

The Board of Supervisors'  
Economic Success Strategic Plan

# FALL 2018 UPDATE



People Places Employment Governance

A Fairfax County, Virginia, publication  
[www.fairfaxcounty.gov/economic-success](http://www.fairfaxcounty.gov/economic-success)

# Economic Success Strategic Plan OVERVIEW

In 2015, the Fairfax County Board of Supervisors adopted The Strategic Plan to Facilitate the Economic Success of Fairfax County. The plan envisions an economically strong and sustainable Fairfax County and focuses on four fundamental themes:

## People, Places, Employment, and Governance.

Each of the four themes contains a vision of what we aspire to and the related fundamental strategies. Since its adoption, County staff has been working on the implementation of the actions prescribed within the plan's six goals:

1. Further Diversify Our Economy
2. Create Places Where People Want To Be
3. Improve the Speed, Consistency, and Predictability of the Development Review Process
4. Invest in Natural and Physical Infrastructure
5. Achieve Economic Success Through Education and Social Equity
6. Increase Agility of County Government



## OVERARCHING VISION

**F**airfax County has achieved an exceptionally strong local economy and high quality of life through its focus on, among other things, the economic development efforts of the community. Our sustained efforts have resulted in the County being the largest and strongest economy in the Washington Metropolitan area and one of the strongest in the nation. This is evidenced by a high quality of life, a strong local employment base, competitive tax rates, nationally recognized schools and governance, and a preeminent economic development program.

However, no community has a preordained right to prosperity. Prosperity can only be achieved and sustained when a community's citizens, businesses, and government work in concert for everyone's benefit.

Success requires examining our goals, strategies, and approaches. The County must work deliberately to maintain, diversify, and enhance our strong and vital community in order to sustain and grow our economic



prosperity. In the challenging and changing economic climate and changing demographics of this century, Fairfax County cannot rest on its previous achievements. Our vision is a community where businesses, residents, and employees of a variety of ages, abilities, and experiences want to live, work, play, learn, and thrive.

The stories of success in this report are organized around a set of themes based on the natural affinity between Goals 1 and 5, Goals 2 and 4, and Goals 3 and 6.

Theme One: Innovation and Equity

Theme Two: Places and Infrastructure

Theme Three: Governance and Financial Stewardship

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# Innovation and Equity

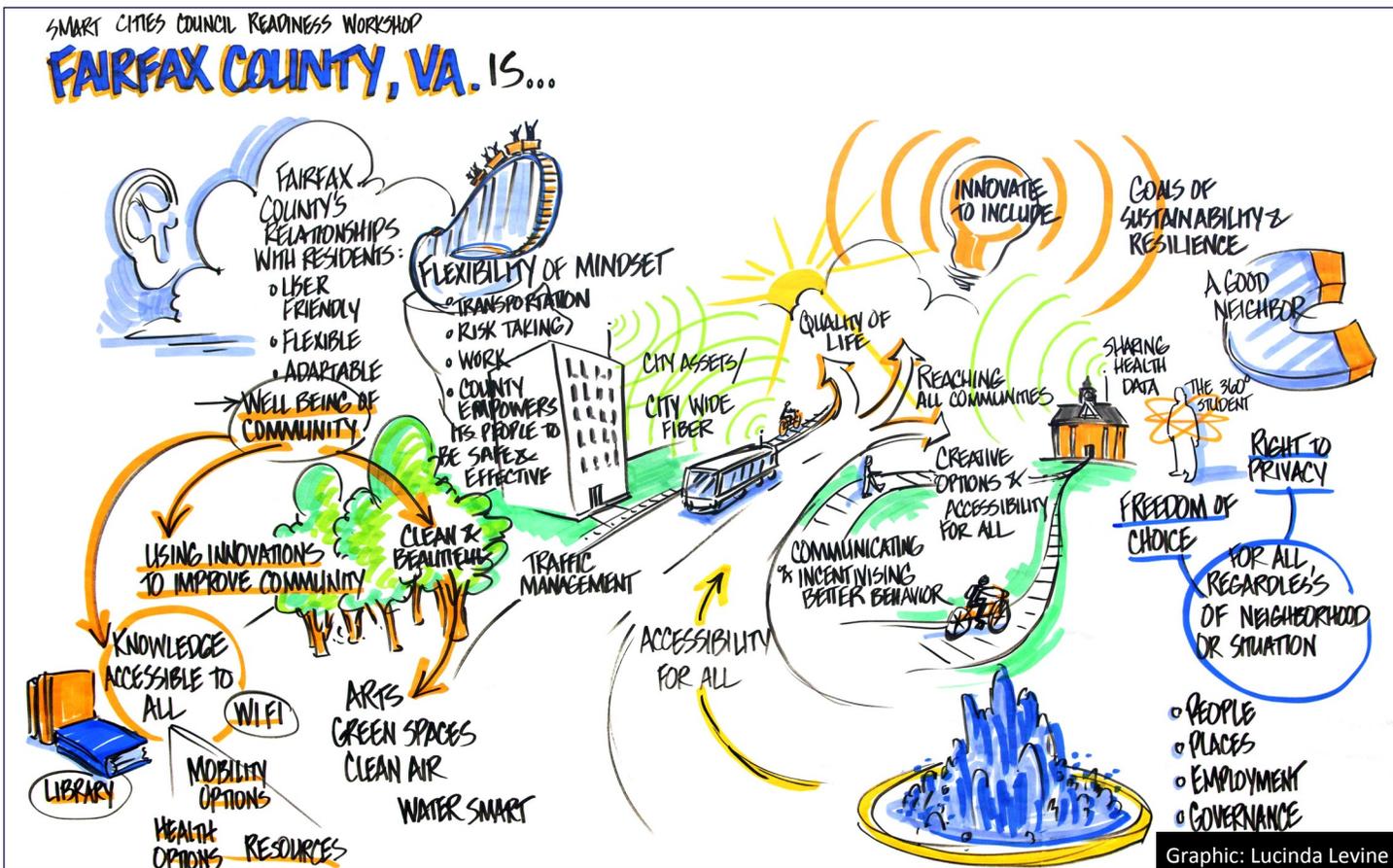
## SMART COMMUNITIES: FAIRFAX COUNTY FURTHERS THE VISION OF THE ESSP THROUGH PILOT PROJECTS, WORKSHOPS, SEMINARS, AND PRESENTATIONS

Fairfax County partnered with the Smart Cities Council to hold a Smart Communities Readiness Workshop in March. The event focused on smart infrastructure, the mobility ecosystem, and health IT/data analytics. The event brought together more than 200 experts from County agencies, public schools, utilities, regional transportation agencies, universities, and nonprofits. The effort aimed to help the County begin drawing a conceptual roadmap to becoming a smart county.

“Now what Fairfax County has already shown is that it’s a winner,” said Philip Bane, managing director of the Smart Cities Council. “It has champions. It has leadership that is interested in making this transformation.”

Deputy County Executive Rob Stalzer presented at the Smart Cities Week Silicon Valley in May, branding Fairfax as a uniquely-positioned leader in Smart Community innovation. The County continues to work closely with the Smart Cities Council on these and other Smart Community efforts.

Below is an infographic developed during the final exercise of March’s Readiness Workshop:



Graphic: Lucinda Levine

In addition, Rob Stalzer and Economic Initiatives Coordinator Eta Nahapetian presented at the Smart Cities Week in Washington in October, furthering the County’s exposure as a leader in the field.

Countywide

For more information:

- [Smart Cities Readiness Workshop Recap](#) | [Video](#) | [Event Website](#)
- [Smart Cities Council Website](#)

# Innovation and Equity

## TOWN OF HERNDON APPROVES SMART CITY STREETLIGHTS PROJECT

The Herndon Town Council has approved a resolution whereby the Town has entered an agreement with Vivacity DC, Inc., to install “smart city” technologies, including centrally-controlled LED lights, free WiFi, and Internet-of-Things (IoT) sensor equipment, in downtown Herndon. The pilot program runs from December 31, 2018 to December 31, 2020.

The pilot project includes the replacement of approximately 10 existing street light poles with LED smart poles, with LED lighting upgrades to approximately 30 additional street lights. These enhancements will enable remote monitoring and management of the lights. Additional elements of the program include a public Wi-Fi network downtown; installment of an electric vehicle charging station; and IoT sensors for other smart city services.



Through the pilot project, Vivacity and the Town will evaluate

- Cost savings of LED lights and centrally-controlled management system;
- Potential reduction in carbon emissions;
- Impact of improved mobile coverage in the downtown;
- Public safety impacts from the lighting and blue button emergency calling feature;
- Data on bicycle and pedestrian flow on the W&OD trail; and
- Cost and usage of the electric vehicle charging station.

Vivacity will design, engineer, construct, and manage the integrated fiber optic cable and wireless network capable to deliver the smart city services. The Town will allow access to infrastructure including existing street lights, conduit, power facilities, and electrical services, as well as required authorization for Vivacity to sell services to third parties.

“We are excited to pilot this program with Vivacity and to explore how these cutting-edge technologies may benefit citizens, businesses, and visitors to our downtown,” said Mayor Lisa C. Merkel. “The metrics developed through this program will provide a baseline upon which we build, as we work toward our vision for Herndon’s downtown.”



Herndon - Dranesville District

For more information, visit the [Town of Herndon's website](#).

## REGION AWARDED GO VIRGINIA GRANT TO IMPLEMENT TECH TALENT PIPELINE INITIATIVE

Fairfax County championed Northern Virginia's GO Virginia application to create a tech talent pipeline and successfully secured \$487,500 in grant funds from the state. The Economic Success Team brought together economic development leaders from eight Northern Virginia jurisdictions, Northern Virginia Community College, George Mason University, Fairfax County Public Schools, the Northern Virginia Technology Council and regional workforce councils. The total project budget is \$975,000. This includes the \$175,000 match from the County and additional matching funds from other local jurisdictions and partners. ... continued on next page...



# Innovation and Equity



VIRGINIA INITIATIVE FOR  
**GROWTH &  
OPPORTUNITY**  
IN EACH REGION

The workforce development project capitalizes on the high demand for data analytics, cyber security, and programming jobs in Northern Virginia.

The Tech Talent Pipeline Initiative will:

- Focus on high school seniors, college students, and career-changers with interest and aptitude in technology jobs, career counselors, veterans, and employers;
  - Develop and communicate clear pathways to high-demand cyber and tech career fields and raise awareness of regional opportunities and strengthen connections to employers;
- Expand participation in education, training, and work-based experiences in these fields; and
  - Increase the number of qualified candidates filling these jobs.

In August, an additional \$1,000,000 in funding was awarded by GO Virginia for a new apprenticeship initiative. This is an industry-driven effort, in partnership with NVTC, that will develop and implement a new apprenticeship program, matching 400 apprentices to employers as an alternative career pathway to traditional two- or four-year degrees. The County is working closely with key, established companies, as well as partners in the innovation ecosystem, to develop apprenticeships.



Countywide

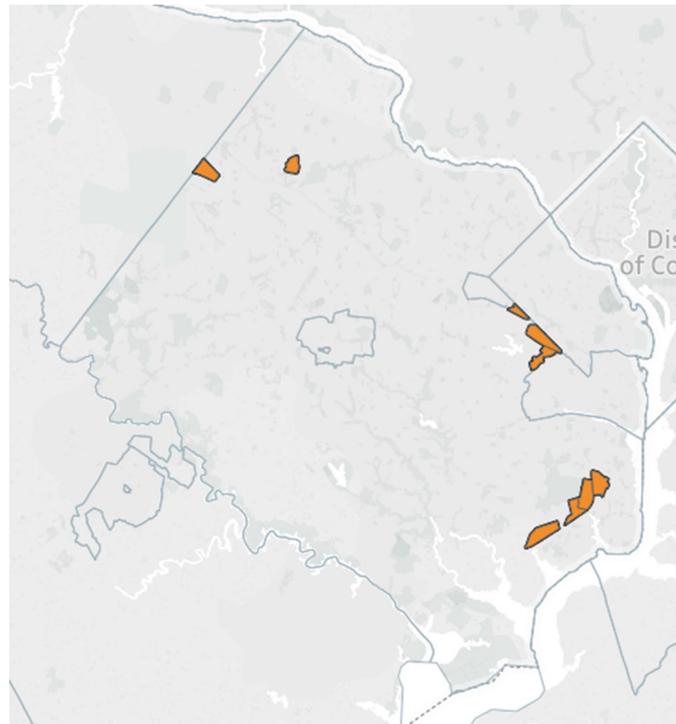
For more information, visit the [GO Virginia website](#). | [Tech Talent Initiative Site](#)

## NINE FEDERAL OPPORTUNITY ZONES ESTABLISHED IN FAIRFAX COUNTY

Opportunity Zones were created in the Federal Tax Code by the Tax Cuts and Jobs Act and are designed to incentivize capital investments in low-income communities nationwide.

The Opportunity Zones program offers tax incentives for investing in designated low-income communities through a qualified Opportunity Fund. All of the underlying incentives relate to the tax treatment of capital gains, and are tied to the longevity of the investor's stake in a qualified Opportunity Fund, providing the most upside to those who make their investment for 10 years or more. Acting upon recommendation by the Board of Supervisors, Governor Northam designated nine Census Tracts in Fairfax County as Opportunity Zones.

Additional information and guidance from the Federal Government will be released this fall about the program and benefits.



Dranesville, Hunter Mill, Lee, Mason, Mt. Vernon Districts

For more information, visit [Virginia's Opportunity Zones website](#). | [Internal Revenue Service](#)

# Innovation and Equity

## ONE FAIRFAX ADOPTED; FAIRFAX'S FIRST CHIEF EQUITY OFFICER APPOINTED

Karla Bruce was appointed Chief Equity Officer in 2018. Bruce is tasked with developing and providing overall management of a strategic framework for advancing racial and social equity in Fairfax County. This will involve shaping and directing policy and practice to create equitable opportunity for all residents.



The One Fairfax policy was adopted by the Board of Supervisors on November 21, 2017 (and by the School Board on November 20). The policy identifies areas of focus for collective action to advance equity.

The policy also articulated the need for meaningful community engagement, training, and tools and metrics to aid in planning and decision-making. Much of Bruce's work will be focused on establishing this organizational infrastructure to support the application of an equity "lens" across all levels of our organization to achieve the outcomes identified in the areas of focus.

Fairfax County Public Schools Superintendent Scott Brabrand appointed Francisco Durán FCPS' Chief Equity Officer in an effort to deepen the district's commitment to equity, academic excellence, and enhanced operational effectiveness. Bruce and Durán work together to strategically bridge the efforts of county government and FCPS with the collective action of residents and broad networks of partners to further One Fairfax's vision.



Countywide

For more information, visit the [One Fairfax website](#). | [FCPS One Fairfax website](#)

## MULTICULTURAL CHAMBER ALLIANCE ANNOUNCES EXPANDED PARTNERSHIP

Three Chambers of Commerce with long histories of commitment to encouraging and sustaining minority-owned businesses in Fairfax County reinforced their collaboration by signing an expanded Memorandum of Understanding in September. The Asian American Chamber of Commerce, Northern Virginia Black Chamber of Commerce, and Virginia Hispanic Chamber created a partnership to be known as the Multicultural Chambers Alliance, committing to the growth and development of diversely-owned businesses in the region.

"The signing of this MOU is historic," said Dr. Gerald Gordon, president and CEO of the FCEDA, which hosted the ceremony. "The collaboration and collegiality ... represents enormous opportunity for members and for the business community at large."

Signing the document (seated below alongside Dr. Gordon) were Cindy Shao, president, Asian American Chamber of Commerce; Corey Holeman, chairman, Northern Virginia Black Chamber of Commerce; and Michel Zajur, president and CEO, Virginia Hispanic Chamber.

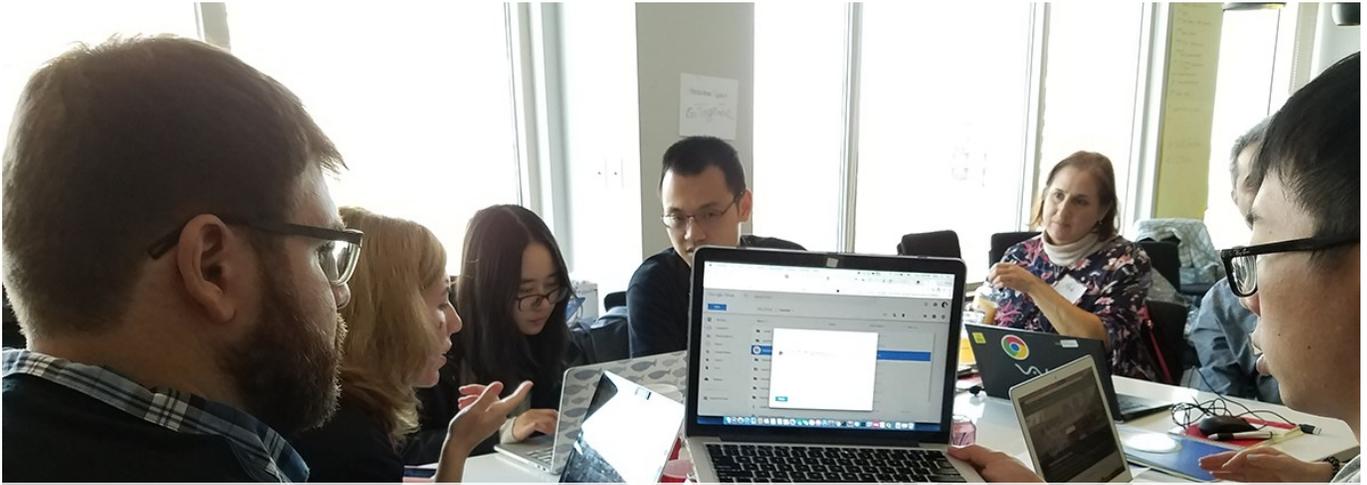


Countywide

FCEDA

For more information, visit the [Fairfax County Economic Development Authority's site](#).

# Innovation and Equity



## #HACKFAIRFAX

Fairfax County's Economic Success Team held a Transportation and Mobility Hackathon in partnership with the Virginia Department of Transportation to code tech solutions for traffic congestion, safety, and mobility. The event brought together software and app developers, data scientists, students, and transportation experts in November, at Refraction, a tech co-working space in Reston. More than 100 people participated in the intense, two-day sprint to write code for apps, programs, and technology to improve traffic tie ups, safety, and mobility.



Reston - Hunter Mill District

From the NewsCenter: [Fairfax County Holds A Hackathon to Code Tech Solutions for Traffic](#)

## MADE IN FAIRFAX INITIATIVE EXPLORES SMALL SCALE PRODUCTION POTENTIAL

To expand economic activity and build vibrant community centers, Fairfax County is exploring the potential of Small Scale Production (SSP) businesses to enhance the vitality of the County's commercial areas. Technological changes and consumer market preferences for locally-made, artisanal, and craft products - from textiles, hardware, woodworking, and metalworking to breweries and local food production - have better enabled small producers to competitively operate in traditionally non-industrial areas, such as retail and commercial centers.



The "Made in Fairfax" Initiative is being led by the Office of Community Revitalization. OCR teamed up with Ilana Preus, President and CEO of Recast City - a national leader in the small-scale production industry. First steps in this initiative entailed research and the development of a countywide inventory of more than 100 SSP businesses, and then in-depth interviews with 30 of these businesses owners whose businesses represent a diverse range of operations and industries. This was followed by a forum held for the public to learn more about this initiative and to share their ideas. Subsequent focus groups of real estate professionals were held to determine compatibility and interest in locating SSP businesses in commercial centers. Finally, a simulation will be conducted of prototype sites and businesses to identify the challenges and opportunities of realizing these types of businesses in commercial areas. A summary report of findings and recommendations is expected by December 2018. The County is also looking to amend its Comprehensive Plan and Zoning Ordinance to accommodate these kinds of businesses in commercial areas.



Countywide

For more information, visit [OCR's website](#) | [Video](#)

# Innovation and Equity

## NOVA CHAMBER OF COMMERCE ANNOUNCES INCUBATOR|ACCELERATOR|ACTUATOR PARTNERSHIP

The Northern Virginia Chamber of Commerce (Northern Virginia Chamber) announced in April the first partners in its new Incubator | Accelerator | Actuator Program - a comprehensive partnership program that will foster collaboration between the broad-based business community and innovative and entrepreneurial organizations in the Greater Washington Metropolitan Area. The first partners in this initiative - the Inova Personalized Health Accelerator and Smart City Works - signed partnership agreements with the Northern Virginia Chamber.



The Incubator | Accelerator | Actuator (I|A|A) Partner Program will pair a select group of the region's leading business Incubators, Accelerators, and Actuators with Chamber Collaboration Councils. The Collaboration Councils will be comprised of representatives from the area's most innovative corporations, government entities, associations, foundations, and others from the industries to which the incubators, accelerators and/or actuators are aligned.

In the year ahead, the partnership will be co-branding and hosting thought leadership and industry day events. Companies participating in these acceleration programs will have the support of the Northern Virginia Chamber and will receive Chamber membership as they develop their products and services, raise capital, and showcase cutting-edge solutions to new and prospective customers.



Tysons - Providence District

For more information, visit the [Northern Virginia Chamber's website](#).

## INOVA CENTER FOR PERSONALIZED HEALTH JOINS FORCES WITH UVA & GMU

The University of Virginia and Inova have agreed to an academic affiliation that includes a research institute and a UVA School of Medicine regional campus. A medical school is anticipated to begin operation in 2021/2022 at the Inova Center for Personalized Health. Entitlement actions are underway. UVA and Inova, along with partner George Mason University, will also recruit investigators to work in collaborative teams on genetics and genomics, bioengineering, systems biology of disease, developmental biology, and computational biology. "Similar to the Research Triangle in North Carolina, the institute can also spur new products and businesses that will improve the health of all Virginians, while greatly benefiting Virginia's economy," said Dr. Richard P. Shannon, UVA's executive vice president for health affairs.



Fairfax - Providence District

For more information, visit the [ICPH Website](#) | [UVA News Release](#) | [Comp Plan Amendment](#)

# Innovation and Equity

## FAIRFAX COUNTY SEEDS TANDEM PRODUCT ACADEMY TO HELP TECH ENTREPRENEURS

Fairfax County's Economic Success Strategic Plan team provided the seed capital to launch a new regional program to help technology companies in the D.C. region grow. Called the Tandem Product Academy, the program will assist tech entrepreneurs in the greater Washington region to scale their product-based businesses.



Reston - Hunter Mill District

From the NewsCenter: [Fairfax County Funds New Regional Program](#) | [Academy Website](#)

## COMMUNITYWIDE HOUSING STRATEGIC PLAN ADOPTED

The Board of Supervisors unanimously adopted the Communitywide Housing Strategic Plan Phase 1 Report which included 25 strategies designed to provide short-term improvements that can be implemented without major policy changes or significant sources of new revenue, furthering the process of creating and preserving more housing options for current and future



County residents. The Board also directed staff to begin work on Phase 2 of the plan, which will include recommendations for longer-term strategies and resource investments to be included as part of the Fiscal Year 2020 budget process. Work is ongoing on implementing the Phase 1 strategies, including for example, the streamlining of the Housing Blueprint project application process which will better facilitate private developers ability to access funding and more efficiently bring such affordable housing projects to market.



Countywide

For more information, view the [Communitywide Housing Strategic Plan site](#).

## CONVERSION OF PUBLIC HOUSING TO RAD

In 2017, the County fully converted its stock of 1,060 federal Public Housing units to the federal Rental Assistance Demonstration (RAD) program. Public Housing is a federal program whereby local housing authorities own and maintain specific affordable housing units, subsidized by federal funding. Conversion of Public Housing units to the RAD program provides a more stable and flexible source of federal funding for those units. Over the years, funding for Public Housing units has steadily declined, making it increasingly difficult for local housing authorities to ensure properties remain in good condition. Fairfax's RAD conversion has opened existing sources of funding to help rehabilitate and preserve those units, ensuring that these safe, affordable housing opportunities remain available to current and future Fairfax residents.



Countywide

For more information, view the [Housing and Community Development website](#).

## WORKFORCE DWELLING UNITS FOR SALE IN RESTON, BUILT AT NO COST TO TAXPAYER



For the very first time in Fairfax County, new Workforce Dwelling Units (WDUs) are being sold in Reston to eligible homebuyers. These units at Sunrise Square were proffered by a private developer, and represent additional affordable housing opportunities for residents at no cost to County taxpayers. The units are integrated into the larger development and offered for sale by the developer at a reduced price. This is the first offering of many planned, and represents a new, innovative way in which the County can leverage partnerships with the private sector to expand the supply of affordable housing options.



Reston - Hunter Mill District

For more information, visit the [Homeownership site](#) | [Video](#)

### **INNOVATIVE BAILEY'S CROSSROADS COMMUNITY SHELTER BREAKS GROUND**

A groundbreaking ceremony was held on April 5 for the Bailey's Crossroads Shelter and Supportive Housing building at 5914 Seminary Road, Falls Church. The new facility will be the County's first in a new generation of modern facilities and an innovative approach for housing our homeless residents and helping them transition into permanent housing. It is scheduled to open in late 2019.



Falls Church, Mason District

For more information, view the [project's webpage](#). | [Video](#) | [Pictures](#)

# Innovation and Equity

## THE WINERY AT BULL RUN TO EXPAND WITH HELP OF STATE AND COUNTY GRANT FUNDS



The Winery at Bull Run will almost double its operations with help from a combined \$200,000 grant from Virginia and Fairfax County. Gov. Ralph Northam announced the news on August 23 at the winery, along with Fairfax County officials and the winery's owners.

The winery will receive a \$100,000 grant from the Governor's Agriculture and Forestry Industries Development Fund and Fairfax County will contribute \$100,000 as a local match.

"Agriculture and agritourism are important economic drivers in Fairfax County that we want to continue to see grow and thrive," said Fairfax County Board of Supervisors Chairman Sharon Bulova. "I am so pleased that The Winery at Bull Run will benefit from this grant by expanding production and adding new jobs in Fairfax County."

"The Commonwealth is home to a vibrant agribusiness economy, with the Virginia wine industry contributing nearly \$1.37 billion dollars to our economy each year. Today's expansion is a clear sign that Virginia's world class wine industry is continuing to grow and succeed," said Northam. "Strong local support for these businesses is essential to maintaining their growth, and I am pleased that we are able to assist with this important expansion."

The expansion will create 10 new, full-time jobs that pay at least \$42,980 and 28 part-time or seasonal jobs that pay at least \$22,880. These jobs include new winemakers, tasting room staff and cellar hands. In addition to the 100 tons of grapes produced by their own estate vineyards, the winery will also purchase an additional 182 tons—or \$436,820 worth—of Virginia grapes over three years.

The county wants to cultivate more agricultural businesses as part of its strategic plan to grow and diversify the economy. Agriculture is a major employer and economic driver. The industry is responsible for 6,021 jobs in Fairfax County, and it produces \$780 million in economic impact, according to a University of Virginia study.

The Virginia Department of Agriculture and Consumer Services worked with Fairfax County, Fairfax County Economic Development Authority, and The Winery at Bull Run on this project.



Centreville - Sully District

From the NewsCenter: [Winery Plans \\$1.7M Expansion](#) | [Governor's Press Release](#)

# Innovation and Equity

## FAIRFAX PARTNERS WITH DOMINION ENERGY TO TRANSITION TO LED STREETLIGHTS

Fairfax County helped to lead the effort to create a new regional agreement with Dominion Energy that lights the way for converting our existing 58,000 streetlights into more energy-efficient LEDs in the coming years. Moving forward, when a streetlight fails, Dominion will replace it with a longer-lasting, more efficient LED streetlight fixture. The county also will be able to convert existing streetlights to the new, more efficient LED technology at a more competitive price point. And, under the new agreement, Dominion will offer a wide array of LED streetlight options to better fit the look and feel of our various neighborhoods and town centers.



Countywide

From the NewsCenter: [Regional Agreement Lights the Way for LED Streetlights](#)



## INOVA SCHAR CANCER INSTITUTE WILL BE FIRST TO OPEN AT NEW ICPH CAMPUS

The Inova Schar Cancer Institute (Inova Schar) will open in spring 2019. Located on the Inova Center for Personalized Health (ICPH) campus, Inova Schar will be a destination where diagnosis, treatment, research, discovery, education, and support services work in unison to provide advanced cancer care for the residents of Fairfax County and Northern Virginia. As part of its personalized health approach, Inova Schar will feature a state-of-the-art Center for Drug Discovery and Development Lab, which already is working on targeted therapeutics. Clinicians also will work alongside genomic and translational researchers as part of Inova's collaboration with the University of Virginia, George Mason University, and the Commonwealth of Virginia. Inova Schar will be the first location in Northern Virginia to offer proton therapy, which better targets cancer cells to reduce harm to healthy tissue. At 330,000 square feet, Inova Schar is a foundational component for the future of the ICPH campus.



Fairfax - Providence District

For more information, visit the [Inova Schar Cancer Institute website](#).



## **ONE MILLION TRIPS AND COUNTING: FREE STUDENT BUS PASS PROGRAM EXPANDING**

On September 17, officials from Fairfax County, Fairfax County Public Schools (FCPS), Washington Metropolitan Area Transit Authority (WMATA), City of Fairfax, and students and staff from Justice High School in Falls Church celebrated the launch of the Justice High School Free Student Bus Pass Metrobus Pilot. This pilot is part of the Fairfax County Free Student Bus Pass Program, a partnership between Fairfax County, City of Fairfax, FCPS and now WMATA, that will enable students at Justice High to ride select Metrobus routes, as well as Fairfax Connector and City of Fairfax CUE buses, for free. Justice was chosen for this pilot as the residential neighborhoods in the Falls Church area are mainly served by Metrobus.

Through the Free Student Bus Pass Program, students in Fairfax County have more transportation options to attend before and after school activities, tutoring, sports, clubs, community service, internships, and employment opportunities. The program provides year-round free access for middle and high school students in Fairfax County to ride Fairfax Connector and City of Fairfax CUE buses, 7 days a week from 5 a.m. until 10 p.m. Since the inception of the program in August 2015, Fairfax County middle and high school students have taken more than one million trips through this program.



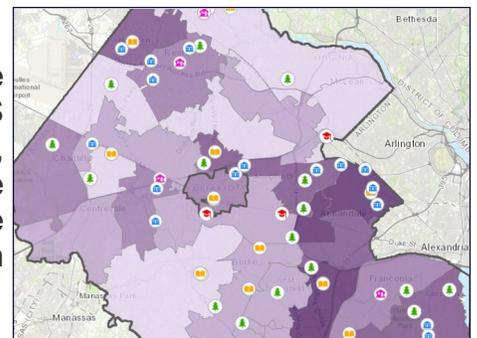
Falls Church - Mason District

*For more information:*

- [Student Bus Pass Program information](#) | [Video](#) | [Photo Gallery](#)

## **STEM VIEWER TOOL WINS GIS AWARD**

The STEM Opportunities for Youth Tool won first place in the GIS Excellence Awards for Best Web Application. The GIS web application displays where science, technology, engineering, and math programs can be found throughout the County. The tool is important in ensuring an equitable distribution of programs, as well as delivering them in communities that are underserved.



Countywide

*For more information, see the [STEM Opportunities for Youth map](#).*

# Innovation and Equity

## INOVA PERSONALIZED HEALTH ACCELERATOR UPDATE

The Inova Personalized Health Accelerator (IPHA) hosts entrepreneur training program for high-potential health tech entrepreneurs who are looking to improve healthcare. The program provides a comprehensive set of skills for entrepreneurs and professionals that wish to transition into the startup health care economy. Now entering its second year, the program has doubled the number of participants and expanded the content of the program and events in response to overwhelming interest from industry leaders and participants. Through a series of sessions led by health technology and venture capital veterans, entrepreneurs gain the knowledge necessary to help them commercialize and grow their ideas as part of the larger effort to catalyze health innovation in Fairfax County.

In June, IPHA hosted a 300-person “Discovery Series” event at ICPH. At the event, IPHA released their first report, “Early-Stage Health Tech Funding Snapshot,” and received nationwide syndication, an important milestone for establishing our region as a national leader in healthcare innovation and investing.



Fairfax, Mason District

For more information, visit the [IPHA website](#).

## FAIRFAX COUNTY ECONOMIC DEVELOPMENT AUTHORITY ANNOUNCES MAJOR COMMITMENTS

Between mid-March and late-June 2018, multiple major corporations announced significant commitments to Fairfax County - decisions that will keep and create jobs in the County for years to come. Working in concert with state and County officials, the Fairfax County Economic Authority (FCEDA) played a large role in each of the following announcements:

### **ARCONIC ANNOUNCES GLOBAL HEADQUARTERS MOVE TO FAIRFAX COUNTY, JOINING NINE OTHER FORTUNE 500S**

Arconic Inc., a Fortune 500 company and a global leader in technology, engineering, and advanced manufacturing, announced in April that it would relocate its global headquarters from New York City to Fairfax County.



Specializing in lightweight metals, Arconic creates breakthrough products that shape industries. The company solves complex engineering challenges to transform the way people fly, drive, build, and power.

“Fairfax County is a world-class location for Arconic’s global headquarters,” said Arconic CEO Chip Blankenship. “We look forward to benefiting from the location’s proximity to customers, talent and transportation hubs.”

“I am delighted to welcome another Fortune 500 company to Fairfax County,” said Gerald L. Gordon, Ph.D., president and CEO of the FCEDA. “Arconic’s decision to relocate its global headquarters to Fairfax County illustrates how the County’s economy is diversifying with new industries and attracting companies that recognize the value that this community offers for businesses and employees.”

### **MICROSTRATEGY RENEWS LEASE, WILL ADD JOBS**

MicroStrategy Inc., a leading worldwide provider of enterprise analytics and mobility software, renewed its headquarters in Tysons and announced plans to invest \$6 million in

# Innovation and Equity

capital improvements on March 12, retaining more than 800 existing jobs and announcing plans for an additional 300 jobs.

“For more than two decades, MicroStrategy has been one of Fairfax County’s most dynamic technology-based employers as a pioneer in the business intelligence (BI) and analytics space, so I am delighted to thank the company for choosing to stay and grow here,” said Gerald L. Gordon, Ph.D., president and CEO of the FCEDA. “MicroStrategy is a prime example of the kind of company that can take advantage of the diversified technology ecosystem we have developed in Fairfax County and the tech-savvy workforce here.”



## FAVOR TECHCONSULTING MOVES INTO NEW HQ

Virginia Governor Ralph Northam was on hand March 28 when management and IT services consulting firm Favor TechConsulting LLC celebrated its move to larger headquarters in Tysons.

“I feel like we’re just getting started,” said FTC founder and CEO Vaseal Montgomery before cutting a ribbon to christen the new offices. She served 30 years in the U.S. Army before retiring as a colonel and starting her company in 2007.



Today, Favor TechConsulting employs nearly 400, about 100 of whom are based out of the company’s Tysons offices. Last year, the company committed to a five-year, \$1.65 million expansion plan that includes hiring up to 1,200 new employees.

FTC moved into its new offices late in December. It has leased roughly 25,000 square feet in the Fairfax Square complex through 2025.



## APPIAN EXPANDS IN TYSONS



A homegrown success story, Appian Corporation announced a move to expand and keep its headquarters in Fairfax County with a \$28.4 million investment.

Governor Ralph Northam was in Tysons April 17 when Appian announced that it will move its operations from Reston to Valo Park. The project will retain 600 existing jobs and create 600 new ones during the next five years.

Founded by CEO Matt Calkins in 1999, Appian has established itself as an industry leader in business process management, case management, and low-code development platforms. Appian enables organizations to rapidly develop powerful and unique applications. The applications created on Appian’s platform help companies drive digital transformation and competitive differentiation. “Fairfax County is a world-class location for a software company,” Calkins said. “We’re pleased to announce our new commitment to Tysons.”

The FCEDA worked with the Virginia Economic Development Partnership to secure the project for Virginia. Governor Northam approved a \$4 million grant from the Commonwealth’s

# Innovation and Equity

Opportunity Fund to assist the County with the project. Funding and services to support the company's employee training activities will be provided through the Virginia Jobs Investment Program.



## ENGINEERING GIANT BECHTEL CHOOSES RESTON FOR CONSOLIDATED GLOBAL HEADQUARTERS

Bechtel one of the world's largest and most respected engineering, construction, and project management companies, announced on June 8 that it will consolidate its global headquarters and move corporate positions from Houston and San Francisco to Reston by the end of 2018.

Bechtel has maintained its operational headquarters in Reston since 2011, but the company has maintained its corporate headquarters in San Francisco almost since its founding in 1898. The consolidation will add about 150 jobs to the company's presence in Reston.

"For more than a decade, Bechtel's corporate leadership has been distributed across Houston, Reston, and San Francisco," said Jack Futcher, Bechtel's chief operating officer. "Consolidating the corporate leadership and operations in Reston will enable the company to thrive in the current fast-paced business environment - one that demands faster and seamless decision-making, integration, and collaboration."



## RE:COGNITION HEALTH TO CONDUCT ALZHEIMER'S AND DEMENTIA RESEARCH IN NEW FAIRFAX CLINIC

Re:Cognition Health, a pioneering brain and mind clinic based in the United Kingdom, announced on June 21 that it would expand its international clinical trial services to the United States, with its first clinic located in Fairfax County. The announcement took place during the SelectUSA Summit at National Harbor.



Re:Cognition Health will focus on Alzheimer's Disease and dementia-related services. Dr. James Bicksel, a neurologist who also sits on the board of directors for the Alzheimer's Association and is the medical director of the Inova Memory Center, is leading the clinical trial team.

"Opening a new Fairfax County-based location to conduct clinical studies for Alzheimer's and dementia is a very positive step for the future in fighting these diseases," Bicksel said. "Our Virginia patients will have the opportunity to be involved in clinical trials of the next generation of emerging medications while also receiving outstanding medical care by a team of cognitive experts."

"We are honored that Re:Cognition Health chose Fairfax County for its first U.S. clinic and delighted to add this company to the growing health-science industry sector in Fairfax County," said Gerald L. Gordon. "Re:Cognition Health will find an excellent workforce and many possible partners here, while residents of Fairfax County and the Washington area will have access to more clinical and treatment options because the company is here."

*For more information, visit the [Fairfax County Economic Development Authority's site](http://Fairfax County Economic Development Authority's site).*

# Places and Infrastructure

## THE FUTURE OF RICHMOND HIGHWAY



Following two years of intense effort, on March 20 the Board of Supervisors approved a sweeping new land-use plan that supports walking, biking, and a bus rapid transit system on Richmond Highway.

Called Embark Richmond Highway, the update to the corridor's land-use plan is the first step needed to build a future bus rapid transit, or BRT, system. The future bus rapid transit system will run primarily in the median from the Huntington Metro Station to Fort Belvoir. Eventually it will extend to the county border at the Occoquan River. Buses are expected to run every six to 10 minutes between the nine BRT stations planned along the corridor. The revised land-use plan also calls for concentrating more mixed-use development, especially residential, within a half mile around the nine BRT stations.

First, VDOT will widen Richmond Highway in order to accommodate the new dedicated BRT lanes in between the travel lanes. Construction will begin in 2023.

In June, the NVTA approved \$127M toward the widening and \$260M toward the BRT project, providing critically needed state monies for the projects.

### How Will Bus Rapid Transit Work?

The system is planned to extend along Richmond Highway and North Kings Highway from Fort Belvoir to the Huntington Metrorail Station. Phase I of the project extends 0.7 miles along North Kings Highway from the Huntington Metrorail Station to Richmond Highway, and along Richmond Highway for 2.4 miles to Hybla Valley. Phase II extends 5.5 miles from Hybla Valley to Fort Belvoir. It is currently anticipated that the environmental analyses and preliminary design will be completed by the end of 2019.



# Places and Infrastructure

## Residential Development and Park Space

Overall, the plan calls for concentrating more mixed-use development, especially residential, within a half mile around the nine BRT stations. It also imagines new ways to get around, providing continuous walking and bike paths along the corridor in addition to the bus system.

While the total amount of new development isn't significantly more than the previous land-use plan, the new plan calls for more residential development. In total, it foresees a maximum of 18,000 housing units and 8.5 million square feet in nonresidential development.

New, interconnected park spaces are also planned along the corridor. The parks will be strategically located at each of the BRT stations and distributed throughout the station areas, providing places for people to enjoy the outdoors and learn more about the area's history.

The plan also features two new, innovative concepts for open space called livability and ecological spines. These spines are continuous park spaces that are integrated with streets and buildings.

Livability spines act as alternative main streets to Richmond Highway, creating destinations for shopping, recreation and gathering outdoors. These spines integrate local streets with pedestrian and bike paths, linear parks, plazas, retail, and restaurants.

Ecological spines highlight the streams that were diverted into channels or underground tunnels before modern environmental regulations. Many of these currently hidden streams will be "daylighted," incorporating them into the street design. These spines could offer boardwalks, seating, gathering areas, trails, fitness equipment, and other recreation spaces, as well as help make connections to existing residential neighborhoods.

## Community Business Centers

The Richmond Highway corridor is home to six community business centers planned for future development. The plan concentrates most of the future growth into four of these centers: Penn Daw, Beacon/Groveton, Hybla Valley/Gum Springs and Woodlawn. Densest development will be focused in Beacon/Groveton and Hybla Valley, future Metrorail sites.

Today, the four centers are dominated by suburban retail and strip malls. Under the plan, they would be transformed into places with distinct characters and identities. For more on these neighborhoods, see the press release below.



Hybla Valley Rendering



Beacon Groveton Rendering



Lee and Mt. Vernon Districts

For more information:

◇ [New BRT System](#) | [Video](#) | [Plan Approved](#) | [Videos](#) | [DPZ page](#) | [VDOT Project page](#)

# Places and Infrastructure

## COUNTY WINS PRESTIGIOUS PLANNING AWARD FOR EMBARK

Fairfax County's Embark Richmond Highway planning effort won the 2018 Commonwealth Plan of the Year Award from the American Planning Association's Virginia Chapter.

The Embark Richmond Highway Comprehensive Plan involved multiple county agencies and community representatives, including the Department of Planning and Zoning, Department of Transportation, Office of Community Revitalization, Park Authority, and a 13-member community advisory group.

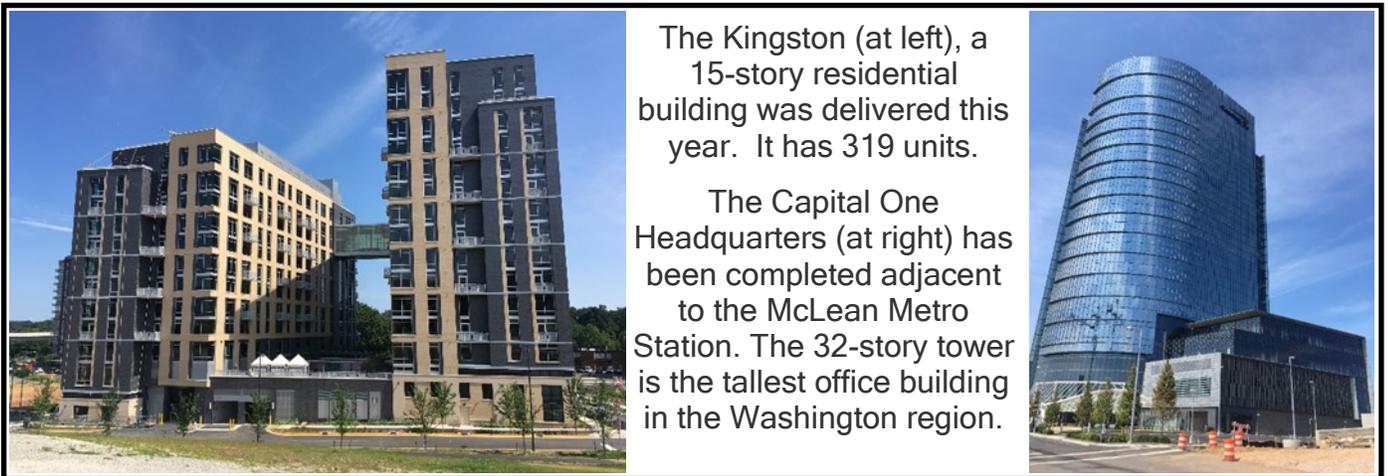
The Commonwealth Plan of the Year Award honors the best planning document of the year. Award-winning plans must show that they include outstanding planning processes, vision, implementation strategies, and innovative approaches.

## TRANSFORMING TYSONS; TALLEST OFFICE BUILDING IN THE REGION COMPLETED

In the 12 months since the 2016-2017 Tysons Progress Report has been released, significant milestones have been met. Private construction continues; two major buildings have been delivered this year and ten are currently under construction.

A summary of significant activities are provided in the 2017-2018 Tysons Progress Report.

Some highlights include:



1.3M square feet delivered since 2017



2.6M square feet under construction (10 buildings)



836K square feet approved by site plan, unbuilt



Tysons - Providence, Hunter Mill, Dranesville Districts

For more information, visit the [Tysons page](#) / View the [Tysons Annual Report](#)  
From the NewsCenter: [See all Tysons stories](#)

# Places and Infrastructure

## Tysons Progress Overall



### Tysons Area Metrorail Station Access Improvement Projects (TMSAMS)

- \* 26 completed (total), 9 since 2017
- \* 6 under construction
- \* 6 in design
- \* 1 in land acquisition

### Jones Branch Connector

- \* Major east-west connection within Tysons, connecting Route 123 with Jones Branch Drive via a new I-495 crossing
- \* Will accommodate vehicles, bicycles, pedestrians and transit
- \* At least one lane in each direction is expected to be open by late 2018, with project completion expected in November 2019

### Route 7 Bridge Over Dulles Toll Road

- \* Completed in May
- \* Improves access to Tysons from the west
- \* Shared-used path included on both sides
- \* Bridge widened from 4 to 6 lanes



2 athletic fields built,  
6.9 additional proffered



99.3 acres of publicly-owned park space,  
4.8 acres privately-owned



12 proffered public facilities



# Places and Infrastructure

## PLACEMAKING EFFORTS THROUGHOUT THE COUNTY

Demand for new developments continues throughout the County's activity centers and transit station areas, creating new places where people want to be.

Among the major land uses cases the Board of Supervisors approved in last twelve months:

- [Embark Richmond Highway](#)
- [MITRE Campus Expansion](#)
- [Reston Crescent](#)
- [Reston Gateway](#)
- [Reston Station Promenade](#)
- [Scotts Run South](#)
- [The Boro](#)



Countywide

For more information, visit the [Fairfax County NewsCenter](#).

## FAIRFAX'S WALKABLE COMMUNITIES CONTRIBUTE TO WASHINGTON REGION'S RANKING AS THE SECOND MOST WALKABLE METRO AREA IN THE NATION



The Washington, D.C. region ranks as the second most walkable metropolitan region in the nation, behind New York City. Tysons and Reston Town Center contribute to making our region a walkable place. This finding comes from research by the Center for Real Estate and Urban Analysis of the George Washington University School of Business.

The research also says places like Merrifield in Fairfax County are burgeoning "WalkUPs," or walkable urban places. They are characterized as dense, mixed use areas that are accessible by foot, bike, bus, rail, and cars; and the university's research finds that walkable, mixed use development produces large economic and social benefits compared to drivable suburban development.

The research on WalkUPs highlights why the County is encouraging pedestrian-friendly, urban development as part of its Economic Success Strategic Plan.



Countywide

From the NewsCenter: [DC Region Ranks #2 Most Walkable Metro Area](#)

## SILVER LINE PHASE TWO 85% COMPLETE; ON TRACK FOR 2020 OPENING

Phase Two of Metro's Silver Line is now 85% complete. Service at Reston Town Center, Herndon-Monroe, and Innovation Center will open in 2020. New roadway, sidewalk, bike, and trail connections are being implemented near all Silver Line stations.



Silver Line

For more information, visit the [FCDOT Website](#).

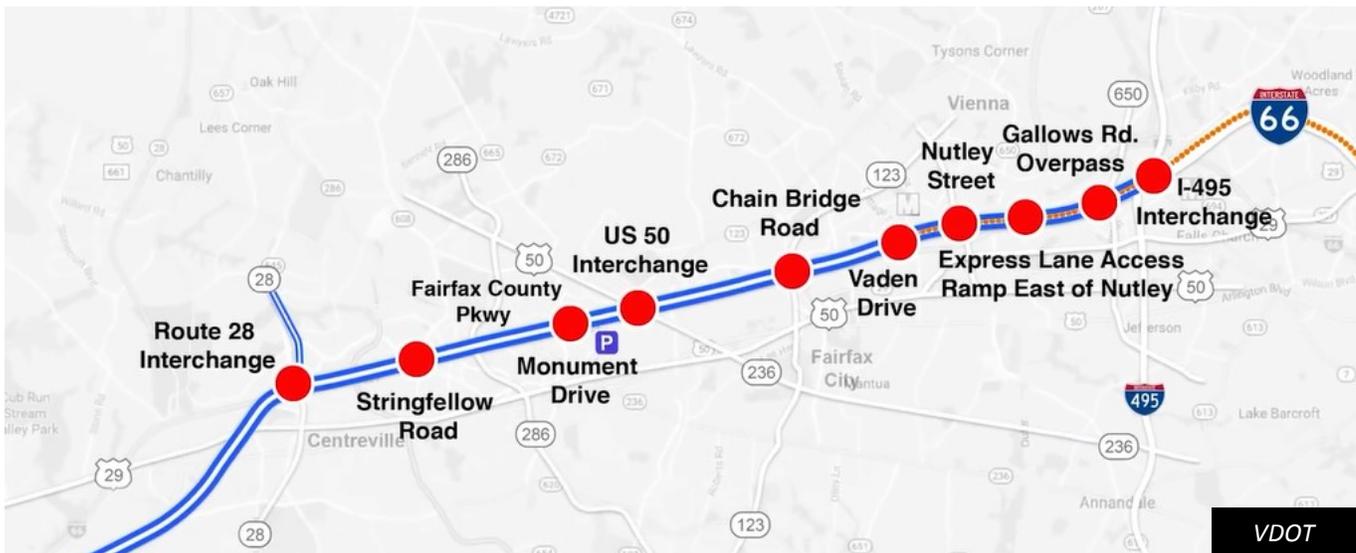
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# Places and Infrastructure

## TRANSFORMING INTERSTATE 66

The Transform 66 Outside the Beltway project is ramping up throughout the I-66 corridor in Fairfax County. When completed, it will yield new express lanes, park and ride lots, improved interchanges, and bridges, as well as new bike/pedestrian trails. Specifically the project to be constructed by the Virginia Department of Transportation in coordination with the Virginia Department of Rail and Public Transportation, will include:

- ◆ 22.5 miles of new Express Lanes alongside three regular lanes on I-66 in each direction from I-495 to Gainesville.
- ◆ New and improved bus service and transit routes.
- ◆ New and expanded park and ride lots providing convenient access to the Express Lanes and more than 4,000 new park and ride spaces.
- ◆ Interchange improvements to enhance safety and reduce congestion, including auxiliary lanes between interchanges, where needed.
- ◆ 11 miles of new bike and pedestrian trails, including shared-use trails along I-66 that integrate with local trails and new crossings of I-66 to improve and expand bicycle and pedestrian routes.



High Occupancy Tolling (HOT) was introduced inside the Beltway in late 2017, allowing carpoolers to continue to ride for free and creating a new option for those who choose to pay a dynamic toll. As part of VDOT's Transform 66 Inside the Beltway project, an additional lane will be added to relieve the bottleneck between the Dulles Connector Road and Ballston. I-66 eastbound will also get a new access ramp to the West Falls Church Metrorail station, improving access to the station and safety on Route 7.

Toll revenue is already being reinvested in the corridor and is funding transportation alternatives such as new Capital Bikeshare stations, new commuter parking facilities, and new bus routes. The Fairfax Connector's Route 699 provides express service from the Fairfax County Government Center to Foggy Bottom and has a daily ridership of over 500. A new route providing express service to the Pentagon is anticipated to begin in the winter, and is also funded by toll revenue reinvestment.



I-66 Corridor

For more information, visit [VDOT's Transform I-66 website](https://www.vdot.com/transform-66). | [Video](#)

# Places and Infrastructure



## **BIKE NETWORK CONTINUES TO EXPAND**

In addition to new bike lanes and bridges to be provided by the Transform 66 project, people riding their bikes and walking to work, school, and around their neighborhood for recreation and fitness now have more options thanks to the Virginia Department of Transportation (VDOT) 2018 paving program. The 2018 efforts will result in new bike infrastructure on more than 30 miles of roads.

FCDOT staff works throughout the year with VDOT to identify, design, and implement bike projects on roads that were already included in the repaving plan. Improvements include shifting or narrowing lanes to accommodate bike lanes; placing shared-lane markings, known as “sharrows,” on the road to help increase awareness of cyclist activity; and “road diets,” which reduce travel lanes to help reduce speeding and increase safety. FCDOT, in partnership with VDOT, hosts community meetings and gathers public feedback on projects throughout the winter and spring prior to construction.

Fairfax County currently has over 400 miles of bike facilities, including bike lanes, shared-use paths and trails.

Supervisor Storck is poised to host his third annual Tour de Mount Vernon on October 27. Riders will have the option of the full 35-mile route or opting for the lighter 17-mile ride.



Countywide

For more information, visit the [DOT Paving and Restriping Program site](#) | [Bike Fairfax Map](#)

## **GENERAL ASSEMBLY, REGION APPROVE DEDICATED FUNDING FOR METRO**

During the 2018 Session, the Virginia General Assembly approved funding mechanisms that provide \$154 million annually for the Washington Metropolitan Area Transit Authority (WMATA)’s on-going “state of good repair” capital needs. This funding is being matched by contributions from the District of Columbia and the State of Maryland to provide a total of \$500 million per year to address overdue capital needs, particularly of the Metrorail system. The additional funding was the top transportation goal for the region this year. The funding legislation also included provisions to cap WMATA’s annually subsidy increases for Virginia jurisdiction at three percent per year and reduced the size of the Metro Board from 16 to eight. These and other reforms are intended to improve WMATA’s operations and limit future subsidy growth. The legislation also directed the Northern Virginia Transportation Commission to monitor WMATA’s performance and provide regular reports to the General Assembly.



Countywide

For more information, visit the [Fairfax County DOT website](#).



# Places and Infrastructure

## DOZENS OF MAJOR PARTNERSHIP PROJECTS UNDERWAY THROUGHOUT THE COUNTY

The County continues to attract and leverage partnership opportunities with public and private partners to construct and improve County infrastructure and facilities. Partnership projects are chosen by their ability to deliver improvements to public services, build community, and/or create value for County residents. Each of these aspects are important elements of facilitating our future economic success.

There are currently more than 30 projects in various stages of development or implementation. Key projects underway are:

- ◆ [The Fallstead at Lewinsville Center](#)
- ◆ [Original Mount Vernon High School Reuse](#)
- ◆ [The Residences at North Hill](#)
- ◆ [One University Redevelopment](#)
- ◆ [Massey Complex Master Plan Project](#)
- ◆ And multiple public-public partnership feasibility studies with the Town of Vienna, Town of Herndon, and City of Fairfax.



Countywide

For more information, see the [Capital Improvement Program](#).

## OFFICE OF COMMUNITY REVITALIZATION HOSTS DEMONSTRATION PARK IN DOWNTOWN ANNANDALE

On June 3, OCR, the Fairfax County Park Authority (FCPA), and community partners hosted a “Demonstration Park” at the Annandale Volunteer Fire Department (AVFD). At the event, participants shared their ideas on how to design and program a proposed innovative park space in downtown Annandale at a property owned by the County, located at 7200 Columbia Pike. Participants could provide their ideas at four community input stations and described the types of activities they would like to experience in the park.



Participants expressed the desire that any park space and programming take into consideration pedestrian and personal safety, car traffic, potential impacts to on-site parking and off-site parking or special event programming, ensuring enough activities are offered and marketed, and creating awareness within the community of the park and its activities.

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Utilizing the input provided, two design concepts for the park/civic space were created at a workshop of community stakeholders, county representatives, and professional design volunteers. Workshop participants encouraged coordination and integration of the park with the ACCA CDC also located on the property. These two concepts will be presented for further community input at a second “Demonstration Park” planned to coincide with the 4th Annual “Taste of Annandale” event on October 13. Following this event, OCR and the FCPA will assess community preferences and work to refine and finalize the design by the end of 2018.



Annandale - Mason District

For more information, visit the [OCR Annandale Park project site](#) | [Video](#)

# Places and Infrastructure

## COUNTY INVESTS \$1.2 MILLION IN DOWNTOWN HERNDON'S ECONOMIC DEVELOPMENT PROJECT

Fairfax County will invest \$1.2 million in an economic development project for downtown Herndon, the largest investment to date from the Economic Development Support Fund.

The project will involve creating a town center with an 18,000 square foot arts center as the centerpiece. It will include three buildings and 281 apartments, 17,600 square feet of ground floor retail, and a 761-space parking garage.

"I am pleased that funding from the County's Economic Development Support Fund will help make the Herndon Arts Center a reality," said Dranesville District Supervisor John Foust, who chairs the Fairfax County Economic Advisory Commission "Activities around the arts create thousands of jobs and hundreds of millions of dollars in economic activity in Fairfax County. The Herndon Arts Center will also contribute to the success of a redevelopment project that will significantly increase the tax base of the town and the county. Projects like the Herndon Arts Center also contribute to the county's economic success by creating a community that will attract a 21st century workforce."

County officials hope to recoup the funds in the first two years following the project's completion. They argue that the project will pay for itself and then some over the long term.

"Allocation of this grant funding to the town is a tangible, impactful demonstration of Fairfax County's commitment to economic development in Herndon," said Mayor Lisa Merkel in the statement. "Redevelopment of Herndon's downtown creates a new and exciting destination at the county's western edge, and we greatly appreciate the spirit of partnership symbolized by this grant."



Herndon - Dranesville District

For the latest information, visit the [Town of Herndon's project page](#).

## THE ST. JAMES OPENS IN SPRINGFIELD

Roughly one year since its groundbreaking, The St. James—expecting to become known as the premier sports, wellness and active entertainment destination in the Washington area—opened its doors on September 15 near the Mixing Bowl in Springfield. The St. James is 450,000 square feet and is more than just sports and fitness, say co-founders and co-CEOs Kendrick Ashton and Craig Dixon.



The complex can provide programming space for more than 30 sports and activities with facilities that include a FIFA-size fieldhouse for soccer, lacrosse, football, and rugby, two NHL-size ice rinks, an Olympic-competition regulation pool, six batting cages, seven golf simulators, eight squash courts, plus a family-friendly water park, active entertainment center, and lifestyle amenities such as a full-service restaurant, health spa and luxurious locker rooms.



Springfield - Mason District

For the full story, see the [Fairfax County EDA's E-Bird Extra](#). | [Video](#)

# Places and Infrastructure

## REPAIRING ROADS WITH YOUR RECYCLING? INNOVATIVE TECHNIQUE TESTED IN LORTON

Matrix Materials, the County, and VDOT have partnered to test the viability of using a mix of recycled materials to repair failing roads. Matrix Materials will use proprietary technology to utilize materials diverted from the local landfall as construction materials, with huge cost-saving potential. An ash/crushed glass mix and an ash/recycled concrete mixture are being tested. Matrix Materials has successfully constructed roads, railways, airport aprons, and bike paths in Australia and is doing its first pilot on a 200-yard roadway at the landfill complex.



Lorton - Mt. Vernon District

From the NewsCenter: [Smart Cities Project Tests Recycled Materials for Use in Road Repairs](#)

## COUNTY INFRASTRUCTURE PROJECTS WIN PROJECT OF THE YEAR HONORS

The Mid-Atlantic Chapter of the American Public Works Association (APWA) recognized six Fairfax County Department of Public Works and Environmental Services projects during an awards ceremony at the chapter's 60th Annual Conference and Equipment Show on May 1-4, in Fredericksburg, Va. The annual awards celebrate the best infrastructure projects constructed in Virginia, Maryland, and Washington, D.C. Some projects will compete in APWA's national awards program.

Projects are judged in the following categories: structures, transportation, environment, historical restoration/preservation, and disaster or emergency construction/repair. Each category includes divisions based on project cost (less than \$5M, \$5M-\$25M, \$25M-\$75M, and more than \$75M).

### Fairfax County's Winning Projects:

- \* Herndon Fire Station
- \* Public Safety Headquarters
- \* Reston Police Station and Governmental Center
- \* Difficult Run Force Main Rehabilitation
- \* Potomac Avenue Emergency Sewer Replacement
- \* Accotink and Little Hunting Creek Sanitary Force Main Rehab



Herndon Fire Station



Public Safety HQ

The six projects were successful due to the department's commitment to sound project management practices, which include quality design and construction, schedule management, budget, and construction safety. These practices may seem self-evident, but successfully delivering projects in an urbanizing environment means addressing many challenges.

The U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) guidelines were an integral consideration in the design and construction of the building projects. The Fairfax County Board of Supervisors requires all county building projects to achieve a minimum of silver certification. The Herndon Fire Station achieved LEED® Gold certification!



Countywide

From the NewsCenter: [Fairfax County Infrastructure Projects Win Honors](#)

# Places and Infrastructure

## COMMERCIAL REVITALIZATION DISTRICT MAINTENANCE PROGRAM

Fairfax County has five designated commercial revitalization districts (CRDs) intended to create vibrancy, economic development and community engagement through unique landscaping and custom infrastructure. In a collaborative partnership between staff, CRD interest groups, and the business community; significant efforts were made in the last year to improve and enhance the development and maintenance of the county's CRDs. Efforts included routine street sweeping and street light inspections, design and implementation of capital re-investment projects, such as sidewalk and bus stops, and an inventory of infrastructure assets contained in each CRD to facilitate data-driven decision making and strategic planning.



Countywide

For more information, see the [April presentation to the Board's Revitalization Committee](#).

## WORKHOUSE ARTS CENTER CELEBRATES 10 YEARS; NEW AMENITIES COMING TO SITE

The Workhouse Arts Center in Mount Vernon continues its transformation from a historically significant prison site into a vibrant place offering a variety of arts and cultural experiences to the community. In September 2018 the Workhouse Arts Center celebrated its 10th anniversary by offering a week of free and low-cost activities to the community including classes, exhibitions, films, presentations, special tours and community participation in painting a mural project. The site supports more than 100 professional and emerging artists. The adaptive reuse of the historic structures is establishing the site as a growing venue for musical, dramatic and comedic performances.

Fairfax County and the Workhouse Arts Foundation have recently committed a collaborative partnership to accelerate the place-making potential of the site by strategically planning to introduce a mix of supportive on-site amenities such as food, beverage, recreation and other entertainment uses that complement and expand upon the existing arts and historical identity of the campus.



Lorton - Mt. Vernon District

For more information, visit the [OCR Annandale Park project site](#) | [Video](#)

## SPRINGFIELD BRANDING PROJECT MOVES FORWARD

In the past year the County engaged a branding and digital marketing firm to develop a new logo and tag line for the Springfield area (at right) that builds upon the local character and modern aesthetic of the community. That work laid the foundation for the current initiative to develop a graphic identity system to brand the Springfield area in a manner that is adaptable to a variety of circumstances, including gateway signs and banners at entrance points into the commercial center, as well as other street fixtures that will display the new logo, to strengthen the connection and identity of Springfield with both residents and visitors.



# Springfield

VIBRANT • INNOVATIVE • CONNECTED

As part of this initiative, a signature gateway sign will be erected on the pedestrian bridge of the planned commuter parking garage that is coming to downtown Springfield at 7033 Old Keene Mill Road. The 200-foot-long pedestrian bridge over Old Keene Mill Road will connect the

# Places and Infrastructure

garage to Springfield Plaza and nearby bus stops, and display the new logo. While installation of the gateway signs and banners is expected in 2019, the signature gateway sign for the pedestrian bridge will be erected with the completion of the garage, scheduled for early 2022.



Springfield - Lee District

For more information, visit the [Office of Community Revitalization's website](#).



## ORIGINAL MOUNT VERNON HIGH SCHOOL MASTER PLANNING UNDERWAY

Fairfax County is creating a master development plan for the combined property at the Original Mount Vernon High School campus located at 8333 Richmond Highway and the Fairfax County Park Authority's George Washington Recreation Center and Park located at 8426 Old Mount Vernon Road.

### **The Vision: An Innovative Community Campus**

In collaboration with the community, Fairfax County, and the Park Authority, the Alexander Company and Elm Street Development will create a master plan which will recommend steps to transform the 42-acre school campus and park site. Efforts will include adapting the historic structures into multigenerational, vibrant community spaces for use by a mix of public, private, residential, educational, recreational, and non-profit uses.

This strategic location along Richmond Highway is next to one of nine potential bus rapid transit stations that will run along the highway from Huntington Metro Station to Fort Belvoir.



Alexandria - Mt. Vernon District

For more information, visit the [Original Mt. Vernon High School project page](#).

# Places and Infrastructure

## LINCOLNIA: NEWLY DESIGNATED COMMUNITY BUSINESS CENTER AND COMMERCIAL REVITALIZATION AREA



On March 6, the Board approved Comprehensive Plan amendment 2013-I-L1 (B) that designated a new Community Business Center (CBC) within the Lincolnia Planning District. The CBC consists of a 169-acre area generally centered on the intersection of Beauregard Street and Little River Turnpike (Route 236). The Plan amendment simultaneously designated the CBC as a Commercial Revitalization Area (CRA), providing new regulatory incentives. The CBC is envisioned as a vibrant and diverse focal point for the larger community, providing a variety of neighborhood commercial and retail services. During the next phase of the Lincolnia Planning District Study, the community task force will continue to work with staff in redeveloping detailed analysis for land use and transportation recommendations within the newly designated CBC.

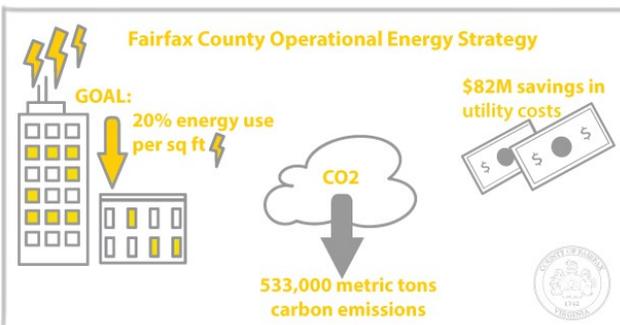


Lincolnia - Mason District

For more information, view the [OCR Revitalization Activity Update](#).

## NEW POLICY ADOPTED TO SLASH COUNTY'S ENERGY USE, SAVING MILLIONS OF DOLLARS

The Board of Supervisors adopted an ambitious strategy to cut its energy use in its buildings, vehicles, and operations. The plan sets specific goals and targets for reducing energy use, with the aim of lowering utility bills while also reducing greenhouse gas emissions. The strategy addresses 10 distinct focus areas, ranging from energy use and efficiency to reporting and collaboration.



The new energy strategy supports the County's overall Environmental Vision, as well as the county's Cool Counties commitment and regional climate change goals. It will also reduce the County's operational carbon emissions by two percent per year for 10 years, making a proportional contribution to regional climate change goals and making our area economically

# Places and Infrastructure

competitive for new businesses seeking an environmentally conscious jurisdiction.

While the strategy carries an approximately \$47 million price tag over 10 years, its energy saving measures are expected to generate utility savings of more than \$82 million during this time.



Countywide

For more information, view the [Environmental Vision](#) | [Cool Counties Initiative](#) | [Press Release](#)

## CONVERTING EMPTY OFFICE BUILDINGS INTO NEW USES

As we continues to grapple with vacant office space, the Board approved changes to our land use plan to more easily allow these vacant buildings to be turned into other uses, such as apartments, schools, co-working spaces or food incubators. The Board of Supervisors signed off on the change during its December 5 meeting.

The action allows these offices to be turned into other uses without requiring a site-specific change to the land use plan. To be eligible, buildings must be in areas planned for mixed use or industrial development and they need to meet specific guidelines to ensure the new uses are harmonious with the surrounding development.

Most buildings proposed to be repurposed will need rezoning approval by the board. This process incorporates opportunities for community input, including public hearings. County officials also retain the right to require a reuse project to go through a site-specific land use change. The new land use policy follows recommendations of a workgroup that studied how older, empty offices can be repurposed.



Countywide

For more, view the [Office Repositioning and Repurposing Report](#) | [Press Release](#) | [Video](#)

## LOCALLY POURED: NEW BREWERY FIELD GUIDE HIGHLIGHTS COUNTY'S CRAFT BEERS

Visit Fairfax has partnered with the seven independent craft breweries in the county to create “Locally Poured”, a new guide which showcases Fairfax County’s burgeoning craft beer scene and cross-promote the individual breweries to residents and visitors. Fairfax County is encouraging craft brewing because it’s growing into a big business in Virginia and it will help to diversify our economy.

The passport-like guide encourages visitors to take a “Tour de Pour” around the county by visiting each unique brewery and marking the occasion by getting the Field Guide stamped. The guide also features a brewer-chosen “Must Try” and leaves room for Tasting Notes. The seven breweries included are Aslin Beer Company (Herndon), Caboose Brewing Co. (Vienna + Merrifield), Fair Winds Brewing Company (Lorton), Forge Brew Works (Lorton), Lake Anne Brew House (Reston), Mustang Sally Brewing Company (Chantilly), and Ono Brewing Company (Chantilly).



Countywide

For more information, go to [Visit Fairfax's website](#) | [Press Release](#) | [Video](#)

## ECONOMIC DEVELOPMENT SUPPORT FUND UPDATE

Fairfax County established the Economic Development Support Fund (EDSF) in 2017. The fund is designed to invest one-time, seed money into projects that will provide economic benefits to Fairfax County. Unlike traditional economic incentives offered by some governments, the EDSF directs investments into three kinds of projects: capital development projects, purchasing real estate, and programming support for economic development activities identified in the Economic Success Strategic Plan.

Economic Development Support Fund project review and awards underway

- ◆ To date, \$1,900,000 has been authorized and appropriated for six projects:
  - ◆ Community revitalization pilot projects in Annandale (*page 27*)
  - ◆ Downtown Herndon redevelopment (*page 28*)
  - ◆ Economic Success Strategic Plan programming implementation (*page 12*)
  - ◆ Go Virginia's Tech Talent Pipeline grant match (*pages 7-8*)
  - ◆ Springfield Gateway branding projects (*page 30*)
  - ◆ The Winery at Bull Run AFID grant match (*page 14*)
- ◆ An additional \$400,000 is encumbered for future projects (AFID Grants)
- ◆ Ten additional nominations currently under review

Guidelines and procedures will be developed in 2019 for the Economic Opportunity Reserve, and this reserve is expected to receive funding beginning 2019.



Countywide

*For more information and materials, visit the [Economic Development Support Fund site](#).*

## PLUS PROJECT'S DESIGN PHASE UNDERWAY

Each year, Fairfax County processes upwards of 60,000 development-related permits and conducts over 220,000 field inspections. These numbers represent just part of the immense workload that about twenty different aging, disparate legacy software applications (FIDO, PAWS, ZAPS, etc) currently process. The county is developing a new system, known as PLUS (Planning and Land Use System), that will ultimately form the backbone of service delivery for Fairfax County's planning and development services.



PLUS is modeled on best practices from around the country and will unify siloed processes into a one-stop-shop customer service portal for industry partners and citizen constituents. The system will offer customers real-time status updates and more transparency about their permit applications and transactions. Meaningful metrics and flexible reporting will allow the county to measure performance with greater accuracy and speed. In addition, GIS and electronic plan review integration and modernized mobility platforms will greatly improve workflow for customers and staff, ultimately leading to decreased processing time. The PLUS project is a pivotal part of achieving goal three of the Economic Success Strategy: Improving the speed, consistency and predictability of the development review process.

# Governance and Financial Stewardship

The county's development services agencies, the Department of Information Technology and the vendor, Accela, have partnered to design the new system. The core development services agencies involved in the software's design are Land Development Services, Planning and Zoning, Health, Fire Marshal's Office and Code Compliance. The contract with Accela was signed in fall of 2017, and the design work kicked off in January 2018.

The first phase of the system will go live in April 2019, which will issue food establishment permits and other Health Department-related services. The land use system, which represents 93 percent of all the system records, is scheduled to go live in March 2020. In 2021, a third phase will wrap up, which will create extended functionality for proffer tracking and Comprehensive Plan management. A large amount of the work takes place in design workshops, where subject matter experts meet with technology professionals to determine the best solution for individual permit types and other processes. The PLUS team has completed over 30 percent of the design workshops so far.



Countywide

For more information and materials, visit the [Community Council's website](#)

## **BUSINESS EXPERIENCE PARTNER PROVIDES PERSONALIZED GUIDANCE TO SMALL BUSINESSES**



The Business Experience Partner ("BizEx") was established in March to provide process and resource guidance for people who are seeking to establish or grow their small business within Fairfax County. Fairfax County values the vital role to our economy of small businesses - which account for 94% of the businesses in the county.

Every development project is as unique as every piece of property, building space and business, and navigating the review process can span as many as ten agencies within the county. Recognizing that the land development process can be cumbersome, particularly for first-time customers who may be investing all their energy and capital into their business endeavor, and who may lack familiarity with the regulatory processes, BizEx provides one-on-one, personalized guidance to maximize the entrepreneur's opportunity for success.

As part of the assistance process, BizEx gathers frequently asked questions, instances of inconsistent or unclear guidance, and opportunities to improve the customer experience and coordinates with the appropriate teams to identify and implement clarity and improvements.

The BizEx website, which is continuously improving, promotes this service and provides a first line of education about the processes. In addition, BizEx partners with other County and State agencies to provide education and outreach to prospective and fledging business owners. Since its official launch, BizEx has assisted well over 200 "first-time" and more than 30 repeat customers.



Countywide

For more information, visit the [BizEx website](#).

## “DEVELOPING NEWS” GIVES RESIDENTS AND INDUSTRY PARTNERS NOTEWORTHY UPDATES

As part of the Fairfax First initiative, the County issues quarterly updates through its new newsletter, “Developing News.” It features metrics and updates, changes, and improvements within the land development agencies. The Summer 2018 issue featured an update on PFM amendments, the BizEx initiative, the Opening a Restaurant Guide, zMOD, and new GIS tools.



Countywide

Latest issues of “Developing News”: [Spring 2018](#) | [Summer 2018](#) | [Fall 2018](#) | [Subscribe](#)

## ZONING ORDINANCE GETS A MAKEOVER



The zMOD project is the major initiative to modernize the Fairfax County Zoning Ordinance, which was adopted in 1978. This effort focuses on re-organizing the Ordinance to make it more user-friendly and combining uses of similar impact into broad categories for consistency, ease of implementation, and understanding. The project also includes updating the lists of land uses that are permitted in the various zoning districts in an effort to adapt to changes in how people live and businesses operate. Since the last series of outreach meetings in May, Clarion has been working with County staff to update the land use portion of the Zoning Ordinance. The draft document (which is posted on the zMOD website) represents a portion of one of the articles that will be part of the modernized ordinance, and illustrates the proposed format and approach to the regulations that specify where and how land uses may be established.

This October, Clarion Associates will be presenting proposed revisions to the industrial uses and regulations. The draft will be presented on October 9 to the Board of Supervisors Development Process Committee and the Planning Commission, and two public meetings will be held on October 10 and 11 at McNair Elementary and Lee High School.



Countywide

For more information, go to the [zMOD Project](#) website.

## NINTH COHORT GRADUATES FROM JOINT TRAINING ACADEMY

The Joint Training Academy continues to cross-train enthusiastic and engaged participants who represent all agencies in the development review process. The signature class of the JTA consists of six modules that helps participants in understanding the range of projects that constitute land development and how they tie into Fairfax County’s vision for economic success. More than 350 staff members have completed the 101 curriculum and 200-level classes are offered to provide staff members a “deeper dive” into technical matters.



Government Center

## DATA ANALYTICS FELLOWSHIP ACADEMY

The Data Analytics Fellowship Academy (DAFA) is an intensive program designed to teach Department of Family Services (DFS) staff how to use data and apply research principles to inform their work. The 10-month program, about to launch a third cohort in 2019, works with DFS employees at all levels who show an interest and potential to improve their daily use and application of data. DAFA teaches basic data analysis skills and introduces staff to team-driven data projects. Findings from the program are used to make real-world improvements and enhancements to DFS programs and services. The program culminates with a leadership summit, bringing together stakeholders from within DFS, Health and Human Services, and others throughout the community.

## MODERNIZATION OF HEALTH AND HUMAN SERVICES

Several new resources are now available to help streamline and modernize Health and Human Services (HHS). One tool is the Health and Human Services Action Plan, designed to organize and prioritize strategies where multiple agencies are collaborating to address overarching goals. The Action Plan, updated annually, prioritizes efforts to increase the impact of HHS in addressing individual and community issues. The HHS Resource Plan is another new planning tool which identifies funding and staffing priorities to complement efforts that address community needs. The Resource Plan is a new approach to identifying resources across HHS, in lieu of traditional approaches that evaluate needs by agency or program areas. In addition to these tools, the Office of Strategy Management (OSM) was recently launched designed to support all HHS agencies operating as a direct extension of Deputy County Executive Tisha Deeghan's office.

Fairfax County  
Health & Human Services



## NORTHERN VIRGINIA TEAM INDEPENDENCE PROJECT

SkillSource Group, Inc., in collaboration with Fairfax County Department of Family Services, is one of the first workforce areas in the nation to begin implementing a Workforce Innovation and Opportunity Act's Pay for Performance (P4P) project. Known as the Northern Virginia Team Independence Project, the initiative is focused on employment of high risk young adults. The project goal is to reach employment outcomes (e.g., increased job placement and retention, increased wages) for justice- and foster system-involved youth that are comparable to goals for all participants. This pilot will also serve as a way to collaborate with other workforce boards around the country exploring P4P projects and serve as a model in Virginia.





# Appendix A: Economic Success Strategic Plan\* Goal Actions Tracker

\*Adopted in 2015. Revised in 2018 to clarify language and eliminate duplication

Status Description	Status Symbol
Fairfax fundamental – Fully incorporated in County business	Fairfax seal 
Clear path forward – Action is underway on this goal	Green arrow 
Moderate progress – Regulatory, time, or resource impediments	Yellow arrow 
Limited action – Regulatory, time, resource impediments, and/or not a current priority	Orange arrow 
No action – Action has not yet started on this initiative	White arrow 

Goal	Action	Status	Status Update
<b>Goal 1: Diversify Our Economy</b>			
1.1	<b>Pursue the creation and expansion of world class research and development in the County.</b>	 '17 '18	See below.
1.1a	Foster relationships and synergies with innovators at, local and regional universities, recognizing their key role in creating economic vitality by attracting human capital and ingenuity.	 '17 '18	<p>We continue to partner with our local colleges and universities in 2018. Some examples include:</p> <ul style="list-style-type: none"> <li>• <b>Northern Virginia Community College</b> – created regional coalition to submit and win a successful Go Virginia grant for the Tech Talent Pipeline Project which will ultimately increase the number of qualified candidates for high demand cyber and tech career fields.</li> <li>• <b>Virginia Tech</b> – Health and Human Services partnered with the VT Biocomplexity Institute to create the Vulnerability Index. These composite indices, and the indicators that feed into them, will allow the county to better understand local community needs and measure progress towards goals that meet those needs. The work with Virginia Tech lays the foundation for predictive analytics, with the ultimate goal of <i>prescriptive analytics</i> – the ability to conduct scenario analyses on future policy options.</li> <li>• Staff also continues to collaborate with the <b>Virginia Tech Transportation Institute</b> to promote their research connected and autonomous vehicles in Fairfax County.</li> <li>• <b>George Mason University</b> – Highlighted the important role of Mason’s entrepreneurship and research activities in growing the regional innovation ecosystem throughout the year through discussions and presentations to the EAC, including the work of the Community Business Partnership and the Mason Innovation Exchange (the MIX). We are also working closely with Mason to plan our next Hackathon.</li> </ul>
1.1b	Pursue a medical school presence (or school of public health) to attract jobs and an educated workforce, to generate research spin-offs, to help identify investment opportunities, and to capitalize on medical technology; and	 '17 '18	<p>UVA and INOVA have agreed to an academic affiliation that includes a research institute and a UVA School of Medicine regional campus. Medical school anticipated to begin operation in 2021/2022 at the INOVA Center for Personalized Health. Entitlement actions are underway. UVA and INOVA, along with partner George Mason University, will also recruit investigators to work in collaborative teams on genetics and genomics, bioengineering, systems biology of disease, developmental biology and computational biology.</p> <p><a href="https://news.virginia.edu/content/board-visitors-approves-academic-affiliation-inova">https://news.virginia.edu/content/board-visitors-approves-academic-affiliation-inova</a></p>

Goal	Action	Status	Status Update
1.1c	Support research in the life sciences, translational medicine in particular, in the County.	 '17 '18	The INOVA Center for Personalized Health (ICPH) will be an internationally prominent hub in Merrifield for discovery, prevention, health and longevity that will connect researchers, clinicians and empowered consumers. Staff regularly meets and supports ICPH as they go through the planning and development process, facilitating their plans and helping with conceptualization of how the area as a whole can develop.
1.2	<b>Under the direction of the Fairfax County Economic Development Authority (FCEDA), support attraction, retention, and expansion efforts in key targeted industries including high-paying jobs in existing and emerging technologies. Industries pursued currently include data analytics, cyber security, translational medicine, other emerging technology areas, and company headquarters. Targets should also represent diversified segments of the economy, including foreign-owned businesses and women-, minority-, and disabled veteran-owned businesses.</b>	 '17 '18	Multiple major corporations announced significant commitments to Fairfax County this year – decisions that will keep and create jobs in the county for years to come. Working in concert with state and county officials, the Fairfax County Economic Development Authority played a large role in each major announcements from Microstrategy, Favor TechConsulting, Appian, Arconic, Bechtel, and Re:Cognition Health.
1.3	<b>Promote Fairfax Innovation Ecosystem and partner in the development of an innovation center or other similar hubs in communities and/or buildings. Partner with businesses, public and private universities, research institutions, and/or incubators to create places that will spur and stimulate breakthrough collaboration. Potential industries of focus include data analytics, cyber security, life and health sciences, light manufacturing, with small businesses having an integral role.</b>	 '17 '18	<p>Held a Transportation and Mobility Hackathon in partnership with the Virginia Department of Transportation to code tech solutions for traffic congestion, safety, and mobility. Brought together software and app developers, data scientists, students, and transportation experts in November, at Refraction, a tech co-working space in Reston. More than 100 people participated in the intense, two-day sprint to write code for apps, programs and technology to improve traffic tie ups, safety and mobility.</p> <p><a href="https://www.fairfaxcounty.gov/publicaffairs/fairfax-county-holds-hackathon-code-tech-solutions-traffic-congestion-safety-and-mobility">https://www.fairfaxcounty.gov/publicaffairs/fairfax-county-holds-hackathon-code-tech-solutions-traffic-congestion-safety-and-mobility</a></p> <p>For the second year, sponsored <b>Fosterly's</b> annual regional startup census. The count is intended to offer granular data about the DC region's startup and innovation ecosystem.</p> <p><a href="https://www.fairfaxcounty.gov/publicaffairs/fairfax-county-sponsors-fosterlys-2017-startup-census-help-grow-innovation-ecosystem">https://www.fairfaxcounty.gov/publicaffairs/fairfax-county-sponsors-fosterlys-2017-startup-census-help-grow-innovation-ecosystem</a></p> <p>Partnered with the <b>Smart Cities Council</b> to hold a Smart Communities Readiness Workshop in March.</p> <p><a href="https://www.fairfaxcounty.gov/economic-success/smart-cities-readiness-workshop">https://www.fairfaxcounty.gov/economic-success/smart-cities-readiness-workshop</a> The event focused on smart infrastructure, the mobility ecosystem, and health IT/data analytics. Presented at the Smart Cities Week Silicon Valley, branding Fairfax as a uniquely-positioned leader in Smart Community innovation. The County continues to work closely with the SCC on these and other Smart Community efforts.</p> <p>Provided financial and in-kind support to the federal grant application lead by the <b>Smart City Works</b> actuator to the</p>

Goal	Action	Status	Status Update
			<p>Department of Commerce Innovation Strategies (RIS) Program. Team was a multi-stakeholder partnership, drawing on resources from community and regional public, corporate, university, and nonprofit organizations. The project fosters innovation, entrepreneurship, and economic development in smart city and infrastructure technologies, and includes developing and growing the Fairfax innovation ecosystem.</p> <p>Provided the seed capital to launch a new regional program to help technology companies in the D.C. region grow. Called the Tandem Product Academy, the program will assist tech entrepreneurs in the greater Washington region to scale their product-based businesses.  <a href="https://www.fairfaxcounty.gov/publicaffairs/fairfax-county-funds-new-regional-program-help-technology-companies-grow">https://www.fairfaxcounty.gov/publicaffairs/fairfax-county-funds-new-regional-program-help-technology-companies-grow</a></p> <p>Exploring creation and expansion of innovation hub and coworking space in Reston. This project is to strengthen and grow the innovation ecosystem primarily through the creation of an Innovation Hub in Fairfax that will provide a relatively affordable, community-focused space for new companies to co-locate and grow, with a culture that is focused on spurring and stimulating breakthrough collaboration and is connected to the full range of institutions that comprise the local innovation ecosystem.</p>
1.3a	Consult and partner with leaders representing the Fairfax innovation ecosystem, including universities, entrepreneurs, local chambers, venture capital, and connected and sustainable placemaking partners.	 '17 '18	Expanded membership of the EAC, and continue to consult with industry leaders, entrepreneurs, innovators, universities, non-profits, philanthropy partners, and investors. Partnering and supporting active partner innovation advisory groups. Supporting the Northern Virginia Chamber of Commerce Innovation and Entrepreneurship Council and their efforts to mobilize an Innovation and Entrepreneurship Ecosystem Coalition.
1.3b	Collaborate with institutions such as George Mason University, Northern Virginia Community College, Virginia Tech, the University of Virginia, George Washington University, and Marymount University, existing incubators, private industry, the Center for Innovative Technology, the Northern Virginia Technology Council, and other community partners in the effort.	 '17 '18	See 1.3 above.  Also, partnering with NVTC in the Go Virginia grant for the Tech Talent Pipeline as well as through the initiatives spearheaded by their Big Data Committee.
1.3c	Utilize districts/hubs to showcase and encourage business startups, higher learning opportunities, and public private partnership projects.	 '17 '18	See 1.3 above.
1.3d	Incorporate districts/hubs early during the land use/planning process and consider them as an important component of the County's placemaking efforts.	 '17 '18	Elements of innovation districts and hubs are currently under consideration in conjunction with planning for the INOVA Center for Personalized Health, GMU West Campus, and County P3 projects, such as the Original Mount Vernon High School project.

Goal	Action	Status	Status Update
			Fairfax has supported a Federal i6 Challenge Grant between SmartCity Works and Refraction to establish an innovation hub in Reston Town Center. (see 1.3 above)
1.3e	Designate these innovation centers or similar hubs for special treatment for development applications, for example, concurrent processing, and proactively amending the Comprehensive Plan to provide greater development flexibility in the area(s).	 '17 '18	Focus has been on supporting or evaluating specific projects, such as ICPH and GMU West (see 1.3b and 1.3d).  The Federal Opportunity Zone designation in nine census tracts may provide incentives for innovation hubs/centers (see 4.6a)
1.3f	To foster and grow university research and development, support university housing for graduate students and their families.	 '17 '18	The Fairfax County Redevelopment and Housing Authority (FCRHA) received a proposal under the Public Private Education and Infrastructure Act of 2002 (PPEA) and is working on an interim agreement with a private developer to redevelop land owned by the FCRHA near the George Mason University (GMU) Fairfax campus to expand the existing affordable housing options on the site from 46 units to 240 units, while also providing 360 new units – with a total of 713 beds – for student housing.
1.3g	Non-technical small business opportunities in small scale production such as for food entrepreneurs in a food hub, should also be considered.	 '17 '18	County is conducting a study to identify the best location for craft manufacturers, along with considering land use and zoning changes to encourage more of these small businesses. <a href="https://www.fairfaxcounty.gov/publicaffairs/made-fairfax-fairfax-county-seeks-boost-local-artisan-manufacturing">https://www.fairfaxcounty.gov/publicaffairs/made-fairfax-fairfax-county-seeks-boost-local-artisan-manufacturing</a>
1.4	<b>Strengthen partnerships with the Commonwealth to take better advantage of synergies related to key initiatives and on efforts to secure federal and state funding. Fairfax County should support initiatives to:</b>	 '17 '18	See below.
1.4a	Encourage integrated branding efforts to identify Virginia, Northern Virginia, and the County as a place for high technology enterprises.	 '17 '18	Supporting regional initiatives through Go Virginia and the NOVA Chamber. <a href="http://www.novachamber.org/innovation--entrepreneurship-council.html">http://www.novachamber.org/innovation--entrepreneurship-council.html</a>
1.4b	Support efforts to fund and commercialize research and spin-off ventures by universities and local businesses.	 '17 '18	Provided the seed capital to launch a new regional program to help technology companies in the D.C. region grow. Called the Tandem Product Academy, the program will assist tech entrepreneurs in the greater Washington region to scale their product-based businesses. <a href="https://www.fairfaxcounty.gov/publicaffairs/fairfax-county-funds-new-regional-program-help-technology-companies-grow">https://www.fairfaxcounty.gov/publicaffairs/fairfax-county-funds-new-regional-program-help-technology-companies-grow</a>  The Inova Personalized Health Accelerator continues its investments and expansion of its portfolio in health startups. <a href="https://www.inovanewsroom.org/tag/icph/">https://www.inovanewsroom.org/tag/icph/</a>  All our university partners are looking at ways to improve the commercialization of university research. George Mason recently appointed Bill Hazel, the former Secretary of Health and Human Services for the Commonwealth of Virginia as the Senior Advisor for Innovation and Community to strengthen

Goal	Action	Status	Status Update
			research programs in its multidisciplinary Institute for Biohealth Innovation (IBI). <a href="https://www2.gmu.edu/news/511576">https://www2.gmu.edu/news/511576</a>
1.4c	Increase state funding to incubator programs.	 '17 '18	<ul style="list-style-type: none"> <li>• There is effort to collaborate with VRIC to help in this area.</li> <li>• Second, the CIT Founders Fund is working to co-invest with incubator programs in companies that graduate from incubator programs.</li> <li>• Third, we are looking to help foster a market for incubator graduates by helping develop a market for their products in the context of Smart Communities, at least partially by supporting and funding small pilot programs using those technologies.</li> </ul>
1.5	<b>Support Visit Fairfax’s strategic efforts to grow Fairfax as a tourist destination.</b>	 '17 '18	See below.
1.5a	Capitalize on growth opportunities in international visitation; business travel that includes state, regional and national association meetings; and, corporate travel.	 '17 '18	The need to expand international travel to the Northern Virginia Region remains high. Future growth in leisure travel is likely to come from international visitors. This is why new connections between Dulles International and international destinations is critically important.
1.5b	Support the development of a conference center.	 '17 '18	The need for a conference facility remains high particularly in light of continued progress on the Silver line. New connections to Reston, along with planned connections to Dulles International and Ashburn, make a conference center a strategically important for competing in the highly competitive business travel industry.
1.5c	Capitalize on growth opportunities in sports tourism, which may include the development of a sportsplex.	 '17 '18	The Sports Tourism Taskforce has identified the needs for furthering sports tourism in Fairfax County. The next step is to develop an RFP to hire a consultant to help us pursue the County’s interest in identifying any opportunities that best meet demands in providing athletic facilities to serve the local community as well as serve as a regional, state, and national attraction increasing and enhancing sports tourism and providing positive economic impact for Fairfax County.
1.6	<b>Support Metropolitan Washington Airports Authority (MWAA) policies that protect and enhance Dulles International Airport’s flight portfolio. Engage in MWAA’s planning process and activities.</b>	 '17 '18	Noise complaints are becoming more common in the region as flight paths have been getting lower and more concentrated due to NextGen technologies, a program being implemented by the Federal Aviation Administration. MWAA has commenced an update to the 1993 Dulles Airport Noise Study that will examine current and projected aircraft noise and flight patterns. Fairfax County and the WATF participates as a member of the Local Jurisdictional Stakeholder Group, formed by MWAA in 2018, to provide input into the process. In June 2018, MWAA became the first airport system to voluntarily launch a Community Complaint Dashboard displaying a distinct level of transparency and accessibility to aircraft noise complaint data.
1.6a	Reinforce MWAA’s efforts to reduce per-passenger cost of operations at Dulles and to minimize the dilution of the perimeter rule.	 '17 '18	<ul style="list-style-type: none"> <li>• MWAA’s efforts to reduce the “cost per enplanement” continue. In September, the Metropolitan Washington Airports Authority sold a 424-acre parcel at Dulles Airport to Digital Realty Trust for \$236.5 million. It is expected that</li> </ul>

Goal	Action	Status	Status Update
			<p>they will construct data centers, which is a very airport-compatible land use of the property. A separate “Western Lands” account will be established to hold the funds from this sale, and any interest and dividends earned annually will be used to further reduce the cost to the airlines operating at Dulles, thereby ensuring Dulles Airport’s competitiveness.</p> <ul style="list-style-type: none"> <li>The FAA Reauthorization Bill has not been passed, and the FAA has operated under two short-term extensions of FAA’s legislative authority since October 1, 2017. The current extension expires October 1, 2108. Currently, both the House Senate versions of the Bill protect National Airport’s perimeter rule.</li> </ul>
1.6b	Support improved regional transportation connectivity to airport.	 '17 '18	<ul style="list-style-type: none"> <li>The Fairfax County and VDOT continue to advance improvements to Route 28 to facilitate improved access to Dulles Airport.</li> <li>The I-66 Express Lanes (Outside the Beltway) project includes improvements to Route 28 that will remove the four remaining traffic signals on Route 28 north of Centreville. VDOT’s contractor, Express Mobility Partners, has begun construction of these improvements to Route 28 and is scheduled to remove these signals by the end of 2020. Doing so will significantly reduce travel time to Dulles from the south.</li> <li>Fairfax County has advanced the design of the widening of Route 28 from the Prince William County line to Centreville. County staff expects to release a Request for Qualifications for a design-build contractor for the project in late 2018.</li> <li>The Northern Virginia Transportation Authority approved an additional \$16 million for the County project in June 2018.</li> </ul>
1.6c	Support efforts to complete Silver Line Phase II, providing Metrorail access to Dulles.	 '17 '18	<ul style="list-style-type: none"> <li>Metropolitan Washington Airport Authority continues to make progress on the construction of Phase II of the Metrorail Silver Line. The project is now 85% complete. The contractor is scheduled to reach substantial completion in August 2019. Following system testing, the WMATA Board will set the opening date for Phase II</li> </ul>
1.6d	Increase coordination and participation in Committee for Dulles and Washington Airport Task Force Events.	 '18	<p>County staff has participated in several Committee for Dulles events during the past year, including making a presentation on Fairfax County transportation projects that improve access to Dulles Airport on July 12, 2018.</p>
Goal	Action	Status	Status Update
<b>Goal 2: Create Places Where People Want to Be</b>			
2.1	<b>Continue to focus on planning and development activities centered around the creation of mixed use communities which are primarily located in activity centers served by multi-modal transportation options, containing vibrant retail entertainment employment</b>	 '17 '18	<p>The Board adopted the Embark and the Dulles Suburban Center Update Comprehensive Plan Amendments in 2018.</p> <p>After community and Planning Commission screening in the 2017 North County Site-Specific Plan Amendment process, two new activity center planning studies were added to the 2018 Comprehensive Plan Amendment Work Program: West</p>

Goal	Action	Status	Status Update
	<b>opportunities, a mix of housing types serving all income levels.</b>		Falls Church Transit Station Area and the Merrifield Suburban Center.
2.2	<b>Expand creation of livable, walkable communities that are aligned with transportation infrastructure. Support a mix of housing types to accommodate a range of ages, household sizes, incomes, and uses for long term appeal, integration, and sustainability.</b>	 '17 '18	<p>Work is continuing on planning studies to advance this initiative including:</p> <ul style="list-style-type: none"> <li>• Lincolnia Planning District Study</li> <li>• McLean Community Business Center Study</li> <li>• Innovation Station North Plan Amendment</li> <li>• Northern Virginia Training Center Study</li> <li>• Merrifield Suburban Center Study</li> <li>• West Falls Church Transit Station Area Study</li> <li>• Braddock Road Multi-Modal Study</li> </ul> <p>The following plan amendments were initiated during the past year:</p> <ul style="list-style-type: none"> <li>• Innovation Station Northern Plan Amendment</li> <li>• McLean CBD Plan Amendment</li> <li>• West Falls Plan Amendment</li> </ul>
2.2a	Initiate joint FCDOT/VDOT/Metro/VRE actions to link housing to jobs, including new transit networks, and expanded bike-pedestrian networks.	 '17 '18	<p>Expanding bike networks, new bus service, Embark,</p> <ul style="list-style-type: none"> <li>• Through a partnership with VDOT, new bikes lanes are being implemented annually through VDOT's repaving program. These lanes have been implemented in Tysons and Annandale, among other areas. During Summer 2018, additional bike lanes were implemented in Reston and Fairfax Center.</li> <li>• Funding has been secured to expand bike share in South Reston and the Merrifield areas of the County.</li> <li>• The Metrorail Silver Line (Phase II) will provide new pedestrian connections across the Dulles Toll Road at three locations where connections did not previously exist. The implementation of the Silver Line itself will significantly expand the region's transit network and link housing throughout the region with jobs in the Dulles corridor. Construction of Phase II is now more than 80% complete.</li> <li>• As part of the Silver Line project, the County worked with the community to identify missing bicycle and pedestrian links around stations in Tysons, Reston and Herndon. Most of the projects associated with Phase I have been completed. Many of the projects associated with Phase II are under design.</li> <li>• The County is completing construction of most of the missing sidewalk links in the Richmond Highway corridor and has begun constructing the missing sidewalk links in the Route 50 corridor between the Beltway and Annandale Road.</li> </ul>
2.2b	Retain bonus density and explore other development incentives as a way to promote the development of innovative housing options for a range of ages, household sizes, and incomes throughout the County.	 '17 '18	As per a Board follow on motion passed with the adoption of the Embark planning study an Embark Housing Advisory group is meeting to provide recommendations to the Strategic Economic Development Team created by Supervisors Storck and McKay, and ultimately to the Board of Supervisors on affordable housing issues, in the Richmond Highway area impacted by the Embark Comprehensive Plan Amendment.

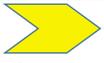
Goal	Action	Status	Status Update
2.2c	Coordinate with towns and cities within Fairfax County to ensure connectivity for livable, walkable communities.	 '17 '18	<ul style="list-style-type: none"> <li>The County has executed agreements with the Town of Vienna for the design of significant sidewalk improvements on Old Courthouse Road and Creek Crossing Road in the Town. Once the designs are completed, the County is prepared to fund the construction of these improvements.</li> <li>The County has executed an agreement with the Town of Herndon for implementation on multiple sidewalk improvements that will provide access to the new Herndon Metrorail Station.</li> <li>The County is working with the City of Fairfax and George Mason University to study the expansion of the Capital Bikeshare program in the Route 123 corridor between Tysons and GMU.</li> <li>The County is also working with the City of Fairfax on: <ul style="list-style-type: none"> <li>various implementation issues related to the Transform I-66 Project, including shared-use paths that integrate with local trails and new crossings of I-66</li> <li>enhancements to the Student Bus Pass program for the Fairfax Connector and CUE.</li> </ul> </li> </ul>
2.3	<b>Support higher density mixed use development in the designated revitalization areas, as a way to attract new businesses and residential growth.</b>	 '17 '18	Higher density mixed use development is being planned with the following planning studies: <ul style="list-style-type: none"> <li><b>Lincolnia Study update:</b> <a href="https://www.fairfaxcounty.gov/planning-zoning/lincolnia">https://www.fairfaxcounty.gov/planning-zoning/lincolnia</a></li> <li><b>McLean Study update:</b> <a href="https://www.fairfaxcounty.gov/planning-zoning/mclean-cbc-study">https://www.fairfaxcounty.gov/planning-zoning/mclean-cbc-study</a></li> </ul>
2.3a	Explore a range of transit options to best serve the designated revitalization areas.	 '17 '18	County staff has initiated a study to assess the Fairfax Connector routes in the southeastern part of Fairfax County, including revitalization areas along Richmond Highway and Springfield. Community meetings will be held in Fall 2018.
2.3b	Include the concept of expanded Transit Oriented Development (TOD) in future planning efforts by increasing the radius distance recommended for higher densities from ¼ mile to at least ½ mile around mass transit stations, such as Metrorail, light/heavy rail, or other rapid transit stations.	 '17 '18	This initiative is ongoing and applies to all Transit Station Areas. The concepts are included in the analysis during the review of Special Study Plan Amendments within activity centers.
2.4	<b>Continue to support high quality office parks as business locations for those employers seeking this type of location, particularly those that need a high level of building or campus security.</b>	 '17 '18	This initiative is ongoing and being implemented through the development review process on a case-by-case basis.
2.5	<b>Support efforts by businesses and community organizations to enliven places by the creation of unique and energized public spaces in activity centers.</b>	 '17 '18	See below
2.5a	Support activities and events such as street festivals, pop-up concerts, and food markets throughout the County and in towns and cities.	 '17 '18	County staff continue to work in partnership to support community events throughout the County. For example, various agencies are working with the Annandale community to create a pilot park on county-owned property with help

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			from the Economic Development Support Fund. In addition, County Staff continue to support the annual Workhouse Arts Brewfest. The event expanded this year to include promotional information highlighting the numerous opportunities for other leisure and cultural activities within the Mount Vernon community.
2.5b	Support the inclusion of public art in future planning and development (i.e. artist-designed street furniture, independent sculpture and installations, integrated building elements).	 '17 '18	This initiative is ongoing and being implemented through the Comprehensive Planning and development review process on a case-by-case basis in accordance with the recommendations of the Comprehensive Plan
2.5c	Support the creation of one or more arts districts as determined by each community's needs and resources (such as pop-up, temporary spaces for arts and artists; live/work art spaces and residential units; small business zoning incentives, etc.).	 '17 '18	A Fairfax County Master Arts Plan to determine community arts needs and existing arts resources is underway. The results of the study will inform where additional arts districts may be needed in the County.
2.5d	Support the creation of a premier performing and other arts facilities in Tysons, and possibly other activity centers, as both a community amenities and economic generators.	 '17 '18	There is potential to construct a 60,000 square foot performing arts venue at the Reston Gateway development located at the Reston Town Center Metro station.
2.6	<b>Continue to improve the overall quality of life to sustain Fairfax County's reputation as a great place to live, work, play, and learn by protecting established neighborhoods and maintaining our superior public schools, parks, libraries, and public safety services.</b>	 '17 '18	This initiative is ongoing and continuously implemented through the development review process.
2.7	<b>Expand activities to market and brand unique, culturally diverse communities, (such as Merrifield's live, shop, and play appeal, or Annandale as a foodie hub) in a manner similar to marketing efforts on behalf of other urban neighborhoods and places (such as NoMa, Clarendon, or Del Ray).</b>	 '17 '18	Staff is working with the Lee and Mt. Vernon District Supervisors on ways to market the Richmond Highway Corridor. OCR is working with the Lee District Supervisor and the Springfield Chamber of Commerce to develop a branding logo for central Springfield.
2.8	<b>Study and implement ways to repurpose empty or obsolete commercial space for residential uses; urban schools or other public facilities; art and cultural purposes; live/work/manufacture uses; and/or start-up companies. Engage stakeholders in research and recommendations.</b>	 '17 '18	<p>On December 5, 2017, the Board of Supervisors adopted a repurposing policy that allows for vacant office space located in an activity center to be repurposed for residential, live-work space and other uses provided certain criteria are met without requiring a Plan Amendment.</p> <p>As a follow-on to the amendment adopted on December 5, 2017, the Board of Supervisors adopted a second Comprehensive Plan amendment on May 1, 2018 expanding the guidance on office building repurposing to office buildings to apply outside activity centers.</p> <p>A third amendment underway, authorized by the Board of Supervisors on December 5, 2017 considers additional Policy Plan language in support of non-office building repurposing</p>

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			to ensure that flexibility exists to consider the substitution of other compatible land uses in existing retail/commercial structures.
2.8a	Consider implementation tools such as land use and regulatory changes, innovative tax policies, and the use of public seed money or equity participation to spur or support redevelopment and infill, revitalization, and partnership opportunities for repurposing.	 '17 '18	In addition to the initiatives in 2.8, the Board is considering the use of 'Local Incentive Zones' to provide additional regulatory or tax relief for targeted areas and industries. The first of these, Local Economic Revitalizations Zones, is anticipated for Board action in 2019. Additional Local Incentive Zones and other possible options will continue to be considered in the coming year
2.9	<b>Preserve existing designated Industrial Areas as valuable locations for needed light manufacturing, warehousing, service, and distribution uses that support county residents and businesses.</b>	 '17 '18	New policy adopted by the Board of Supervisors in December 5, 2017 supporting office building repurposing excludes conversion to residential uses in industrial areas.
2.10	<b>Continue to develop complete street guidelines for all activity centers in the county. In partnership with VDOT and the Department of Rail and Public Transportation (DPRT), better utilize public rights of way for improved accessibility, safety, and connectivity by all modes:</b>	 '17 '18	The County is working to complete the urban street standards for all three of the Reston Transit Station Area and has begun working on the urban street standards for the Richmond Highway area of the County in conjunction with the implementation of the Embark Richmond Highway comprehensive plan amendment.
2.10a	Implement pedestrian, bike and roadway improvements around Phase II Silver Line stations.	 '17 '18	Using the recommendations prepared by citizen task forces, the County is working with the Town of Herndon to implement missing links in the bike and pedestrian networks around the Phase II Silver Line stations. Most of the improvements are in the design or construction phase to be in place for the opening of Phase II in 2020, or shortly thereafter.
2.10b	Continue to fund and implement infrastructure improvements that include additional bicycle and pedestrian improvements on overpasses or tunnels and acquire easements for new trails and park greenways where appropriate.	 '17 '18	A \$1.4 billion Transportation Priorities Plan (TPP) was approved by the Board of Supervisors for the period of FY 2015 -FY 2020. The plan identifies more than 200 projects that will build new and improve existing roads, sidewalks, trails and on-road bicycle facilities and provide new and enhanced transit service in the County. Approximately 46 of these projects have been completed. The implementation of these projects will continue. However, the update of the TPP has been put on hold, due to General Assembly action to reallocate more than \$100 million in Northern Virginia transportation revenues annually to address Washington Metropolitan Area Transit Authority capital needs.
2.10c	Promote and implement the Bicycle Master Plan recommendations.	 '17 '18	Numerous efforts are underway to implement the Bicycle Master Plan, including: <ul style="list-style-type: none"> <li>• construction of missing links in the bicycle network as new projects</li> <li>• the development of on-street bike lanes through VDOT's annual paving program</li> <li>• the implementation of additional bike share stations in Reston and new stations in Merrifield</li> <li>• the inclusion of bike amenities in new development through the review of rezoning cases.</li> </ul>

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			The new parking garages at the new Herndon and Innovation Center Metrorail Stations will both have bike rooms to provide secure storage for bicycles. Both facilities are under construction.
2.10d	Implement urban design standards to support street amenities such as street furniture in projects to encourage pedestrian activity.	 '17 '18	This initiative is ongoing and being implemented during the urban design guideline update process for the Revitalization Districts/Areas and the Reston TSAs.
2.10e	Address the need for additional roadway capacity in activity centers through context sensitive improvement projects and development of an enhanced street grid.	 '17 '18	<p>This strategy is being implemented in multiple ways.</p> <ul style="list-style-type: none"> <li>FCDOT is advancing the design of the Soapstone Connector project which will provide new multimodal connections across the Dulles Toll Road in the area of the Wiehle-Reston East Metrorail Station.</li> <li>FCDOT is studying improvements to both Route 7 and Route 123 in Tysons to increase capacity in a context sensitive way.</li> <li>FCDOT is advancing the design of Lincoln Street which is a new grid link on the east side of Tysons between Old Meadow Road and Magarity. Other grid links in Tysons and Reston are being implemented through redevelopment.</li> </ul> <p>The Jones Branch Connector between Jones Branch Drive and Road 123 is under construction. One lane in each direction is due to open by the end of 2018. The project includes sidewalks, bike lanes and a new transit way.</p>
2.11	<b>Support the implementation of a comprehensive “Health in All Policies” plan that integrates concepts that promote healthy living with a renewed focus on placemaking. Projects included in the plan should focus on increasing physical activity, better nutrition, and expanding access to health care, parkland, and recreation centers.</b>	 '17 '18	In March 2018, a Health In All Policies (HIAP) Manager position was established to focus on the advancement of health priorities and the integration of health across all sectors and services. The capacity building efforts of this position are expected to increase staff considerations of health and health equity in policy and decision-making. Through the work of the Partnership for a Healthier Fairfax, the cross-agency Healthy Environment and Active Living (HEAL) Team continues to review the Policy Plan element of the Comprehensive Plan. Recommendations are expected to be shared in the upcoming year. The HEAL team is also actively working to update the Community Health Improvement Plan (CHIP)
2.11a	Increase focus of the Transportation Advisory Commission and the Trails Committee on projects related to pedestrian and bicycle transportation and transit.	 '17 '18	Action has not yet started on this initiative
Goal	Action	Status	Status Update
<b>Goal 3: Improve the Speed, Consistency, and Predictability of the Development Review Process</b>			
3.1	Continually evaluate the Comprehensive Plan concurrent with the analysis of pending Plan amendments to incorporate greater flexibility in the Plan language that improves the agility of the review process to	 '17 '18	Staff continues to support the goal of the Plan as long-range guidance primarily through area-wide and county-wide planning studies and amendments, as listed on the Comprehensive Plan Amendment Work Program. As of May 1, 2018 there are three active area wide studies of the Dulles Suburban Center, McLean Community Business Center, and

Goal	Action	Status	Status Update
	respond to business opportunities and reduce the overall time to market.		Lincolnia areas, and three countywide plan amendments, examining such policy issues as heritage resources and building repurposing. Two additional comprehensive plan amendments for Innovation North, and the West Falls Church TSA have also been initiated.
3.1a	Improve the process by which Plan amendments are considered concurrently with a development application.	 '17 '18	A process map has been completed that graphically depicts the process by which Plan Amendments are considered concurrently with development applications. Staff intends to propose this process be prioritized for further review and evaluation to identify process improvements for implementation.
3.2	<b>Evaluate and amend as necessary the Zoning Ordinance, Public Facilities Manual, and other regulatory documents and processes to ensure that we keep pace with current markets and development demands and conditions, as well as state of the art regulatory techniques. Recognize importance of standards to create desired vibrant, pedestrian friendly activity centers, while maintaining the integrity of stable suburban areas. As appropriate, test the efficacy and benefits of such proposed changes in the County's designated revitalization districts/areas.</b>	 '17 '18	Improvements to the Zoning Ordinance are ongoing through staff efforts and the assistance of a consultant. The County has hired Clarion Associates to assist with the reformatting of the Zoning Ordinance and the development of improved graphics to create a more user friendly document. Clarion will also assist in the updating and revision of land use categories for permitted, special exception and special permit land uses and their regulations. A draft of the modernized Zoning Ordinance is anticipated to be completed within 18 months to be followed by the formal adoption process. Restructuring Work Plan. Multiple opportunities and channels for public engagement will be provided throughout the process.
3.2a	Examine the content and application of the Public Facilities Manual to ensure that the manual is used as a guideline, and is not considered minimum design standards or requirements.	 '17 '18	<p>Over the last 12 months and with the input of over 70 stakeholder meetings the project has been divided into three phases.</p> <ul style="list-style-type: none"> <li>• Build flexibility into the PFM</li> <li>• Modest, well supported technical changes and edits</li> <li>• More detailed and complicated changes</li> </ul> <p>In May 2018, the Board of Supervisors approved language inserted into Chapter 1 to allow for immediate flexibility to the PFM on 5/1/18, which completed phase 1 of the project. Also during 2018, the Technical Advisory Committee prioritization meetings have been complete for all chapters; Steering and stakeholder committees, ESI and ESCRC have completed their review. This has resulted in a PFM amendment public hearing process proposal scheduled before the BOS on October 18, 2018 with a BOS hearing scheduled for December 4, 2018. The third phase of the PFM project has already launched and will move to the BOS during calendar year 2020.</p> <p>The <a href="#">PFM Flex Project website</a> has been updated to include a link to the PFM Project <a href="#">Staff Report and attached amendments</a>.</p>
3.2b	Accommodate increased urbanization and provide guidance for the evolving nature of development and urban structure	 '17 '18	Updated Urban Design Guidelines for Tysons have been completed and endorsed by the Board; Urban Design Guidelines for the County's Revitalization Districts and Areas, and district Urban Design Guidelines for Baileys Crossroads and Seven Corners have been finalized and endorsement by

Goal	Action	Status	Status Update
			the Board is expected in November 2018; Guidelines for developing in the Reston TSAs are under public review and endorsement by the Board is anticipated by late 2018 or early 2019; An editorial update and reformatting of the Annandale Urban Design Guidelines is underway with an estimated completion date of spring 2019; Finally, the development of the Richmond Highway Corridor Urban Design Guidelines will begin in late 2018 with an estimated completion date of summer 2019.
3.2c	Update outdated terminology and definitions and use plain English in land development policy and regulatory documents.	 '17 '18	See update 3.2a
3.2d	Prioritize regulatory changes to have the biggest impacts on business development.	 '17 '18	<p>The P-7 Team identified 50 processes to review for improvement. Initially, four 4 processes were selected, including: Residential Use Permits, Rezoning/Proffer Condition Amendments, Commercial Building Plans/Permits, and Site Plan and Bond Approval. A Journey Map was collaboratively developed between the public and private sectors in the Spring of 2017. The Journey Maps outline steps in each process and allowed the private sector to rank the degree of difficulty with each step as easy; some concerns; or difficult. During the latter half of 2017, staff discussed the Journey Maps and prepared suggested process improvements. A number of short term improvements have been put in place, however a number of improvements are tied to the implementation of the PLUS system. While continuing to work on mid-range process improvements, staff plans to identify the next group of 4 – 6 processes at a meeting scheduled for early July. A continuous improvement mechanism is also being discussed which will keep all process documentation updated, as well as coordinating ongoing process improvements.</p> <p>The Zoning Ordinance was amended on November 17, 2017 to provide greater administrative review flexibility for minor modifications to approved zoning actions/developments, thereby eliminating review through the public hearing process and reducing time to market. In addition, a zoning ordinance amendment that provided greater flexibility to the restaurant industry was approved in January 2018, by updating and consolidating the use definition and providing parking rate flexibility.</p>
3.2e	Prioritize review of policies, agreements and regulatory amendments that reduce the use of waivers and modifications to implement development consistent with the Comprehensive Plan, such as those commonly requested to achieve urban form.	 '17 '18	The zMOD program will be looking at processes and standards that could result in modifications to the waiver/modification process. (also see 3.2k). (Moderate progress)
3.2f	Continue to work with growing industries to ensure that our ordinances and processes keep pace with expanding and evolving opportunities. Use feedback to prioritize	 '18	In January 2018 the Board adopted revisions to the Zoning Ordinance that clarified and simplified regulations and developed broader and more inclusive definitions to accommodate current and future trends in restaurants.

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	regulatory amendments that incorporate land use and location flexibility to support the start-up companies, non-profit organizations and small businesses in a variety of locations.		<p>In July of 2018 the Board adopted a Short Term Lodging ordinance effective October 1, 2018 which permits the short term rental of a dwelling unit, typically advertised on Airbnb, VRBO and FlipKey as an accessory use in any zoning district that permits residential uses. The Short term lodging operator must be the permanent resident of the property hosting the Short Term Lodging use and the dwelling or mobile home may be used for Short-Term Lodging for no more than 60 nights per year. A permit to operate is required. While, significant concerns were raised about preserving neighborhood character, many viewed this as a small business opportunity.</p> <p>In Spring of 2018 the Made in Fairfax Initiative was launched. This initiative is a collaborative effort to explore the potential for small scale production establishments to locate in the County's commercial area. As part of this initiative a Zoning Ordinance Amendment is being proposed to define a small scale production establishment and to allow this use by right, with use limitations in certain commercial, industrial and planned districts. The amendment</p>
3.2g	Consider innovative ideas such as live-work units and pop-up activities in vacant spaces as a means of providing temporary opportunities to enliven spaces and demonstrate market demand and viability.	 '17 '18	Temporary pop-up uses was added to the 2018 Zoning Ordinance Amendment Work Program as a zMOD initiative under building repositioning/repurposing. Building repositioning, repurposing of office buildings and retailing. Comp plan amended on office buildings one going through for retail. Temporary uses may be permitted provided they have a permit and the applicable building code provisions are met.
3.2h	Provide flexibility to encourage public art displays and incorporate retail arts opportunities.	 '17 '18	Zoning Ordinance amendments which will provide regulatory flexibility were adopted in January and February of 2018, relating to restaurants and to parking reductions and rates in Transit Station Areas. Other Zoning Ordinance amendments are pending which will streamline land use definitions and capture emerging uses. Additionally, a Comprehensive Plan amendment is tentatively scheduled for adoption in the fall of 2018 regarding the repurposing of retail buildings. Accessible
3.2i	Consider exempting building space dedicated for public uses from density calculations.	 '17 '18	Has been added as a Priority 2 item to the 2017 Zoning Ordinance Amendment Work Program.
3.2j	Streamline Zoning Ordinance requirements and increase flexibility for housing that is affordable for all our residents and workforce.	 '17 '18	The Department of Housing and Community Development (DCHD) is working with the agencies involved with the Zoning Ordinance Modernization Project to update language in the Zoning Ordinance to increase flexibility for affordable housing options."
3.2k	Provide regulatory flexibility, including for parking, to help fill vacant retail and other spaces expeditiously and to incentivize users to locate in these spaces.	 '17 '18	Amended the parking regulations to streamline and add flexibility to the regulatory process by eliminating the need for some parking reductions, providing for administrative approval of some parking reductions currently requiring Board approval, providing for Board approval of parking reductions that were ineligible for consideration under the

Goal	Action	Status	Status Update
			current parking reduction provisions, and clarifying existing requirements.
3.2l	Study proffers and development conditions to determine if they are a disincentive to development.	 '17 '18	Through dialogue between all group members, increased clarity was brought to the proffer process and its role in entitlement and site review processes. A document of baseline proffers was developed to encourage consistency and quality in the development of proffers. A proffer guideline document was also created to outline best practices in the writing and reviewing of proffers. Mapped the proffer review process. The group developed a new process with expanded, more interactive review. Created the freshly implemented Proffer Compliance Matrix. This standardized document allows for more effective and efficient compliance review of proffers during the site plan approval process. Minor Modifications Zoning Ordinance Amendment. This group initiated the revision of the Minor Modifications provisions in the Zoning Ordinance to increase flexibility in the land development process. Single Issue PCA. This group formalized the newly developed Single Issue PCA process, culminating in a Letter to Industry to communicate the option for an expedited process for changes to proffers with a relatively narrow scope.
3.3	<b>Develop a business model for regulatory services designed around meeting agreed upon service levels.</b>	 '17 '18	Discussions have continued on the mid-range process improvements to the first four processes (Residential Use Permits, Rezoning/Proffer Condition Amendments, Commercial Building Plans/Permits, and Site Plan and Bond Approval) and to further refine membership and subject matter. In Autumn 2018, a meeting will be held to discuss final reports on the first four processes and a subsequent list of processes to evaluate over the following six to eight months.
3.3a	Foster a culture of open communication and engagement among the development industry, County review staff and decision-makers, and the community, with a focus on helping applicants get to the finish line.	 '17 '18	The Director of Land Development Services and the Director of Planning and Zoning have taken ownership of the Regulatory Process Steering Committee now renamed the Development Process Advisory Committee (DPAC). The group has met monthly through the year and clearly defined its mission and presentations are made each month on a rotational basis. The committee's next steps will be to focus in on three specific areas. One of those areas likely will be disseminating the great story of Fairfax County's development process program's change story under the ESSP work and the Fairfax First initiative.
3.3b	Encourage a cooperative, collaborative framework of zoning, site, fire marshal, and building plan review.	 '17 '18	The cooperative and collaborative approach to development review being practiced by the land development agencies and reinforced through the ongoing Fairfax First initiatives continue. No new specific action is anticipated on this initiative.
3.3c	Evaluate options for allowing concurrent submission and review of the traditionally sequential development processes.	 '17 '18	The P-7 Team of the Fairfax First Initiative identified 50 processes to review for improvement. Initially, four 4 processes were selected, including: Residential Use Permits, Rezoning/Proffer Condition Amendments, Commercial

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			<p>Building Plans/Permits, and Site Plan and Bond Approval. A Journey Map was collaboratively developed between the public and private sectors in the Spring of 2017. The Journey Maps outline steps in each process and allowed the private sector to rank the degree of difficulty with each step as easy; some concerns; or difficult. During the latter half of 2017, staff discussed the Journey Maps and prepared suggested process improvements. A number of short term improvements have been put in place, however a number of improvements are tied to the implementation of the PLUS system. While continuing to work on mid-range process improvements, staff plans to identify the next group of 4 – 6 processes at a meeting scheduled for early July. A continuous improvement mechanism is also being discussed which will keep all process documentation updated, as well as coordinating ongoing process improvements.</p> <p>The Zoning Ordinance was amended on November 17, 2017 to provide greater administrative review flexibility for minor modifications to approved zoning actions/developments, thereby eliminating review through the public hearing process and reducing time to market. In addition, a zoning ordinance amendment that provided greater flexibility to the restaurant industry was approved in January 2018, by updating and consolidating the use definition and providing parking rate flexibility.</p>
3.3d	Explore restructuring of operations to increase efficiency, such as unifying functions across land development agencies.	 '17 '18	<p>One-stop-shop effort will revolve around virtual/online permitting moving forward. Implementing PLUS and online permitting - P11 Optimize Organizational Alignments</p> <ol style="list-style-type: none"> <li>1) Integrated Leadership</li> <li>2) Integration of DPZ/LDS</li> <li>3) One Stop Shop</li> <li>4) Internal Relationship.</li> </ol> <p>A cross -agency working group was formed to explore the option of collocating ZED and SDID staff. The working group presented its recommendation to not co-locate staff, which was received and agreed to by development process agency leadership. No further action will occur on this topic until PLUS and a unified development process agency website are launched under the vision of a virtual one stop counter for development processes.</p>
3.3e	Evaluate an Enterprise Fund for land development agencies to facilitate the timely review and approval of plans and permits in zoning, site, building and fire marshal review and inspections to meet service level expectations from industry.	 '17 '18	LDS will be presenting the department white paper, including recommendations, to the Deputy County Executive for Planning and Development Agencies and others on October 5 <sup>th</sup> .
3.3f	Implement a comprehensive work plan to improve performance, with a focus on timeliness, consistency, responsiveness to customers, and quality control.	 '17 '18	All Fairfax First Programs and P-7 Update: a comprehensive plan was developed by Gartner and prioritized by Fairfax County. The plan consisted of bundling initiatives into 12 programs (Fairfax First). Programs 1-6 were addressed first with the remaining programs (7-12) identified for phase 2. Some programs have not started.

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3.3g	Ensure revitalization projects remain a priority throughout the entitlement and regulatory review processes.	 '17 '18	The Commercial Revitalization District (CRD) Coordinator in the Project Management Department of Land Development Services remains active in the processing of all plans in CRDs, as well as specific CRD projects that have been accepted into the Project Management Program (PMP). These PMP projects receive additional guidance, assistance, and tracking throughout the land development process.
3.3h	Identify, compare, and evaluate metrics for land use decisions with other area jurisdictions and with jurisdictions around the country to identify and implement best practices for streamlining services.	 '17 '18	The LDS Performance Metrics Working Group is in the process of identifying appropriate metrics to include and build on for the department-wide look at performance. Phase 1 is nearing completion with Time to Market data for FY 2016 through FY 2018. Data has been extracted from all LDS systems and will be included in the FY 2018 LDS Annual Report and in the FY 2020 Budget Preparation Documents. Benchmarking efforts with five localities are currently underway related to Building and Site Plan review as well as fees in order to determine the best performance achieved and to achieve a competitive edge. Prior to this work, the most recent benchmarking completed was done so by Gartner as part of the Fairfax First effort.  <a href="https://www.fairfaxcounty.gov/landdevelopment/sites/landdevelopment/files/assets/documents/pdf/nvbia/ffx-land-use-development-services-assessment.pdf">https://www.fairfaxcounty.gov/landdevelopment/sites/landdevelopment/files/assets/documents/pdf/nvbia/ffx-land-use-development-services-assessment.pdf</a>
3.4	<b>Leverage technology to create internal efficiencies in the regulatory process and to improve customer service.</b>	 '17 '18	PLUS - Continues to conduct workshops with vendor on processes. Thread (interface, inspections, reports, etc.) workshops have been scheduled. Additional consultants added for health and thread workshops. Staff scheduled to attend Accela conference in October
Goal	Action	Status	Status Update
<b>Goal 4: Invest in Natural and Physical Infrastructure</b>			
4.1	<b>Implement Board's environmental vision, priorities, and goals, as identified in the Board of Supervisors' Environmental Agenda, "Environmental Excellence for Fairfax County: A 20-Year Vision."</b>	 '17 '18	<ul style="list-style-type: none"> <li>• <a href="#">Operational Energy Strategy</a> with specific goals finalized and adopted by the Board of Supervisors on July 10, 2018. These goals specifically support the BOS <a href="#">Environmental Vision</a>.</li> <li>• \$4.5M of funding committed to support alternative energy initiatives aligned with the Operations and Energy Strategy.</li> <li>• Annual <a href="#">Sustainability Initiatives report</a></li> </ul>
4.1a	Ensure a focus on the environment and sustainability principles in county development policies, while seeking to balance the impact on the time and cost of the development process.	 '17 '18	<ul style="list-style-type: none"> <li>• Comprehensive Policy Plan – Per a Planning Commission recommendation, consideration of Policy Plan amendment to create a greater focus on energy efficiency within the Green Building Policy.</li> <li>• Continued application of Environmental Objectives and Policies in the Comprehensive Plan during the zoning process</li> </ul>
4.2	<b>Dedicate funding and establish longer term maintenance strategies for existing and proposed County-owned infrastructure and facilities.</b>	 '17 '18	<ul style="list-style-type: none"> <li>• Continued implementation of Infrastructure Committee recommendations</li> <li>• Updated trail assessment work using innovative bike mounted GoPro system to rate surface conditions and prioritize work.</li> </ul>

Goal	Action	Status	Status Update
			<ul style="list-style-type: none"> <li>• Infrastructure/capital reinvestment added to CIP. To be refined in future years.</li> <li>• FY 18 carry over funding in the amount of \$11.63M directed in capital reinvestment</li> <li>• Continued ramp up of capital reinvestment and maintenance efforts in Commercial Revitalization Districts in accordance with Board direction.</li> </ul>
4.3	<p><b>Maximize return on investment potential for all County assets, including land and facilities, by leveraging partnership opportunities with both private and public partners to construct and operate infrastructure and facilities throughout the County.</b></p>		<ul style="list-style-type: none"> <li>• Several key public private partnerships currently in the works including Residences at North Hill, Reston Town Center North, Original Mount Vernon High School and other P3's as detailed in the FY18 CIP.</li> <li>• Several interjurisdictional economic development projects also in the works including the Joseph Willard project in the City of Fairfax and the Herndon Downtown redevelopment.</li> <li>• Currently master planning the Massey site.</li> <li>• <b>Liberty Phase 1</b> complete, rental occupancy stabilized at about 94%, Commercial marketing ongoing for retail/restaurants/grocery shop</li> <li>• <b>Liberty Phase 2</b> construction will start late fall (real estate closing with county 9/20).</li> <li>• <b>RTCN- Part 1- Overall Development</b> Zoning/PRC application process ongoing. A bit slow due to Reston Design Review Board process.</li> <li>• <b>RTCN Part 2- Block 7 &amp; 8</b> RFP canceled. Discussions ongoing for procurement options and development models, including real estate exchange.</li> <li>• <b>OMVHS- Interim Occupancy</b> – Teen Senior Center tenant fit out construction will begin fall 2018 with occupancy in summer 2019. Childcare design on hold pending the outcome of master plan and disposition of the annex building in which the use was being designed.</li> <li>• <b>OMVHS Master Plan-</b> Developer agreement authorized in Feb 2018. Master planning work is ongoing with continued efforts on land use and building reuse and occupancy options.</li> <li>• <b>Herndon West Master Planning-</b> Have been understaffed, but will begin the consultant selection process for master planning in fall 2018.</li> <li>• <b>Massey Complex Master Planning-</b> Consultant hired in early 2018 and the master planning work is underway.</li> <li>• <b>Southeast Quad Redevelopment-</b> County closed on the real estate exchange with Weissberg Development Corp and the acquisition of the Landmark Office Building in late 2017. The exchange will allow for joint development of the properties known as Southeast Quad, which will include market rate residential development, extension of Seminary Road and a site for county development opportunities. The Bailey's Shelter site will be relocated as part of this agreement. Land for the shelter was purchased and shelter construction is underway for occupancy in late 2019.</li> <li>• <b>Innovation Center Station Parking Garage and Infrastructure-</b> the common infrastructure construction by</li> </ul>

Goal	Action	Status	Status Update
			the private developer is near complete with the garage construction work underway by the county
4.3a	Examine the County's adopted CIP for these types of partnership opportunities.	 '17 '18	<ul style="list-style-type: none"> <li>Colocation opportunities being explored for various library, human service and public safety facilities at various sites – most notably Kingstowne and Penn Daw.</li> <li>Public Private Partnership and Joint Ventures section added to the FY 18-22 CIP</li> <li>PPEA Guidelines and Procedures policy and procedural memorandum update by DPMM is underway</li> </ul>
4.4	<b>Encourage the use of Business Improvement Districts or other similar concepts for funding streetscapes, landscaping, park plazas, and other related infrastructure.</b>	 '17 '18	<ul style="list-style-type: none"> <li>Focus is on maintenance of existing facilities by County (see 4.2 above)</li> <li>BIDs are not being actively evaluated at this time (limited stakeholder interest)</li> </ul>
4.4a	Identify opportunities with the development industry to meet the community needs. Projects could include dedication of land, construction of public facilities, maintenance or upgrading of facilities such as tot lots, and sidewalk construction and repair.	 '17 '18	<ul style="list-style-type: none"> <li>Comprehensive Plan amendments like the recent amendment to allow retail uses in a portion of the Westfields office park seek to provide a mix of land uses that better meet the needs of the community.</li> <li>Development applications are also carefully evaluated for opportunities to meet community needs and foster new development that improves such things as transportation, pedestrian circulation and stormwater management.</li> </ul>
4.5	<b>Continue and expand interactions with internal and external service providers, including public safety and utility providers. Plan for service delivery changes within more urban environments.</b>	 '17 '18	<ul style="list-style-type: none"> <li>VEPGA contract amended to incorporate LED lighting for new developments and conversion of existing. County evaluating conversion program for possible start in FY19 and an update to the PFM.</li> <li>Items from FY17 status still in-progress.</li> </ul>
4.6	<b>Ensure that the County is leveraging all funding opportunities to fund infrastructure.</b>	 '17 '18	<ul style="list-style-type: none"> <li>See 4.2</li> <li>Compliance with Board policy regarding Capital Sinking Fund for infrastructure reinvestment</li> </ul>
4.6a	Consider feasibility of a Local Opportunity Fund to accelerate planned infrastructure improvements located near current or future businesses. Partner with FCEDA to identify businesses, particularly those not eligible for the Governor's Opportunity Fund.	 '17 '18	<ul style="list-style-type: none"> <li>Economic Development Support Fund project review and awards underway <ul style="list-style-type: none"> <li>Six projects authorized for fund appropriation (\$1,900,000)</li> <li>Additional \$400,000 encumbered for future projects (AFID Grants)</li> <li>Ten additional nominations currently under review</li> </ul> </li> <li>Economic Opportunity Reserve guidelines and procedures to be established in 2019, as reserve anticipated to begin funding in 2019</li> <li>Nine Federal Opportunity Zones established. Coordination of outreach and marketing of projects to Opportunity Funds between Fairfax County, FCEDA, and local business groups and individuals is underway</li> </ul>
4.6b	Review and update as necessary the County's 16 Principles in Support of Commercial Redevelopment that guides the	 '17 '18	Focus is on review and update of Economic Development Support Fund and Economic Opportunity Reserve guidelines (see 4.6a above)

Goal	Action	Status	Status Update
	County's involvement in public-private ventures.		
4.7	<p><b>Continue to implement capacity improvements and congestion mitigation options for regional transportation corridors such as Interstate 66, Route 28, Richmond Highway, and the Fairfax County Parkway.</b></p>		<ul style="list-style-type: none"> <li>Continued county coordination with VDOT on mega projects such as Express Lanes on I-66 and <a href="#">Express Lanes to I-395</a>. Both projects are under construction. The <a href="#">Transform I-66</a> project is due to be completed by the end of 2022. As part of the larger project, the County is developing a commuter parking garage at Fairfax Corner. A request for qualifications is underway. In addition, VDOT authorized construction to widen eastbound I-66 from the Dulles Connector Road to Fairfax Drive.</li> <li>The Northern Virginia Transportation Authority has approved funding for local projects, including Embark Richmond Highway and Route 28.</li> <li>The County is working with VDOT to implement the <a href="#">VDOT widening project</a> for the remaining section of Richmond Highway from Napper Road to Jeff Todd Way. The design public hearing will be held in early 2019. Anticipated completion is 2025.</li> <li>The County is proceeding with implementation of a <a href="#">Bus Rapid Transit project</a> in the Richmond Highway Corridor from the Huntington Metrorail Station to Fort Belvoir. Multiple tasks are underway, including the environmental document and site selection for the maintenance facility. Anticipated completion is 2026 to Hybla Valley and 2028 to Fort Belvoir.</li> <li>The County is preparing to issue a request for qualifications by the end of 2018 for a design-build contractor for the <a href="#">Route 28 widening project</a> from four to six lanes from the Prince William County Line to Route 29.</li> <li>VDOT is advancing the widening of the Fairfax County Parkway from four to six lanes from Route 29 to Route 123, including the implementation of an interchange at Popes Head Road. The design public hearing for this project will be held in 2019.</li> <li>In July 2018, VDOT executed a design-build contract with Shirley Construction for the <a href="#">VDOT Route 7 widening project</a> from four lanes to six lanes between Reston Avenue and the Dulles Toll Road.</li> <li><a href="#">Fairfax County Parkway</a> long range planning and prioritization of improvements is also underway.</li> </ul>
4.8	<p><b>Continue to expand transit service where appropriate to unserved and underserved areas; increase service on higher density routes; add more mid-day, evening, and weekend services.</b></p>		<ul style="list-style-type: none"> <li>In December 2017, the County implemented new Fairfax Connector service between the Fairfax County Government Center and downtown DC with ten trips in the morning and ten trips in the evening. Ridership is currently averaging 27 passengers per trip. This service is funded by tolls collected on the I-66 Inside the Beltway Express Lanes.</li> <li>In July 2018, the Northern Virginia Transportation Commission approved funding for a new Fairfax Connector service between the Vienna Metrorail Station and the Pentagon. This service is anticipated to begin in January 2019.</li> <li>The County is considering changes to bus schedules in January 2019 to better serve Herndon High School.</li> </ul>

Goal	Action	Status	Status Update
			<ul style="list-style-type: none"> <li>The County is also evaluating a new route to connect the Dunn Loring and Tysons Corner Metrorail Stations to serve under-privileged communities in the Vienna area of the County.</li> </ul>
4.9	<p><b>Incorporate greater use of transit into Comprehensive Plan updates associated with the County's activity centers.</b></p>	 '17 '18	<ul style="list-style-type: none"> <li>In March 2018, the Board adopted the <a href="#">Embark Richmond Highway Comprehensive Plan amendment</a>. This amendment emphasizes transit-oriented development supported by multimodal transportation improvements including a new bus rapid transit line from the Huntington Metrorail Station to Fort Belvoir.</li> <li>The <a href="#">Innovation Center Station Comprehensive Plan amendment</a> and McLean Comprehensive Plan amendment are also underway. Both will incorporate a greater use of transit to support future development.</li> </ul>
4.10	<p><b>Continue to improve the County's multimodal transportation system which connects activity centers and within activity centers.</b></p>	 '17 '18	<ul style="list-style-type: none"> <li>Expanding multimodal transportation options is critical to Fairfax County's future.</li> <li>Numerous efforts are underway including completing missing links in the sidewalk networks on Richmond Highway (nearly complete) and Route 50 (construction on multiple projects underway currently or in the near future), as well as major activity centers such as Tysons and Reston and neighborhood streets throughout the County.</li> <li>Through a partnership with VDOT, new bikes lanes are being implemented annually through VDOT's repaving program. These lanes have been implemented in Tysons and Annandale, among other areas. During Summer 2018, additional bike lanes are being implemented in Reston and Fairfax Center.</li> <li>Funding has been secured to expand bike share in South Reston and the Merrifield areas of the County.</li> <li>Coordination with the Northern Virginia Transportation Commission on their <a href="#">Envision Route 7 Transit Study</a> is ongoing.</li> <li>The County's Route 7 Bus Rapid Transit Study from I-66 to Tysons is underway.</li> <li>The County is continuing the creation of roadway design standards that incorporate bicycle and pedestrian friendly aspects in transit oriented areas of the County, including Reston and Richmond Highway.</li> <li>The Vesper Trail which connects residential neighborhoods west of Tysons to the Spring Hill Metrorail Station and Tysons development is under construction and due to be completed by the end of 2018.</li> <li>The design for the Scotts Run Trail which connects the Pimmit Hills residential neighborhood to the McLean Metrorail Station is complete and the project is being permitted.</li> </ul>
4.11	<p><b>Promote the accessibility and use of the County's Amtrak stations.</b></p>	 '17 '18	<p>Initial actions have been taken to develop materials to promote the connection between Amtrak service from Roanoke, Lynchburg and Charlottesville to Burke Centre with express bus service to Tysons.</p>

Goal	Action	Status	Status Update
<b>Goal 5: Achieve Economic success through Education and Social Equity</b>			
5.1	<b>Maintain focus and funding for a world class public schools and education system as a key pillar in the County's economic success strategy.</b>	 '17 '18	See below.
5.1a	Expand access to quality early child care and Pre-K education for all.	 '17 '18	<p>Year One Implementation (FY2019) of the Equitable School Readiness Strategic Plan, Birth to Eight includes a number of activities supporting the five core strategies of the plan. These include activities that increase the supply, access and affordability of quality early childhood programs; partner with families; and expand access to early intervention services. Examples include:</p> <ul style="list-style-type: none"> <li>• Serving approximately 131 additional young children in high quality, comprehensive early childhood programs in community-based settings and FCPS classrooms;</li> <li>• Supporting children's executive function skills; and</li> <li>• Expanding Nurse Family Partnership program to serve 50 additional families.</li> </ul> <p>In addition, in May 2018 the Board of Supervisors approved Budget Guidance directing the Successful Children and Youth Policy Team to develop a five-year plan to expand early childhood services.</p>
5.1b	Ensure adequate resources for FCPS Career and Technical Education programs.	 '17 '18	<ul style="list-style-type: none"> <li>• FCPS has an agenda item for School Board vote on October 11 to align the FCPS graduation requirements with the State. This will allow students pursuing a standard diploma the flexibility of one more CTE elective offering.</li> <li>• Work is currently underway with Northern Virginia Community College (NOVA) to obtain grant funding to support early college access for students pursuing a pathway in Information Technology/Cyber Security</li> <li>• FCPS is partnering with NOVA for a Go Virginia grant to assist with the Tech Talent Pipeline in Northern Virginia</li> </ul>
5.1c	Work across silos to ensure coordination and efficient delivery of workforce and training program throughout the county and region.	 '17 '18	<p>Cross stakeholder regional team won Go Virginia state workforce grant. Team included multi northern Virginia regional economic development directors, NVCC, NVTC, and FCPS. The project will: Focus on high school seniors, college students, and career-changers with interest and aptitude; career counselors; veterans; and employers.</p> <p>Progress on project below:  <b>GO Virginia Tech Talent Pipeline Initiative</b></p> <ul style="list-style-type: none"> <li>• <b>Regional Collaboration</b> -- Meetings are underway with the CTE leads at regional school districts to discuss project collaboration.</li> <li>• <b>Outreach and Marketing</b> -- RFP committee is reviewing vendor proposals for the website/outreach/marketing campaign.</li> <li>• <b>Project Coordination</b> -- MOUs are underway with partners.</li> </ul>

Goal	Action	Status	Status Update
5.1d	Encourage the formation of key employer stakeholder groups to identify and assess existing workforce development and vocational training programs and confirm alignment with meeting current and projected employment needs in Fairfax County.	 '17 '18	<p><b>GO Virginia Tech Talent Pipeline Apprenticeship Initiative</b></p> <ul style="list-style-type: none"> <li>• An additional \$1M in funding was awarded by GO Virginia for a new apprenticeship initiative. This is an industry-driven effort, in partnership with NVTC, to engage at least 400 apprentices in the next two years. Team is working closely with key established companies as well as partners in the innovation ecosystem to develop apprenticeships.</li> <li>• Reston innovation hub Refraction and the Northern Virginia Community College will jointly design, develop, and launch the region's first apprenticeship program for tech startups and high-growth companies. Refraction has committed to working with Fairfax County's Chief Equity Officer and other partners to recruit and train apprentices from underrepresented and economically disadvantaged communities. The launch of the program is made possible in part by the grant for the Go Virginia Tech Talent Pipeline supported by the county.</li> </ul>
5.2	<b>Expand opportunities for with financial need to pursue post-secondary training and education.</b>	 '17 '18	<p>Significant work is being done to expand dual enrollment course options for students to assist with gaining college credit while in high school</p> <p>All pathways are being reviewed to include, where possible, credentialing options for students to earn resume ready credentials that will allow them to work while pursuing post-secondary training. Significant strides have been made in the health care arena by adding credentials in Billing and Coding, 911 operator, Firefighting and Patient Care Technician.</p>
5.2a	Encourage tuition assistance and internship or apprenticeships for technical/vocational/middle-skill training to meet projected high-demand occupations and to help ensure that these growing industry sectors are available to under-represented students.	 '17 '18	<p>Apprenticeship options will be expanded for the 2019-20 school year to include Electrical, Constructions, HVAC and Automotive.</p> <p>Internship opportunities are being looked at through work with NOVA and the Go Virginia grant for information technology</p> <p>Clinical experiences are being added in the health care fields to coincide with the requirements of individual health care certifications</p> <p>Additional, the adult and community education team offers low cost credentialing options for students to pursue following graduation in the areas described above</p>
5.2b	Support actions to link scholarships and assistance to qualified students to pursue higher education, including under-represented populations.	 '17 '18	<p>Community groups include but are not limited to the following:</p> <ul style="list-style-type: none"> <li>• College Access Fairfax</li> <li>• ECMC/ The College Place</li> </ul> <p>All scholarship opportunities that FCPS becomes aware of are placed in a scholarship database that is accessible to Staff, students and parents through the Naviance student system. In addition, any scholarship that has not been centrally</p>

Goal	Action	Status	Status Update
			<p>reviewed maybe placed in the local school Naviance student database or sent out via electronic communication to students and parents who have subscribed to the News you choose and/or sent out via the Naviance email distribution. Finally social media is used frequently by Career Center Specialist to engage students.</p>
5.3	<p><b>Facilitate collaboration to strengthen the ecosystem and engage STEM and STEAM stakeholders to improve youth interest and readiness for STEM careers.</b></p>		<p>See below.</p>
5.3a	<p>Encourage the County's educational institutions/partners to identify where investments are currently being made in Science, Technology, Engineering &amp; Math (STEM) as well as the Arts (STEAM) activities in Fairfax County; and, quantify and prioritize resources needed to sustain or expand the most effective programs and partnerships.</p>		<p>A landing page and searchable GIS map of STEM/STEAM opportunities for youth was launched in June 2018. Further content development and public launch of website was launched in September 2018. Evaluation of utilization, interest and resources needed to sustain the site will occur in 2019</p>
5.4	<p><b>Explore policy opportunities, strategies or frameworks to address the issue of social equity within the context of economic success in alignment with One Fairfax.</b></p>		<p>The One Fairfax Policy was jointly adopted in November 2017 by the Fairfax County Board of Supervisors and School Board. The joint policy commits both boards to consider equity in the development and delivery of policies, programs and services. To help manage lead the implementation of the One Fairfax strategic framework, Fairfax County appointed a Chief Equity Officer and FCPS appointed a Chief Academic and Equity Officer. Each are positioned as direct reports to County Executive and Superintendent respectively.</p> <p>Under the direction of the County Executive, the County's Chief Equity Officer advises and supports county leadership and staff in strategically shaping the structure of opportunity across the county through the consideration of equity in decision-making, alignment and leveraging of investments, and the development and delivery of policies, programs and practices. Additionally, the Chief Equity Office engages community partners and other stakeholders to work collectively with the public sector to co-create innovative solutions to realize the vision of One Fairfax. Help support and provide direction to the Board of Supervisors, executives, agency leaders, and others in the creation of equitable opportunities for all residents.</p> <p>Supported by an established County-Schools One Fairfax Executive Leadership Team, strategic implementation work will be coordinated within and across institutions and organizations. As part of the One Fairfax policy, Fairfax County and Fairfax County Public Schools will consider several areas of focus Initial focal areas critical to our county's ability to succeed in a global economy include cradle to career success, community health and wellbeing, just and safe communities, community development and inclusive prosperity</p>

Goal	Action	Status	Status Update
5.5	<b>Promote and explore creative housing solutions in County-sponsored projects.</b>	 '17 '18	<p>The Communitywide Housing Strategic Plan Phase 1 report was adopted in June 2018 by the Board of Supervisors and identifies the County's expected housing needs for the next 15 years and provides 25 recommendations that are being implemented over the next two years, and that set the groundwork for more resource-intensive recommendations to follow. Phase 1 recommendations focus on four areas: modernizing FCRHA/HCD administration and processes; land use and zoning considerations; funding sources and uses; and housing for vulnerable populations.</p> <p>In July 2018, the Board also directed County staff to prepare Phase 2 of the Plan by convening a panel of experts charged with setting a goal of affordable housing units to be added over the next 15 years, and with developing a set of recommendations to the Board for the resources and other innovative solutions to be invested and implemented in meeting that goal. It is expected that the panel will present its recommendations to the Board in time for inclusion into the FY 2020 budget guidelines.</p>
5.5a	Explore greater use of land use incentives and regulations to encourage a variety of urban infill housing opportunities.	 '17 '18	The Communitywide Housing Strategic Plan Phase 1 report identifies the county's expected housing needs for the next 5/10/15 years; provides initial recommendations that can be implemented within two years, and sets the groundwork for more resource-intensive recommendations to follow. Phase 1 recommendations focus on four areas: modernizing FCRHA/HCD administration and processes; land use and zoning considerations, funding sources and uses, housing for vulnerable populations.
5.5b	Continue to implement and refine when necessary the County's Workforce Dwelling Unit Program (WDU) and Affordable Dwelling Unit Program (ADU).	 '17 '18	The Communitywide Housing Strategic Plan Phase 1 report recommends: 1) updating the ADU/WDU programs to provide more housing opportunities for the workforce; 2) creating guidelines for adaptive re-use of commercial space for affordable housing; and 3) developing a new preservation strategy.
5.6	<b>Identify a recurring, sustainable funding source which can be reinvested into projects which preserve housing affordability and produce new affordable housing units.</b>	 '17 '18	Limited county resources and reduced federal funding have led to an environment not conducive to a recurring, sustainable funding source for affordable housing. Development of Phase 2 of the Communitywide Housing Strategic Plan will focus on identifying the resources needed for investment in affordable housing preservation and production.
5.6a	Reinvest the proceeds from the sale of the County-owned Redevelopment and Housing Authority (FCRHA) assets to support implementation of the Board's Housing Blueprint.	 '17 '18	The FCRHA sells Affordable Dwelling Units (ADUs) through the First-Time Homebuyers Program. These units are affordably priced below that of similarly located homes and provide an opportunity for low- and moderate-income individuals and families to become homeowners. Proceeds from the sale of these units are used to fund the ADU program which also includes many units for rent at affordable rates.

Goal	Action	Status	Status Update
<b>Goal 6: Increase Agility of County Government</b>			
6.1	<b>Create a culture that ensures that all County employees and leaders understand that sustained economic success is a countywide business necessity and that the work our employees and leaders do has a direct impact on that success.</b>	 '17 '18	Culture is one of the organizational change elements in our broad One Fairfax strategy. Culture change in Fairfax First land development staff/departments based on the values of Innovate – Collaborate – Act – spurred the development of a Fairfax First team recognition event featuring the first annual ICA awards aimed at recognizing staff who have gone above and beyond demonstrating innovation (I), collaboration (C) and action (A). A separate award is provided for each value.
6.2	<b>Continue to foster coordination and collaboration among County departments and authorities, Board Authorities and Commissions (BACs), industry groups, institutions of higher education, non-profits, and stakeholders involved in activities that affect the County's economic success.</b>	 '17 '18	A number of Successful ESSP initiatives were accomplished through cross-sector collaboration. An Example Sponsorship of the Hackathon was shared by the RESTON and Nova Chambers as well as VT GMU
6.3	<b>Work regionally with other jurisdictions and regional bodies on select initiatives consistent with the Strategic Plan to Facilitate the Economic Success of Fairfax County.</b>	 '17 '18	Partnered on successful Go Virginia workforce development grant opportunity with Loudoun, Prince William, Arlington County, and Herndon, Cities of Fairfax, Falls Church, and Alexandria.  Partnering with MWCOG, NVRC, NVTC, NOVA Chamber, and others on projects and ongoing programs.
6.4	<b>Ensure the skills and behaviors of our County workforce support a culture of agility and innovation, are aligned with increasingly urban land use patterns, and are responsive to changing demographics and issues around equity and health aligned with One Fairfax and Health in All Policies.</b>	 '17 '18	Cross functional teams that include internal and external stakeholders have been formed around our work on innovation, smart cities, community engagement, and One Fairfax. In addition a Chief Equity Officer and Health in All Policies manager have been brought on board this year to both participate in and lead these teams. Staff on these teams serve as ambassadors and champions of this work.
6.5	<b>Develop and implement a robust communication, outreach, and engagement plan to inform and engage County residents, employees, developers, and those who want to do business in or visit the County.</b>	 '17 '18	Chairman Bulova established a Community Council on Land Use Engagement in January 2017, to formulate a set of recommendations on how to enhance public outreach and citizen engagement in the land use development process. The group's final report was accepted by the BOS in June 2017 at which time the BOS directed staff to develop a work plan for implementing or addressing the recommendations. Staff presented a proposed work plan at a Development Process Committee meeting in December 2017, at which the BOS noted that it was not inclined to allocate any additional resources to these efforts. Staff is continuing to identify and implement ways of addressing the group's recommendations using existing resources, including expanded use of materials and information on the web, instructional videos, and social media. Also in 2017 the County engaged the Urban Land Institute to conduct a Technical Assistance Panel on Enhancing Community Engagement and Outreach. The report out for this initiative occurred in May 2017.

Goal	Action	Status	Status Update
			As appropriate, the Office of Public Affairs also directly works with all County agencies, Fairfax County Economic Development Authority and Visit Fairfax on communications activities. Communications planning is always an ongoing activity countywide, and we continue to add new communication, outreach and engagement tools and techniques with evolution of needs and technologies.
6.5a	Promote the County’s successful programs and innovative projects.	 '17 '18	County agencies and the Office of Public Affairs promote the innovative, successful programs and projects to inform relevant audiences using multiple methods including digital communications, traditional media and social media.
6.5b	Increase resident engagement at all levels.	 '17 '18	<ul style="list-style-type: none"> <li>• Partnership between Neighborhood and Community Services (NCS) with the Office of Community Revitalization (OCR) to promote and participate in a Pop Up Park Event for the Annandale community.</li> <li>• Partnership between NCS, OCR, and the Department of Planning and Zoning (DPZ) and Land Development Services (LDS) to review development plans and provide feedback into the public process</li> <li>• NCS Regional Managers and Community Development staff are participating together with land development staff in Land Development 101, to develop a deeper understanding of the many ways citizens can intersect with Fairfax County Government</li> <li>• Increasing outreach events such as the “Know your Local Government” event, being held at Providence Community Center on October 3 and October 17. Providence District Supervisor, Linda Smyth, will be joined by staff from a variety of county agencies so that community members can learn more about their local government, the programs and services it provides, and how they can play a critical role in shaping the future of their community.</li> </ul>
6.6	<b>Cultivate new voices in outreach and engagement to ensure that all our activities reflect the demographics and diverse perspectives of the larger community.</b>	 '17 '18	<p>A cross functional Community of Interest on Community Engagement has been created and increased engagement across departments with different community constituents are connecting to learn how to reach and engage a broader spectrum of our residents.</p> <p>An example of this has been the Annandale Re-Imagining Community effort, whereby NCS partnered with Mason District Police and GMU School of Art. This ongoing series, hosted by the Fairfax County Department of Neighborhood and Community Services (NCS), has given teens and adults an opportunity to have a dialogue about their vision for communities of the future and how art can be used to develop a vision and engage communities. The event is part of an ongoing initiative that brought together a diverse group of 11 students from Annandale, Falls Church, and JEB Stuart high schools to learn about art from professors and graduate students in the School of Art at George Mason University.</p> <p>Additionally, Opportunity Neighborhoods Neighborhood Ambassadors have been identified to help engage community members around the BRT/Embark project. Additionally,</p>

Goal	Action	Status	Status Update
			broader marketing and community engagement has been occurring through contracted services to ensure the activities reflect the demographics of the larger community.
6.6a	Ensure that Boards, Authorities, and Commissions (BACs) reflect the demographics of the larger community.	 '17 '18	County Executive has indicated a plan to streamline.
6.6b	Promote more proactive policies and procedures on social media and alternative communication channels and technologies to reach a more diverse and younger demographic. Ensure that a dedicated social media coordinator exists to support this effort.	 '17 '18	The countywide social media policy has been updated several times since it was first established in 2011, and we are currently working on another revision. We also have had a dedicated social media coordinator for many years. However, our work on policies, procedures and new channels is always ongoing as technologies, demographics and county needs evolve.
6.6c	Facilitate dialogue and collaboration among the many networking and development programs for young professionals to engage and determine desirable economic, social, and cultural opportunities.	 '17 '18	The vision of the Fairfax County Young Professionals (YOPRO) cohort is to create an environment where people in the young professional career strata would come together to support the professional and personal development of their colleagues and peers. With a focus on building a strong Team Fairfax, the YOPROs Cohort hosts Lunch and Learn sessions where the county's young professionals can broaden their knowledge base, develop effective communication skills, and hone their leadership capabilities. The welcomed exchange of ideas and the mutual sharing of experiences fosters a community of employees who are invested in each other's success and the success of Fairfax County. Their activities not only improve morale and promote employee retention but also prepare today's young professionals for future leadership opportunities.
6.6c	Ensure that Boards, Authorities, and Commissions (BACs) reflect the demographics of the larger community.	 '17 '18	County Executive has indicated a plan to streamline.
6.7	<b>Develop a legislative strategy to pursue state-enabling authority to implement key actions in the plan as appropriate.</b>	 '17 '18	Prior to the legislative session each year, the legislative affairs staff confers with ESSP team to determine priorities and legislative constraints and opportunities presented by the upcoming session.

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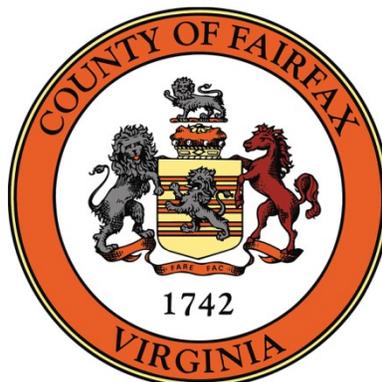
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