-based salary adjustment and a 3 percent merit-based increase and the addition of 6.53 FTE in the FY 2020 Adopted Budget.

Revenues have slowly decreased over the past several fiscal years, in part due to a policy of bundling legislative land use applications when there are multiple applications for a property. As a result of this policy, fees are not collected for many applications, as only the application with the highest dollar amount is charged to the customer. The Department anticipates that revenues could increase with the finalization of the Loudoun County 2019 Comprehensive Plan, but have not included any increases in the Proposed Budget.

Operating and maintenance expenditures have decreased due to the reduction (reflected in FY 2019) of one-time consulting services for the Loudoun County 2019 Comprehensive Plan and a reduction in central services. While funds were



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requested during the FY 2019 budget process for the Zoning Ordinance rewrite, that request was deferred to the discussion on potential uses of fund balance. That discussion was held and funding was approved for this purpose in January 2019. This funding represents a revision to the FY 2019 Adopted Budget and as such is not included in the tables of this document. The project is anticipated to cost \$1 million and span fiscal years; the Board of Supervisors approved this full amount for fund balance in January 2019. These funds will be carried forward as needed from the approved use of fund balance and will not affect the real property tax rate.

The Department continues to see increasing complexity in land use and development. As the Zoning Ordinance rewrite work begins, staff will devote more time to this effort, taking time away from the day-to-day Zoning Administrative work and causing workload pressures on the Department, making it necessary to convert a temporary position to a regular FTE. With early proffers nearing expiration, increasing project and programmatic administrative needs, and more complex legislative land use applications, the Department has multiple resource needs currently not included in the Proposed Budget.

Evolving Development Patterns

The FY 2021 Proposed Budget includes 2.00 FTE for a zoning administration planner and a planning analyst, both of which will allow the Department to keep up with the increasing size and complexity of the workload derived from the evolving development patterns the County faces. The zoning administration planner will convert a long-term temporary position to a regular FTE, thereby maintaining current service levels. The planning analyst position will allow the Department to understand the future development pipeline, produce reports, and maintain data quality.

The FY 2021 Proposed Budget includes 1.00 FTE for a Zoning Administration planner to convert a long-term temporary position into a regular FTE. In the Department's Zoning Administration Division, this two-year temporary position completes core work such as zoning verification letters, zoning determination letters, landscape waiver requests, site plan review and legislative land use applications. This work allows senior planners to focus on increasingly complicated applications, Board-directed initiatives, Fast-Track projects, and implementation of the 2019 Comprehensive Plan via the Zoning Ordinance rewrite. This position is needed to maintain Zoning Administration service levels and will bring the Department closer to meeting adopted performance metrics for zoning correspondence and review. One of the Department's objectives is to complete 80 percent of administrative, legislative and proffer referrals, as well as requests for zoning determinations within 30 days of receipt. Currently, only 54 percent of zoning determinations are completed within 30 days. Turnaround times have not been consistently met due to resource constraints, increased numbers of applications, shortened timeline for Fast-Track applications, and the increasing complexity of applications. Routine inquiries from internal and external customers, economic development projects, and supporting various Board strategic initiatives add to the demands on this Division. Making the temporary position a permanent resource would allow Planning and Zoning to continue allocating necessary and appropriate staff to handle the anticipated planning and development conditions that will be impacted with the opening of the Silver Line. This position would allow for maintenance of service levels and prevent increased response times and maintain quality reviews of applications.

The FY 2021 Proposed Budget includes 1.00 FTE for a planning analyst, which will help the Department in reporting used by staff, closing out land use cases, and tracking pipeline development, among other duties. This position will track pipeline development (development that has been approved, but not yet built) on an annual basis. The department has historically tracked only the residential pipeline, however, with the adoption of the 2019 Comprehensive Plan, tracking of non-residential pipeline development also will be conducted going forward. Currently, a temporary position conducts this analysis and is developing a structure for this analysis going forward, however, this is a permanently needed resource. Additionally, the planning analyst would close out land use cases, which involves input of all final information regarding approval of each legislative land use case, including Board actions, conditions of approval, approved land uses, densities, and other outcomes of each case. Currently, land use review planners have conduct this work, which is not an efficient use of their time. Dedicating one position to handle all close-out actions also ensures accurate and consistent entry of case information in the land management system thus enabling more accurate recording and reporting. The planning analyst will be responsible



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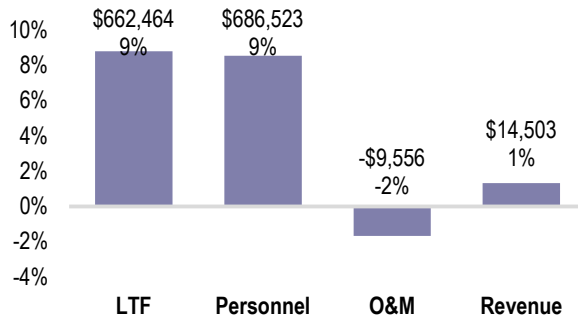
for creating, updating, and producing numerous planning and zoning related reports used by County staff, elected and appointed officials, and other outside entities. These reporting activities are currently performed by multiple positions within the department, which creates a lack of coordination as to the information that is being produced. Planning and Zoning staff, along with other Departments' staff, have been focused on the development and eventual implementation of the replacement to the County's current land management information system, EnerGov. This information system holds data used by various community development-related Departments in the County and will be used by other agencies, residents, and businesses. Once the EnerGov land management system is implemented, most of the reporting will be produced through that system. By centralizing the reporting functions to one position thoroughly trained on EnerGov's reporting capabilities, the department will be able to more efficiently manage the information produced and distributed to County staff and the public. The reporting capabilities will allow the Department to better use a data-driven approach to inform long-term strategic plans.

The Department expects workload and its complexity to grow steadily with the Zoning Ordinance rewrite and as development patterns continue to evolve. The Department will continue to analyze resource needs and anticipates resource needs in an administrative assistant for zoning enforcement and additional staff in zoning administration and proffer management.



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Percent Change from Adopted FY 2020 to Proposed FY 2021

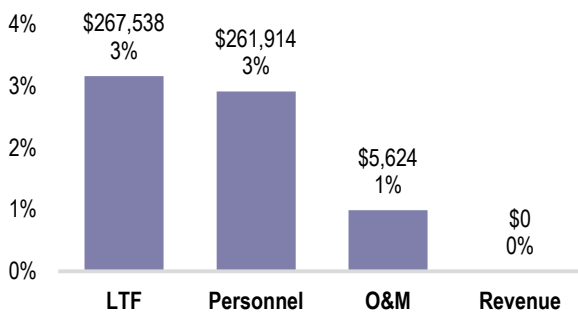


Reasons for Change:

Personnel: ↑ 2.00 FTE, general pay changes ||

O&M: ↓ internal services decreased || **Revenue:** ↑ small applications increase

Percent Change from Proposed FY 2021 to Projected FY 2022



Reasons for Change:

Personnel: ↑ 3 percent || **O&M:** ↑ 1 percent

Revenue: ↔



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FY 2021 Proposed Resource Requests¹

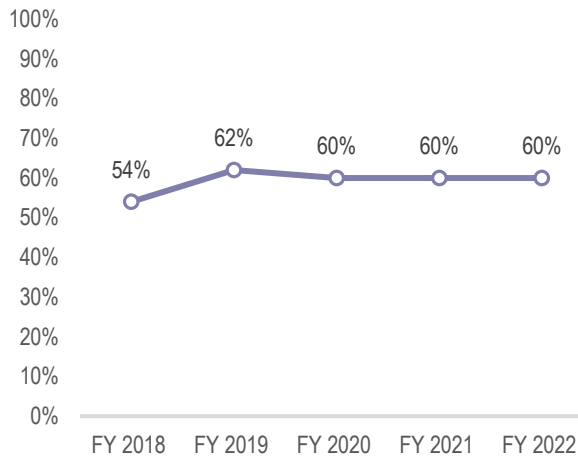
Priority 1: Long-term temporary conversion (Zoning Administration planner)						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$98,342	\$13,127	\$0	\$0	\$0	\$111,469	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none">• In Zoning Administration, a current two-year temporary position has allowed senior planners to focus on increasingly complicated applications, Board-directed initiatives, Fast-Track projects, including complex zoning ordinance amendments.• This position is needed to maintain Department current service levels for day-to-day legislative and administrative application reviews.• As applications increase in complexity with the changing development landscape, and as the Division continues work on the Zoning Ordinance rewrite, this position will be vital to maintain current service levels and responsiveness to customer inquiries.			
Mandates:	County Mandate					
PM Highlight:	Percent requests for correspondence responses to within 30 days if approved					
Program:	Zoning Administration					
Positions:	1 Planner III					
Theme:	Evolving Development Patterns					
One-time Costs:	\$6,820					
Recurring Costs:	\$104,649					
Priority 2: Planning Analyst						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$90,565	\$12,095	\$0	\$0	\$0	\$102,660	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none">• The position will track residential and commercial pipeline development (development that has been approved, but not yet built). This work is currently being performed by a recent temporary position within the department, but is a permanent need. The pipeline data need to be updated frequently, but were last updated July 2017.• This position will create, update, and produce reports used by County staff, elected and appointed officials, and outside entities. Currently, multiple positions conduct these reporting activities, resulting in a lack of coordination. Centralized reporting will ensure quality control over information produced and distributed.• This position will assist with intake and checklist review of applications and will close out cases entered in the County system to ensure accurate data and information.• This position will allow the department to use a data-driven approach to inform strategic plans.			
Mandates:	Not mandated					
PM Highlight:	None					
Program:	Customer Service Center					
Positions:	1 Planner I					
Theme:	Evolving Development Patterns					
One-time Costs:	\$6,820					
Recurring Costs:	\$96,165					
Department Total						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$188,907	\$25,222	\$0	\$0	\$0	\$214,129	2.00

¹ The requests presented display total cost, including the acquisition of vehicles, technology, and office furniture (as applicable). Funds for these items are shown in the Non-Departmental section, page 6-2.



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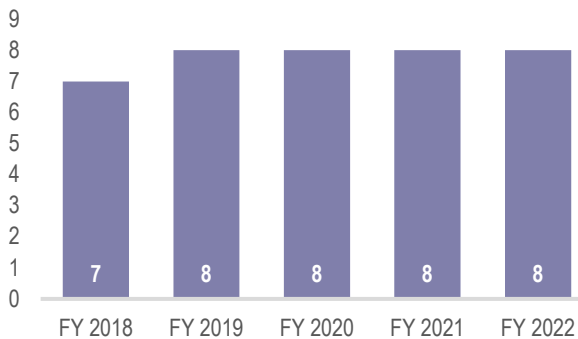
Key Measures¹



Objective: Respond to 80 percent of requests for correspondence concerning administration of the Zoning Ordinance within 30 days (including determinations, verifications, and administrative waivers and modifications).

Measure: Percent requests for correspondence responded to within 30 days if approved.

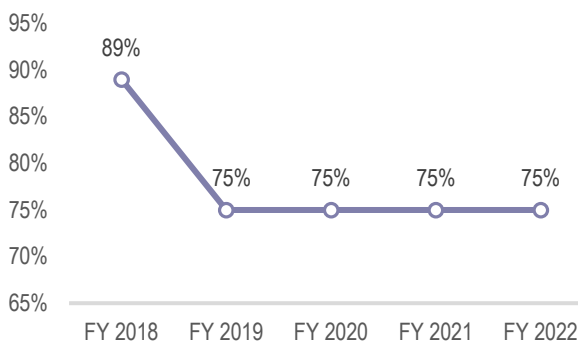
In order to maintain current service level in turnaround times, a current temporary planner in Zoning Administrative is needed to be a regular FTE.



Objective: Manage the formulation of Zoning Ordinance Amendments (ZOAM) in accordance with Board of Supervisors' priorities.

Measure: Number of Zoning Ordinance Amendments (ZOAM) active.

With workloads anticipated to remain the same for ZOAM, the temporary planner position becoming a permanent resource will allow for maintenance of service levels.



Objective: Ensure 100 percent of applications for quasi-judicial actions, such as variances and appeals, are reviewed by staff and processed through the Board of Zoning Appeals (BZA) in compliance with County and State Code timeline requirements.

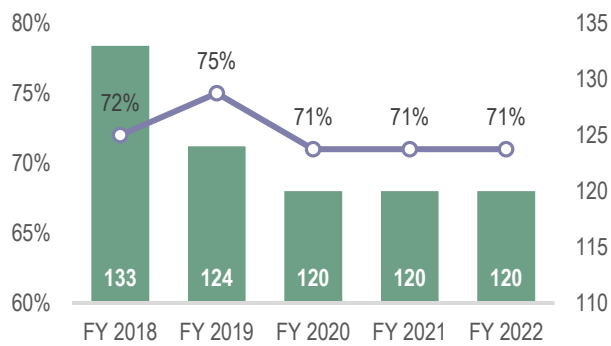
Measure: Percent compliance within timelines.

With the Zoning Administration planner position becoming a regular position, service levels will be maintained, with turnaround times projected to remain flat with BZA work.

¹ For key measures that relate to resources included in the Proposed Budget, FY 2021 and FY 2022 data reflect the estimated impact of these resources.



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Objective: Respond to 80 percent of requests for correspondence concerning administration of the Zoning Ordinance within 30 days (including determinations, verifications, and administrative waivers and modifications).

Measure: Percent of legislative referrals completed on time (Zoning Administration); Total number of legislative referrals completed (bundle cases) (Zoning Administration).

With the Zoning Administration planner position becoming a regular position, service levels will be maintained, with turnaround times projected to remain flat in support of legislative referrals with the same workload.

**Planning and Zoning****Department Programs****Department Financial and FTE Summary by Program¹**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Land Use Review	\$2,392,341	\$2,361,702	\$2,976,650	\$1,877,099	\$1,931,354
Community Development	1,138,350	856,159	833,218	1,245,691	1,282,107
Administration	1,130,134	1,129,143	1,438,303	1,499,152	1,537,668
Zoning Administration	1,895,690	2,184,018	2,285,163	2,763,058	2,844,894
Zoning Enforcement	906,454	968,725	1,082,628	1,134,687	1,168,341
Customer Service Center	0	0	0	\$773,242	\$796,103
Total – Expenditures	\$7,462,969	\$7,499,747	\$8,615,962	\$9,292,929	\$9,560,467
Revenues					
Land Use Review	\$298,878	\$516,899	\$389,811	\$417,590	\$417,590
Community Development	0	0	0	0	0
Administration	2,015	4,552	3,494	3,785	3,785
Zoning Administration	303,558	398,604	329,694	330,040	330,040
Zoning Enforcement	365,331	457,999	367,968	354,055	354,055
Customer Service Center	0	0	0	0	0
Total – Expenditures	\$969,782	\$1,378,053	\$1,090,967	\$1,105,470	\$1,105,470
Local Tax Funding					
Land Use Review	\$2,093,463	\$1,844,803	\$2,586,839	\$1,459,509	\$1,513,764
Community Development	1,138,350	856,159	833,218	1,245,691	1,282,107
Administration	1,128,119	1,124,592	1,434,809	1,495,367	1,533,883
Zoning Administration	1,565,657	1,760,073	1,915,471	2,396,689	2,477,542
Zoning Enforcement	541,123	510,727	714,660	780,632	814,286
Customer Service Center	0	0	0	\$773,242	\$796,103
Total – Local Tax Funding	\$6,493,187	\$6,121,694	\$7,524,995	\$8,187,459	\$8,454,997
FTE					
Land Use Review	15.00	15.00	17.00	11.00	11.00
Community Development	6.47	6.47	7.00	9.00	9.00
Administration	11.00	11.00	10.00	8.00	8.00
Zoning Administration	18.00	18.00	20.00	20.00	20.00
Zoning Enforcement	10.00	10.00	12.00	12.00	12.00
Customer Service Center	0.00	0.00	0.00	8.00	8.00
Total – FTE	60.47	60.47	66.00	68.00	68.00

¹ Sums may not equal due to rounding.