Fairfax County, Virginia

LINES OF BUSINESS
July 2016

DEPARTMENT OF MANAGEMENT AND BUDGET

County Lines of Business (LOBs)
Presentation to the Board of Supervisors

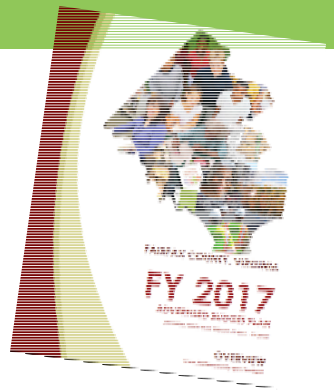
www.fairfaxcounty.gov/budget/2016-lines-of-business.htm

OUTLINE OF TODAY'S PRESENTATION

1. Department Overview
2. High level view of our Lines of Business (LOBS)
3. How our LOBs relate to the County Vision Elements
4. Metrics
5. Trends and Challenges
6. Looking Forward
7. Discussion

*Note: See **www.fairfaxcounty.gov/budget/2016-lines-of-business.htm** to access all LOBs documents and presentations.*

DEPARTMENT OVERVIEW



Department of Management and Budget's mission is to:

Provide financial *and* ***analytical consultant services****;*
Develop, implement *and* ***monitor a financial plan****;*
and,
produce information
for Fairfax County agencies, the Board of Supervisors, the County Executive, and residents in order ***to maintain the County's fiscal integrity*** *and* ***accountability****, as well as* ***to support effective decision-making****.*

In addition, the department serves as the centralized functional support organization for the County's enterprise resource planning system, FOCUS.

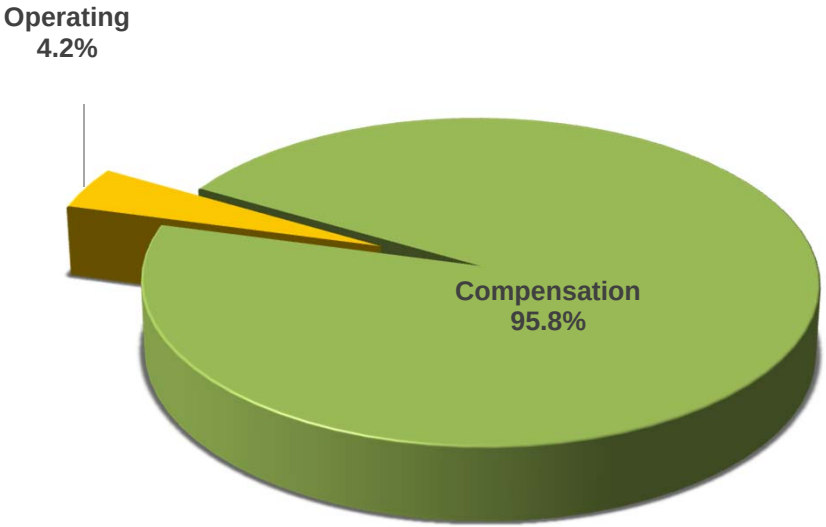
DEPARTMENT RESOURCES

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$3,921,832	$4,034,185	$4,349,992
Operating Expenses	363,723	390,559	189,319
Total Expenditures	$4,285,555	$4,424,744	$4,539,311
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$4,285,555	$4,424,744	$4,539,311
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	54 / 54	54 / 54	52 / 52
Total Positions	54 / 54	54 / 54	52 / 52

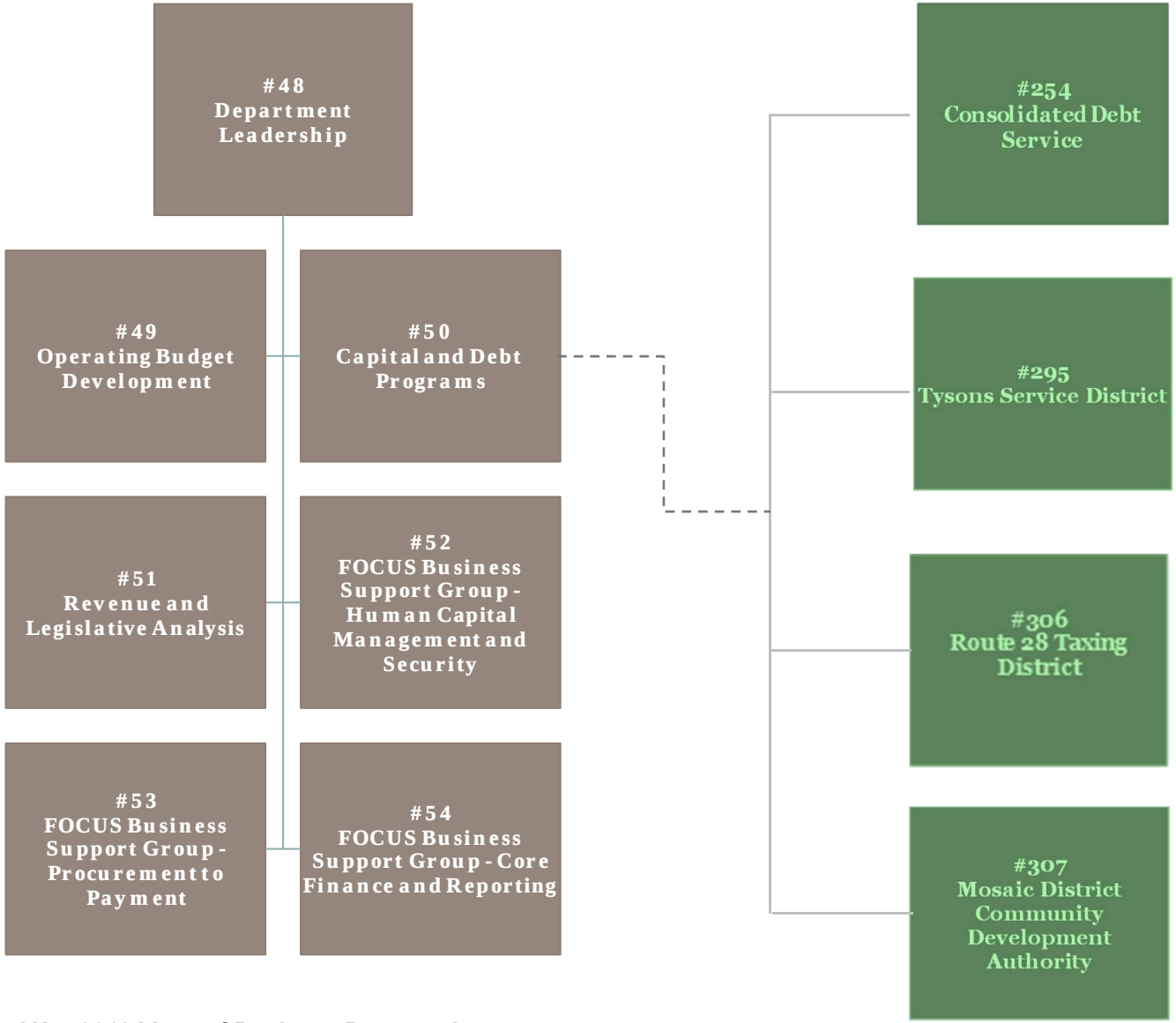
DMB'S BUDGET IS NEARLY ALL COMPENSATION

- Work requires highly skilled, professional staff.

- 30% of DMB's staff is eligible to retire within the next 5 years.



LOBS AT A GLANCE



LOBS SUMMARY TABLE

LOB #	LOB Title	FY 2016 Adopted Disbursements	FY 2016 Adopted Positions
48	Department Leadership	$530,844	5
49	Operating Budget Development	1,272,718	16
50	Capital and Debt Programs	398,741	4
51	Revenue and Legislative Analysis	305,315	3
52	FOCUS Business Support Group - Human Capital Management and Security	731,143	8
53	FOCUS Business Support Group - Procurement to Payment	689,209	8
54	FOCUS Business Support Group - Core Finance and Reporting	611,341	8
Total		$4,539,311	52

LOB #	LOB Title	FY 2016 Adopted Disbursements	FY 2016 Adopted Positions
254	Consolidated Debt Service	$321,900,342	0
295	Tysons Service District	0	0
306	Route 28 Taxing District	11,045,828	0
307	Mosaic District Community Development Authority	4,529,965	0
Total		$337,476,135	0

LOB #254: CONSOLIDATED DEBT SERVICE

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Bond Expenses	$295,655,952	$311,178,438	$321,900,342
Total Expenditures	$295,655,952	$311,178,438	$321,900,342
Transfers Out:			
Transfer Out to General Fund	$8,000,000	$0	$0
Transfers Out to Other Funds	0	8,000,000	0
Total Transfers Out	$8,000,000	$8,000,000	$0
Revenues:			
Build America Bonds Subsidy	$2,929,299	$2,951,575	$2,100,000
Miscellaneous Revenue	9,148	8,554	0
Bond Proceeds	544,122	994,078	500,000
Revenue from Fairfax City	64,522	119,527	80,000
Total Revenue	$3,547,091	$4,073,734	$2,680,000
Transfers In:			
Transfer In from General Fund	$291,165,641	$310,883,333	$314,950,773
Transfers In from Other Funds	4,520,055	3,914,163	4,269,569
Total Transfers In	$295,685,696	$314,797,496	$319,220,342

LOB #295: TYSONS SERVICE DISTRICT

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Total Expenditures	$0	$0	$0
Revenues:			
Real Estate Tax Revenue	$2,362,312	$4,917,482	$6,417,112
Total Revenue	$2,362,312	$4,917,482	$6,417,112

LOB #306: ROUTE 28 TAXING DISTRICT

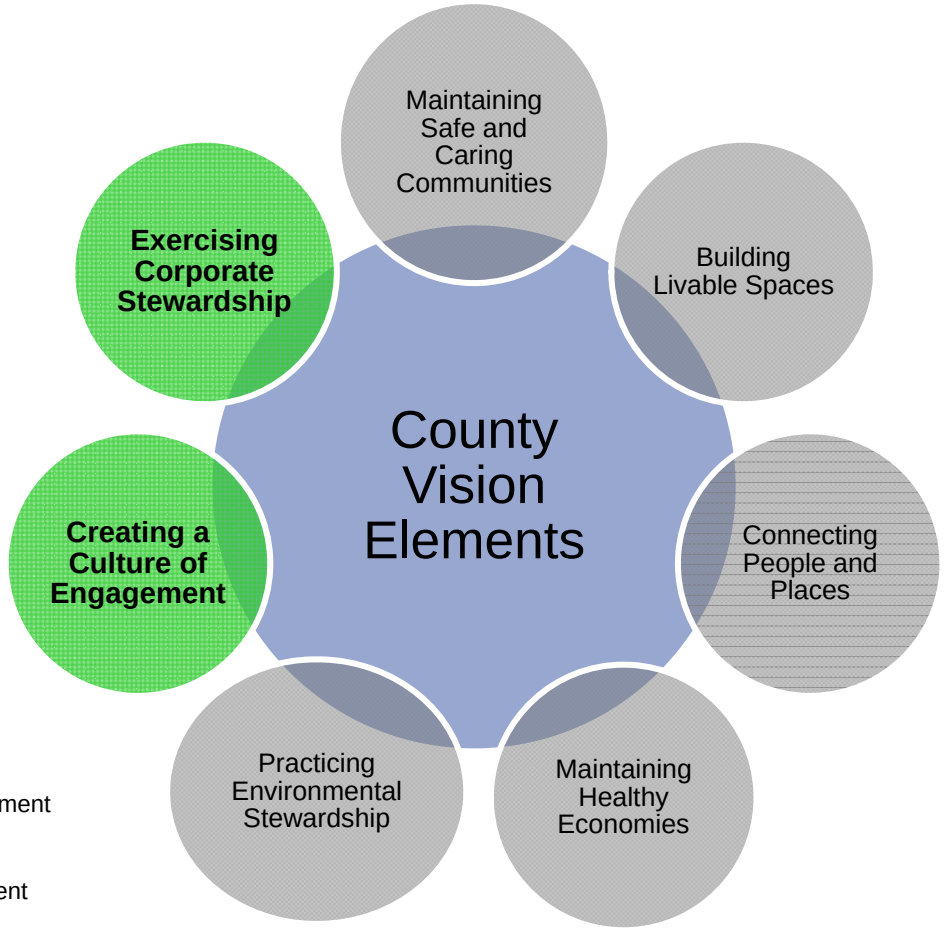
Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Operating Expenses	$9,960,991	$10,080,734	$11,045,828
Total Expenditures	$9,960,991	$10,080,734	$11,045,828
Revenues:			
Real Estate Taxes	$9,957,238	$10,078,311	$10,045,828
Revenue from Buyouts	0	0	1,000,000
Interest on Investments	780	329	0
Total Revenue	$9,958,018	$10,078,640	$11,045,828

LOB #307: MOSAIC DISTRICT COMMUNITY DEVELOPMENT AUTHORITY

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Operating Expenses	$2,214,585	$3,882,012	$4,529,965
Total Expenditures	$2,214,585	$3,882,012	$4,529,965
Revenues:			
TIF Revenue - Series A	$2,214,585	$3,882,012	$4,529,965
Total Revenue	$2,214,585	$3,882,012	$4,529,965

COUNTY VISION ELEMENTS

- The purpose of the LOBs process and the validation process performed by staff and management is to array the relevance of all LOBs according to the County's Vision Elements. Our LOBs support:



Signifies support of the Vision Element

Does not support the Vision Element

LINES OF BUSINESS SUMMARY

#48 Department Leadership

- Help set strategic goals for budget, CIP/Debt Management programs, revenue and fiscal analysis, and the FOCUS Business Support Group (FBSG).
- Oversee selected other departments as Chief Financial Officer.
- Provide direction, leadership and oversight to the department.

#49 Operating Budget Development

- Develop sound fiscal plan/budget.
- Ensure fiscally responsible and effective execution of the adopted budget.
- Engage community in all phases of budget development and execution.

#50 Capital & Debt Programs

#254 Consolidated Debt Service
#295 Tysons Service District
#306 Route 28 Taxing District
#307 Mosaic Community Development Authority

- Develop and coordinate County's Capital Improvement Program (CIP).
- Oversight of debt service for the County and Fairfax County Public Schools.
- Monitor financial conditions to optimize County's debt portfolio.

#51 Revenue & Legislative Analysis

- Coordinate and lead all General Fund revenue projections in collaboration with other County departments.
- Monitor revenue collections in relation to the budget and recommend adjustments when necessary.
- Determine fiscal impacts associated with proposed federal and state legislation.
- Produce *Fairfax County Economic Indicators* monthly.

#52 FBSG-Human Capital Management & Security

#53 FBSG-Procurement to Payment

#54 FBSG-Core Finance & Reporting

- User support and technical project resolution
- System maintenance.
- System access and role approval and maintenance.
- Functional project and systems implementation planning.
- Prioritization of system enhancements.

LOB #48 DEPARTMENT LEADERSHIP

- The Director also serves as the County's Chief Financial Officer (CFO).
  - Leads all financial management and budget operations.
  - Oversees Department of Tax Administration, Department of Finance and the Department of Procurement and Material Management.
  - Serves as liaison with the Office of the Internal Auditor and the Retirement Administration Agency.
- Responsible for making sure strong budgetary controls are in place and operating effectively.
- Ensures that all activities are carried out in accordance with applicable the Code of Virginia, mandates and federal regulatory requirements.
- The FOCUS Business Support Group (FBSG) is primarily responsible for partnering with agencies to drive continuous improvement, optimize system usage and investment, and maintain and support the County's integrated financial system.

"The outlook has been revised to stable. The Aaa rating reflects the county's adequate financial position supported by recently strengthened comprehensive fiscal policies, large and diverse tax base with socioeconomic indices that are well above average, and reasonable debt burden with manageable future borrowing plans."

Moody's Investor Services

LOB #48 DEPARTMENT LEADERSHIP

Awards & Accolades

- Awarded the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation for 31 consecutive years.

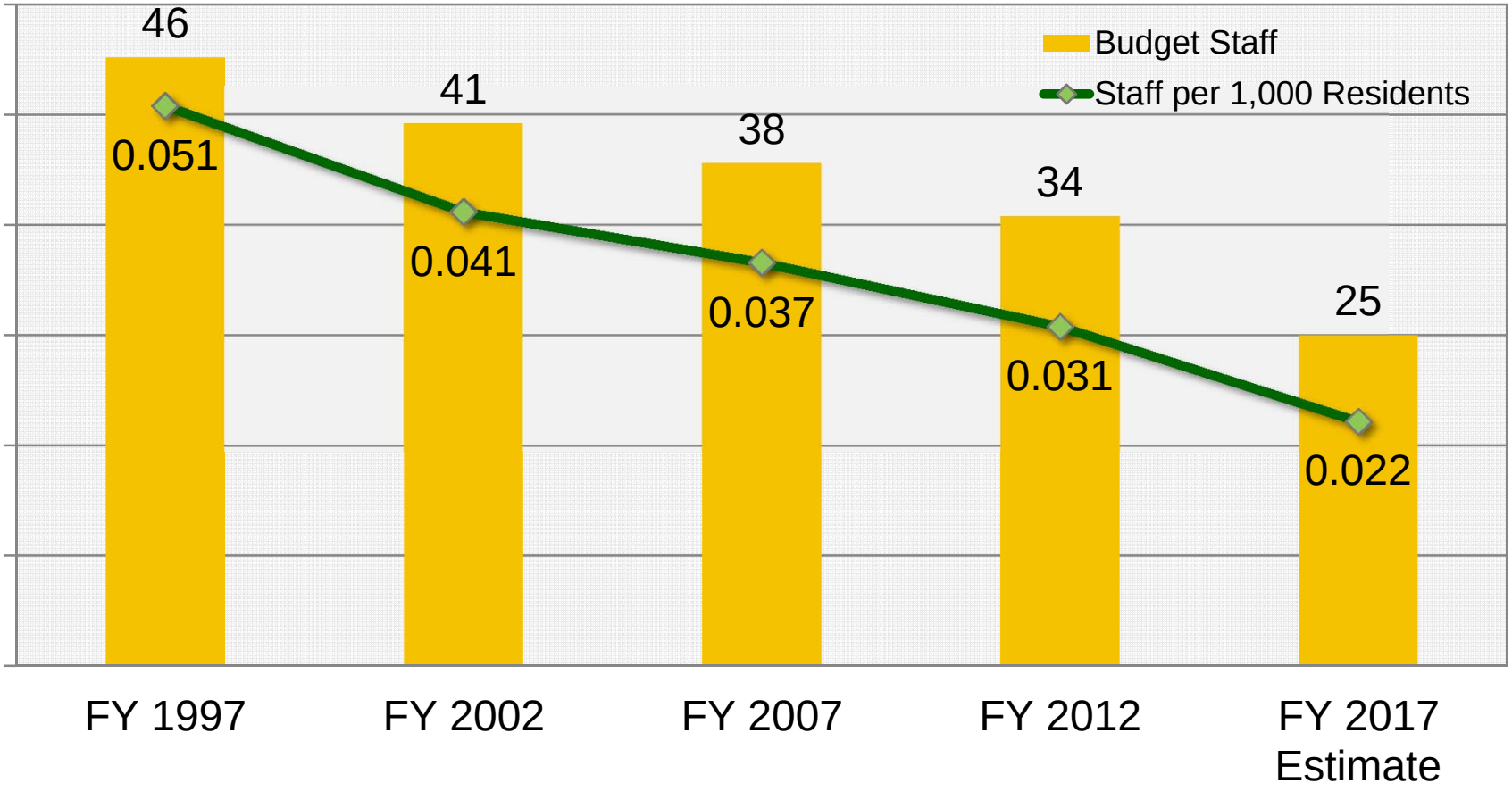
- In July 2015, awarded the International City/County Management Association (ICMA) Certificate of Excellence for the 7th consecutive year. Only 33 of 160 jurisdictions participating in ICMA's Center for Performance Measurement earned this prestigious award in 2015.

- In 2003, the National Association of Counties (NACo) awarded the Fairfax County Youth Leadership Program an Achievement Award in recognition of this innovative program.

- In 2010, NACo awarded Fairfax County its top honors in the category of "Civic Education and Public Information" for its Community Dialogue and Public Input Process during the FY 2010 and FY 2011 budget cycles.

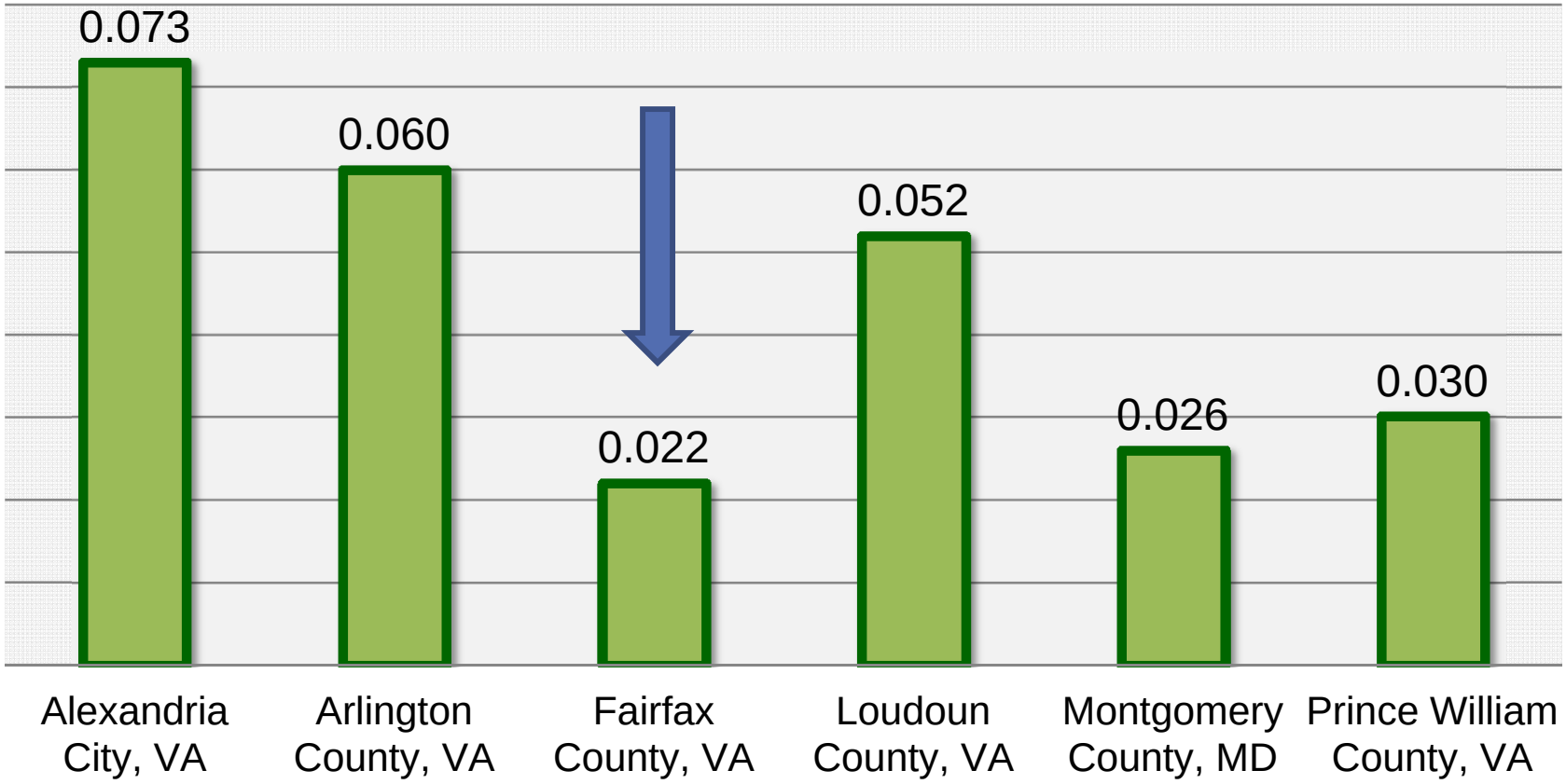
METRICS

DMB Budget Staff per 1,000 County Residents



METRICS

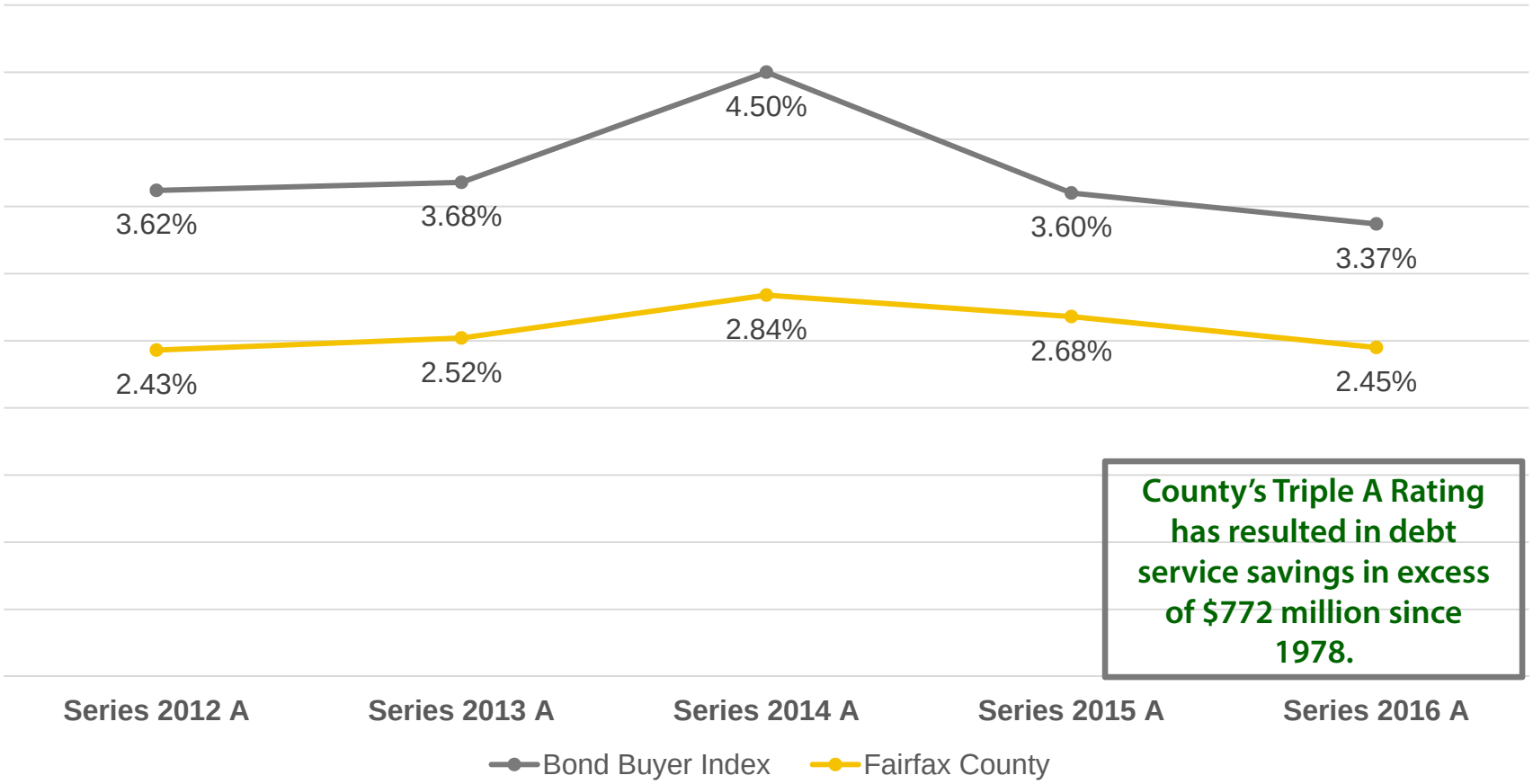
Budget Full Time Equivalents per 1,000 Residents[1]



[1] Functions performed by each jurisdiction's budget office may differ.

METRICS

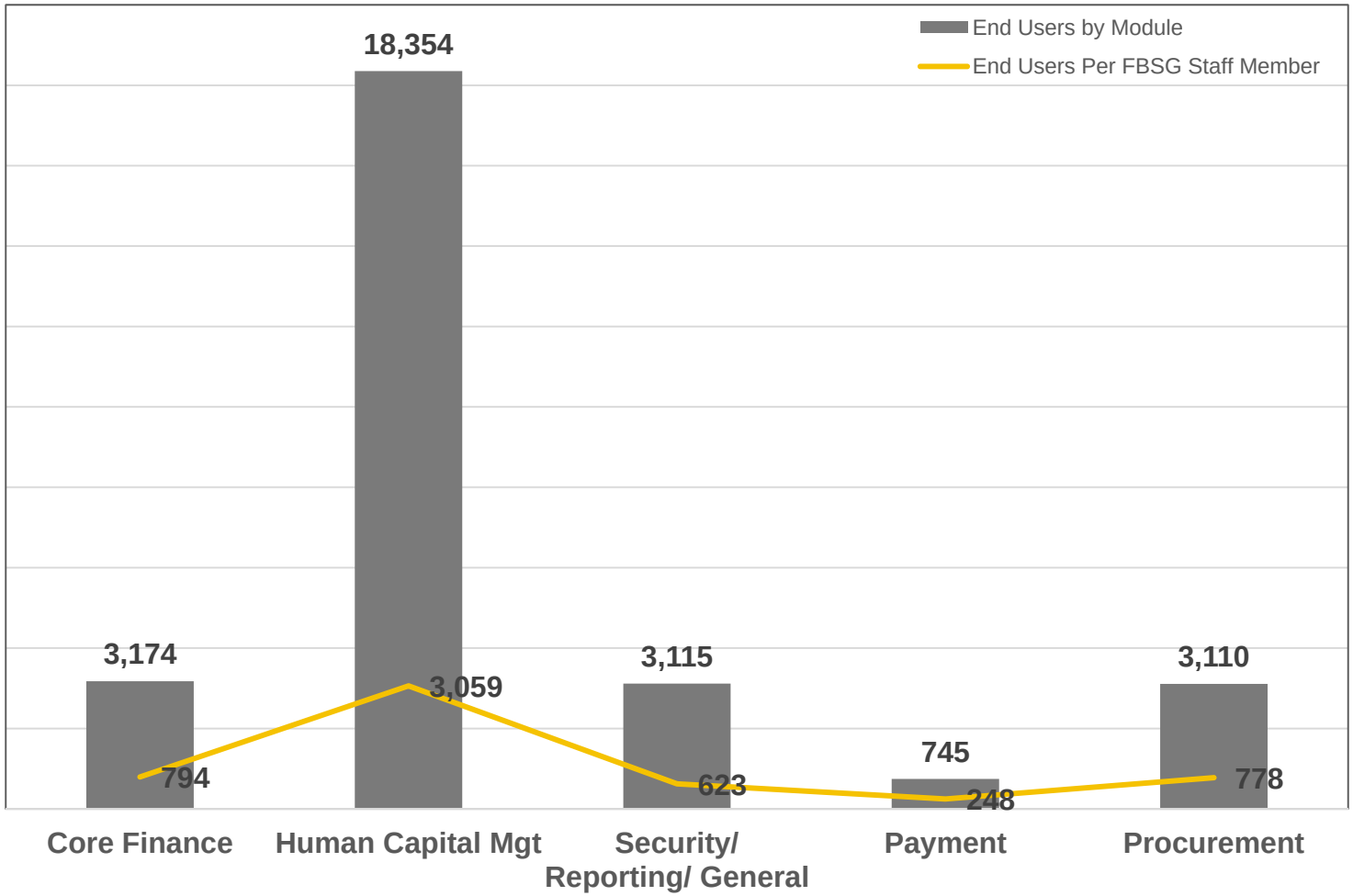
County General Obligation Bond Sale True Interest Rate vs. Bond Buyer Index



County's Triple A Rating has resulted in debt service savings in excess of $772 million since 1978.

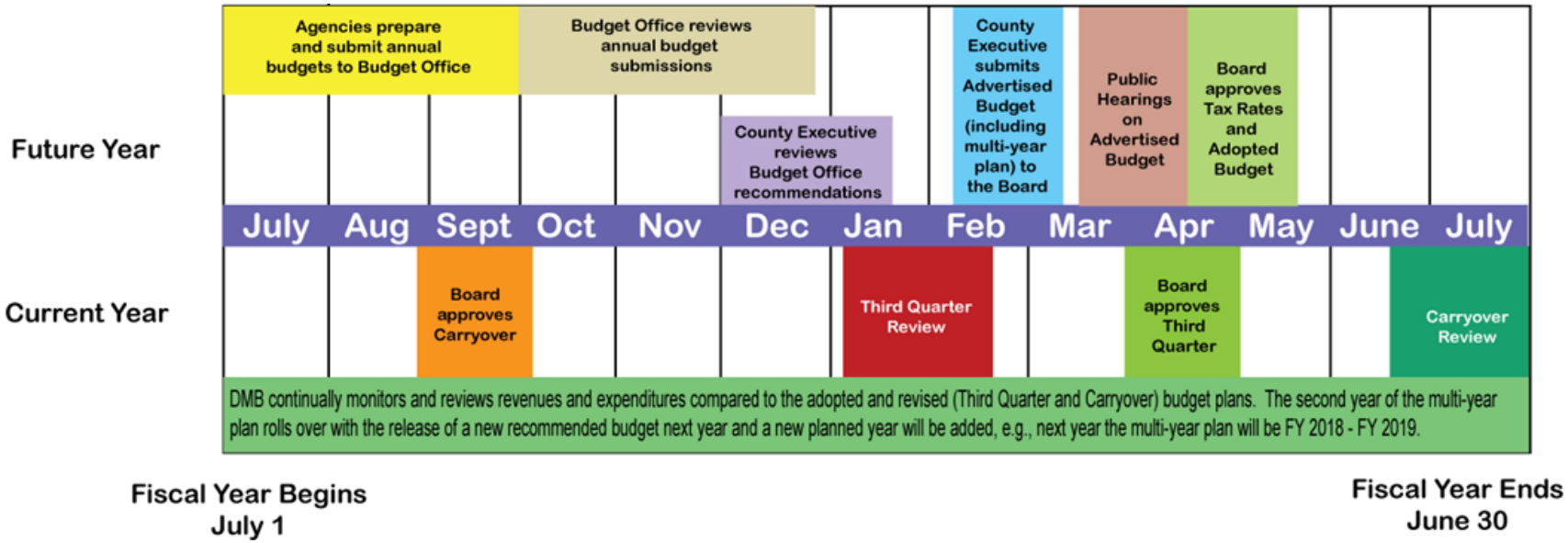
METRICS

FBSG Staff per Total End Users



LOB #49 OPERATING BUDGET DEVELOPMENT

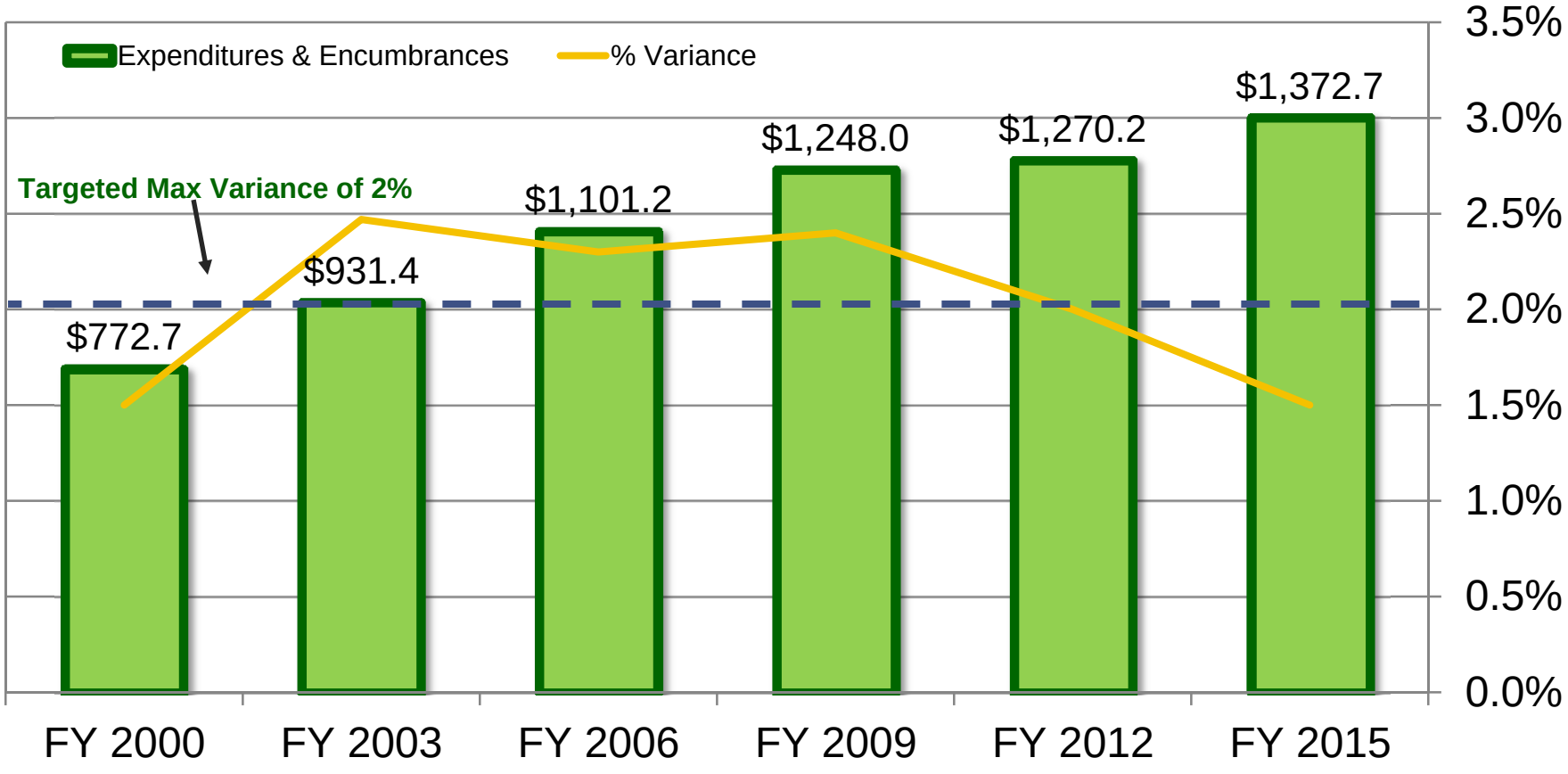
- Coordinate the development of a sound fiscal plan for the County that meets community needs and policy priorities of the Board of Supervisors.
  - General Fund budget of more than $4 billion and All Funds Budget just under $8 billion.
- Increasing transparency by enhancing access to information.
- Engage the community through numerous community meetings and presentations.



METRICS

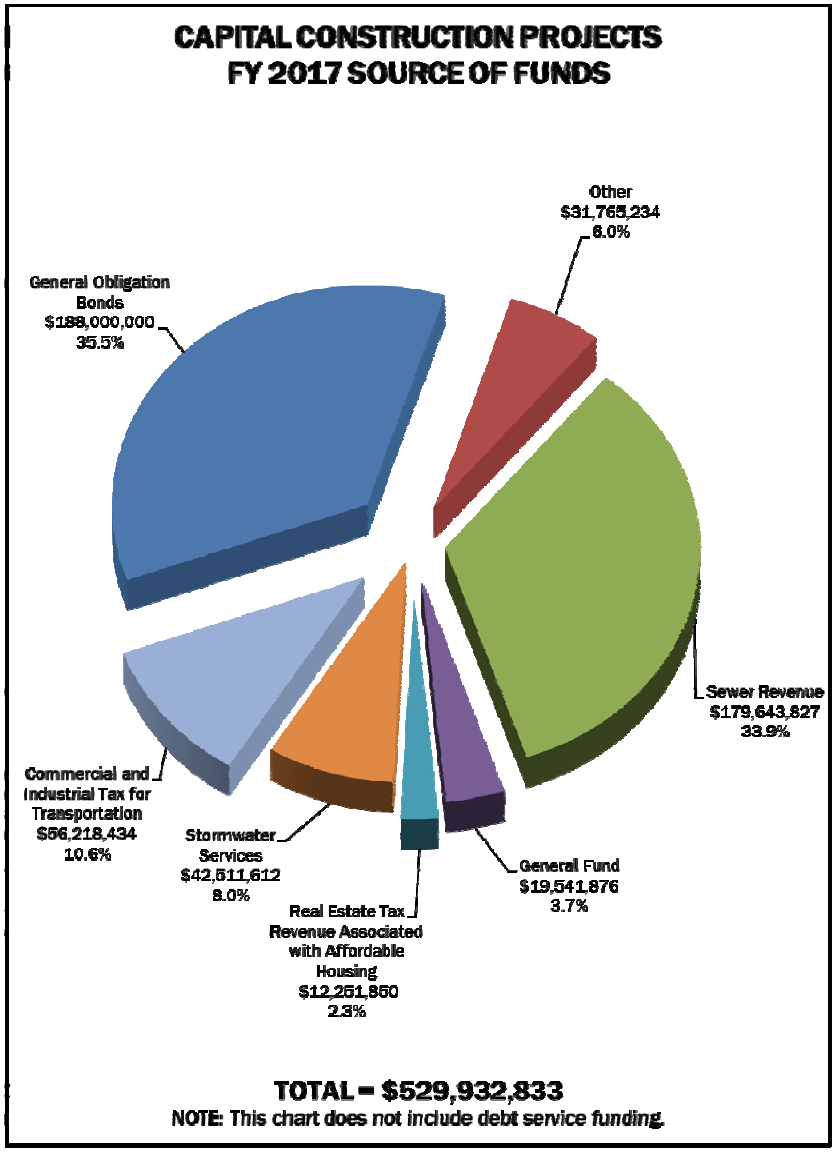
Actual Expenditures/Encumbrances and Percent Variance

(Million $)



LOB #50 CAPITAL AND DEBT PROGRAMS – CAPITAL PROGRAM

- Lead a multi-agency team to develop the County's annual Capital Improvement Program (CIP)
  - Reflects the County's strategic, multi-year approach to funding much needed capital improvements in a fiscally sound manner
  - Supported largely through long-term borrowing that is budgeted annually in debt service or from General Fund revenues on a pay-as-you-go basis
- Develop the annual Capital Budget



CAPITAL PROGRAM: THE CIP

The CIP is a roadmap which looks beyond year-to-year budgeting.

Development of the CIP is guided by the *Principles of Sound Capital Improvement Planning* and the *10 Principles of Sound Financial Management.*

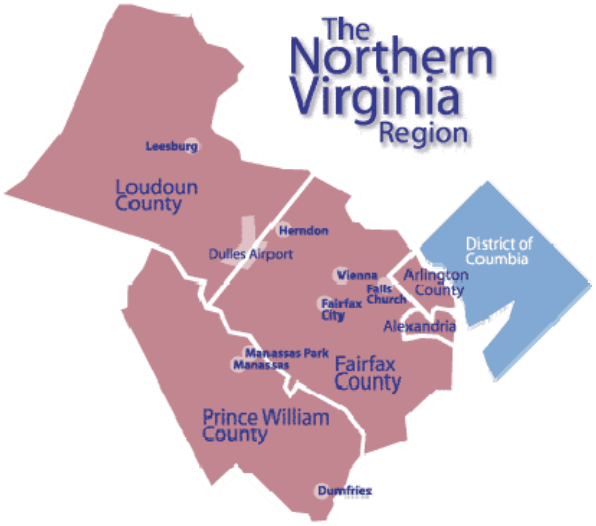
The CIP provides the framework for the County Executive, the Planning Commission and the Board of Supervisors with regards to managing bond sales, investment planning and project planning.

The Board of Supervisors and the Planning Commission reaffirm the Bond Referendum Plan each year as the needs of the community become more defined and projects move closer to final implementation.

CAPITAL PROGRAM: PAYDOWN

Jurisdiction	Paydown Policy
City of Alexandria	Uses current revenues to finance short-lived, or maintenance oriented projects. Year-end balances are considered for Pay-as-you-go (Paygo) capital.
Arlington County	Attempt to balance Paygo with Bond financing
Loudoun County	Fund minimum of 10% of current CIP costs with Paygo
Prince William County	Consider project and its useful life to determine financing method. Fiscal policy is to invest minimum of 10% of general revenues in the CIP.
Montgomery County	Paygo used to offset the cost of borrowing
Town of Herndon	Long term goal is to dedicate 10% of General Fund revenues to CIP projects
Town of Leesburg	Goal is to finance 25% of capital costs through Pay-go

- **Fairfax County: Average Paydown as percentage of the Capital Budget**
- **Average 10 years: 5.7%**
- **Average last 5 years: 5.0%**

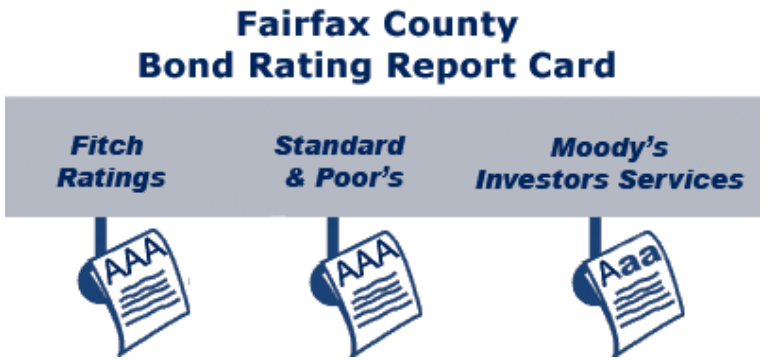


LOB #50 CAPITAL AND DEBT PROGRAMS – DEBT PROGRAM

- Plans and coordinates all County bond sales based on the Capital Improvement Program (CIP) which provides the basis for the planning of all out year capital projects

- Executes long term financial modeling of all out year proposed referenda and related projects requiring bond financing

- Analysis of debt capacity and policy limits per the Ten Principles Sound Financial Management:
  - Adopted in 1975 – Cornerstone of County's financial policy
  - Reaffirmed and amended in FY 2008.
  - Statement of Board's commitment to the County's financial policies
  - Establishes limits to borrowing & other financial policies



DEBT PROGRAM: TEN PRINCIPLES OF SOUND FINANCIAL MANAGEMENT

- Net debt as a percentage of estimated market value should always remain less than 3.0 percent

- The ratio of debt service expenditures as a percentage of Combined General Fund disbursements should remain under 10.0 percent

- New sales shall not exceed a target of $275 million per year, or $1.375 billion over five years, with a technical limit of $300 million in a single year
  - Maintains $155 million annually for FCPS
  - County average of $120 million annually

- Debt of conduit issuers secured by the General Fund subject to annual appropriation shall be treated on par with General Obligation debt in the calculation of debt ratios
  - Economic Development Authority Lease Revenue Bonds

- General Fund payments, or payments from other component units, for equipment leases shall not exceed 3 percent of disbursements

- Variable rate debt added as a permitted use in 2007
  - $100 million line of credit with Bank of America

DEBT PROGRAM: TEN PRINCIPLES OF SOUND FINANCIAL MANAGEMENT CONTINUED

- All other debt related to but not directly supported by the General Fund shall be closely controlled to the extent possible
  - Revenue Bonds of agencies supported by the General Fund
    - Park Authority Revenue Bonds (Twin Lakes Golf Course)
  - Moral obligation debt
    - Route 28 Tax District
    - Vienna II Metrorail Parking Garage
    - Herndon and Innovation Station Parking Garages (Spring 2017)
  - Underlying debt of towns and special tax districts (Herndon, Vienna, Community Center Districts)
  - Other debt financed projects
    - Crescent Note
    - Dulles Rail Phase 1 Tax District
    - Transportation Infrastructure Financing and Innovation Act (TIFIA) Loan via the United States Department of Transportation
    - Dulles Rail Phase 2 Tax District
    - Mosaic Community Development Authority
    - Sewer System (Enterprise Fund)

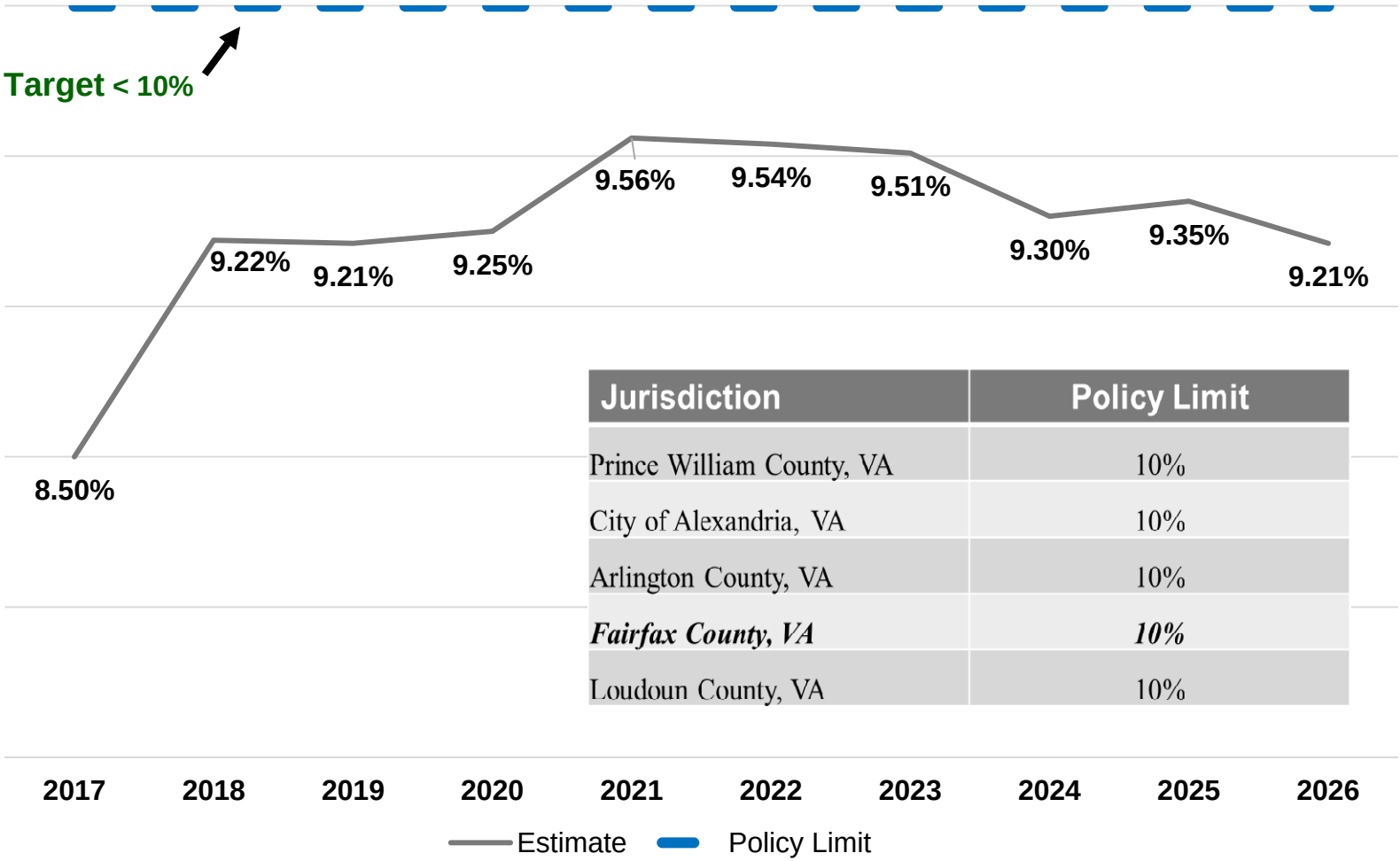
LOBS # 254 CONSOLIDATED DEBT SERVICE

- This LOB provides for the debt service expenditures for the general obligation bonds of the County as well as the general obligation bonds for the Fairfax County Public Schools (FCPS)

- In addition, debt service expenditures are included for the following:
  - Fairfax County Economic Development Authority (EDA) Lease Revenue Bonds and School facilities
  - Fairfax County Redevelopment and Housing Authority (FCRHA) Lease Revenue Bonds
  - Payments to the Virginia Resources Authority (VRA)
  - Direct loans to banking institutions

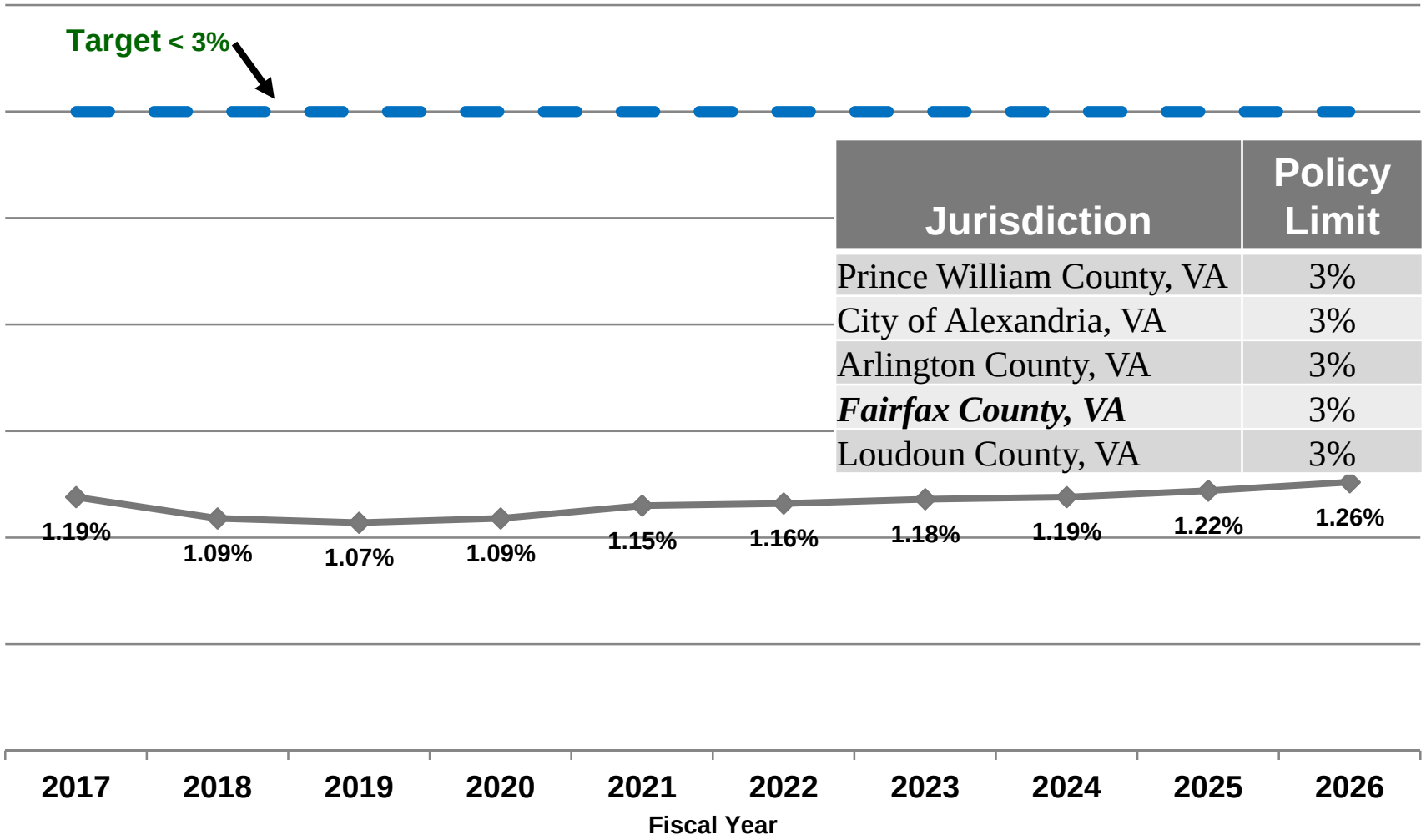
- Debt service expenditures on Sewer Revenue Bonds are reflected in the Integrated Sewer System, which is separate from the general fund and classified as a self-supporting Enterprise Fund

METRICS – ANNUAL DEBT SERVICE EXPENDITURES LESS THAN 10 PERCENT TOTAL GENERAL FUND DISBURSEMENTS



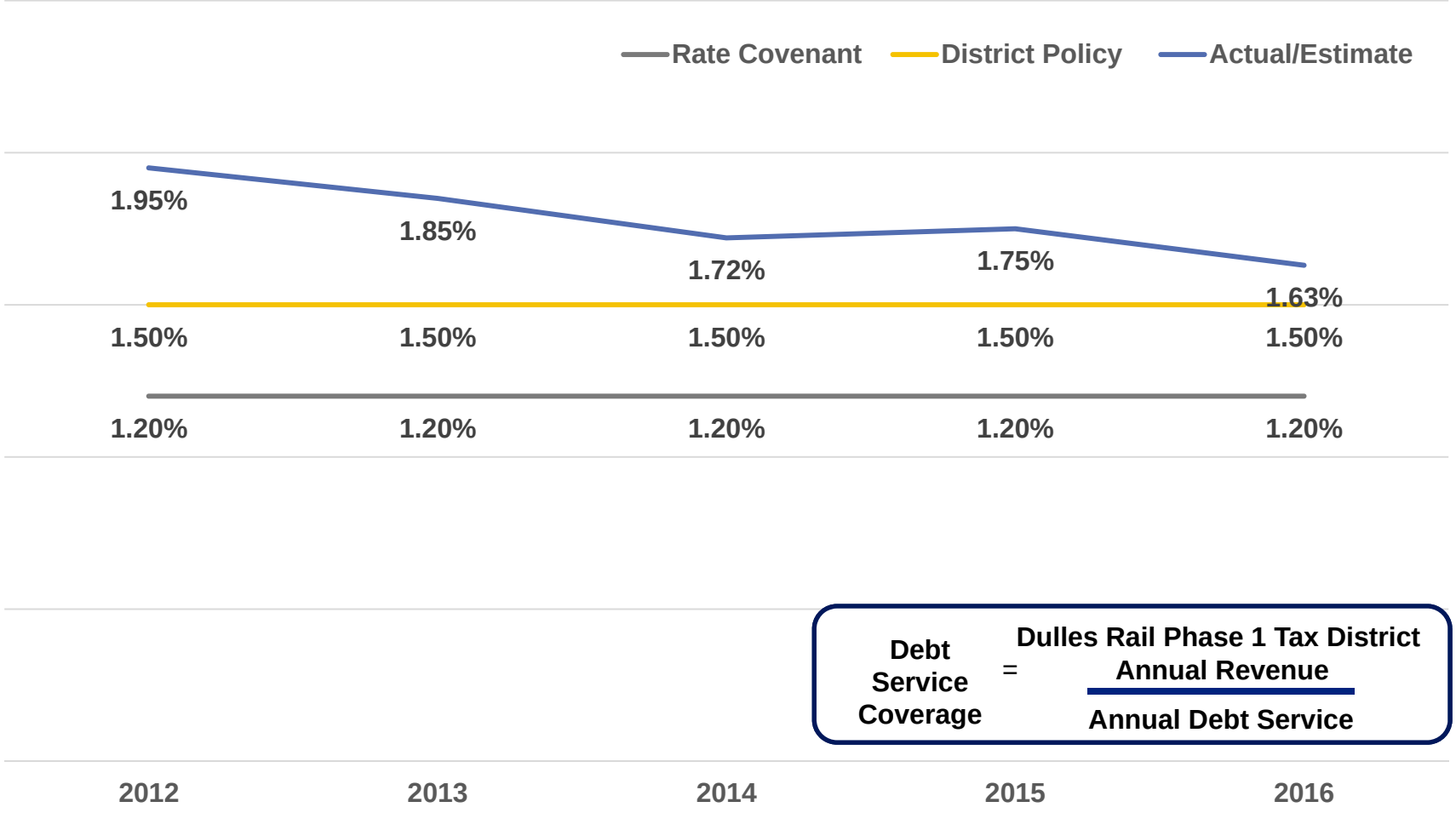
Jurisdiction	Policy Limit
Prince William County, VA	10%
City of Alexandria, VA	10%
Arlington County, VA	10%
Fairfax County, VA	***10%***
Loudoun County, VA	10%

METRICS – NET OUTSTANDING DEBT LESS THAN 3% OF ASSESSED VALUE



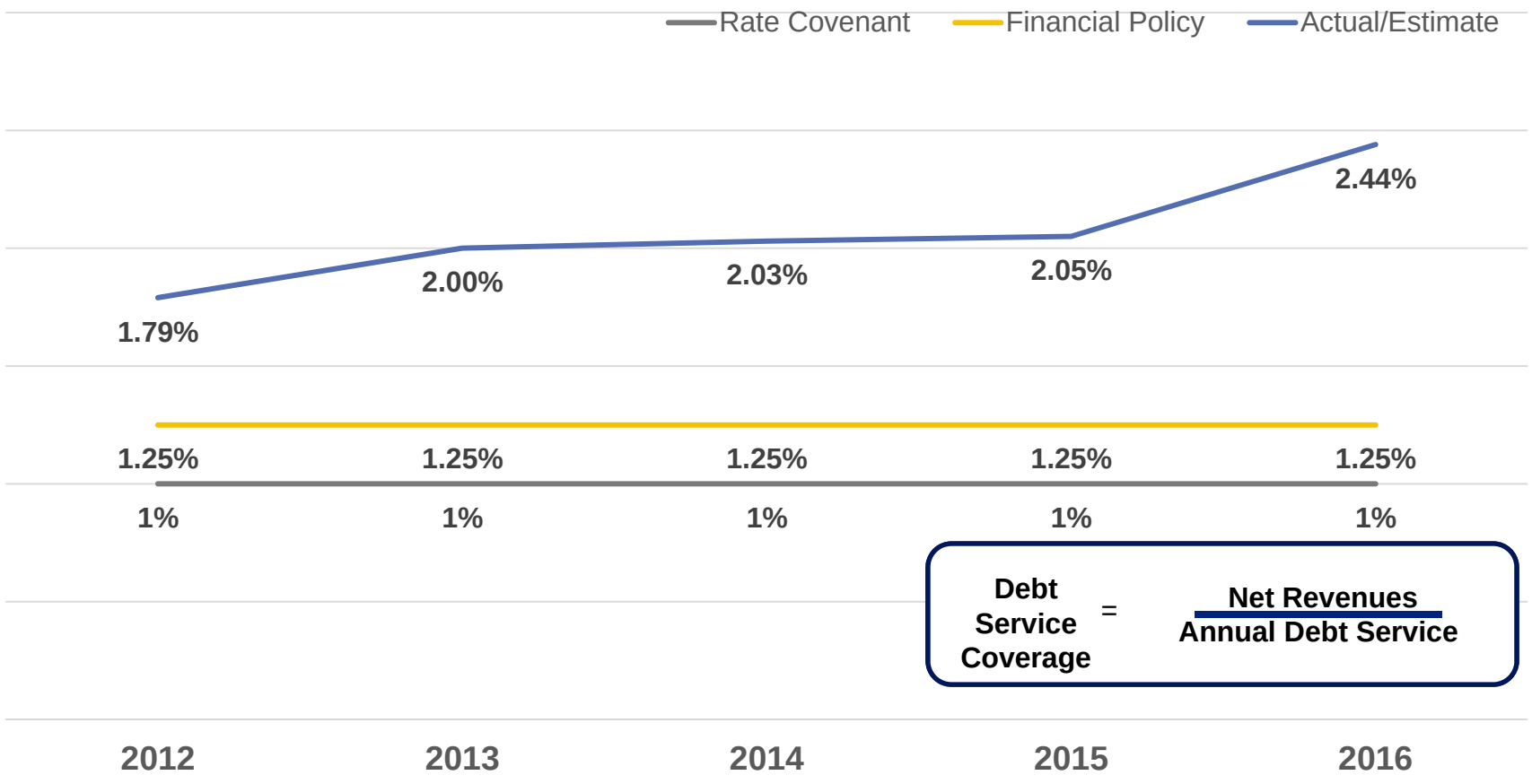
Jurisdiction	Policy Limit
Prince William County, VA	3%
City of Alexandria, VA	3%
Arlington County, VA	3%
Fairfax County, VA	3%
Loudoun County, VA	3%

METRICS – DULLES RAIL PHASE 1 TAX DISTRICT DEBT SERVICE COVERAGE



$$\text{Debt Service Coverage} = \frac{\text{Dulles Rail Phase 1 Tax District Annual Revenue}}{\text{Annual Debt Service}}$$

METRICS – INTEGRATED SEWER SYSTEM DEBT SERVICE TOTAL COVERAGE



$$\text{Debt Service Coverage} = \frac{\text{Net Revenues}}{\text{Annual Debt Service}}$$

LOB #295 TYSONS SERVICE DISTRICT

- The Tysons Service District was established to provide funding for Tysons-wide road improvements.
- Funding sources were proposed for each of the four major components of the infrastructure:
  - The grid of streets was proposed to be funded primarily by in-kind and per square foot/per unit road fund contributions from developers/landowners;
  - Neighborhood and access improvements and transit were proposed to be funded primarily from public sources; and,
  - Tysons-wide road improvements were proposed to be funded primarily by public sources for the projects outside of the boundaries of Tysons and by developer/landowner sources for the improvements inside of Tysons.
- The Service District has a boundary generally consistent with the Tysons Corner Urban Center, as defined in the Comprehensive Plan.
- The Service District funds projects that benefit all of the residential and non-residential landowners within Tysons.

LOB #306 ROUTE 28 TAXING DISTRICT

- The Route 28 Highway Transportation Improvement District (District) was created to provide improvements to State Route 28
- This District was formed upon landowner petition to accelerate planned highway improvements which relied primarily on slower pay as you go financing from the Northern Virginia region's share of the State Primary Road Fund allocation.
- The District, administered by a Commission appointed by the Board of Supervisors of both Fairfax and Loudoun counties, may subject the owners of industrial and commercial property within the District to a maximum additional tax assessment of $0.20 cents per $100 of assessed value.
  - The FY 2017 tax rate for this district is $0.18 cents per $100 of assessed value.
- These funds, in addition to funds received through the State Primary Road Fund allocation formula, are to be used for the road improvements and debt service on bonds issued by the state.

LOB #307 MOSAIC DISTRICT COMMUNITY DEVELOPMENT AUTHORITY

- The District was created in order to provide a vehicle for financing certain public improvements that were needed to develop the District in accordance with existing zoning.
- The public improvements financed through the District included: sanitary sewer mains and lines; water mains and lines, pump stations, and water storage facilities; storm sewer mains and lines; landscaping and related site improvements; parking facilities; sidewalks and walkway paths; stormwater management and retention systems; lighting; street and directional signage; wetlands mitigation; roads, curbs, and gutters; public park and plaza facilities; open space areas; public school improvements; and any and all facilities and services related to the above, including the acquisition of land.

LOB #51 REVENUE AND LEGISLATIVE ANALYSIS

- Monitor and forecast more than 300 General Fund revenue and tax categories using various statistical and econometric methods.
  - Meet monthly with senior staff and analysts to review revenue collections and projections.
  - Coordinate regularly with other County departments such as the Department of Tax Administration and Land Development Services to review technical information and market trends impacting particular revenue categories such as the residential real estate tax and local sales tax.

ECONOMIC INDICATORS

FAIRFAX COUNTY
DEPARTMENT OF MANAGEMENT AND BUDGET

MARCH 2016

IN THIS ISSUE:

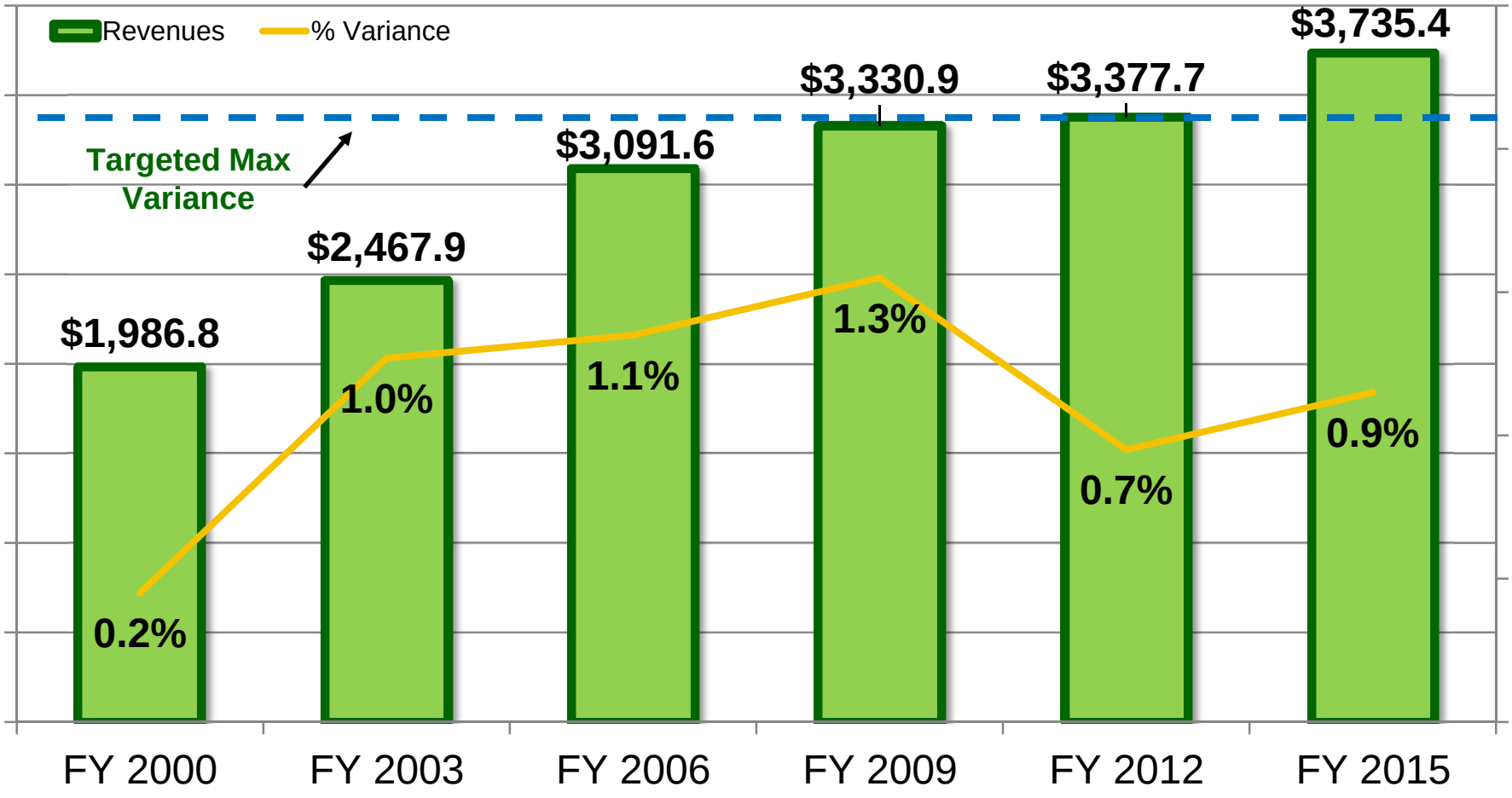
Employment

- Track and analyze economic trends.
  - Author *Economic Indicators.*

- Determine fiscal impacts associated with legislative initiatives being considered by the General Assembly as well as any other proposals thought to have a fiscal impact.

METRICS

Percent Variance in Actual & Projected Revenues and Actual Revenues (millions $)



LOBS #52 - #54 FOCUS BUSINESS SUPPORT GROUP

FOCUS
FAIRFAX COUNTY
BUSINESS SUPPORT GROUP

The assessment from the initial draft IV&V report is that Fairfax County's implementation, compared with government organizations of like or larger size, was successful, and the timeline of the implementation was leading edge. The assessment noted the robust business functionality offered, including ECC 6.0, Supplier Resource Management (SRM) 7.0 with Procurement for the Public Sector (PPS), and Human Capital Management (HCM).

- FOCUS was implemented to replace the County's aging legacy systems, including the financial, purchasing, personnel and budget systems for the County and the Fairfax County Public Schools.
- Fall 2011 (FY 2012) - Core financial and purchasing modules implemented
- Summer 2012 (FY 2013) - Human Capital Management (HCM) modules implemented

- FY 2014 - A new FOCUS Business Support Group (FBSG) cost center created as the result of a reorganization of staff from various agencies within the County:
  - No new positions or funding required. The 26/26.0 FTE positions supporting FOCUS and the associated funding was transferred from the business process owner agencies and no new positions were created, resulting in no net increase to the General Fund.
  - Consolidated the centralized functional support organization for the FOCUS system under the Department of Management and Budget and established a direct link to the Chief Financial Officer and offers direct oversight of the post-production support organization by the lead of financial processes.

FBSG OVERVIEW

- The FOCUS system is used by all agencies within Fairfax County Government and Fairfax County Public Schools to conduct budget, financial, procurement, and inventory management functions and is also used by Fairfax County Government for human resource functions.

- The implementation of an enterprise resource planning solution requires:
  - Coordination across organizations/departments
  - Expert knowledge of the Enterprise Resource Planning (ERP) solution
  - Clear definition of the business process requirements to carefully coordinate system and business requirements.

- FBSG works with staff from DIT, who serve as the technical system administrators for the FOCUS system
  - The FBSG and DIT create a cross-agency team of trained staff experts on the SAP ERP application.
  - The use of staff experts insures that this work can be done in-house with minimal cost.

FBSG ROLES AND RESPONSIBILITIES

- Understand business processes and meeting the needs of the agencies that develop the policies and procedures;
- Maintain a system that supports end users;
- Partner with business process owners to ensure that they receive the support and consultation they need to determine how policies, procedures and internal controls should be applied in the system to ensure that system functionality integrates with business objectives;
- Analyze business requirements and determine the appropriate technology options to meet business process owner and end user needs;
- Manage and coordinate required upgrades; and,
- Implement new functionality.

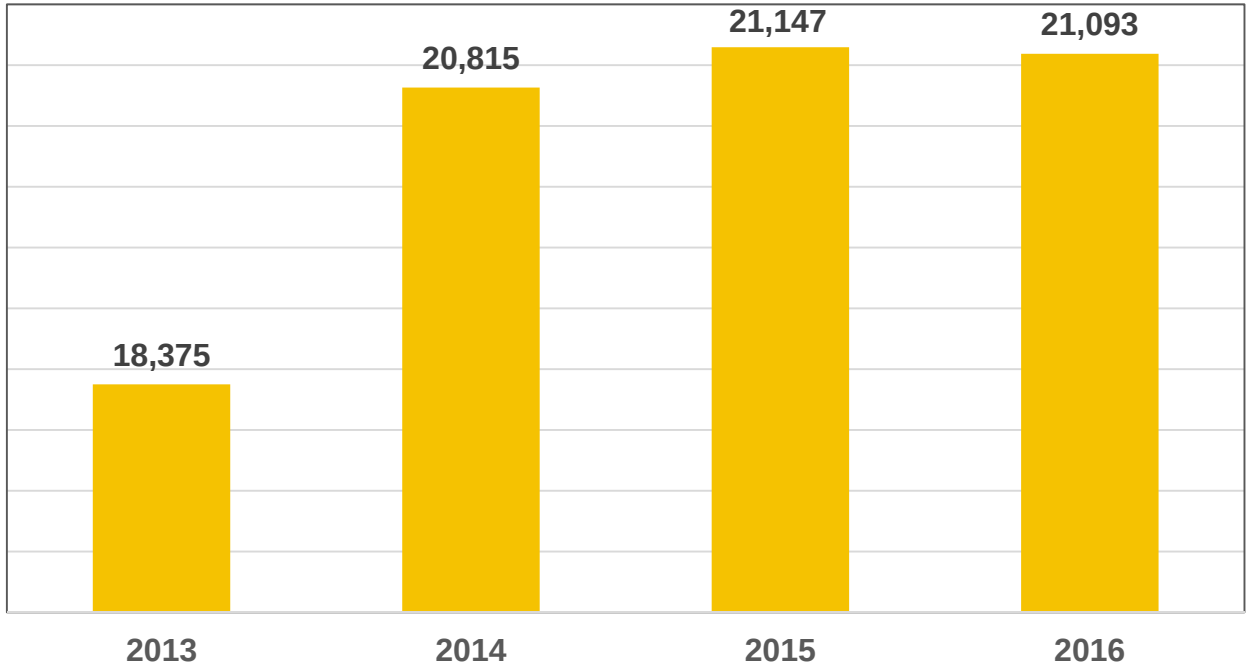
LOB #52: FBSG - HUMAN CAPITAL MANAGEMENT AND SECURITY

- The Human Capital Management portion of this LOB provides functional project and systems implementation planning and estimating, change management and enhancement prioritization, and project management leadership associated with the maintenance of current functionality and the implementation of new functionality for the following areas:
  - Time Management
  - Benefits
  - Payroll
  - Organizational Management
  - Personnel Administration
  - ESS/MSS (Employee/Manager Self-Service)

- The Security portion of this LOB works in partnership with staff in the Department of Information Technology, Information Security Office to manage risks and controls, and apply overall security policies and principles related to securing access to FOCUS to ensure the overall objectives of security support are met.
  - Enforcing the principle of separation of duties in users' authorizations.
  - Preventing conflict of interest issues.
  - Standardizing security authorizations for users across Fairfax business units to the extent possible.
  - Optimizing user administration and authorization management.
  - Managing on-boarding and off-boarding activities for FOCUS users in coordination with DIT.
  - Maintaining the standard authorization roles and structural authorization profiles.
  - Maintaining the authorization assignment of these roles/profiles to the appropriate approved users.
  - Managing the creation and maintenance of roles/profiles.
  - Working in concert with DIT and the auditor to regularly audit users' authorizations.
  - Troubleshooting authorization issues.

METRICS

- The number of W2's being processed has increased nearly 15% since FOCUS was first implemented.
- Federally mandated deadlines continue to be met a week to two weeks early.



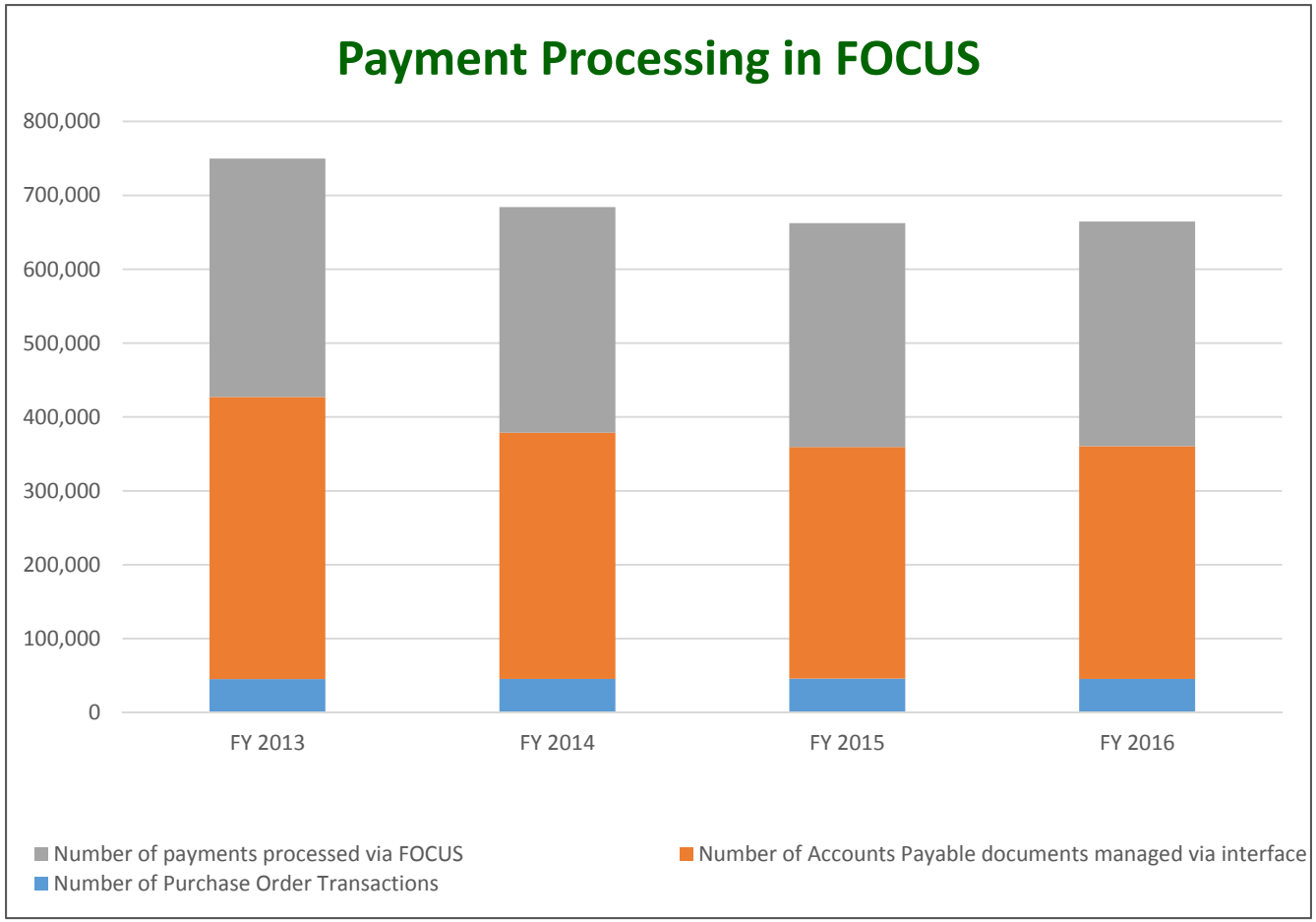
LOB #53: FBSG - PROCUREMENT TO PAYMENT

- The Procurement portion provides functional project and systems implementation planning and estimating, change management and enhancement prioritization, and project management leadership associated with the maintenance of current functionality and the implementation of new functionality for the following modules:
  - Inventory Management & Warehouse Management- recordation and management of physical inventory
  - Registration of Supplier/Supplier Self Service - allows bidders to register themselves using a link on the Fairfax County Internet website.
  - Supplier Relationship Management – Organizational Structure - update and maintain the operational hierarchy used in workflow and procurement approvals based on the approval controls established by the County's Department of Procurement and Material Management and FCPS Office of Procurement Services.
  - Shopping Carts/Purchase Requisitions/Reservations
  - Purchase Orders
  - Marketplace Purchasing (Site that maintains several catalogs of various products that can be acquired by County and FCPS staff)
  - Contract Management (create solicitations and award contracts)
  - Materials Management (Catalog of products that can be acquired by FCPS education and administrative staff)

- The Payment portion provides functional project and systems implementation planning and estimating, change management and enhancement prioritization, and project management leadership associated with the maintenance of current functionality and the implementation of new functionality for the following modules:
  - Accounts Payable
  - Accounts Receivable
  - Treasury and Banking

METRICS

- These metrics represent the level of effort required by the LOB's staff to manage the procurement and payment functionality in FOCUS.
- Able to accommodate a higher volume since FOCUS is an efficient technology solution for procurement and payment.



Note: Payments include vendor obligations, tax refunds, employee reimbursements, debt service, rental leases, and the County's human services benefits programs. The metric represents the volume of output required from the LOB to maintain all County programs and services to the residents of Fairfax County.

LOB #54: FBSG – CORE FINANCE AND REPORTING

- The Core Finance portion of this LOB provides functional project and systems implementation planning and estimating, change management and enhancement prioritization, and project management leadership associated with the maintenance of current functionality and the implementation of new functionality for the following modules:
  - Financial Accounting and General Ledger
  - Internal Controlling
  - Funds Management
  - Grants Management
  - Project Systems
  - Financial reporting solutions
  - Fiscal year-end processes

- The Reporting portion of this LOB is the primary contact for end users to get assistance with queries and reports from the FOCUS system:
  - Online Reporting - primary contact for end users to get assistance with queries and reports from the FOCUS system. Specifically, the assistance provided includes developing an overall strategy for reporting, including the scheduling and distribution of certain reports; providing custom reports as needed to end users; and managing programming support for reports in SAP.
  - FOCUS Data Warehouse - The data warehouse provides an additional reporting tool to end users of the system including customized multi-dimensional cross module reporting and standard FOCUS Data Warehouse reports.
  - Transparency - externally-facing module that provides residents the ability to browse budget and expenditure data, as well as certain vendor payments for the current fiscal year-to-date (YTD). Data is available beginning with Fiscal Year 2013.

METRICS

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total number of jobs performed for financial reporting, reconciliation and settlement	411	411	411	411	411
Percent of month-end jobs performed on time	100%	100%	100%	100%	100%
Number of End Users Trained (FOCUS Data Warehouse)	NA	NA	NA	300	300

Total number of jobs performed for financial reporting, reconciliation and settlement, Percent of month-end jobs performed on-time:

The critical role that the FOCUS Business Support Group has of maintaining the fiscal integrity of the County's financial reporting system requires that essential functions be executed on time and accurately. The FBSG is committed to ensuring that these functions happen without issue and have achieved 100 percent completion of these duties within the required timeframes. By establishing written procedures and ensuring sufficient staffing is in place to support these critical functions, this LOB intends to maintain 100 percent completion of these duties in the fiscal years ahead.

Number of End Users Trained (FOCUS Data Warehouse):

The FOCUS data warehouse is the online reporting tool. This tool pulls data from FOCUS to allow users to synthesize data in ways that are not readily available in FOCUS. Development of this functionality was a priority following the implementation of FOCUS.

TRENDS, CHALLENGES AND LOOKING FORWARD

- Developing a balanced budget that meets community, infrastructure and organizational needs amidst population growth and diversification and constrained resources

- Restrictions on revenue diversification

- Leveraging technology to increase productivity, enhance transparency and reduce costs

- Balancing maintenance of aging infrastructure and demands for new facilities
  - Keeping pace with ever-changing technology in collaboration with other corporate partners (Department of Procurement and Material Management, Department of Finance, Department of Human Resources, and Department of Tax Administration)

- As part of BOS Budget guidance for FY 2018
  - Reviewing potential increases to FCPS annual bond sale amount; currently $155 million /year
  - Consider increase to annual general obligation bond sale limits; currently $275 million

TRENDS, CHALLENGES AND LOOKING FORWARD CONTINUED

- An integrated financial system to keep pace with technology changes while also considering budgetary constraints and the impact on the end user.
- Demand for newer technologies continues to grow. Future initiatives will focus on promoting employee engagement and higher levels of productivity.
- Compliance with the reporting requirements of the Individual Responsibility and Employer Shared Responsibility Rules, also known as the Employer Mandate.
  - Submission of detailed information on employees and dependents to the Internal Revenue Service (IRS) regarding their County benefits coverage
  - Provision of statements to employees showing the information sent to the IRS.
- Continuing to explore opportunities to enhance interfaces between each agency's system of record and FOCUS through integration of systems as they are replaced, modernized or upgraded.
- Since the day FOCUS went live, the people who work in this important system have had a consistent message: "We need more reporting." In other words, the ability to easily pull, "slice and dice," and present data in the various areas (financial accounting, grants management, accounts payable, accounts receivable, etc.) served by FOCUS.
  - FBSG and DIT are building a data warehouse. The first phase of the Data Warehouse (DW) and associated standard FOCUS Data Warehouse reports via the County's intranet has been released. Future phases are currently being scheduled.

DISCUSSION