

LOB #8:

## **OFFICE OF PUBLIC PRIVATE PARTNERSHIPS**

### **Purpose**

OP<sup>3</sup> identifies and promotes opportunities for cross-sector collaboration to address county priorities and to leverage resources to meet community needs.

### **Description**

OP<sup>3</sup> was reorganized in 2009 to shift from managing four human services partnership programs to convening and facilitating partnerships that support county priorities.

OP<sup>3</sup> accomplishes this work through four strategies:

- Increase business and foundation engagement and contributions in Fairfax County.
- Develop partnerships that leverage financial and non-financial resources.
- Communicate county needs and promote opportunities for engagement.
- Utilize and share data, best practices, and technology to support partnership development.

Three staff positions in OP<sup>3</sup> focus on partnership and resource development, each concentrating on a different sector. The Corporate Social Responsibility (CSR) Program Manager builds relationships to increase engagement of individual companies and business associations. The Foundation and Nonprofit Liaison connects foundations to strategic county initiatives and helps build capacity among nonprofits by providing information, training and consultation. The Partnership Developer is a generalist who facilitates new and ongoing partnerships with FCPS, county agencies and nonprofit and civic organizations to improve efficiency and reduce duplication in program delivery.

The Communications and Marketing Coordinator develops messages and materials for partnership and giving opportunities and works with a network of chamber of commerce and corporate communicators to expand the reach of county information and requests. The Business Administrator manages the Human Resources and budget functions and manages the county's new volunteer management system (VMS). The Volunteer Resource Coordinator position, which will be eliminated in 2015 when the incumbent retires, fosters training and resources for county volunteer programs and tracks countywide volunteer metrics. The Administrative Assistant supports the work of the agency and the director and assists with data management. The Executive Director works with county leadership to determine OP<sup>3</sup> priorities, represents the county in corporate and nonprofit leadership forums, and serves as a business development manager connecting private resources with known county needs.

### **Benefits**

OP<sup>3</sup> demonstrates that collaboration and cross-sector solutions are a priority in Fairfax County.

OP<sup>3</sup> was one the first offices for strategic partnership established nationally, a model which is now found across the country and at all levels of government. OP<sup>3</sup> staff actively participate in business, foundation and nonprofit networks and engages these contacts and resources to support county initiatives. Leaders in business, philanthropy and nonprofits actively seek out OP<sup>3</sup> for information about and connections with Fairfax County. The results of OP<sup>3</sup> partnerships are measurable, but not always in financial values. Many partnerships produce immediate, tangible, and quantifiable benefits like donations of money, food, shoes, school supplies, and volunteer time. Some partnerships result in benefits that are quantifiable, but the value and impact is not easily monetized, such as financial literacy programs and prescription drug drop-off. Other partnerships increase the efficiency and effectiveness of the county government and increase private

## Office of the County Executive

---

sector engagement. These partnerships have important benefits that are demonstrable and beneficial, but not easily monetized, such as the 50+ Employment and Entrepreneurship initiative and Workforce Development inventory report.

OP<sup>3</sup> fosters a culture of engagement and a safe and caring community.

OP<sup>3</sup> communications networks and marketing strategies increase support for county initiatives and community dialogue, both elements of a culture of engagement. An example of this work is the *12 Ways to Give* holiday campaign that highlights year-end giving opportunities among county-affiliated nonprofits. Participating organizations report increases of 30-150 percent in donations and increased web and social media traffic. OP<sup>3</sup> has convened more than 40 cross-sector partnerships that have leveraged new resources and improved collaboration, information sharing and efficiency.

OP<sup>3</sup> expands corporate contributions by matching employee volunteers and pro bono services with county and community initiatives. OP<sup>3</sup> has developed strategic relationships with corporations and philanthropic foundations, resulting in funding for youth STEM enrichment, healthy living and parks.

OP<sup>3</sup> increases engagement of county employees and residents. In addition to partnerships, the county-wide volunteer portal, launched in in 2013, has more than 15,000 people signed up to volunteer with county programs; contributing more than 491,000 hours.

OP<sup>3</sup> strengthens the capacity for partnership and resource development in Fairfax County.

OP<sup>3</sup> has provided training and information to 916 nonprofits through the Grants Research and Training Center. OP<sup>3</sup> consults with county staff through the Partnership Liaison and Volunteer Coordinator networks and shares best practice and partnership tools so they can replicate them within their agencies. OP<sup>3</sup> plans and delivers programs with area chambers of commerce that promote corporate social responsibility, innovative philanthropy; and business development. OP<sup>3</sup> delivers an average of 8 workshops annually with 95 percent of participants reporting overall that were very satisfied.

### Mandates

This Line of Business is not mandated.

### Trends and Challenges

According to Giving USA 2015, corporations are responsible for 5 percent of total charitable giving in the United States. Foundation giving represents 20 percent of charitable giving and has also begun to increase since the 2008 recession. Giving by individuals remains the dominant form of charitable giving in the US, accounting for 72 percent of all giving.

The good news is that the rate of corporate giving increased 13.7 percent in 2014 after remaining relatively flat for several years immediately following recession. However, that is tempered by the fact that both companies and foundations have changed their giving style, shifting to non-cash forms of contribution, seeking a deeper involvement with funded organizations and requesting a greater degree of accountability for outcomes. According to Giving in Numbers 2014, 50 percent of companies provided pro bono service in 2014, up from 34 percent in 2013.

Funders are maximizing the impact of their giving by aligning their resources with other funders. They are supporting new models of investment, including collective impact, community-wealth building, giving circles and pay for success models. Nationally, education and human services remain the areas of greatest financial contribution with universities being the recipients of the largest charitable contributions in Virginia.

# Office of the County Executive

---

In Virginia, the 29 percent rate of volunteering is higher than the 25 percent national average. Volunteerism represents a significant resource opportunity for Fairfax County. Employers are supportive of volunteering with 59 percent of companies reporting they support paid-release programs for employees who want to volunteer. In line with national trends, use of volunteer leave (V-16) by Fairfax County employees has increased an average of 15 percent a year since 2012 with 23,872 hours contributed in FY 2014.

## **Challenges**

The metropolitan Washington region has a unique landscape in terms of philanthropic giving. There are twice as many nonprofits per capita here than in metropolitan areas of comparable size. Consequently, nonprofit organizations and Fairfax County initiatives compete against Washington, DC-based organizations for funding and partners, as well as with national and international causes. A 2014 George Mason University study of foundation giving in the region found that 75 percent of incoming foundation grants went to national organizations, 20 percent went to organizations with international purposes and only 3 percent went to locally serving nonprofits. An analysis by the Foundation Center on giving in the Washington metropolitan area indicates that the average grant awarded to locally focused organizations was \$23,500.

Many corporate and foundation grant programs limit eligibility for funding to 501(c)3 charitable organizations. These restrictions apply to many in-kind donation platforms like Good 360 and Tech Soup. Additionally, corporate and foundation giving strategies include social media strategies for crowd-funding or online pledging and matching. County policy, and in some cases state code, may prevent public sector participation in these types of campaigns.

## **Resources**

| Category   | FY 2014 Actual   | FY 2015 Actual   | FY 2016 Adopted  |
|--|------------------|------------------|------------------|
| <b>LOB #8: Office of Public Private Partnerships</b> |                  |                  |                  |
| <b>FUNDING</b>                                       |                  |                  |                  |
| <u>Expenditures:</u>                                 |                  |                  |                  |
| Compensation   | \$697,906        | \$690,954        | \$692,527        |
| Operating Expenses                                   | 50,415           | 34,872           | 37,794           |
| <b>Total Expenditures</b>                            | <b>\$748,321</b> | <b>\$725,826</b> | <b>\$730,321</b> |
| General Fund Revenue                                 | \$0              | \$0              | \$0              |
| <b>Net Cost/(Savings) to General Fund</b>            | <b>\$748,321</b> | <b>\$725,826</b> | <b>\$730,321</b> |
| <b>POSITIONS</b>                                     |                  |                  |                  |
| Authorized Positions/Full-Time Equivalents (FTEs)    |                  |                  |                  |
| <u>Positions:</u>                                    |                  |                  |                  |
| Regular  | 8 / 7.5          | 8 / 8            | 7 / 7            |
| <b>Total Positions</b>                               | <b>8 / 7.5</b>   | <b>8 / 8</b>     | <b>7 / 7</b>     |

# Office of the County Executive

## Metrics

| Metric Indicator   | FY 2013 Actual | FY 2014 Actual | FY 2015 Actual | FY 2016 Estimate | FY 2017 Estimate |
|--|----------------|----------------|----------------|------------------|------------------|
| Actively engaged businesses and foundations  | 72             | 152            | 196            | 168              | 176              |
| Completed requests for assistance  | 82             | 89             | 92             | 95               | 97               |
| Nonprofits that accessed grant resources and training                                  | 315            | 235            | 232            | 235              | 240              |
| Private public partnerships facilitated  | 31             | 38             | 44             | 50               | 56               |
| Volunteers registered to support county programs                                       | 4,186          | 4,728          | 10,833         | 15,500           | 18,000           |
| Hours contributed by county employees through V-16 volunteer leave                     | 22,163         | 23,872         | 25,000         | 26,250           | 27,653           |
| Percent of customers who report OP3 provides quality information and timely assistance | 91             | 96             | 95             | 95               | 95               |
| Value of leveraged resources   | NA             | \$507,235      | \$1,148,501    | \$725,000        | \$725,000        |

OP<sup>3</sup> measures the effectiveness of partnership and resource development through the following indicators.

**Actively engaged businesses and foundations** - This measure reflects the number of businesses and foundations that have been approached as prospects for partnership or resource development in a fiscal year. The data is derived from contact and account information recorded in the Siebel contact management system. The FY 2015 number is somewhat higher as a result of specific outreach for World Police and Fire Games. In FY 2016, OP<sup>3</sup> is focusing its outreach to companies with employee volunteer programs to increase their support of county programs.

**Completed requests for assistance** - OP<sup>3</sup> responds to requests for assistance from county agencies and elected officials, nonprofit and civic organizations, foundations and businesses. These include requests for business participation on county task forces and nonprofit boards; in-kind and financial support for county initiatives; and requests to convene partnerships. The data is derived from the Siebel contact management system.

**Nonprofits that accessed grant resources and training** – OP<sup>3</sup> tracks the number of nonprofits that are assisted through its Grants Research and Training Center with training, access to philanthropic databases and individual consultation. The number of nonprofits served annually is likely to remain stable as nonprofit capacity building activities will remain at current levels.

**Public private partnerships facilitated** - OP<sup>3</sup> has catalyzed 44 public private partnerships since 2009. Each year OP<sup>3</sup> develops an average of six new partnerships that meet current county priorities and helps sustain existing partnerships by bringing in new partners and resources. The number of new partnerships per year is expected to grow at a similar rate of increase in spite of staff reductions.

**Volunteers registered to support county programs** - This measure reflects the number of individuals registered in the volunteer management system (VMS) in a fiscal year. Volunteer registration doubled in the first two years, including significant increases in volunteers under 17 years of age and adults over age 65. The number is expected to increase as OP<sup>3</sup> promotes VMS to businesses, community networks and the media. Launching VMS with the Department of Information Technology improved efficiency by eliminating 15 separate agency tracking systems and allowing residents to find 1,400 volunteer opportunities from 25 county programs in one searchable system. A future outcome measure will be the estimated financial value of volunteer hours contributed county-wide.

## Office of the County Executive

---

**Hours contributed by county employees through V-16 volunteer leave**. This measure reflects the volunteer leave hours used by county employees in a calendar year as reported in FOCUS HCM. OP<sup>3</sup> encourages employees to use V-16 through Newslink and Team Fairfax, by hosting displays at county buildings, e-new articles, and presentations at in-service trainings. Although the position responsible for promoting V-16 will be eliminated when the incumbent retires in FY 2015, it is anticipated that the number of hours contributed will continue to increase.

**Percent of customers who report OP<sup>3</sup> provides quality information and timely assistance** - OP<sup>3</sup> evaluates service quality through two methods. Each year, customer satisfaction data is collected from workshops sponsored by OP<sup>3</sup>. Every three years, OP<sup>3</sup> conducts a customer survey of all actively engaged private and public sector customers. In 2013, 91 percent reported that they felt more engaged with their community as a result of a connection made through OP<sup>3</sup>. This survey will be conducted again in FY 2016.

**Value of leveraged resources** - OP<sup>3</sup> calculates the value of leveraged resources garnered through partnerships, volunteers, and nonprofit capacity building. In FY 2015, the value of leveraged resources that OP<sup>3</sup> generated for Fairfax was \$1,148,501. This amount includes reported cash and non-cash donations: goods, volunteers, pro bono services and space. The value of non-cash contributions are developed using fair market value for donations of space, goods, and services. One-time contributions that OP<sup>3</sup> garnered to support the World Police and Fire Games are included in this amount and these donations are not likely to be repeated in FY 2016. This number does not include non-quantifiable resources that are outlined the benefits section.