



APPLICATION FORM

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 1, 2018.** Please include this application form with electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).


PROGRAM INFORMATION

County: Fairfax County, Virginia
Program Title: Commercial Revitalization District (CRD) Maintenance Program
Program Category: Community and Economic Development

CONTACT INFORMATION

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SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

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Executive Summary: VaCo Award Nomination Fairfax County CRD Maintenance Program 2018

Commercial and community revitalization is an important component of an overall strategy to strengthen the economic viability of older retail and business areas located in the county. Fairfax County has five designated commercial revitalization districts (CRDs) intended to create vibrancy, economic development and community engagement through unique landscaping and custom infrastructure.

Throughout all of the CRDs, inconsistent infrastructure and landscaping design standards create a major challenge in achieving the mission of the CRD program. To overcome these obstacles, a collaborative team approach was created among county agencies, VDOT, contractors, consultants and members of community revitalization groups. Collectively, the team's suggestions and input were the basis for the planning, development, implementation and review of routine and non-routine maintenance and improvements to the CRDs, as well as capital re-investment projects that support revitalization.

The team made use of various technology to improve maintenance operations in the CRDs: SharePoint; GIS mapping; electronic maintenance requests; and an inventory of assets and infrastructure was necessary to keep everyone informed and to track the progress of the work.

Additionally, street sweeping, street light inspections, repairs and maintenance in the VDOT right-of-way were performed on regular and frequent schedules.

The team took a results-oriented view of the maintenance work to be accomplished: decision making was based on real-time maintenance needs; strategic planning was important in order to save time and money; performance measures were required to be met; before and after photos provided visual assurance that the CRDs were receiving the maintenance as planned.

Fairfax County implemented an organizational, structured approach focused on becoming more strategic, leveraging technology, conducting a comprehensive asset inventory of the CRDs, identifying and tracking performance measures, engaging the community and focusing on results. Success is dependent upon communication, coordination, collaboration and managing expectations.

Creating a Results-Oriented Maintenance Program in Commercial Revitalization Districts (CRDs) in Fairfax County, Virginia

Commercial revitalization along with community engagement are significant components of Fairfax County's efforts to improve and strengthen the economic viability of older retail and business centers. The Board of Supervisors (BOS) established Commercial Revitalization Districts (CRD) to create focal points in the county to improve the economic health of mature commercial areas. The goal is for the CRDs is to become more economically competitive, offer better community services and improved living, working and shopping opportunities in a visually vibrant area with an enhanced sense of live, work and play.

Five areas have been designated as CRDs: Annandale; Bailey's Crossroads; Springfield; Richmond Highway; and McLean. The CRDs allow flexibility in design to encourage redevelopment by incorporating enhanced urban design standards such as streetscape, improved and expanded landscaping, and other features that promote multi-modal transportation and a pedestrian friendly environment such as bus shelters and pedestrian bridges and walkways.

Through collaborative planning, development, implementation and maintenance, each of the CRDs provides their own unique sense of place and community while enabling residents and visitors to gather in a functional and aesthetically pleasing area within Fairfax County. Each CRD contains distinct design features, hardscapes and landscapes that are not readily seen elsewhere in the county. Such features may include: walkways constructed from concrete, asphalt, brick pavers or stamped concrete; passive recreational amenities such as benches or picnic tables; increased signage; enhanced landscaped areas; custom bus shelters; and non-standard light poles.

The CRD program also supports Fairfax County's seven vision elements: Maintaining Safe and Caring Communities; Building Livable Spaces; Connecting People and Places; Maintaining Healthy Economies; Practicing Environmental Stewardship; Creating a Culture of Engagement; and Exercising Corporate Stewardship.

Background of the CRD Maintenance Program

In 2007, the BOS established the Office of Community Revitalization (OCR) to focus on the commercial revitalization efforts in the county. OCR staff possesses program management experience in urban design as well

as facilitating community engagement with various revitalization-focused stakeholders. OCR assists with planning studies that are authorized by the BOS which result in plan amendments that provide guidance for land use, urban design, transportation, public facilities and infrastructure. Working closely with the Department of Public Works and Environmental Services (DPWES), OCR partners with the community, business owners, the BOS, the Virginia Department of Transportation (VDOT) and various revitalization groups to identify priorities related to routine (landscaping, tree care, litter control, street sweeping, street light inspections, bus shelter maintenance) and non-routine (tree planting, bus shelter replacements, sidewalk/curb/gutter repair) maintenance, as well as capital re-investment projects that support revitalization. Within DPWES, the Maintenance and Stormwater Management Division (MSMD) manages the routine and non-routine maintenance of the CRD program. MSMD also works with engineering design consultants to develop and implement capital re-investment projects.

Despite limited resources, DPWES and OCR have worked together to meet the expectations of the BOS and community revitalization stakeholders by identifying maintenance priorities within each CRD through improved coordination and communication. The purpose of the CRD maintenance program is to prevent assets and infrastructure located in the CRDs from falling into disrepair and to improve these areas through a higher level of routine maintenance. The program also addresses non-routine projects such as tree replacement, repairs to damaged sidewalk pavers, bus shelter replacements and capital re-investment projects. Funding for the maintenance program is divided into routine and non-routine expenditures. Annual carryover funding helps support the design and implementation of capital re-investment projects. With the addition of street sweeping services, the routine maintenance footprint is approximately 4.2 million square feet across all CRDs – an increase of over 400%.

Problem/Challenge/Situation Faced by Locality

Though the CRD maintenance program has experienced success over recent years, several challenges exist that have prevented the program from fully achieving its mission. Inconsistent urban design standards has led to varying types of infrastructure, streetscape and landscape features in each CRD. For example, adjoining segments of sidewalks may consist of standard concrete, brick pavers, and asphalt across three contiguous properties. Landscaped areas vary from grassed areas to mulched beds that may or may not include plantings. Depending

upon location, proffers or agreements, the maintenance responsibilities of existing features may vary throughout each CRD and fall under one of four categories: 1. features that are maintained by Fairfax County; 2. features that are maintained by VDOT; 3. features that are privately maintained; and 4. improved areas that are not maintained because ownership is not known.



Pictured left is an example of the inconsistency of sidewalk design in the McLean CRD. On the left is a sidewalk that has brick pavers on the outside edges, while the photo on the right has brick pavers on the inside.

Contributing factors such as repair methods, prioritization and schedules vary among those responsible for maintenance. Private owners and Fairfax County, for example, often schedule and complete maintenance items more quickly than VDOT since a small segment of sidewalk is not a high priority for VDOT when compared to the system of roads, bridges and appurtenant structures for which it is responsible.

Additional challenges facing the program include a lack of resources such as a dedicated full-time staff to manage the program; limited staff knowledge of the type, condition and location of the assets and infrastructure in the CRDs; service levels have not kept up with funding;; state transportation maintenance priorities are not compatible with the CRD program; the inability to objectively prioritize tasks and initiatives; and inconsistent coordination with state transportation entities.

Innovative Solutions

To address the challenges of the CRD program, the BOS directed DPWES to begin enhancing service delivery while also increasing the overall service area. This included new routine services such as street and sidewalk sweepings, street light inspections and expanded existing services such as mowing, weed and litter control and bus shelter maintenance to areas that were not previously maintained by the county. Many of these additional areas are usually maintained by VDOT. The county, through strategic coordination with VDOT, will begin taking on some of

these areas through a land use permit beginning in FY19. To address staffing needs, the BOS approved two fulltime positions in MSDM to provide program and project management to the maintenance program.

Prior to the addition of the two fulltime positions, temporary staff was assigned to “stand up” the program by creating an organizational structured approach to identify roles and responsibilities among county agencies (MSMD and OCR) and staff, external agencies (VDOT), maintenance contractors, consultants, and community revitalization stakeholders. The organized approach focused on becoming more strategic, leveraging technology, inventorying assets in the CRDs, tracking performance measures to make informed decisions, engaging the community, and focusing on results.

Being Strategic

It was critically important to become more strategic in how routine and non-routine initiatives are prioritized and completed. To accomplish this, a high level strategic plan was developed to focus priorities, guide participants and manage expectations. The plan looks at the current fiscal year (FY18) and beyond:

- **FY 18** - Organizational program structure, CRD inventory, expand levels of service
- **FY 19** - Execute strategic work plans, re-investment projects, new maintenance contracts
- **FY 20 - and beyond** - Refine and implement strategic work plans, continue re-investment projects, celebrate successes.

FY18 was designated to create the program structure, enhance current services, and complete an asset inventory and condition assessment. FY19 will bring on board the two full-time positions to manage and implement the program, create a strategic work plan based on priorities identified by the condition assessment, initiating capital re-investment projects, and modifying routine maintenance contracts to adjust to the expansion of services and service areas. For FY20 and beyond, the program will continue to refine and adjust to new and existing priorities, implement projects, and celebrate past and current successes.

Leveraging Technology

Various technology resources were leveraged and new ones introduced to improve collaboration, coordination and overall program management. Resources such as SharePoint to manage program documentation and monitor tasks; GIS to create maps used for street light inspections, street sweeping, and locating CRD assets; and e-mail to receive maintenance requests were used.

GIS Mapping

- Identification of streets within the CRD for street sweeping
- Location of street lights within the CRD for routine inspections
- Determining walkability of CRD districts based on streets and nodes
- Identification of county assets and inventory of infrastructure for routine maintenance

This aerial map of downtown Los Angeles illustrates the proposed changes to the SR60 interchange. The current SR60 interchange is shown in yellow, while the proposed HOV 3+ and HOV 2+ lanes are shown in green. The map also includes a legend for current SR60, proposed HOV 3+ and HOV 2+ lanes, and a north arrow.

CRD Asset Inventory

In January 2018, the county contracted with a civil engineering firm to conduct an inventory of assets and infrastructure contained in the CRDs. Early on in the enhancement of the program, it was determined that a complete asset inventory and condition assessment of the infrastructure was necessary to fully manage the program and set strategies and priorities. Data collection of the inventory is focused on features located within the existing right-of-way that separate the existing features into three main categories: maintained by Fairfax County; accepted by VDOT; and improved.

Based on this information, the consultant will develop a comprehensive database to capture the existing features, assess current conditions and maintenance needs, and determine maintenance responsibilities. Data from the inventory will fully support the program's efforts to become more strategic. The goal is for the data to be utilized to identify priorities and responsibilities as well as making informed decisions.

The data points that are collected as part of the inventory of the CRDs is shown on the left. Once completed, a

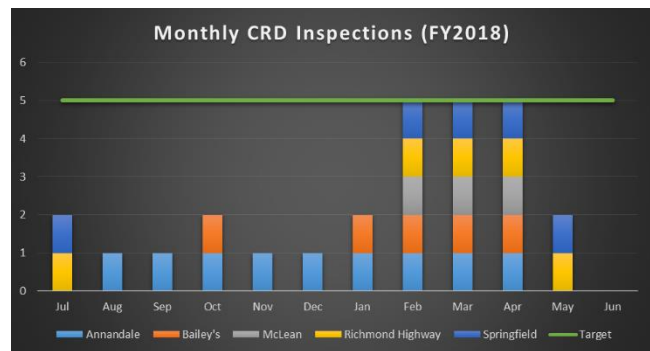
Data Collection		
Point Features	Line Features	Polygon Features
<ul style="list-style-type: none"> Bench Bike Rack Bush Bus Shelter Bus Stop Sign Curb Ramp Monument Sign Street Light/Sign Traffic Sign Trash Can Tree Utility Pole Misc. 	<ul style="list-style-type: none"> Handrail Fence Hedge Retaining Walk Sidewalk Misc. 	<ul style="list-style-type: none"> Crosswalk Hardscape Planting Bed Tree Gate Misc.

condition assessment score will be assigned to each data point. Program staff then prioritize the assets and infrastructure to be addressed first. Stronger emphasis will be placed on safety issues such as tripping hazards,

potential threats to the public or broken infrastructure that may result in significant long term damage.

Performance Metrics to Facilitate Informed Decision Making

To improve decision making, the CRD program began identifying and tracking program performance measures related to both administrative and operational functions. By tracking relevant metrics, program staff can monitor performance, communicate results to stakeholders and make



informed decisions to improve operations. Monthly maintenance inspections (see chart) conducted by the landscaping contractors ensures routine tasks are completed. Measuring the yards of debris that is collected by street sweeping allows program staff to determine how often resources should be deployed (monthly, bi-monthly, quarterly, or at a specific time of the year).

Engaging the Community



The community and various revitalization groups are key contributors to the success of the CRD maintenance program. Annual “walk-throughs” with community revitalization groups are conducted in each CRD every spring to provide education and awareness of the program, to receive input for improvement projects and tasks, and to enhance the partnership that must exist between the county and

the community to ensure effective and efficient services. DPWES, OCR staff, and maintenance contractors meet with a revitalization group in May to conduct a “walk-through” in the Springfield CRD.

In April 2018, an e-mail pilot program was launched to streamline CRD maintenance service requests from revitalization groups. By providing a centralized e-mail address to community groups, it allows residents to assist their local government by reporting maintenance issues such as street light outages, hot spot litter control areas and damaged bus shelters. Program staff provide an initial response, log the report into a database and investigate how the request will be handled.

Routine Maintenance

The success of the CRD program is based on results that the community can easily see. Clean streets, working street lights, mowed grass or a well-managed pocket park are the results that the county wants for the CRDs. Working with contractors throughout the year, MSMD coordinates the scheduling and quality control of various routine maintenance tasks to ensure landscaped areas within the CRDs are properly maintained and free from litter and street debris.

Operation	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
Pre Emergent Weed Control												
Fertilizer												
Spring Clean Up												
Bed Edging & Mulch Installation												
Summer Flowers												
Herbicide												
Mowing												
Fall Flowers												
Pruning												
Leaf Removal												
Bi-Monthly Street Sweeping												
Street Light Inspections												

The routine CRD maintenance schedule over the course of a calendar year (left).

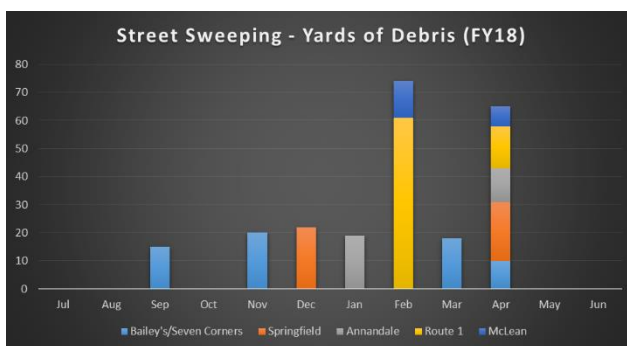
Landscaping

Unique and sustainable landscape features helps to improve the look and feel of a CRD. Ensuring grass beds are routinely maintained and plants, bushes, and trees are healthy helps to create vibrancy and engagement that the community can appreciate when spending time in a CRD.



Median landscaping and hardscaping at Seven Corners provides safety for pedestrians. Before on left; after on right.

Street Sweeping

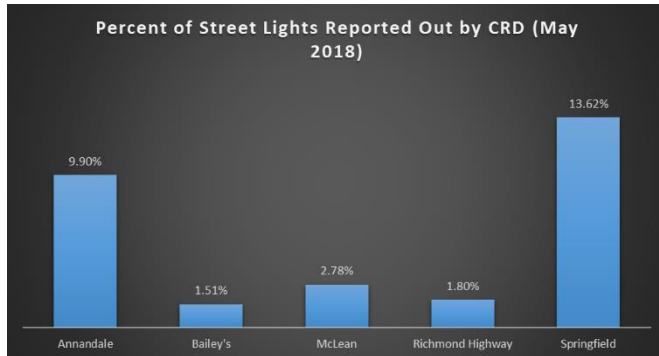


Bi-monthly street sweeping is conducted in each CRD covering approximately 26.4 miles. This is a visible outcome that the community can enjoy and clean streets improve the overall appearance of the CRD.

Since this service was initiated in September of 2017,

over 230 yards of debris has been collected across all five CRDs (see chart).

Street Light Inspections

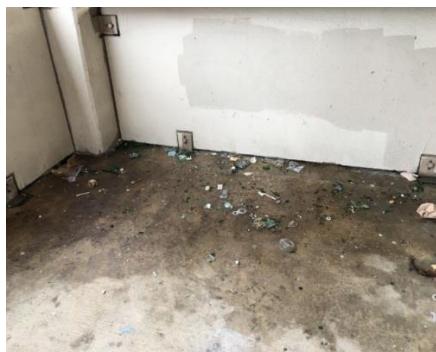


DPWES employees inspect more than 1,500 street lights in the CRDs to ensure the areas are adequately lit. Employees drive through the districts using GIS generated maps to locate the lights. Non-functioning lights are documented and reported to Dominion Virginia Power. The chart on

the left depicts percent of street lights reported out in each CRD for the month of May 2018. This data is monitored monthly to ensure outages are reduced. The county provides a [street light reporting application](#) that enables the community to report non-functional lights using their GPS enabled smart phone or mobile device.

Litter Control

The CRD maintenance program conducts litter control in county maintained areas within the CRD. Litter is collected by a landscape contractor, or in some cases by the county's community labor force (CLF). Areas collected include transit station areas, bus shelters, pedestrian bridges, as well as "hot spots" that have been identified by OCR or revitalization groups where littering is an observed problem. Regular litter control produces visible results that the community can see.



Excessive litter in a pedestrian bridge at Seven Corners (before on left, after on right)

Bus Shelter Maintenance

There are approximately 20 bus shelters within the CRDs that are maintained by Fairfax County. Routine maintenance includes litter control and power washing of the shelters. Non-routine maintenance may include



repair of broken or missing shelter panels or complete replacement of the shelter as part of the capital improvement program. The bus shelter on the left is a custom model in the McLean CRD that was recently replaced.

Future Capital Re-investment Projects

Provided below are re-investment project examples that are currently underway or design proposals for these projects are in development.

Bailey's Crossroads Sidewalk Rehabilitation: This sidewalk and grass slope is located in the Bailey's CRD. Lack of maintenance throughout the years as well as heavy pedestrian foot and bicycle traffic have severely eroded the grass slope. Recently (April 2018) the property owner re-graded and sodded the slope to satisfy a bond agreement. In an effort to encourage a private-public partnership, the county will install a VDOT standard handrail at the top of the slope to prevent future traffic and erosion. Also, the county will conduct sidewalk, curb and gutter repair to the area. Following bond release, this project is scheduled to be completed during the summer of 2018.



Bailey's Crossroads sidewalk.
Left and right are before pictures.

Springfield CRD on Bland Street: Working with a nearby shopping center manager, the county is planning improvements to include maintenance, repair and upgrades to a series of tree boxes located in the Springfield CRD. Sixteen tree boxes are dilapidated due to the lack of consistent maintenance and sub-optimal design. Neither the sidewalk nor the tree boxes meet ADA or Fairfax County standards. For example, granite cobblestones are uprooted, creating tripping hazards for pedestrians. This project is tentatively scheduled to be completed in the fall of 2018. Shown below are photos of tree boxes along Bland Street that are in need of repair.



Improving Public Safety at a Pedestrian Bridge in Seven Corners: Working with the local revitalization committee and VDOT, the county is developing plans to improve the physical design of a pedestrian bridge located in the Bailey's Crossroads CRD. Concrete panels covering the interior stairwell invites loitering and creates a significant litter problem. The improvements will provide enhanced public safety and establish a creative gateway feature within the CRD.



Present day (2018) pedestrian bridge in Seven Corners.

Results Oriented

Over the last few years, the CRD maintenance program has evolved to become a major contributor to the vision of making Fairfax County a place to live, work, learn, and play. The five unique and distinct

CRDs create an appreciation of place through improvement and maintenance of public safety, function, and appearance. They provide a common place where residents, visitors, and business owners can come together and take pride in where they work, live, and provide services. In order to ensure these areas are properly maintained and meet the higher standards of quality that is expected, the County must continue to work together with state officials and the community to identify and prioritize maintenance activities as well as opportunities for improvement. The CRD program will continue to rely on collaboration, communication, and the use of technology and performance metrics to make informed decisions moving forward.

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VaCo Award Nomination Fairfax County CRD Program 2018

Background for news release:

Older commercial sections in five areas of Fairfax County are getting face-lifts and more attention through a newly reorganized and results-oriented maintenance program established by the Board of Supervisors.

Commercial and community revitalization is important to business owners and surrounding neighborhoods. Fairfax County's commercial revitalization district (CRD) maintenance program places emphasis on collaboration, coordination, communication and leveraging various forms of technology including GIS mapping, electronic maintenance requests, inventory of assets and infrastructure and dedicated staffing to make needed aesthetic and public safety improvements.

The county's five CRDs are Annandale, Bailey's Crossroads, Springfield, Richmond Highway and McLean. Working together, the Office of Community Revitalization (OCR) and the Department of Public Works and Environmental Services (DPWES) have created an organizational, structured approach to identify responsibilities among county and external agencies, maintenance contractors and stakeholders. The approach concentrated on becoming more strategic, leveraging technology, conducting a comprehensive asset inventory of the CRDs, identifying and tracking performance measures, engaging the community and focusing on results.

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