

Staff Response Matrix on CFS Recommendations  
 DRAFT – 10/3/2016

The following matrix includes County and APS staff responses to the 21 recommendations from the Arlington Community Facilities Study Final Report (<https://commissions.arlingtonva.us/community-facilities-study/>). These recommendations are listed in the Study Committee’s priority order. Proposed initiatives and programs that are outside the County and APS work programs for the current fiscal year may require additional funding and resources.

Study Committee Priority	Recommendation (Listed by Study Committee Priority)	Staff Response
Top Priority	(#17) Create a formal, integrated strategic facility needs assessment and priority setting process for APS and the County with three elements <ul style="list-style-type: none"> <li>• a Facilities Strategic Planning Committee consisting of two County Board and two School Board members;</li> <li>• an integrated staff team including APS and all relevant County departments; and</li> <li>• a Joint Facilities Advisory Commission.</li> </ul>	<p><i>The County Board and School Board have created the Facilities Strategic Planning Committee, consisting of two County Board and two School Board members (informally known as the 2+2 Committee). This Committee is anticipated to hold publicly advertised meetings on a quarterly basis.</i></p> <p><i>An integrated staff team, led by County Department of Management and Finance staff and supported by staff from APS and other County departments, will develop a capital facilities needs assessment to inform the biennial Capital Improvement Plans and other planning studies.</i></p> <p><i>The County Manager and Superintendent recommend that the Boards establish the Joint Facilities Advisory Commission. This new citizen commission would provide input to the Boards on the capital facilities needs assessments and Capital Improvement Plans for both the County and APS.</i></p>

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Top Priority	(#18) Implement the proposed Public Facility Siting Process	<p><i>The County will continue to evaluate the proposed Public Facility Siting Process through upcoming pilot projects, including determining the optimal uses for the North Quincy Street property, the salt dome site at 26<sup>th</sup> Street and Old Dominion Drive, and the potential land swap with Virginia Hospital Center.</i></p> <p><i>APS' successful South Arlington Working Group process was developed concurrently with the Community Facilities Study's recommendations, and APS intends to continue using this model for future siting processes.</i></p> <p><i>After completing these pilot projects, staff will report back to the Boards on the results and recommend whether and how to formalize the process for siting facilities or determining uses for public land.</i></p>

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Underway	<p>(#7) Improve forecast and projection methods.</p> <ul style="list-style-type: none"> <li>• Analysis of student generation factors (SGF) by different housing characteristics, including trends between 2010 and 2015;</li> <li>• Comprehensive demographic analysis of County population by age cohort;</li> <li>• Cohort component demographic model for County population forecasts;</li> <li>• Long-term (6-10 years) student population projection model; and</li> <li>• Trend reporting and best practices.</li> </ul>	<p><i>County and APS staff have been working with a consultant team on a detailed study of the County's population forecasts and APS' school enrollment projections. The consultants performed a detailed analysis of student generation factors from housing characteristics such as affordability, number of bedrooms, and length of ownership. They also developed a population model that forecasts the County's future population by age and sex. The consultants are recommending improvements to APS' 10-year student projection model that includes forecasted future births and more detailed student generation factors.</i></p> <p><i>A final report for this study is anticipated to be complete in October. The findings of the report and staff's proposed actions to incorporate the consultants' recommendations will be presented to the Community Facilities Study's Demographics Subcommittee in late October (date TBD).</i></p>
Underway	<p>(#8) Improve cohort data research, particularly for millennials and those 65 and older, and use demographic factors to help define future facility needs.</p>	<p><i>See response to #7 above. The population model developed as part of the consultant study could be used to forecast how the County's age profile will change over time.</i></p>
Underway	<p>(#11) Step up marketing efforts to attract commercial office tenants.</p>	<p><i>County staff agrees with this recommendation. Arlington Economic Development (AED) has expanded marketing efforts in FY16 and FY17 to include strategic domestic and international locations and in partnership with other local governments and economic development organizations in the region.</i></p>

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Short Term (adopted or started in 6 - 12 months)	<p>Adopt the following policies to guide upcoming budget, CIP, and other public facility processes to address the challenge of limited land available for public facilities, and to emphasize that those efforts should be approached with a broader perspective than just considering the primary use of the site:</p> <ul style="list-style-type: none"> <li>• (#1) Make maximum use (and reuse) of the public facilities we have, ensuring that existing space is efficiently used and that new space is adaptable for future purposes.</li> <li>• (#2) Encourage joint or shared use of facilities, taking into account the operating characteristics of any existing use, such as open space.</li> <li>• (#3) Build up, under and over rather than out to use land most efficiently</li> <li>• (#4) Create “new” land by building over right-of-way and on top of structures such as parking garages.</li> </ul>	<p><i>County staff agrees that County land is limited and that it should be utilized as efficiently as possible. These are all best practices that the County has successfully employed in the past and will continue to consider going forward, including cost-benefit analyses of these and other creative approaches to developing facilities. Related to #2, County staff recommends establishing clear definitions of the terms “facilities” and “open space.” Staff support for these creative approaches is also subject to the Zoning Ordinance, the General Land Use Plan, the Public Spaces Master Plan and other adopted land use policies.</i></p> <p><i>APS staff is already using recommendations #1, #2, and #3 as it works to accommodate growing enrollment. APS will follow the County’s lead on #4.</i></p> <p><i>Examples of County and APS collaboration on new facilities planning include the Western Rosslyn Area Planning Study (Wilson School and Fire Station #10 redevelopment) and the new elementary school on County property at the Jefferson site. The County is also exploring amendments to the Zoning Ordinance to allow the County Board authority to modify specific height, setback, and parking regulations for schools, subject to use permit approval, in a manner sensitive to existing and planned adjacent development.</i></p>

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Short Term (adopted or started in 6 - 12 months)	(#12) Add an economic and fiscal impact section to private development (special exception/site plan and Form Based Code) project staff reports to provide information on the costs (e.g. the projected service demands and other costs to the community) and benefits (e.g. the taxes and other economic benefits) likely to be generated by a proposed project.	<i>The County Board evaluates special exception/site plan and Form Based Code applications based on the proposal's compliance with approved plans (e.g. the Comprehensive Plan and relevant Sector or Area Plans) and the Zoning Ordinance. County staff recognizes the community's interest in better understanding the economic costs and benefits associated with new development. While staff does not agree that a fiscal impact analysis should be provided for each development project that comes before the County Board, staff is exploring options to provide the Board and the general public with more information on the fiscal impacts of planned development.</i>
Short Term (adopted or started in 6 - 12 months)	(#13) Amend the charge of the Economic Development Commission to include provision of a letter to the County Board regarding the economic impacts and benefits of each private development (special exception/site plan and Form Based Code) projects.	<i>The EDC has prepared a set of Guiding Principles to inform its evaluation of projects, plans, studies and other issues presented to the Commission. This is the main tool the Commission will use for any development projects presented at the EDC. In addition the EDC intends to request consideration of its Strategic Plan, the Framework for Prosperity for adoption by the County Board.</i>

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Short Term (adopted or started in 6 - 12 months)	<p>(#14) Convene a working group of the County and the business community to improve development review and permitting processes, reduce process and permit review time, and incorporate technology where appropriate, and to explore the possibility of delegating to the BIDS and other similar groups approval for temporary uses, and other similar types of activities that would otherwise need County approval and would help attract and retain businesses.</p>	<p><i>The <a href="#">Business Brain Trust</a> was formed in January 2015 to offer an opportunity for the County to hear and understand key issues, problems and opportunities involving Arlington businesses.</i></p> <p><i>Quarterly breakfast meetings were held with the 30 members of the group consisting of key business representatives. The work of the Brain Trust consisted of developing and adopting a business-focused vision (Arlington: Where Business Succeeds so the Community Prospers) and proposing five action-focused strategies to implement the vision: 1) Promoting Engagement and Inclusion, 2) Streamlining Our Processes, 3) Facilitating Business Development, 4) Differentiating Our Workforce and, 5) Fostering Communications. At the final meeting of the Brain Trust in Nov. 2015, the Chair of the Economic Development Commission (EDC) committed to overseeing the strategy implementation process. To advance this work, the EDC formed a Working Group leading these efforts supported by Arlington Economic Development. The first step of this process was to conduct a statistically valid business survey to provide empirical data that would inform specific steps for advancing the strategies. The survey has been recently completed and the results are currently being reviewed by staff and the EDC. It is anticipated that a public presentation of the survey results will be presented this fall (2016) to further inform the implementation of the five strategies.</i></p>

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	<p>(#14) Continued</p>	<p><i>As part of the <a href="#">One-Stop Arlington</a> initiative to make it easier to do business with the County, <a href="#">ePlan Review</a> was launched in Feb. 2016 as an interim solution providing a basic online system to submit and review building permits and land disturbance applications electronically. This step begins to streamline the building permitting process by reducing review times and paper costs.</i></p> <p><i>Furthermore, the County started the design and implementation of a <a href="#">new permitting system</a> in Sept. 2016 with staff from numerous departments, and Accela, the vendor, selected to design, build and implement the new online permitting system. The new permitting system will replace the County's 15+ year old permitting system called Permits Plus. It will also replace the current ePlan Review system as the interim solution. The scheduled rollout of the new system is Dec. 2017.</i></p> <p><i>In partnership with the business community, Arlington's Business Ombudsman continues to serve as a liaison to businesses, resolve issues, and lead the improvements of County administrative processes such as the new online permitting system. The Business Ombudsman also coordinates with the BizTeam, an interdepartmental team, assisting businesses with permit issues and to open for business.</i></p> <p><i>The County Board does not have the legal authority to delegate approval powers to Business Improvement Districts (BIDs).</i></p>

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Short Term (adopted or started in 6 - 12 months)	(#16) Embark on a cost efficiency effort for public facilities and services in light of revenue challenges now and likely in the future, and bolster community awareness of key revenue and budget issues.	<p><i>APS' FY 2017 budget identifies \$9.4 million in savings and efficiencies including:</i></p> <ul style="list-style-type: none"> <li><i>• Significantly adjusting the salary base for current and on board employees</i></li> <li><i>• Reducing the budgeted VRS retirement contribution to reflect actual costs</i></li> <li><i>• Reducing the Comprehensive Services Act Fund budget to more closely reflect actual and projected expenditures</i></li> <li><i>• Seeking additional reimbursement from Medicaid for qualifying special education services</i></li> </ul> <p><i>The County Manager's <u>Message to the County Board and the Arlington Community</u> on the FY 2017 budget includes a section on Strategic Program &amp; Service Delivery Evaluation (pages Web 21 - 24). This section provides an overview of existing, near-term, and multi-year initiatives to provide County programs as efficiently and effectively as possible.</i></p> <p><i>The Internal Audit function within the County's Department of Management and Finance has an established work plan which is focused on systematic core financial and compliance audits as well as internal controls review which will improve business processes and minimize risk and fraud.</i></p>

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	(#16) Continued	<p><i>The County Board Auditor and Audit Committee will be establishing an annual work plan to conduct independent performance and operational audits of County departments, programs, and services; focusing on program efficiency, effectiveness, and transparency.</i></p> <p><i>APS and Arlington County are beginning to identify future opportunities to align services that should result in cost efficiencies. Examples include:</i></p> <p><i>Collaboration between the County, APS, and Virginia Tech: The County plans to install telecommunications equipment at the Virginia Tech facility. This equipment will allow the County to receive K-12, higher education, research, and other governmental network services. In exchange for permission to install and operate the equipment, the County will work with VT to identify research opportunities involving open data applications.</i></p> <p><i>Collaboration between the County and the Metropolitan Washington Airports Authority (MWAA): The Police Department and MWAA are sharing in the cost of construction and equipment and furnishings for the Firing Range.</i></p>
Mid Term (adopted or started in 1-3 years)	(#6) Establish a land acquisition fund to position the County to acquire parcels when they become available.	<p><i>County staff supports this recommendation subject to funding and a management structure. There should be clear expectations that the land acquisition fund would be used for established needs. It should also be noted that land acquisition discussions need to occur in closed session to preserve the County's negotiating position. The creation of a fund could be discussed and explored by the Boards' Facilities Strategic Planning Committee.</i></p>

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Mid Term (adopted or started in 1-3 years)	(#9) Develop strategies to retain the millennial population, specifically increasing the availability of “starter” housing (i.e. entry-level homeownership), child care, and pre-school.	<p><i>The County’s Affordable Housing Master Plan includes a policy to increase access to homeownership among moderate-income households. Because nearly all of the moderate-income ownership stock in Arlington is comprised of condominiums, County efforts will focus on educating prospective homebuyers about the unique characteristics of purchasing and owning a condominium unit. The County also provides free courses and one-on-one counseling for prospective homebuyers.</i></p> <p><i>Stemming from the Affordable Housing Master Plan recommendations, the County is also initiating a study of “missing middle” housing types that support walkable urbanism and are designed to be compatible in scale with single family homes.</i></p> <p><i>The recently approved Arlington County Retail Plan includes child care in its list of “retail equivalents.” This designation, along with recent amendments to the Form Based Code, are intended to provide more opportunities for child care locations in the County’s mixed-use corridors.</i></p> <p><i>An additional preschool (VPI) class is included in APS’ FY 2017 budget. APS joined other districts in lobbying for (and receiving from) increased flexibility in eligibility for VPI in the General Assembly. On April 7, the School Board acted on a Montessori program move to Henry.</i></p>

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Mid Term (adopted or started in 1-3 years)	(#10) Evaluate and enhance wrap around services, coordinating school and after-school needs.	<p><i>APS charged a citizen and staff working group with defining the needs of the “whole child”. While this is not exactly what is defined by #10, the work is broader and encompasses recommendation #10.</i></p> <p><i>Last spring the Whole Child Working Group developed a vision and framework for ensuring that every child is healthy, safe, supported, engaged and challenged. Staff from both the county and schools are currently building an inventory and eventual clearinghouse of services and programs for Arlington children. The comprehensive inventory will capture wrap around services. Once complete, the inventory will provide the foundation that is needed to evaluate and enhance wrap around services and after-school needs.</i></p>

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Mid Term (adopted or started in 1-3 years)	(#19) Examine communication processes and practices to reach new audiences and better disseminate information.	<p><i>APS adopted a new Family and Community Engagement Policy in 2015 that recognizes “a shared responsibility of families, schools, and communities to support students’ intellectual, personal, social, and emotional development to help them achieve their full potential.”</i></p> <p><i>A sample of current APS initiatives to increase family and community engagement include the following:</i></p> <ul style="list-style-type: none"> <li><i>• Ten school teams are participating in a series of workshops focusing on “High Impact Strategies for Engaging Our Diverse Families”</i></li> <li><i>• All Bilingual Resource Assistants are participating in a series of seminars on Building Your Strategies Toolkit for Engaging Families</i></li> <li><i>• Five schools are FACE ‘Lab’ Schools including Wakefield, Thomas Jefferson, Abingdon, Barrett and Drew</i></li> <li><i>• FACE is being integrated into a number of APS initiatives (i.e. Whole Child Working Group)</i></li> </ul> <p><i>The Superintendent’s FY 2017 budget for APS includes a community engagement coordinator in School and Community Relations. The coordinator:</i></p> <ul style="list-style-type: none"> <li><i>• helps to identify, initiate and deepen relationships with the wide range of diverse stakeholders including community, civic, business and nonprofit organizations, particularly those who live and/or work in Arlington County, but whose members do not necessarily have children enrolled in the school division.</i></li> </ul>

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	(#19) Continued	<ul style="list-style-type: none"> <li>• <i>attends community meetings on behalf of APS to hear community ideas and concerns;</i></li> <li>• <i>creates and maintain a database of community organizations;</i></li> <li>• <i>acts as a central coordination point to support APS staff in the development and implementation of a broad range of public consultation and community engagement strategies and initiatives; and</i></li> <li>• <i>collaborates with the FACE Coordinator and members of the School and Community Relations Department to ensure sound communications planning and support for the APS engagement activities.</i></li> </ul> <p><i>To advance civic and public engagement efforts, the County Manager’s Office in February 2016 created the Office of Communications &amp; Public Engagement. This reorganization included appointment of a director of public engagement as well as a resident ombudsman. Other recent accomplishments include:</i></p> <ul style="list-style-type: none"> <li>• <i>Launched the Engage Arlington website, in March 2016. The new area includes current online opportunities to give input; an expanded section highlighting ways to get more involved; and a list of upcoming public meetings.</i></li> <li>• <i>Began using NextDoor.com to better connect with our residents and neighborhoods – and to provide information targeted to different areas of the County. (As of March 2016, Nextdoor.com has 12,000+ members in Arlington.)</i></li> </ul>

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	(#19) Continued	<ul style="list-style-type: none"> <li>• <i>Expanded live webcasting to include designated County Board work sessions and Planning and Transportation Commission meetings. This allows residents to engage in the civic process who are unable or choose not to attend meetings – easing participation for a broader and more diverse audience.</i></li> </ul> <p><i>Planned activities to build and strengthen our public engagement efforts – to reach more people in more ways – include the following:</i></p> <ul style="list-style-type: none"> <li>• <i>Development of tools, training and resources that drive innovation, best practices and consistency among staff.</i></li> <li>• <i>Improve our database of community contact lists, including neighborhood contacts and local organizations.</i></li> <li>• <i>Experimentation with different public engagement methods and tactics. For example, piloting the use two-way texting for a particular initiative.</i></li> </ul>

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Improving Current Practices	(#5) Collaborate with other jurisdictions to review whether opportunities exist for both facility and service sharing.	<p><i>Staff concurs that this this recommendation represents best practices. Recent examples of the County collaborating with surrounding jurisdictions include the following:</i></p> <ul style="list-style-type: none"> <li><i>• The County collaborates with the City of Falls Church by sharing costs and services for public safety, detention facility and court services. Currently the County and City are exploring the County taking over 100 percent of the City's probation cases. In exchange the County would receive increased reimbursement from the City and the City would no longer have to maintain its own Probation Office with three employees.</i></li> <li><i>• During the last CIP planning process, staff explored a joint collaboration with the City of Alexandria on the use of the Proposed Long Bridge Aquatics facility.</i></li> <li><i>• Public Safety continually collaborates with our surrounding jurisdictions through cross-jurisdiction participation in training, task forces, and incident response to name a few. In addition, the County participates in numerous Council of Government public safety and emergency management committees and participates in regional grants that disperse public safety resources throughout the National Capital Region. Most recently there has been a regional effort to coordinate on an emergency response system for public safety preparedness.</i></li> </ul>

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Improving Current Practices	(#15) Focus on a variety of housing to match the wide range of incomes and ages (e.g. age in place) in the County.	<p><i>The recently adopted Affordable Housing Master Plan sets forth the following policies:</i></p> <ul style="list-style-type: none"> <li>• <i>Provide support so that older adults can age in place or age in community through a combination of affordable and accessible housing with linkages to services. This includes programs to help connect older adults with services that can either help them remain in their homes (e.g. transportation, home-modification services, access to senior centers, property tax relief, in-home care, nutrition, chore and homemaker services and other related services) or find suitable housing within the County.</i></li> <li>• <i>Incorporate universal design principles in new and rehabilitated housing to facilitate access for aging adults. Universal design refers to a broad set of approaches that are meant to produce buildings, products and environments that can be accessed by the widest range of people possible.</i></li> </ul> <p><i>Also see response to #9 above.</i></p>
Improving Current Practices	(#20) Improve opportunities for meaningful public participation, and make better use of the community's time and talents.	<i>See response to #19 above.</i>
Improving Current Practices	(#21) Continually experiment with new techniques for civic engagement and new channels of communication, particularly social media, to reach a diverse population.	<i>See response to #19 above.</i>