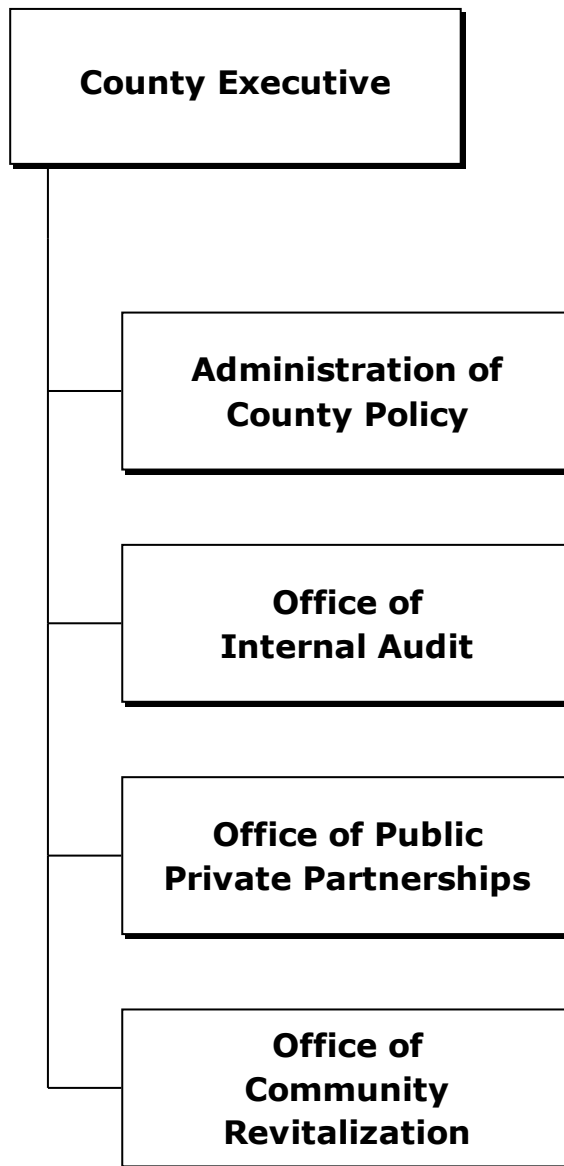


Office of the County Executive



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: our shared vision of Fairfax County as a safe, caring, attractive, well-connected, and involved community.

Office of the County Executive

AGENCY DASHBOARD				
Key Data	FY 2015	FY 2016	FY 2017	
Administration Dashboard				
1. Board Package Items Prepared	563	430	517	
2. Board Matters Requiring Action	350	285	312	
3. Manage Countywide Performance Targets	1,394	1,379	1,351	
4. Positions taken by Board of Supervisors (BOS) on Bills	152	220	214	
5. Number of Employees who Attended Dept. of Human Resources Training Events	9,425	11,326	29,351	
6. Environmental Agenda Plan Initiatives Implemented	7	7	7	
7. Number of BOS Meetings and Committees	84	86	91	
8. Total Positions Overseen (FTE)	12,223	12,348	12,552	
Internal Audit Dashboard				
9. Number of Auditable Agencies	45	46	47	
10. Business Process Audit Universe	53	54	55	
11. County Procurement Card Spending ¹	\$56.8m	\$56.9m	\$55.3m	
12. Total Budgeted County (Non-Schools) Revenues ²	\$5.57b	\$5.79b	\$6.33b	
13. Total Budgeted County (Non-Schools) Expenditures ³	\$3.52b	\$3.64b	\$3.83b	
14. Fraud and Ethics Allegations/Questions	79	81	73	
15. Requests for Financial Reviews	12	30	27	
Office of Community Revitalization Dashboard				
16. Number of Revitalization Districts Responsible for	9	9	9	
17. Number of Plan Amendments/Special Studies with Lead Role and Consultant Services	2	2	2	
18. Number of Public/Private Partnerships	10	10	6	
Office of Public Private Partnerships (OP3) Dashboard				
19. Nonprofits that accessed grant resources and training	232	240	241	
20. Requests for assistance from county, business nonprofit organizations to OP3	92	102	110	
21. Number of Nonprofit Organizations Registered with IRS Located in Fairfax County	6,083	6,282	6,268	
22. Percent change in total charitable giving by individuals, foundation, estates and corporations	+7.1	+4.1	+2.7	

Office of the County Executive

AGENCY DASHBOARD			
Key Data	FY 2015	FY 2016	FY 2017
23. Percent of Individuals who Volunteer Nationally	25.3%	24.9%	24.9%
24. Percent of individuals who volunteer for Fairfax County who reported feeling a stronger connection to their community through their service	N/A	82.9%	85%
25. Established PPP Offices in State/Local Govt.	48	49	49

¹ Includes Marketplace procurement card transactions.

² Total Budgeted County (Non-Schools) Revenues equals Adopted Budget Revenue All Funds minus Adopted Budget Revenue School Appropriated Funds. This method is different than prior years.

³ Total Budgeted County (Non-Schools) Expenditures equals Adopted Budget Expenditures All Funds minus Adopted Budget Expenditures School Appropriated Funds. This method is different than prior years.

Focus

The Office of the County Executive is composed of four cost centers, Administration of County Policy, Internal Audit (IAO), the Office of Public Private Partnerships (OP3), and the Office of Community Revitalization (OCR). 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:

- 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.

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

Office of the County Executive

- 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 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.

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 a result of Board of Supervisors direction and mandates. Examples of such cross-County initiatives include: The Economic Success Strategic Plan; Fairfax First; One Fairfax; Diversion First; Successful Children and Youth Policy Team; Opioid Task Force; Health Integration; Homelessness Prevention; Information Technology and Cybersecurity Planning, Strategy and Oversight; Environmental Stewardship; Energy Strategy, Programs and Planning; Emergency Management and Continuity of Operations Planning; Employee Health Promotion and Wellness; and Visual and Performing Arts. Additionally, the office provides leadership, coordination, and support for major community planning and development projects and public-private partnerships, such as the Original Mount Vernon High School reuse project and the Reston Town Center North redevelopment.

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.

OP3 brings together representatives and resources from the public and private sectors to address community needs and County priorities. OP3 serves as a point of contact for businesses, nonprofit and civic organizations, educational institutions, County employees, and individuals that want to contribute time and resources to improve their community. By promoting corporate and volunteer engagement, sharing opportunities to support County priorities, and facilitating effective partnerships, OP3 increases cross-sector collaboration and leverages new resources.

OCR facilitates redevelopment and investment opportunities within targeted commercial areas of the County. Working closely with local community organizations, OCR assists communities in developing and implementing a vision for their mixed-use areas that will improve their economic viability and competitiveness. OCR works proactively with property owners and the community to facilitate interest in development activities that further the community's vision and on special studies, plan amendments, and zoning applications that implement the vision. OCR prepares design guidelines to foster the desired character and sense of place for its seven designated Revitalization Districts/Areas and Tysons, and most recently, the transit station areas and village center within Reston. OCR also functions as a liaison with

Office of the County Executive

other County staff to promote timely and coordinated accomplishment of projects. OCR works with other County staff and consultants to evaluate projects using the Board's guidelines regarding public/private partnerships and the use of public funds to assist private development. In FY 2018, OCR became a part of the Economic Development Core Team that supports the County's economic development and revitalization goals, improves development process timelines, and addresses rising workload requirements to ensure that the capacity exists to meet customer expectations and respond to development opportunities. In line with those goals, in FY 2017, OCR initiated and leads zMOD, the multi-year effort to modernize the format and content of the County's Zoning Ordinance.

Budget and Staff Resources

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$5,523,645	\$6,049,459	\$6,014,977	\$6,267,735	\$6,267,735
Operating Expenses	621,242	664,116	765,781	794,116	794,116
Total Expenditures	\$6,144,887	\$6,713,575	\$6,780,758	\$7,061,851	\$7,061,851
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	48 / 48	47 / 47	47 / 47	47 / 47	47 / 47
Exempt	7 / 7	7 / 7	7 / 7	7 / 7	7 / 7

FY 2019 Funding Adjustments

The following funding adjustments from the FY 2018 Adopted Budget Plan are necessary to support the FY 2019 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 1, 2018.

- ◆ **Employee Compensation**
\$200,523

An increase of \$200,523 in Personnel Services includes \$131,698 for a 2.25 percent market rate adjustment (MRA) for all employees and \$68,825 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2018.
- ◆ **Position Adjustment – One Fairfax**
\$243,605

Funding of \$243,605, including \$113,605 in Personnel Services and \$130,000 in Operating Expenses, and 1/1.0 FTE position, have been transferred from Agency 79, Department of Neighborhood and Community Services, to the Office of the County Executive in support of the One Fairfax initiative.

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◆ **Health and Human Services Realignment** **(\$95,852)**

A decrease of \$95,852 is associated with the realignment of funding and positions within Health and Human Services (HHS) based on work done as part of Phase 2 of the FY 2016 Lines of Business process. This funding includes \$95,852 in Personnel Services to support the transfer of 1/1.0 FTE position. As part of the HHS realignment, administrative functions provided by the Department of Administration for Human Services are shifted to individual agencies to ensure regulatory, financial and program compliance, and to more effectively support each agency's specialized service needs. Additionally, a new agency, Agency 77, Office of Strategy Management for Health and Human Services is established support the management of HHS strategic initiatives and inter-agency work to include: integration of business processes, information management and data analytics, performance management, strategic planning, service transformation, and planning for facility needs. There is no net impact on the General Fund in terms of funding or positions associated with these changes.

Changes to FY 2018 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2018 Revised Budget Plan since passage of the FY 2018 Adopted Budget Plan. Included are all adjustments made as part of the FY 2017 Carryover Review, FY 2018 Third Quarter Review, and all other approved changes through April 30, 2018.

◆ **Carryover Adjustments** **\$84,424**

As part of the FY 2017 Carryover Review, the Board of Supervisors approved \$4,176 as encumbered carryover, and \$80,248 as unencumbered carryover. Of the unencumbered total, \$50,000 is included to support the LOBs Phase 2 project focused on improved efficiency and coordination of activities between the Office of Public Private Partnerships, FCPS Community and Business Partnerships and Family and Community Partnerships, and Volunteer Fairfax, and \$30,248 is included as part of the Incentive Reinvestment Initiative that allowed agencies to identify savings and efficiencies in FY 2017 and retain a portion to reinvest in employees.

◆ **Incentive Reinvestment Initiative** **(\$17,241)**

A net decrease of \$17,241 reflects 50 percent of the savings generated as a result of careful management of agency expenditures during the fiscal year and was returned to the General Fund as part of the FY 2018 Third Quarter Review. The remaining 50 percent was retained by the agency to be reinvested in employee training, conferences and other employee development and succession planning opportunities.

Cost Centers

The four cost centers in the Office of the County Executive are Administration of County Policy, Internal Audit (IAO), the Office of Public Private Partnerships (OP3), and the Office of Community Revitalization (OCR). These distinct program areas work to fulfill the mission and carry out the key initiatives of the Office of the County Executive.

Office of the County Executive

Administration of County Policy

The Office of the County Executive 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 our community; and seeks to ensure all agencies and employees participate in the work of leadership. The office oversees the One Fairfax initiative, a joint social and racial equity policy of the Fairfax County Board of Supervisors and School Board, which commits the county and schools to intentionally consider equity when making policies or delivering programs and services. The legislative function of the cost center develops and advocates the positions of the BOS at the state and federal levels, staffs the Board's Legislative Committee, and monitors and evaluates legislative proposals during the General Assembly and Congressional sessions and throughout the year to determine the potential impact on the County.

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
EXPENDITURES					
Total Expenditures	\$3,010,212	\$3,107,606	\$3,117,862	\$3,335,247	\$3,335,247
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	13 / 13	12 / 12	12 / 12	12 / 12	12 / 12
Exempt	7 / 7	7 / 7	7 / 7	7 / 7	7 / 7
1 County Executive, E	3	Management Analysts II	3	Administrative Assistants V	
4 Deputy County Executives, E	1	Environmental Coordinator	1	Administrative Assistant III	
1 Assistant County Executive, E	1	Program/Procedures Coord. (-1T, 1T)	1	Administrative Associate	
1 Legislative Director	1	Legislative Liaison			
1 Assistant to the County Executive, E					
TOTAL POSITIONS			T Denotes Transferred Position		
19 Positions (-1T, 1T) / 19.0 FTE (-1.0T, 1.0T)			E Denotes Exempt Positions		

Office of Internal Audit

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 BOS. The office works to proactively identify risks, evaluate controls, and make recommendations that will strengthen County operations.

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
EXPENDITURES					
Total Expenditures	\$1,327,230	\$1,427,931	\$1,430,313	\$1,477,888	\$1,477,888
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	14 / 14	14 / 14	14 / 14	14 / 14	14 / 14

Office of the County Executive

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

TOTAL POSITIONS

14 Positions / 14.0 FTE

Office of Public Private Partnerships

OP3 brings together representatives and resources from the public and private sectors to address community needs and county priorities. OP3 serves as a point of contact for businesses, nonprofit and civic organizations, educational institutions, County employees and individuals that want to contribute time and resources to improve their community. By promoting corporate and volunteer engagement, sharing opportunities to support County priorities, and facilitating effective partnerships, OP3 increases cross-sector collaboration and leverages new resources.

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
EXPENDITURES					
Total Expenditures	\$670,402	\$742,277	\$788,864	\$762,145	\$762,145

AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)

Regular	7 / 7	7 / 7	7 / 7	7 / 7	7 / 7
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1	Director, Office of Partnerships	2	Management Analysts III	1	Communication Specialist II
1	Program Manager	1	Business Analyst IV	1	Administrative Assistant IV

TOTAL POSITIONS

7 Positions / 7.0 FTE

Office of Community Revitalization

OCR facilitates redevelopment and investment opportunities within targeted commercial areas of the County including the County's seven designated Revitalization Districts/Areas and Tysons, and most recently, the transit station areas and village center within Reston. Working closely with local community organizations, OCR assists communities in developing and implementing a vision for their mixed-use areas that will improve their economic viability and competitiveness. OCR works proactively with property owners and the community to facilitate interest in development activities that further the community's vision and on special studies, plan amendments and zoning applications that implement the vision and functions as a liaison with other County staff to promote timely and coordinated accomplishment of projects. OCR works with other County staff and consultants to evaluate projects using the Board's guidelines regarding public/private partnerships and the use of public funds to assist private development. OCR works in collaboration with the Tysons Partnership. OCR leads the effort to modernize the format and structure of the Zoning Ordinance.

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
EXPENDITURES					
Total Expenditures	\$1,137,043	\$1,435,761	\$1,443,719	\$1,486,571	\$1,486,571

AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)

Regular	14 / 14	14 / 14	14 / 14	14 / 14	14 / 14
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Office of the County Executive

1 Director, OCR	7 Revitalization Comm. Devs.	1 Planner I
2 Deputy Directors, OCR	1 Geo. Info. Spatial Analyst II	1 Administrative Assistant IV
1 Management Analyst III		

TOTAL POSITIONS
14 Positions / 14.0 FTE

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate/Actual	FY 2018	FY 2019
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	42%	46%	35%/43%	40%	40%
Percent of recommendations implemented through audit follow ups	70%	40%	80%/43%	70%	70%
Office of Public Private Partnerships					
Number of hours contributed by County employees through Volunteer Leave (V-16)	26,805	27,795	28,000/22,595	23,000	25,000
Number of volunteers registered in the County Volunteer Management System	10,883	23,487	28,000/32,415	32,000	39,600
Office of Community Revitalization					
Percent of the seven revitalization districts/areas where sessions are conducted on revitalization efforts, initiatives and other related issues	100%	100%	100%/100%	100%	100%
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%	100%

A complete list of performance measures can be viewed at
<https://www.fairfaxcounty.gov/budget/fy-2019-adopted-performance-measures-pm>

Performance Measurement Results

The Administration of County Policy cost center oversees, and through the County Executive and Deputy County Executives, manages the County's workforce, Countywide Performance Targets, and all legislative activity. 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 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.

Internal Audit continues to receive high ratings for Service Quality for strengthening management controls and increasing efficiency/effectiveness of County operations. The office places a high level of

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importance on understanding business processes, communicating regularly throughout the audit process and proactively working with agencies to address audit findings. As a result, customer satisfaction remained at a high level, as feedback via surveys sent to auditees indicated that audits were conducted in a timely manner, were objective, and added value to departmental operations. However, the office did miss the target of 95 percent for auditee agreement that audit recommendations increased efficiency/effectiveness. While still at a high 80 percent, this year some of the recommended internal controls may have impacted efficiency by adding additional steps to a process, as the risk exposure warranted the additional work.

Additionally, the audit presence in County agencies and departments exceeded the office's goals which strengthened the County's internal control environment by acting as a deterrent to fraud or staff circumventing control procedures.

Factors affecting the reported Output and Efficiency performance measures included additional test work added to the Business Process audits for compliance to Human Resource policies. The office lowered the current estimate for FY 2018 for number of Business Process Audits completed due to this extra work. Also, the trend of higher volumes of fraud/ethics violation allegations that had to be researched and investigated has continued in FY 2017. Finally, the volume of construction contract review services remained high at 27 in FY 2017. This work reallocated audit resources that are normally dedicated to performing audits and following up on completed audits to verify that recommendations were implemented.

Internal Audit continues to place emphasis on educating County employees about fraud, risk management, internal controls, and ethics. Presentations were made at each of the Financial Management Dollars and Sense training courses and to various agency management teams throughout the County. In addition, Internal Audit is responsible for coordinating investigations into allegations of fraud and ethical violations, overseeing both a Fraud Hotline and an Ethics Help Line.

In FY 2017, OP3 facilitated a number of partnerships to support the Fairfax County Economic Success Strategic Plan (ESSP) goals focused on workforce development, entrepreneurship and innovation, social equity, and community engagement. As a follow-up to the STEM Snapshot done in 2016, OP3 convened the Career Pathways workgroup, a partnership between FCPS, NOVA, GMU and the Northern Virginia Technology Council to identify and promote STEM career pathways.

OP3 convened planning partners and secured supporters for the first Workhouse Brewfest held in August 2016. The Brewfest was held to highlight the economic impact of entrepreneurs including craft brewers and artisans; to promote arts, hospitality and tourism and to increase visibility for the Workhouse. Partners included the Workhouse, Celebrate Fairfax, Visit Fairfax, Fairfax County Park Authority, Office of Public Affairs, and the Department of Planning and Zoning. Attendance was estimated at 2,500, including 250 volunteers and many first-time Workhouse visitors. Twenty-eight craft breweries, 4 wineries, 6 distilleries, 5 food trucks, 8 exhibitors, and 15 bands also participated. The second Workhouse Brewfest was held in August 2017 with similar success.

OP3 partnered with the Office of the County Executive and the Department of Human Resources to launch the Fairfax County Young Professionals Cohort (YOPRO). YOPRO fosters professional development and community engagement among Fairfax County's next generation of leaders. In its inaugural year, 40-50 employees met monthly to network, learn, and invest in the Fairfax community. In FY 2017 YOPROs hosted more than 6 professional development opportunities and contributed 1000+ volunteer hours.

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OP3 works with corporate and foundation partners to identify resources and increase collective impact to address community needs. In FY 2017 OP3 worked with the Tysons Partnership Corporate Social Responsibility Committee to launch the successful Tysons Cares campaign. Tysons Cares brings together corporate teams and individuals, residential communities and civic groups to donate and volunteer in local charitable events to benefit local nonprofits. In its first year, Tysons Cares raised over \$50,000 and donated 500 pairs of new shoes for local school children.

OP3 secured sponsors and engaged business and nonprofit presenters for the Human Services Innovation Challenge, hosted by the Human Services Council. The May 18 event attracted 200 social entrepreneurs, universities, public and nonprofit agencies to present innovative models for financing and address increasing human service needs.

OP3 increased volunteer engagement in Fairfax by marketing opportunities to serve through the Volunteer Management System (VMS) and promoting Volunteer Leave (V16) for county employees. During FY 2017, an average of 600 new people each month signed up in VMS. Volunteers were recruited for special events including the 275th Anniversary Celebration, Workhouse Brewfest, FCDOT Bike and Pedestrian Counts. VMS volunteer demographics reflect the county's diversity. Over 49 different languages are reported by volunteers and they represent all geographic areas within the county. County employees gave 27,795 hours to the community in calendar year 2016 using volunteer leave (V-16), an increase of 4 percent from 2015.

OP3 led the Phase 2 Lines of Business project to identify ways to improve efficiency and effectiveness of community engagement and partnership development. The project includes FCPS Office of Business and Community Partnerships, Leadership Fairfax, Volunteer Fairfax and the Department of Neighborhood and Community Services. In FY 2017, the LOBS group conducted a survey of 390 customers. Eighty-nine percent of those responding indicated that staff members were responsive and 76 percent said they feel more engaged with their community as a result of working with these organizations. Strategies for improving communication of priority needs, outreach to new corporate partners, and recruitment for public and nonprofit boards were implemented in FY 2018.

OP3 increased its use of social media to promote community engagement working with partners in Fairfax Community Connections; Connect Northern Virginia, and area Chambers of Commerce, as well as posting on Fairfax County's social media pages. OP3 sent 13 e-newsletters to 3500 readers, highlighting companies that care, partnership profiles, ways to give and get involved, and training and grant opportunities.

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 portions of Reston. In FY 2017, examples of activities in the CRDs/CRA's 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; creating urban design guidelines for Baileys Crossroads and Seven Corners, and for Reston; working on pop-up and interim uses including an open streets event in Annandale; and, developing branding for Springfield.

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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. OCR continues to update and maintain the Tysons website; works on the public facilities plan as well as implementation and funding issues; provides public outreach; serves as a liaison to the Tysons Partnership; maintains leadership roles on the Tysons Steering Committee and Tysons Core Team; and produces the annual report on Tysons.

OCR continues to produce reports to educate the community about revitalization activities, new development, transportation improvements, and special projects.

OCR is participating in the multi-departmental, multi-faceted Embark Richmond Highway project which began in July of 2016. The Richmond Highway corridor is being re-planned to create places people want to be and to provide more ways for people to get there, including a Bus Rapid Transit (BRT) system and a future extension of the Metrorail Yellow Line from Huntington to Hybla Valley, along with roadway, pedestrian and bicycle improvements. OCR is the lead on the urban design components of the project and in developing conceptual master plans for each of the Community Business Centers.

OCR is involved in the multi-departmental 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 and structure of the County's Zoning Ordinance.

In FY 2017, 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; participated in the team to select the master developer for the North Hill site; 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.