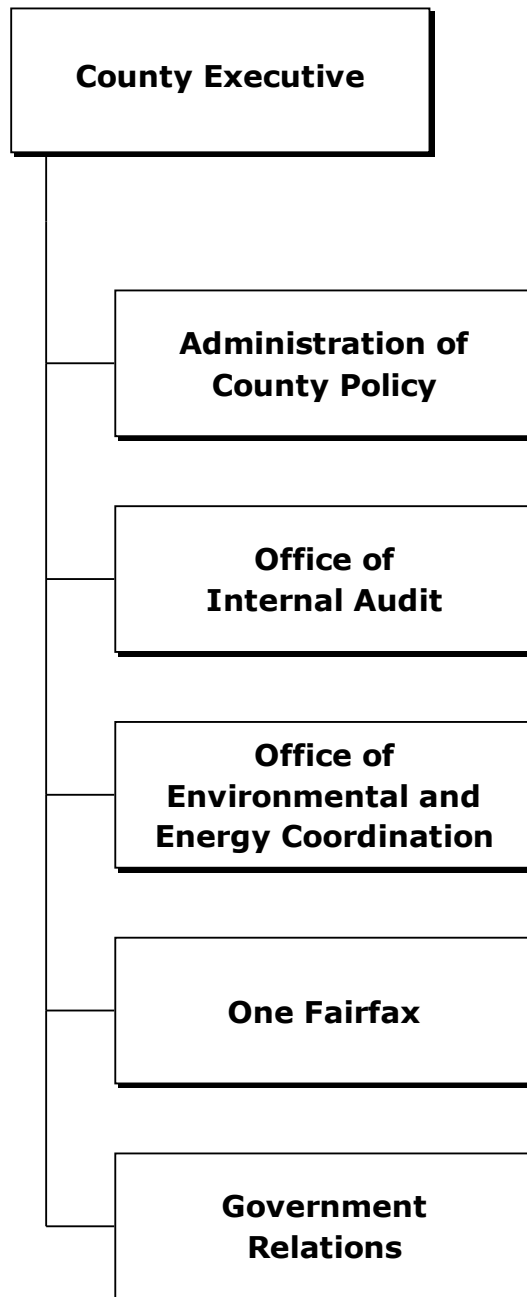


Office of the County Executive



Mission

To provide leadership, strategic direction, and administrative oversight to all aspects of government operations; to make recommendations on operations and policies to the Board of Supervisors; and to ensure that County government policy as articulated and/or legislatively-mandated by the Board of Supervisors is implemented in an effective and economical manner. In order to succeed, it is imperative that this office works in concert with the Board of Supervisors, citizens, businesses, organizations, County agencies, and other interested parties that make up the County of Fairfax. Through leadership, enhanced customer service, accountability for results, and partnerships and collaborations with the community, the office intends to pursue a larger, corporate-wide objective: the shared vision of Fairfax County as a safe, caring, attractive, well-connected, and involved community.

Office of the County Executive

Focus

While the Office of the County Executive is composed of five cost centers, there have been changes to the cost center structure as a result of various reorganizations. Beginning in FY 2020, the cost centers will now consist of Administration of County Policy, Internal Audit (IAO), the new Office of Environmental and Energy Coordination (OEEC), One Fairfax, and Government Relations. The Office of Public Private Partnerships (OP3) and the Office of Community Revitalization (OCR) have been removed as part of county-wide reorganizations.

The primary purpose of the department is to provide leadership, strategic direction, and administrative oversight to the Fairfax County government. Through its leadership role, the office will continue to:

The Office of the County Executive supports the following County 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



Exercising Corporate Stewardship

- Foster collaborative approaches and partnerships with the private, non-profit and corporate sectors that address pressing community needs, and promote regional solutions to issues through participation on appropriate decision-making bodies.
- Ensure the sound management and stewardship of all financial resources.
- Focus on the County Strategic Planning Initiative ensuring that programs are appropriately aligned to meet the expectations of the community as determined by the Board of Supervisors, and that the Strategic Planning Initiative communicates County priorities and directions to both citizens and employees.
- Focus on countywide communication by developing more effective ways to communicate with employees, County residents, businesses, and community organizations using a variety of approaches including providing more of its publications on the County's website as well as employing appropriate technologies to reach the diverse audiences represented.
- Promote the value of diversity in the workforce and in the community by encouraging full participation and collaboration of all employees from diverse cultural and language backgrounds, as well as varied skill sets.
- Foster a culture of improvement throughout the County by following the values and principles embodied in the Employee Vision Statement.

The office provides leadership and strategic direction on a range of initiatives that cross several operational areas and have countywide implications. Such initiatives have broad scope and complexity and are often

Office of the County Executive

a result of Board of Supervisors direction and mandates. Examples of such cross-County initiatives include: The Economic Success Strategic Plan; Fairfax First; Diversion First; Successful Children and Youth Policy Team; Opioid Task Force; Health Integration; Homelessness Prevention; Information Technology and Cybersecurity Planning, Strategy and Oversight; Energy Strategy, Programs and Planning; Emergency Management and Continuity of Operations Planning; Employee Health Promotion and Wellness; and Visual and Performing Arts.

IAO assists senior management in efficiently and effectively implementing programs that are in compliance with policies and procedures as articulated and/or legislated by the Board of Supervisors. The office works to proactively identify risks, evaluate controls, and make recommendations that will strengthen County operations. The office places a high level of importance on understanding business processes, communicating regularly throughout the audit process and proactively working with agencies to address audit findings. IAO continues to place emphasis on educating County employees about fraud, as well as risk management, internal controls, and ethics.

The new Office of Environmental and Energy Coordination will work with County businesses, residents, and County departments to promote and enable energy efficiency, conservation, and the use of renewable energy. Through these initiatives, OEEC will aim to achieve sustainable reductions in the County's geographical emissions, helping to provide for a sustainable future for Fairfax County.

One Fairfax consolidates the county initiative into one area to provide leadership and strategic direction on issues that have operational and county wide implications related to equity. The Board of Supervisors, in a joint effort with the Fairfax County School Board, adopted a social and racial equity policy called One Fairfax, to consider equity in decision-making and in the development and delivery of future policies, programs, and services. This office will provide a framework for the County to look at barriers that may be creating gaps in opportunities.

Government Relations oversees all state and federal legislative activity for the County, including development of the Board's annual legislative program of state and federal budgetary initiatives, positions, and principles; management of the countywide review and analysis of proposed legislation; coordination and management of legislative advocacy on behalf of the County; and, at the direction of the Board, development of legislation to address specific problems. The office also serves as the principal County liaison with federal and state officials.

Budget and Staff Resources

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	FY 2020 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$5,773,055	\$6,267,735	\$6,242,735	\$6,754,027	\$4,833,438
Operating Expenses	666,602	794,116	890,528	832,616	727,398
Total Expenditures	\$6,439,657	\$7,061,851	\$7,133,263	\$7,586,643	\$5,560,836
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	47 / 47	47 / 47	50 / 50	53 / 53	35 / 35
Exempt	7 / 7	7 / 7	7 / 7	6 / 6	6 / 6

Office of the County Executive

FY 2020 Funding Adjustments

The following funding adjustments from the FY 2019 Adopted Budget Plan are necessary to support the FY 2020 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the Budget on May 7, 2019.

- ◆ **Employee Compensation** **\$203,509**
An increase of \$203,509 in Personnel Services includes \$130,711 for a 2.10 percent market rate adjustment (MRA) for all employees and \$72,798 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2019.

- ◆ **Office of Environmental and Energy Coordination** **\$725,353**
An increase of \$725,353 and 7/7.0 FTE positions is associated with the creation of the new Office of Environmental and Energy Coordination. This includes \$126,505 and 1/1.0 FTE position transferred from Agency 04, Department of Cable and Consumer Services; \$73,000 and 1/1.0 FTE position transferred from Agency 08, Facilities Maintenance Department; and \$525,848 to support 2/2.0 FTE positions transferred from Fund 40030, Cable Communications, and 3/3.0 FTE new positions. The office will support environmental policy and legislative issues, organization-wide energy use and community engagement, and education on environmental and sustainability issues. Funding includes \$675,853 in Personnel Services and \$49,500 in Operating Expenses.

- ◆ **Position Adjustment** **\$104,470**
An increase in Personnel Services of \$104,470 to support the transfer of 1/1.0 FTE position in FY 2019 to support Health Insurance Portability and Accountability Act (HIPAA) requirements.

- ◆ **Consolidation of the Clerk to the Board of Supervisors and Planning Commission** **(\$252,953)**
A decrease of \$252,953 and 2/2.0 FTE positions is associated with the consolidation of functions currently performed by the Office of the Clerk and support staff in Agency 01, Board of Supervisors, and Agency 02, Office of the County Executive, as well as staff in Agency 36, Planning Commission, in a new agency, Agency 03, Department of Clerk Services. Staff in the new agency will continue to provide administrative support to both the Board of Supervisors and the Planning Commission. Given the functional similarities and overlap that currently exist, operational efficiencies and savings of \$175,000 and 2/2.0 FTE positions are generated by the consolidation.

- ◆ **Establishment of the Department of Economic Initiatives** **(\$789,074)**
A decrease of \$789,074, including \$754,166 from Personnel Services, and \$34,908 in Operating Expenses, and 7/7.0 FTE positions is associated with the establishment of Agency 30, Department of Economic Initiatives, to more effectively align resources to support activities promoting the continued economic growth of the County. Funding and positions are transferred from the Office of Public Private Partnerships division within Agency 02, Office of the County Executive. It should be noted that as part of this reorganization, 1/1.0 FTE from the Office of Public and Private Partnerships is transferring to Agency 11, Department of Human Resources, to align training and volunteer management resources.

- ◆ **Planning and Zoning Review Consolidation** **(\$1,492,320)**
A decrease of \$1,492,320, including \$1,411,010 from Personnel Services, and \$81,310 in Operating Expenses, and 14/14.0 FTE positions is associated with the merger of the Office of Community Revitalization with the Department of Planning and Zoning, in order to form a single agency to review and respond to planning and development applications more efficiently.

Office of the County Executive

Changes to FY 2019 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2019 Revised Budget Plan since passage of the FY 2019 Adopted Budget Plan. Included are all adjustments made as part of the FY 2018 Carryover Review, FY 2019 Third Quarter Review, and all other approved changes through April 30, 2019.

- ◆ **Carryover Adjustments** **\$71,412**
 As part of the FY 2018 Carryover Review, the Board of Supervisors approved funding of \$71,412, including \$54,171 in encumbered funding in Operating Expenses, and \$17,241 as unencumbered carryover in Operating Expenses associated with the Incentive Reinvestment Initiative.

- ◆ **Position Adjustment** **\$0**
 In order to better align resources, 1/1.0 FTE position is transferred from Agency 70, Department of Information Technology, to address HIPAA requirements. In addition, the County Executive approved the redirection of 2/2.0 FTE positions to Agency 02, Office of the County Executive, due to workload requirements.

Cost Centers

The five cost centers in the Office of the County Executive are Administration of County Policy, Internal Audit (IAO), the new Office of Environmental and Energy Coordination (OEEC), One Fairfax, and Government Relations. These distinct program areas work to fulfill the mission and carry out the key initiatives of the Office of the County Executive. Funding previously included in the Administration of County Policy cost center have been budgeted in the One Fairfax and Government Relations costs centers for additional transparency as party of the FY 2020 Adopted Budget Plan.

Administration of County Policy

The Administration of County Policy assesses emerging trends and issues, and identifies strategies to respond to these challenges, takes the lead role in coordinating resources to respond to countywide emergency/disaster situations, provides ongoing support, and facilitates succession planning to ensure that County operations function effectively as various personnel leave County employment. The office works with the Office of Emergency Management (OEM), the Health Department, and governmental and community leadership in response to an emergency or disaster. The office develops policies and programs that motivate staff, engage citizens, and effectively address community needs and priorities; acts as the official liaison with the BOS; executes the policies established by the BOS or mandated by the state; develops and leads a customer-friendly and efficient workforce that is adaptable to the ongoing change within the County and is responsive to the diversity of the community; and seeks to ensure all agencies and employees participate in the work of leadership.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	FY 2020 Adopted
EXPENDITURES					
Total Expenditures	\$3,061,893	\$3,335,247	\$3,336,225	\$2,930,903	\$2,055,053
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	12 / 12	12 / 12	14 / 14	10 / 10	5 / 5
Exempt	7 / 7	7 / 7	7 / 7	6 / 6	5 / 5

Office of the County Executive

1 County Executive, E	2 Management Analysts II (-1T)	2 Administrative Associates
4 Deputy County Executives, E		1 Administrative Assistant III
0 Assistant County Executives, E (-1)		

TOTAL POSITIONS
10 Positions (-1, -1T) / 10.0 FTE (-1.0, -1.0T)

E Denotes Exempt Positions
T Denotes Transferred Position
(-) Denotes Abolished Positions

Office of Internal Audit

The Office of Internal Audit assists senior management in efficiently and effectively implementing programs that are in compliance with policies and procedures as articulated and/or legislated by the BOS. The office works to proactively identify risks, evaluate controls, and make recommendations that will strengthen County operations.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	FY 2020 Adopted
EXPENDITURES					
Total Expenditures	\$1,256,448	\$1,477,888	\$1,485,051	\$1,613,646	\$1,629,374
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	14 / 14	14 / 14	15 / 15	15 / 15	15 / 15

1 Director, Internal Audit	3 Auditors III	1 Management Analyst IV
1 Deputy Director, Internal Audit	3 Auditors II	1 Administrative Assistant V
1 Auditor IV	4 Information Systems Auditors	

TOTAL POSITIONS
15 Positions / 15.0 FTE

Office of Public Private Partnerships

Beginning in FY 2020, the Office of Public Private Partnerships will consolidate with staff from other agencies to establish Agency 30, the new Department of Economic Initiatives, in order to align economic growth activities in the County.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	FY 2020 Adopted
EXPENDITURES					
Total Expenditures	\$677,894	\$762,145	\$815,170	\$777,535	\$0
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	7 / 7	7 / 7	7 / 7	7 / 7	0 / 0

0 Directors, Office of Partnerships (-1T)	0 Management Analysts III (-2T)	0 Communication Specialists II (-1T)
0 Program Managers (-1T)	0 Business Analysts IV (-1T)	0 Administrative Assistants IV (-1T)

TOTAL POSITIONS
0 Positions (-7T) / 0.0 FTE (-7.0T)

T Denotes Transferred Position

Office of the County Executive

Office of Community Revitalization

Beginning in FY 2020, the Office of Community Revitalization will consolidate with the Department of Planning and Zoning to create the Department of Planning and Development in order to form a single agency to review and respond to planning and development applications more efficiently.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	FY 2020 Adopted
EXPENDITURES					
Total Expenditures	\$1,443,422	\$1,486,571	\$1,496,817	\$1,516,862	\$0
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	14 / 14	14 / 14	14 / 14	14 / 14	0 / 0
0 Directors, OCR (-1T)	0	Revitalization Comm. Devs. (-7T)	0	Planners I (-1T)	
0 Deputy Directors, OCR (-2T)	0	Geo. Info. Spatial Analysts II (-1T)	0	Administrative Assistants IV (-1T)	
0 Management Analysts III (-1T)					
TOTAL POSITIONS					
0 Positions (-14T) / 0.0 FTE (-14.0T)			T Denotes Transferred Position		

Office of Environmental and Energy Coordination

The Office of Environmental and Energy Coordination leads the County's cross-organizational development and implementation of effective environmental and energy policies, goals, programs and projects. OEEC engages County departments, authorities, businesses, and residents to advance environmental and energy priorities and address community needs. OEEC's collaborative approach promotes good governance, spurs innovation, and facilitates constructive partnerships for a sustainable future for Fairfax County.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	FY 2020 Adopted
EXPENDITURES					
Total Expenditures	\$0	\$0	\$0	\$747,697	\$935,251
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	0 / 0	0 / 0	0 / 0	7 / 7	9 / 9
1 Environmental and Energy Coord.	2	Management Analysts II (1, 1T)	1	Planner IV (1)	
1 Senior Utilities Analyst (1T)	1	Communication Specialist II (1)	1	Administrative Assistant V	
2 Utilities Analysts (2T)					
TOTAL POSITIONS					
9 Positions (3, 4T) / 9.0 FTE (3.0, 4.0T)			T Denotes Transferred Position () Denotes New Position		

Office of the County Executive

One Fairfax

One Fairfax leads the cross-organizational development and implementation of the County’s social and racial equity policy which commits the county and schools to intentionally consider equity when making policies or delivering program and services.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	FY 2020 Adopted
EXPENDITURES					
Total Expenditures	\$0	\$0	\$0	\$0	\$487,843
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	0 / 0	0 / 0	0 / 0	0 / 0	3 / 3
Exempt	0 / 0	0 / 0	0 / 0	0 / 0	1 / 1
1 Assistant to County Executive, E		2 Program and Procedures Coordinators		1 Management Analyst II	
TOTAL POSITIONS					
4 Positions / 4.0 FTE				E Denotes Exempt Positions	

Government Relations

Government Relations oversees all state and federal legislative activity for the County, including: development of the Board’s annual legislative program of state and federal budgetary initiatives, positions, and principles; management of the countywide review and analysis of proposed legislation; coordination and management of legislative advocacy on behalf of the County; and, at the direction of the Board, development of legislation to address specific problems. The office also serves as the principal County liaison with federal and state officials.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised	FY 2020 Adopted
EXPENDITURES					
Total Expenditures	\$0	\$0	\$0	\$0	\$453,315
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	0 / 0	0 / 0	0 / 0	0 / 0	3 / 3
1 Legislative Director		1 Legislative Deputy Director		1 Management Analyst II	
TOTAL POSITIONS					
3 Positions / 3.0 FTE					

Office of the County Executive

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate/Actual	FY 2019	FY 2020
Administration of County Policy					
Percent of performance targets achieved by County agencies	66%	66%	65%/66%	65%	65%
Percent of Board Package items sent out completely, accurately, and on time	98%	98%	98%/98%	98%	98%
Office of Internal Audit					
Percent agencies audited	46%	43%	40%/49%	40%	40%
Percent of recommendations implemented through audit follow ups	40%	43%	70%/52%	60%	60%
Office of Public Private Partnerships ¹					
Number of hours contributed by County employees through Volunteer Leave (V-16)	27,795	22,595	23,000/10,648	29,000	N/A
Number of volunteers registered in the County Volunteer Management System	23,487	32,415	32,000/39,493	45,000	N/A
Office of Community Revitalization ²					
Percent of the seven revitalization districts/areas where sessions are conducted on revitalization efforts, initiatives and other related issues	100%	100%	100%/100%	100%	N/A
Percent of zoning, applications, plan amendments, special studies, and other planning/urban design studies worked on in revitalization efforts, initiatives and other related issues	100%	100%	100%/100%	100%	N/A

¹As a result of the FY 2020 consolidation of the Office of Public Private Partnerships, Agency 26, Office of Capital Facilities, and Agency 31, Land Development Services into the new Agency 30, Department of Economic Initiatives, the performance measures do not include FY 2020 estimates.

²As a result of the FY 2020 consolidation of the Office of Community Revitalization and Agency 35, Department of Planning and Zoning into the new Agency 25, Department of Planning and Development, the performance measures do not include FY 2020 estimates.

A complete list of performance measures can be viewed at
<https://www.fairfaxcounty.gov/budget/fy-2020-adopted-performance-measures-pm>

Performance Measurement Results

Administration of County Policy

The Administration of County Policy cost center oversees, and through the County Executive and Deputy County Executives, manages the County’s workforce, and Countywide Performance Targets. The office continues to coordinate County staff, and work toward being more effective and timely in responding to requests for information from the Board of Supervisors, members of the public, and all other stakeholders. The efforts to increase and implement additional mandatory training regarding harassment, diversity, and equity has resulted in an increase of completed employee online training. The office strives for continuous improvement in the preparation and dissemination of the Board Meeting Agenda and the supporting Board Package. In addition, the office works with County agencies to prepare for and ensure appropriate agency staff are available and prepared for Board of Supervisor Board and committee meetings.

Office of the County Executive

Internal Audit

This year Internal Audit significantly increased the number of recommendations made to agencies/departments as a result of audits and investigations. These recommendations continue to strengthen the fabric of the County's internal control environment; mitigate risks for waste and fraud; improve operational effectiveness and efficiency; and, ensure good stewardship of County funds. Additionally, Internal Audit met the goal to complete 25 audit projects, but was unable to meet the goal for business process audit coverage due to staff turnover during the year. All three of the agency's Business Process Auditor positions were vacant for a period of 3 months in FY 2018 due to staff changes.

For Service Quality measures, Internal Audit received high ratings for timely completion of audits; increasing efficiency/effectiveness of County operations; and, strengthening management controls. Customer satisfaction remained high and feedback received from auditee surveys indicated that audits added value to departmental operations and were performed objectively with a high degree of professionalism. The office places high importance on understanding auditees' business objectives/operations and working with agencies to ensure findings are effective and pragmatic.

Internal Audit was able to increase coverage of the percentage of agencies in which staff performed work to almost half of all agencies/departments, exceeding the agency's goal of 40 percent. Additionally, Internal Audit had a 99 percent acceptance rate of audit recommendations. While the agency did not reach their goal for verification of recommendations implemented, Internal Audit significantly improved their percentage covered from 43 percent to 52 percent. Additional factors affecting the ability to meet this goal include the significantly higher number of recommendations made this year that required follow up, and a greater number of fraud/ethic violation allegations requiring a higher allocation of resources to research and investigate. These factors will continue into the foreseeable future. Based on these factors, and historical trend for the previous two years, Internal Audit has changed the target objective from 70 percent to 60 percent as a more realistic goal. It should be noted that these figures reflect the agency's ability to verify completed recommendations, not total recommendations implemented by management.

Office of Public Private Partnerships

In FY 2018, the Office of Public Private Partnerships (OP3) responded to 192 requests for assistance from representatives of the public, business, government, and education sectors. This was a significant increase from the average of 102 requests annually over the past five years. The value of financial, in-kind, and pro bono resources leveraged by OP3 in FY 2018 was \$855,964. In the 10 years since the County introduced OP3 with its current mission, the cumulative value of leveraged resources is \$6,759,000. Since OP3 assumed responsibility for managing and promoting volunteer opportunities countywide, the number of volunteers supporting County programs has significantly increased to 153 percent since FY 2016. At the end of FY 2018, 39,493 volunteers were registered, and they contributed 1.6 million hours, for a total estimated value of \$44.4 million.

In FY 2018, OP3 facilitated eight new partnerships to support the Fairfax County initiatives that address economic and workforce development, gaps in social and racial equity, and civic and community engagement. OP3 partnered with the County's Economic Success team, Northern Virginia Community College, Fairfax County Public Schools, George Mason University, and the Northern Virginia Technology Council to secure \$487,000 in Go Virginia state funding to build a Tech Talent Pipeline. Funds will be used to create multiple platforms to connect job seekers, career switchers, veterans, youth and college students with education, training and employment opportunities in high-demand tech fields.

Office of the County Executive

OP3 facilitated a partnership between five County agencies and five education and nonprofit partners to create a new website and searchable GIS map for STEM activities for youth. The map includes out-of-school time activities and events in libraries, parks, community centers, and nonprofit organizations for children from pre-K through high school. This new public resource hosted by Fairfax County Public Library aims to increase interest and participation in STEM learning and career preparation, especially for low-income communities and among girls and minorities, populations traditionally underrepresented in STEM career fields.

OP3 engaged community representatives and resources to grow the Tour de Mount Vernon Bike Ride in its second year. The 33-mile ride through the Mount Vernon district attracted 180 riders and resulted in financial support for the host agency, Fairfax Alliance for Better Bicycling (FABB). More than half the riders came from outside of the district to explore the district's cultural and environmental gems.

OP3 introduced the Tysons Partnership to the Literacy Council of Northern Virginia (LCNV) to promote LCNV's "Destination Workforce," an employer-sponsored program that helps employees gain industry-specific English skills. Through this connection, the DoubleTree Hotel at Tysons Corner hosted the program for their employees who demonstrated significant increases in scores on a nationally recognized oral proficiency exam. Several were recognized with promotion and employee awards at DoubleTree. OP3 hosted a webinar with LCNV for other employers to explore the program.

At the request of the Washington Regional Association of Grantmakers (WRAG), OP3 convened County and community stakeholders for initial planning of the Fairfax visit of WRAG's Regional Racial Equity tour which was held in partnership with Leadership Fairfax and United Community Ministries at the Gum Springs Community Center in June. Over 70 community and foundation leaders and government officials discussed racism and racial disparities, the historic roots of those disparities and ways to create a racially equitable region. OP3 participated on the Community Foundation for Northern Virginia's working group to identify opportunities for community wealth building and convened a work group of Fairfax County agencies to identify ways that we could grow and influence inclusive prosperity along with other public anchor institutions in the region. This dialogue continues as part of One Fairfax under the direction of the Chief Equity Officer.

OP3 marketed opportunities to serve in Fairfax County through the Volunteer Management System (VMS) and to promote Volunteer Leave (V16) for County employees. In FY 2018, an average of 620 new people each month registered in VMS to volunteer for County programs. Volunteers were recruited for special events, including the Workhouse Brewfest, the Tour de Mount Vernon Bike Ride, the International Women's Firefighters Conference, and to serve on County advisory committees. The volunteer corps reflects the County's diversity with registrants reporting 49 different languages spoken at home, a range of educational attainment, and representation from all supervisory districts, as well as from outside the County. County employees contributed 22,525 hours to the community in calendar year 2017 using volunteer leave (V-16); however, in FY 2018, significantly less hours were contributed. As part of the FY 2020 consolidation of OP3's resources, the Volunteer Management System will be transitioning to the Department of Human Resources, and there they will identify reasons for the decrease in contributed volunteer hours.

OP3 co-sponsored multiple events during the year promoting best practices in volunteer engagement, partnership and resource development. In FY 2018, at least 75 County volunteer coordinators and partnership developers learned best practices in corporate giving and engagement from a national expert in corporate social responsibility. OP3 also contributed to the Community Engagement Learning Circle hosted by NCS, the Volunteer Fairfax Corporate Relations Roundtable, the Reston Chamber of Commerce

Office of the County Executive

Community Engagement Committee, and made resource connections for Opportunity Neighborhoods and other County initiatives.

OP3 collaborated with George Mason University, Greater McLean Chamber of Commerce, United Way of the National Capital Area, and the Community Foundation of Northern Virginia to host the 10th Annual Regional Community Partnership Forum. More than 175 nonprofits, business, and government leaders explored innovative models for space-sharing, social entrepreneurship, community impact investing, and cross sector partnership, and 95 percent indicated that they learned information that would positively impact their work.

OP3 and Serving Together planned and hosted the Veteran's Housing Connections Forum, with presenters from the Virginia Department of Veterans Services and the US Veterans Administration. Fairfax County employees with military service, those with veteran family members, and organizations providing services to veterans came together to learn about resources and identify needs for housing and other services for veterans residing in the National Capital area.

Eleven OP3 monthly e-newsletters reached nearly 2,500 people, each highlighting a company that cares and a successful public private partnership. Newsletters promoted 65 ways to give and get involved, and at least 50 training and grant opportunities. OP3 continued to grow the partnership Facebook presence, Community Connections, increasing the audience by 20 percent. OP3 prepared over 200 articles on ways to give and get involved, as well as resources in Fairfax County which were shared with Chambers of Commerce, business partners, and Board of Supervisors offices for use in their publications. In addition, OP3 led marketing efforts for five major County events including:

- Workhouse Brewfest 2017 which drew 1,800 attendees and 70 breweries, wineries, distilleries and vendors.
- Young Professionals (YOPRO) events, which engages 400 young professionals employed by Fairfax County for personal and professional development and team-building activities. YOPROs hosted a creative canned food drive at Chairman Bulova's holiday reception, donating 1,700 pounds of food to Food for Others and a stream clean up that removed 380 pounds of trash from local waterways.
- Tysons Public Safety Day 2017 co-hosted with Tysons Corner Center and Tysons Partnership at Tysons Plaza. Nearly 1,500 people connected with the public safety providers from Fairfax County Fire and Rescue, Police Department, Office of the Sheriff, and Office of Emergency Management to learn how to improve home and business safety and emergency preparedness.

In future fiscal years, new performance measures will be developed to track this work in the newly established Agency 30, Department of Economic Initiatives.

Office of Community Revitalization

OCR has expanded on its countywide perspective to include not only the designated Commercial Revitalization Districts/Areas (CRD/CRA) of Annandale, Baileys Crossroad's-Seven Corners, Lake Anne Village Center (LAVC), McLean, Merrifield, Richmond Highway Corridor and Springfield, but also other areas of the County, including Tysons and the Reston Transit Station Areas (TSAs). In March 2018, the Board of Supervisors established a Lincolnia Community Business Center (CBC) and simultaneously designated the CBC as a CRA.

Office of the County Executive

In FY 2018, examples of activities in the CRDs/CRAs in which the OCR had a lead or significant role include: coordinating with local community revitalization groups on the review and implementation of development projects; working with those groups to build and expand their capacity; involvement in streetscape and signage/wayfinding projects; working with other County agencies and the community on issues regarding streetscape maintenance, and illegal signage; directing an initiative to explore the feasibility of using small-scale production businesses to increase the vitality of commercial areas and foster place-making; creating a new Volume I: Urban Design Guidelines for CRDs and CRAs that describe overall design principles and best practices, as well as district-specific urban design guidelines for Baileys Crossroads and Seven Corners (Volume II), and Guidelines for Developing in the Reston TSAs; working on pop-up and interim uses including an demonstration park in Annandale; and, developing branding for Springfield.

OCR worked on all plan amendments and zoning applications in revitalization districts/areas, Tysons, and Reston; facilitated many pre-application meetings; provided design studies to assist in the evaluation of other zoning applications and plan amendment nominations; and provided input into the review of reviewed site plans.

The Comprehensive Plan amendment for Richmond Highway was approved by the Board of Supervisors in FY 2018. OCR continues to participate on the Embark Core Team responsible for implementing much of the multi-faceted Embark Richmond Highway project. In particular, OCR is the lead on developing urban design guidelines and in devising alternative designs and approaches for stormwater management and the creation of ecological spines within the corridor. OCR also participates in the review of the designs for the Road widening and BRT transportation improvement projects, including branding of the BRT System, and is a member of the executive Management Team.

OCR was involved in the multi-departmental effort to effectuate process improvements and assist in the regulatory review and reform efforts currently underway within the County that seek to promote its economic success. In FY 2017, OCR initiated and assumed leadership of zMOD, the multi-year effort to modernize the format, structure and content of the County's Zoning Ordinance.

In FY 2018, OCR had a significant role in several public/private partnerships. Specifically, the office continued to serve as the primary County liaison to the Tysons Partnership; led the Mosaic District Community Development Authority; continued in a leadership role in the Southeast Quad/East County Government Center in Bailey's Crossroads; participated in the team overseeing the redevelopment of the former Mt. Vernon High School site; and, participated in the leadership teams addressing the redevelopment of North Hill, as well as the North County Government Center. OCR was actively involved in the Board appointed Economic Advisory Commission; convenes the G-7, a group of representatives from each of the seven revitalization districts/areas; and, participated on several selection committees for solicitations regarding County facilities and related redevelopment efforts.

In future fiscal years, new performance measures will be developed to track this work in the Agency 25, Department of Planning and Development.