

# 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.

## Focus

The Office of the County Executive is composed of five cost centers: Administration of County Policy, Internal Audit (IA), Office of Environmental and Energy Coordination (OEEC), One Fairfax and Government Relations.

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, nonprofit, 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 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.

IA 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 to 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. IA continues to place emphasis on educating County employees about fraud, as well as risk management, internal controls, and ethics.

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

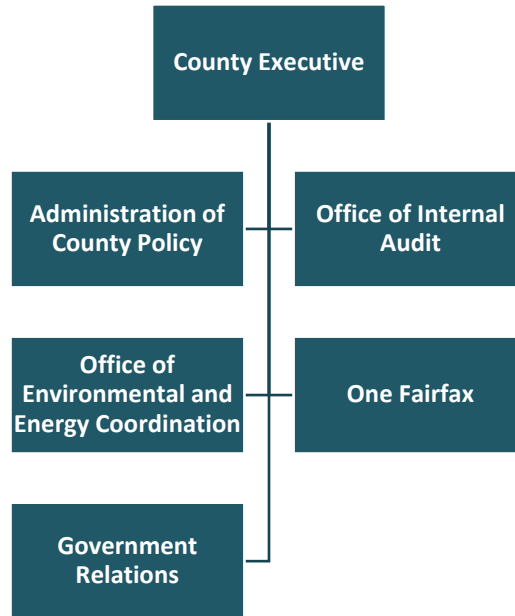
One Fairfax consolidates the County initiative into one area to provide leadership and strategic direction on issues that have operational and countywide implications related to equity. The Board of Supervisors, in a joint effort with the Fairfax County School Board, adopted a social and racial equity policy called One Fairfax, to consider equity in decision-making and in the development and delivery of future policies, programs, and services. This office provides 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.

## Pandemic Response and Impact

The coronavirus pandemic is presenting tremendous challenges for the entire world with long-term consequences that cannot be fully predicted. During this period of uncertainty, Fairfax County has been dedicated to the health, safety, and well-being of the community to include residents, businesses, and employees. The Office of the County Executive has facilitated a constantly evolving and multi-faceted response to the COVID-19 pandemic, placing emphasis on educating the public about preventative measures and preparing and responding to the outbreak while continuing to provide the most essential County services. The County has focused on enhancing services for its most vulnerable populations to ensure resources are available to address basic needs. Additionally, the County is supporting the business and non-profit community through various grant programs to provide relief for those economically impacted by the coronavirus. The Office of the County Executive is committed to continuing to be vigilant about providing the most current information to the community including updated preventative measures and reopening strategies, supporting employees' overall wellbeing as they adjust to the changing workplace, and ensuring the community continues to receive quality services.

## Organizational Chart



## Budget and Staff Resources

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised	FY 2022 Adopted
<b>FUNDING</b>					
<b>Expenditures:</b>					
Personnel Services	\$4,722,015	\$5,065,116	\$5,680,770	\$5,624,173	\$5,680,415
Operating Expenses	664,642	752,598	1,530,249	763,598	763,598
<b>Subtotal</b>	<b>\$5,386,657</b>	<b>\$5,817,714</b>	<b>\$7,211,019</b>	<b>\$6,387,771</b>	<b>\$6,444,013</b>
Less:					
Recovered Costs	(\$1,000)	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$5,385,657</b>	<b>\$5,817,714</b>	<b>\$7,211,019</b>	<b>\$6,387,771</b>	<b>\$6,444,013</b>
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	37 / 37	37 / 37	40 / 40	39 / 39	40 / 40
Exempt	7 / 7	7 / 7	8 / 8	8 / 8	8 / 8

## FY 2022 Funding Adjustments

The following funding adjustments from the FY 2021 Adopted Budget Plan are necessary to support the FY 2022 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 4, 2021.

**Employee Compensation \$56,242**

An increase of \$56,242 in Personnel Services is included for a 1.00 percent market rate adjustment (MRA) for all employees effective July 2021.

**Office of Environmental and Energy Coordination \$250,978**

Consistent with actions approved by the Board of Supervisors as part of the *FY 2020 Carryover Review*, an increase of \$250,978 is included in the Office of Environmental and Energy Coordination. This funding includes \$239,978 in Personnel Services and \$11,000 in Operating Expenses to support the development and management of the Climate Adaptation Plan. It should be noted that an

increase of \$120,422 in Fringe Benefits funding is included in Agency 89, Employee Benefits. For further information on Fringe Benefits, refer to the Agency 89, Employee Benefits, narrative in the Nondepartmental program area section of Volume 1.

**Chief Strategist for Placemaking** **\$160,000**

Consistent with actions approved by the Board of Supervisors as part of the *FY 2020 Carryover Review*, an increase of \$160,000 in Personnel Services is associated with a Chief Strategist for Placemaking position in the Office of the County Executive. This position will help ensure success as the County implements the Strategic Plan and closely coordinates and cooperates with departments in the County that play a role in placemaking.

**Position Adjustment** **\$159,079**

Consistent with actions approved by the Board of Supervisors as part of the *FY 2020 Carryover Review*, an increase of \$159,079 is associated with the transfer of a position from Agency 38, Department of Housing and Community Development, to support the establishment of an HHS Chief Strategist position.

**Changes to  
FY 2021  
Adopted  
Budget Plan**

*The following funding adjustments reflect all approved changes in the FY 2021 Revised Budget Plan since passage of the FY 2021 Adopted Budget Plan. Included are all adjustments made as part of the FY 2020 Carryover Review, FY 2021 Mid-Year Review, FY 2021 Third Quarter Review, and all other approved changes through April 30, 2021.*

**Carryover Adjustments** **\$1,336,708**

As part of the *FY 2020 Carryover Review*, the Board of Supervisors approved an increase of \$1,336,708 and 3/3.0 FTE positions. This amount includes an increase of \$890,978 and 2/2.0 FTE new positions in the Office of Environmental and Energy Coordination to support the development and management of the Climate Adaptation Plan, an increase of \$160,000 to support a Chief Strategist for Placemaking position, and an increase of \$159,079 and 1/1.0 FTE position transferred to this agency from Agency 38, Department of Housing and Community Development, to support the establishment of an HHS Chief Strategist position. The remaining increase of \$126,651 is encumbered funding in Operating Expenses associated with consulting services, office supplies, and other supplies and equipment.

**Third Quarter Adjustments** **\$56,597**

As part of the *FY 2021 Third Quarter Review*, the Board of Supervisors approved funding of \$56,597 and 1/1.0 FTE position, including \$42,500 in Personnel Services for a one-time compensation adjustment of \$1,000 for merit employees and \$500 for non-merit employees paid in May 2021. The remaining amount of \$14,097 is due to the addition of 1/1.0 FTE new position to support the expansion of the OEEC Energy Analysis Team to oversee, manage and report on the energy savings performance contract; manage the County's EnergyCAP database; forecast energy usage; and assist with the development of energy policies and strategies.

**Cost Centers**

The five cost centers in the Office of the County Executive are Administration of County Policy, Internal Audit (IA), the 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.

Due to countywide reorganizations that occurred in FY 2020, the Office of Public Private Partnerships (OP3) was consolidated with staff from other agencies to establish Agency 30, the Department of Economic Initiatives, and the Office of Community Revitalization (OCR) was consolidated with staff from the Department of Planning and Zoning to create Agency 35, Department of Planning and Development. For more information, see the Department of Economic Initiatives and Department of Planning and Development narratives in Volume 1.

### Administration of County Policy

The Administration of County Policy assesses emerging trends and issues, 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 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised	FY 2022 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$2,002,667	\$2,055,053	\$2,386,562	\$2,376,132	\$2,395,752
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	5 / 5	5 / 5	5 / 5	5 / 5	5 / 5
Exempt	6 / 6	6 / 6	7 / 7	7 / 7	7 / 7

### 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 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised	FY 2022 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$1,515,764	\$1,629,374	\$1,644,418	\$1,629,374	\$1,645,187
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	15 / 15	15 / 15	15 / 15	15 / 15	15 / 15

### 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 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised	FY 2022 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$937,194	\$1,100,502	\$2,014,577	\$1,349,480	\$1,362,138
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	11 / 11	11 / 11	14 / 14	13 / 13	14 / 14

### 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 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised	FY 2022 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$351,140	\$579,470	\$704,147	\$579,470	\$583,965
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	3 / 3	3 / 3	3 / 3	3 / 3	3 / 3
Exempt	1 / 1	1 / 1	1 / 1	1 / 1	1 / 1

### 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 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised	FY 2022 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$578,892	\$453,315	\$461,315	\$453,315	\$456,971
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	3 / 3	3 / 3	3 / 3	3 / 3	3 / 3

**Position Detail**

The FY 2022 Adopted Budget Plan includes the following positions:

<b>ADMINISTRATION OF COUNTY POLICY – 12 Positions</b>			
1	County Executive, E	1	Chief Strategist for Placemaking, E
3	Deputy County Executives, E	1	Management Analyst II
1	Chief Financial Officer, E	1	Administrative Assistant V
1	Sr. Countywide Initiatives Manager	2	Administrative Associates
1	Chief Strategist for HHS, E		
<b>OFFICE OF INTERNAL AUDIT – 15 Positions</b>			
1	Director, Internal Audit	3	Auditors III
1	Deputy Director, Internal Audit	3	Auditors II
1	Auditor Manager	1	Management Analyst IV
4	Auditors IV	1	Administrative Assistant V
<b>OFFICE OF ENVIRONMENTAL AND ENERGY COORDINATION – 14 Positions</b>			
1	Director, Environmental and Energy Coord.	1	Planner V
1	Dep. Dir., Environmental and Energy Coord.	2	Planners IV
1	Management Analyst IV	1	Planner III
2	Management Analysts III	1	Communications Specialist III
2	Management Analysts II	1	Administrative Assistant V
1	Program and Procedures Coordinator		
<b>ONE FAIRFAX – 4 Positions</b>			
1	Chief Equity Officer, E	2	Management Analysts III
1	Management Analyst IV		
<b>GOVERNMENT RELATIONS – 3 Positions</b>			
1	Legislative Director	1	Management Analyst II
1	Legislative Deputy Director		
<b>E</b>	<b>Denotes Exempt Position(s)</b>		

**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 timelier in responding to requests for information from the Board of Supervisors, members of the public, and all other stakeholders.

**Internal Audit**

In FY 2020, Internal Audit maintained the high number of recommendations from audits and investigations made to agencies/departments. 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. IA did not meet the goal for audits conducted, business process audit coverage, and audits per auditor because of the COVID-19 pandemic. As a result of the pandemic, performing of audits, management advisory reports and investigations had to be conducted remotely. This affected productivity in two ways. First, staff needed to take time to learn new tools and methodologies to perform remote audits. Second, some of the audits in progress had to be put on hold temporarily to accommodate and support agencies/departments who had to implement their own major changes in order to safely provide essential services and had limited resources to support the audit. During the transition period, IA staff worked on smaller projects to support agencies/departments operations and strategic initiatives to improve service delivery during the pandemic.



IA met the goals to deliver timely completion of audits; increase efficiency/effectiveness of County operations; and strengthen 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 IA office places high importance on understanding auditees' business objectives/operations and working with agencies to ensure findings add value to the organization.

IA performed work in 60 percent of all agencies/departments exceeding the goal of 40 percent. Additionally, there was a 99 percent acceptance rate of all audit recommendations. Although the goal to confirm the implementation of recommendations was not reached, implementation was verified for 190 findings. Many of these findings were not included in the current year figure as they were open from previous years. Factors affecting the ability to meet this goal include the significantly higher number of recommendations made in this and previous years that needed to be followed up on, the volume of construction contract reviews requested, and fraud/ethic investigations requiring allocation of resources. These factors will continue into the foreseeable future and IA is looking into practice revisions to increase the efficiency of the follow-up methodology. It should be noted that these figures reflect the ability to confirm that recommendations have been implemented, not total recommendations implemented by management.

Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
<b>Administration of County Policy<sup>1</sup></b>						
Percent of performance targets achieved by County agencies	66%	61%	65%	62%	65%	65%
<b>Office of Internal Audit</b>						
Percent agencies audited	49%	47%	40%	60%	40%	40%
Percent of recommendations implemented through audit follow ups	52%	34%	60%	30%	60%	60%

<sup>1</sup>Additional metrics will be developed in coordination with the County's strategic plan during the coming year.

A complete list of performance measures can be viewed at  
<https://www.fairfaxcounty.gov/budget/fy-2022-adopted-performance-measures-pm>