Fairfax County, Virginia

2016 Lines of Business

Volume 1

Board of Supervisors
County Executive
Cable and Consumer Services
Finance
Facilities Management
Human Resources
Procurement and Material Management
Public Affairs
Elections
Economic Development Authority
County Attorney
Management and Budget
Business Planning and Support
Capital Facilities
Land Development Services
Planning and Zoning
Planning Commission
Financial and Program Auditor
Human Rights and Equity Programs
Civil Service Commission
Fairfax County Public Library
Tax Administration

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

FAIRFAX COUNTY, VIRGINIA

2016 Lines of Business

Volume 1

1742

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

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Introduction

The 2016 Lines of Business (LOBs) exercise is the first step of a multi-year process to shape the County's strategic direction and validate County priorities. The LOBs process will cross multiple years and consist of two phases. Initially, LOBs are anticipated to be used to educate readers on the array of services provided by Fairfax County and to begin discussions at the Board of Supervisors (Board) and community levels regarding which programs/services should be more closely evaluated. Phase 2 will focus on programs/services to be reviewed for improved efficiency and effectiveness and direction of staff to create project plans around implementation of recommendations from the Board. Ultimately, the Board will be better positioned to approve a sustainable financial plan to invest in the County's future success.

In summary the timeline for the LOBs process is as follows:

Phase 1

- Presentation and discussion of LOBS (January – April 2016)

Phase 2

- Next steps identified by the Board (January – April 2016)
- Project plans/timelines developed by staff (April – June 2016)
- Reports to the Board on projects (Fall 2016 – July 2017)

The ultimate linkage to the budget is in the context of 8 years of budget reductions which have resulted in the elimination of more than 700 positions and $300 million. More detail on recent budget reductions can be found at: http://www.fairfaxcounty.gov/dmb/budget-reductions.htm. Any budget adjustments will need to be made with the recognition that the County's priorities will be impacted and, thus, thorough evaluation is needed. As a result of the LOBs discussion, the community and the Board will be fully informed regarding the impacts associated with specific decisions.

The $7 billion budget of the County includes a vast array of programs and services to support the diverse population of more than one million people. Essentially, LOBs is one way in which to inventory, catalog and examine all these programs and services. The County offers a full range of municipal services in exchange for taxes or other fees paid. These services include, but are not limited to, public education; public safety such as police, fire, emergency medical services, 9-1-1, and correctional facilities; human services such as public assistance, child and adult protective services, childcare, health, etc.; public works; transportation; planning and zoning; parks and libraries; and stormwater and sanitary sewer, among other functions deemed necessary by the government. Many of the programs and services are primarily funded from revenue collected from residential real estate taxes and personal property revenues. These funding streams are referred to as the General Fund. Other significant revenue sources support specific programs such as Solid Waste, Wastewater and are referred to as Other Funds. More detail on the budget and County organization may be found at http://www.fairfaxcounty.gov/dmb/fy2016/adopted/overview/05_org_read_process.pdf. It is important to note that LOBs are typically more discrete than the County budget and provide more information on specific functions of the County.

The County has 390 Lines of Business covering all funding sources. The Lines of Business discussion focus on the approximately 47 percent of the General Fund that is non-school, as well as all other non-General Fund services. The complete list of LOBs from #1-390, as well as completed LOBs documents, are available at http://www.fairfaxcounty.gov/budget/2016-lines-of-business.htm. This information is typically organized by County department; however, it is also accessible in a number of different ways to attempt to customize access to a variety of readers. LOBs can be viewed by choosing the LOB number, the department, a category, by Vision Element, a key word search, or by program area.

The other 53 percent of the General Fund is directly utilized in support of the Fairfax County Public Schools (FCPS). FCPS conducted their own review. The intersection of the County LOB process with FCPS is joint work on several cross-cutting areas to identify opportunities:

- Transportation services

- School Health services
- Behavioral Health services

This joint work with FCPS is also anticipated to cross multiple years. Staff will present first phase recommendations at a joint meeting of the respective Boards in March 2016.

The development of the LOBs is a monumental task involving staff throughout County government. Staff has been working on the process since 2014. One of the important objectives of providing information such as an inventory of services is to present information comprehensively and in a consistent manner. However, one of the primary goals of the LOBs process is to have County departments tell their respective and collective stories. Therefore, the framework of the LOBs is consistent from department to department, but depending on the specific LOBs, departments have taken different approaches to laying out the information and have chosen which sections on which to focus. In addition, in the case of services that cross multiple funds such as Housing, Transportation, Parks, Solid Waste, Wastewater, and Benefits to Employees and Retirees, some LOBs have been consolidated across multiple funds and funding streams to tell the story more comprehensively and to aid in telling the story more clearly.

To assist in the development of the LOBs process this year, a committee of 18 employees from across the organization was appointed. The committee was not intended to represent every department, but instead to provide a wide breadth of experience and expertise in the County. The committee has provided input on the details of the process, as well as served as a link to the wider County organization to ensure inclusion of all departments.

LOBs Documents

The LOBs documents include a brief department/fund overview as well as detailed information about each individual line of business. Recognizing that the services provided by staff to the community, central services and the funds used to construct infrastructure are very different, there are some variations in the presentation of the LOBs information. However, in general:

Department/Fund-Level Information

Each departmental narrative in the LOBs volumes begins with department/fund-wide information before drilling down into information specific for each line of business.

Department/Fund Overview - A statement of what the department does and the department's relationship to the County Vision Elements.

Resources - A summary table of funding and positions for the entire department/fund, including FY 2014 and FY 2015 Actuals and the FY 2016 Adopted Budget.

Lines of Business Summary - A listing of all of the individual LOBs, including FY 2016 Adopted Budget summary level funding and position information for each LOB.

LOB-Specific Information

Purpose - A statement of why the LOB is performed.

Description - A statement of what the LOB is and how it is performed.

Benefits - An explanation of the benefits of the LOB.

Mandates - A discussion of whether or not the LOB is mandated.

- Mandated by who
- Source of mandate / code citations

Trends and Challenges

- Trends: changes in demographics, urbanization of the county, application of new technologies to service delivery, service trends and demand, business area trends

- Challenges (both past and future): Funding constraints, funding streams (e.g., Federal and State), changing rules and regulations (e.g. Federal and State mandates), operational impacts driven by funding reductions, recruitment issues, infrastructure issues, constraints on service delivery, demand for services, state technology systems, anticipated changes in demographics

Resources - A summary table of funding and positions for the LOB, including FY 2014 and FY 2015 Actuals and the FY 2016 Adopted Budget.

Metrics - Metrics to illustrate how efficiently and effectively the LOB is performed in the context of the Trends and Challenges discussed – "How well is the LOB being performed?" This information is provided in a table and with a summary explanation. In addition, both the Board of Supervisors and the County Executive have stressed and emphasized the need to focus on *efficiency* and *effectiveness* metrics for the LOBs initiative.

If available, metrics are be provided for 5 years, including FY 2013 Actuals, FY 2014 Actuals, FY 2015 Actuals or Estimates, FY 2016 Estimates, and FY 2017 Estimates. Metrics focus on Service Quality, Efficiency, and Outcome measures.

Alignment with County Vision Elements

In addition to summarizing the services that are provided, the initial phase of the LOBs discussion has also aligned all LOBs to the County's Vision Elements. Fairfax County has been working on a number of initiatives over the last ten years to strengthen decision making and infuse a more strategic approach into the way business is performed. These initiatives include developing an employee Leadership Philosophy and Vision Statement which was designed to help employees focus on the same core set of concepts.

As a result, seven "Vision Elements" for the County were developed and have been a part of the budget process for over a decade. These Vision Elements are intended to describe what success will look like as a result of the County's efforts to protect and enrich the quality of life for the people, neighborhoods, and diverse communities of Fairfax County. The Vision Elements were chosen since they were designed to include the entire universe of what the County does (outside of the support to FCPS).

It is important to note that the alignment process is not a scorecard, but rather is designed to show how important LOBs are to achieving the Vision Elements. Individual LOB alignments also show how resources are allocated in relation to the Vision Elements. In the aggregate, LOB alignments demonstrate how programs support the County's Vision Elements as currently defined. The intent of the alignments is to promote a more structured discussion of the LOBs, to provide yet another means of accessing the LOBs, and to assist in navigating the next phases of the LOB process, including reviewing LOBs for efficiencies and effectiveness and framing a long-term funding strategy. Some of the summary information from this alignment is also provided later in the LOBs documents.

As the first part of this alignment, departments undertook a two-step evaluation process for each LOB. The first step includes determining the applicable Vision Elements that each LOB supports. For each LOB, departments considered the following Vision Element definitions and clarifying statements to see if it fits in the Vision Element. The LOBs Committee developed the clarifying statements to assist in the process.

Maintaining Safe and Caring Communities

The needs of a diverse and growing community are met through innovative public and private services, community partnerships and volunteer opportunities. As a result, residents feel safe and secure, capable of accessing the range of services and opportunities they need, and are willing and able to give back to their community.

LOBs that support this Vision Element may:

- Protect personal safety of residents
- Protect the property of residents and the community
- Promote services for a particularly vulnerable segment of the community
- Promote volunteerism in support of public safety initiatives
- Promote partnerships that provide human services to the community
- Ensure access to public health programs

Building Livable Spaces

Together, we encourage distinctive "built environments" that create a sense of place, reflect the character, history, and natural environment of the community, and take a variety of forms – from identifiable neighborhoods, to main streets, to town centers. As a result, people throughout the community feel they have unique and desirable places to live, work, shop, play, and connect with others.

LOBs that support this Vision Element may:

- Maintain and protect natural and cultural resources for community use
- Maintain County infrastructure
- Support revitalization and neighborhood improvement
- Provide recreational opportunities for residents
- Promote community connections
- Support the County's development process

Connecting People and Places

Transportation, technology, and information effectively and efficiently connect people and ideas. As a result, people feel a part of their community and have the ability to access places and resources in a timely, safe, and convenient manner.

LOBs that support this Vision Element may:

- Enhance the community's access to information
- Develop and leverage technology to improve service delivery
- Provide safe and affordable transit
- Support road and walkway improvements

Maintaining Healthy Economies

Investments in the workforce, jobs, and community infrastructure and institutions support a diverse and thriving economy. As a result, individuals are able to meet their needs and have the opportunity to grow and develop their talent and income according to their potential.

LOBs that support this Vision Element may:

- Enable residents to become more self-sufficient
- Enable residents to increase their skills to improve their marketability
- Promote opportunities for businesses (large and small) to grow and expand
- Participate in community organizations that promote economic development

Practicing Environmental Stewardship

Local government, industry and residents seek ways to use all resources wisely and to protect and enhance the County's natural environment and open space. As a result, residents feel good about their quality of life and embrace environmental stewardship as a personal and shared responsibility.

LOBs that support this Vision Element may:

- Promote environmentally sound and sustainable practices
- Promote efficient resource utilization
- Encourage individuals to protect environmental resources
- Promote opportunities for partnering with industry to protect the environment

Creating a Culture of Engagement

Individuals enhance community life by participating in and supporting civic groups, discussion groups, public-private partnerships, and other activities that seek to understand and address community needs and opportunities. As a result, residents feel that they can make a difference and work in partnership with others to understand and address pressing public issues.

LOBs that support this Vision Element may:

- Solicit programming input from participants
- Promote community dialogue
- Encourage volunteers to support County initiatives
- Promote advocacy through the legislative process

Exercising Corporate Stewardship

Fairfax County government is accessible, responsible, and accountable. As a result, actions are responsive, providing superior customer service and reflecting sound management of County resources and assets.

LOBs that support this Vision Element may:

- Ensure efficient revenue collection
- Maintain countywide financial controls
- Develop countywide human resource policies
- Manage countywide procurement practices
- Coordinate countywide presentation of data in a transparent and timely manner
- Provide responsive support to County departments

Once the determination was made concerning which Vision Elements each LOB supported, the extent of the support was then reviewed as the second step undertaken by each department. The LOBs committee also developed the criteria for making this determination:

Is the LOB <u>essential</u> to achieving the Vision Element?

The LOB is aligned as essential if:

- The objective of the Vision Element cannot be achieved without this LOB

and

- A majority of the following elements apply to the LOB:
  - *This service must be provided in order to maintain County operations and to meet its obligations.*
  - *This LOB is the only source of this service as it applies to this Vision Element.*
    - *The County is the only viable option to provide/oversee this service (e.g., maintenance of County facilities/property provided directly by County or contracted staff)*
    - *The demand exceeds current capacity to provide this service.*
  - *This LOB uniquely serves:*
    - *a defined and/or vulnerable population or*
    - *a Countywide constituency.*

Is the LOB <u>extremely important</u> to achieving the Vision Element?

The LOB is aligned as extremely important if:

- The objective of the Vision Element would be difficult to achieve without this LOB

and

- A majority of the following elements and/or the elements of essentiality above apply to the LOB:
  - *This service should be provided in order to maintain County operations and to meet its obligations.*
  - *This LOB is one of only a few sources of this service.*
    - *The County is one of only a few viable options to provide/oversee this service.*
    - *There is high demand for this service among the population served (e.g., seniors, children, etc.).*
    - *Other alternative options have limited capacity to absorb this service if the County does not offer service.*
  - *This LOB serves:*
    - *a significant segment of a defined and/or vulnerable population.*
    - *a Countywide constituency.*

Is the LOB <u>important</u> to achieving the Vision Element?

The LOB is aligned as important if:

- The objective of the Vision Element is achieved in part with this LOB

and

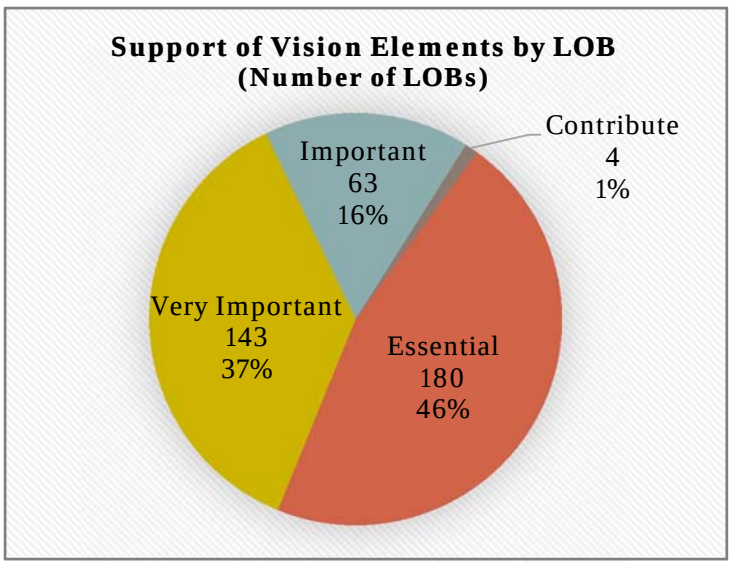
- A majority of the following elements and/or the elements of essentiality/extreme importance above apply to the LOB:
  - *This service should be provided in order to maintain County operations and to meet its obligations.*
  - *This LOB is one of many sources of this service.*
    - *The County is not the only viable option to provide/oversee this service.*
    - *There is fluctuating (+/-) or limited demand for this service among the population served (e.g., seniors, children, etc.)*
    - *Other alternative options have capacity to absorb this service if the County does not offer service.*
  - *This LOB serves:*
    - *a small segment of a defined and/or vulnerable population.*
    - *a limited Countywide constituency.*

Does the LOB <u>contribute</u> to achieving the Vision Element?

The LOB is aligned as contributing if the objective of the Vision Element is supported by this LOB, however, the Vision Element can still be achieved without this LOB.

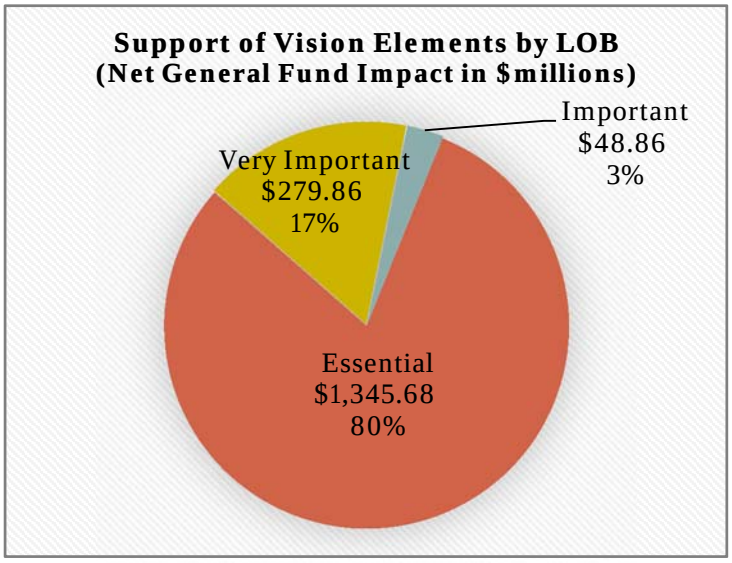
- This categorization may be applicable in cases where the LOB indirectly supports other department efforts to achieve the objective of this Vision Element.

Once the department alignment was complete, the LOBs Committee reviewed the alignment to apply a degree of consistency across all LOBs. In cases of disagreement, a discussion occurred between the department and the Committee, facilitated by the Department of Management and Budget. Ultimately, the County Executive and Deputy County Executives determined the final alignment. In each LOB presentation, the Vision Elements that are supported by the agency are presented.



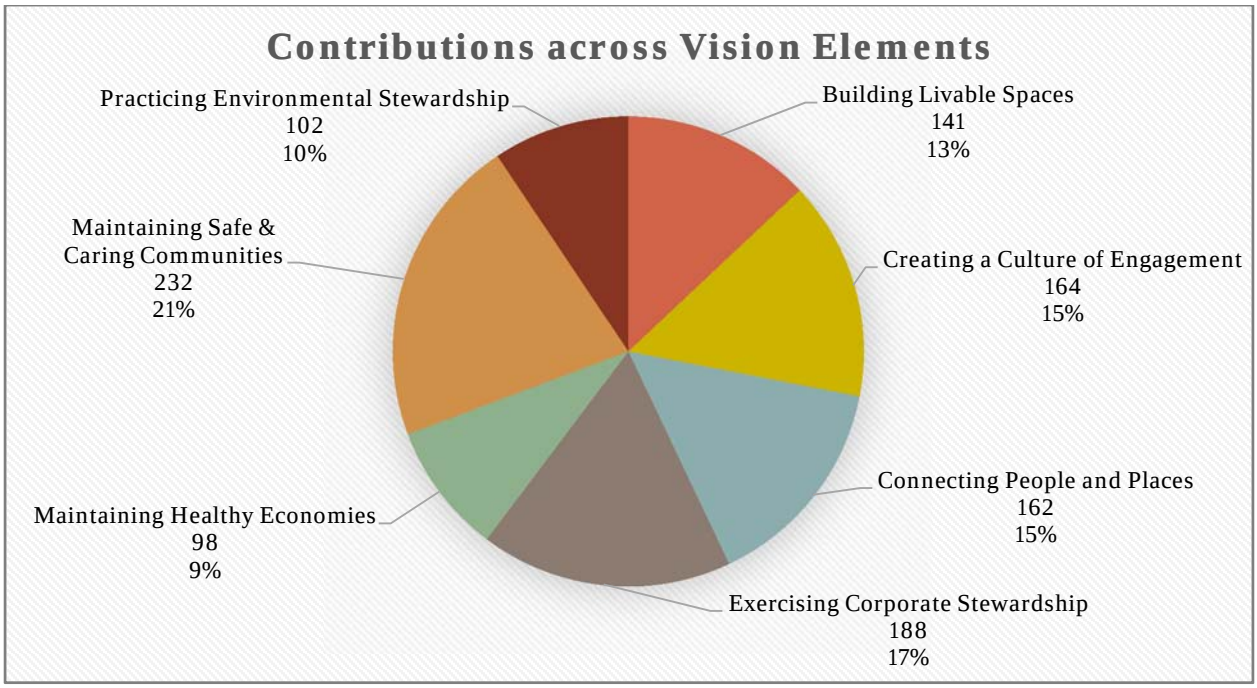
All 390 LOBs contribute to at least one Vision Element, with 83 percent at an "Essential" or "Very Important" level. The breakout of the LOBs, based on their level of support of the Vision Elements, can be seen in the chart to the right. This chart shows the array of LOB support based on the number of LOBs in each category.

When LOBs are viewed based on Net General Fund impact (as displayed in the chart on the right), it becomes clearer that the County's resources are dedicated to those LOBs that contribute more directly to the Vision Elements. Over 80 percent of Net General Fund resources are associated with LOBs deemed "Essential" to at least one of the County's Vision Elements. Including those deemed "Very Important," that number rises to 97 percent.



As noted earlier, all 390 Lines of Business contribute to at least one County Vision Element, with many contributing to more than one. These contributions are widespread across the Vision Elements, with the largest level of contribution seen for *Maintaining Safe and Caring Communities*. Of the 390 LOBs, 232 LOBs, or 59 percent, were deemed as at least contributing to *Maintaining Safe and Caring Communities*. In fact, 97 Lines of Business, or almost one-fourth of all LOBs, were determined to be essential to that Vision Element. This level of support demonstrates the importance of *Maintaining Safe and Caring Communities* in the overall set of County priorities.

The chart below displays the spread of all LOBs contributing to one or more Vision Elements. As all LOBs were evaluated against all seven Vision Elements, each LOB could have a maximum of seven different alignments to the Vision Elements. All of these alignments are displayed in the chart below. If a LOB was deemed as contributing to all of the Vision Elements, that LOB would be counted in each of the Vision Element categories.



Each of the LOBs included in the Vision Element categories above are listed, by Vision Element, in the following pages.

LOBs by Vision Element

The following pages list all of the Lines of Business that were determined to support the specified Vision Element on a contributing basis, at minimum.

MAINTAINING SAFE AND CARING COMMUNITIES

A total of 232 Lines of Business contribute to the County's Vision Element of *Maintaining Safe and Caring Communities*. These LOBs (with their associated LOBs #) are listed below:

1. #1 Board of Supervisors (Board of Supervisors)
2. #4 Administration of County Policy (County Executive)
3. #5 Administration of County Policy / Legislative Functions (County Executive)
4. #8 Office of Public Private Partnerships (County Executive)
5. #10 Consumer Affairs (Cable and Consumer Services)
6. #11 Regulation and Licensing (Cable and Consumer Services)
7. #18 Operations and Maintenance (Facilities Management)
8. #21 Custodial and Grounds Maintenance (Facilities Management)
9. #22 Security (Services and Equipment Maintenance) (Facilities Management)
10. #23 Capital Renewal and ADA (Americans with Disabilities Act) Projects Support (Facilities Management)
11. #37 Communications Management, Coordination and Support for Agencies / Countywide Initiatives (Public Affairs)
12. #40 Social Media and Web Content (Public Affairs)
13. #41 Emergency Communications and Planning (Public Affairs)
14. #47 Legal Services (County Attorney)
15. #55 DPWES Leadership and Management Support (Business Planning and Support)
16. #56 Administration / Leadership (Capital Facilities)
17. #59 Utilities Design and Construction (Capital Facilities)
18. #60 Streetlights (including Utilities) (Capital Facilities)
19. #61 Administration / Leadership (Land Development Services)
20. #62 Building Plan Review and Inspections (Land Development Services)
21. #63 Site Plan Review and Inspections (Land Development Services)
22. #64 Violation Enforcement (Land Development Services)
23. #65 Department Focus, Coordination and Administration (Planning and Zoning)
24. #77 Zoning Inspections and Sign Permit Review (Planning and Zoning)
25. #84 Planning Commissioners (Planning Commission)
26. #86 Enforcing Compliance with the County's Human Rights Ordinance - Human Rights Division (Human Rights and Equity Programs)
27. #87 Education and Outreach - Human Rights Division (Human Rights and Equity Programs)
28. #91 Department Management / Administration (Fairfax County Public Library)
29. #92 Community Services (Fairfax County Public Library)
30. #93 Early Literacy and School Age Enrichment (Fairfax County Public Library)
31. #94 Lifelong Learning for Adults (Fairfax County Public Library)
32. #95 Senior Services (50+) (Fairfax County Public Library)

33. #97 24/7 Information Access (Fairfax County Public Library)
34. #98 Library Materials and Collections Management (Fairfax County Public Library)
35. #99 Department Supervision and Fiscal Control (Tax Administration)
36. #100 Tax Relief for Seniors and People with Disabilities (Tax Administration)
37. #111 Department Leadership (Family Services)
38. #112 Child Abuse and Neglect Prevention Services (Family Services)
39. #113 Protection and Family Preservation Services (Family Services)
40. #114 Child Protective Services (Family Services)
41. #115 Foster Care, Relative Placement and Adoption Services (Family Services)
42. #116 Office for Women / Domestic and Sexual Violence Services (Family Services)
43. #117 Adult and Aging Services (Family Services)
44. #118 Area Agency on Aging (Family Services)
45. #119 Employment Services (Family Services)
46. #120 Financial and Medical Assistance (Family Services)
47. #121 Child Care Subsidy (Family Services)
48. #122 Community Education and Provider Services (Family Services)
49. #123 Child Care Services (Family Services)
50. #124 Head Start (Family Services)
51. #125 Department Wide Services (Family Services)
52. #126 System of Care - Children's Services Act (CSA) (Family Services)
53. #133 Cybersecurity (Information Technology)
54. #136 Telecommunications Voice (Information Technology)
55. #137 Geographic Information Services (Information Technology)
56. #142 Department Leadership (Health)
57. #143 Environmental Health Programs (Health)
58. #144 Laboratory (Health)
59. #145 Pharmacy (Health)
60. #146 Maternal Health (Health)
61. #147 Child Health (Health)
62. #148 School Health (Health)
63. #149 Communicable Disease (Health)
64. #150 Long-Term Care Services (Health)
65. #151 Long-Term Care Development and Support Services (Health)
66. #152 Community Health Care Network (Health)
67. #153 Dental Health (Health)
68. #154 Community Health Development and Preparedness (Health)
69. #155 Leadership and Engagement (Prevent and End Homelessness)
70. #156 Emergency Shelter (Prevent and End Homelessness)
71. #157 Hypothermia Prevention Services (Prevent and End Homelessness)
72. #158 Supportive Housing Services (Prevent and End Homelessness)
73. #159 Department Leadership (Neighborhood and Community Services)
74. #160 Coordinated Services Planning (Neighborhood and Community Services)
75. #161 Interfaith Coordination (Neighborhood and Community Services)

76. #162 Regional Operations and Community Development (Neighborhood and Community Services)
77. #163 Prevention (Neighborhood and Community Services)
78. #164 Community Use of Public Athletic Facilities (Neighborhood and Community Services)
79. #166 Human Services System Planning and Service Integration (Neighborhood and Community Services)
80. #168 Human Services Transportation (Neighborhood and Community Services)
81. #169 Therapeutic Recreation (Neighborhood and Community Services)
82. #170 Community Centers (Neighborhood and Community Services)
83. #171 Teen Centers (Neighborhood and Community Services)
84. #172 Senior Adult Programs (Neighborhood and Community Services)
85. #173 Middle School After School Program (Neighborhood and Community Services)
86. #175 Probate Division (Circuit Court and Records)
87. #177 Lands, Judgments and Archives Division (Circuit Court and Records)
88. #178 Civil Division (Circuit Court and Records)
89. #179 Criminal Division (Circuit Court and Records)
90. #180 Courtroom Operations (Circuit Court and Records)
91. #183 General Receiver / Accounting (Circuit Court and Records)
92. #184 Court Services Administration (Juvenile and Domestic Relations District Court)
93. #185 Juvenile - Adult Investigation and Probation Services (Juvenile and Domestic Relations District Court)
94. #186 Intake and Intervention Services - Visitation and Exchange, Mediation, Diversion (Juvenile and Domestic Relations District Court)
95. #187 Juvenile Detention Center Services (Juvenile and Domestic Relations District Court)
96. #188 Shelter Care (Juvenile and Domestic Relations District Court)
97. #189 Supervised Release Services (Juvenile and Domestic Relations District Court)
98. #190 Long-Term Residential Care (Juvenile and Domestic Relations District Court)
99. #191 Prosecution of Criminal Cases (Commonwealth's Attorney)
100. #192 Operational Support for General District Court (General District Court)
101. #193 Pre-trial Services (Evaluation and Administration) (General District Court)
102. #194 Community Supervision Services (Pre-trial and Post-trial Probation) (General District Court)
103. #195 Office of the Chief (Police)
104. #196 Public Information Office (Police)
105. #197 Internal Affairs Bureau (Police)
106. #198 Administrative Support Bureau (Police)
107. #199 Resources and Management Bureau (Police)
108. #200 Information Technology Bureau (Police)
109. #201 Criminal Justice Academy (Police)
110. #202 Criminal Investigation Bureau, Major Crimes (Police)
111. #203 Victim Services Section (Police)
112. #204 Organized Crime and Narcotics Division (Police)
113. #205 Criminal Intelligence Division, Gang Unit (Police)
114. #206 Investigative Support Division (Police)

115. #207 NOVARIS (Police)
116. #208 Patrol (Police)
117. #209 School Resource Officers (Police)
118. #210 Animal Control (Police)
119. #211 Animal Shelter (Police)
120. #212 Operations Support / Traffic Division (Police)
121. #213 Special Operations Division (Police)
122. #214 Helicopter Division (Police)
123. #215 Leadership Management and Oversight (Sheriff)
124. #216 Academy and Management Assistance (Sheriff)
125. #217 Courts Physical Security (Sheriff)
126. #218 Legal Process Service (Sheriff)
127. #219 Inmate Housing Alternatives (Sheriff)
128. #220 Safe and Secure Inmate Housing (Sheriff)
129. #221 Inmate Services (Sheriff)
130. #222 Safe and Secure Forensic Housing (Sheriff)
131. #223 Office of the Fire Chief (Fire and Rescue)
132. #224 Life Safety Education, Public Information and Community Outreach (Fire and Rescue)
133. #225 Business Services Bureau / Planning (Fire and Rescue)
134. #226 Communications and Information Technology (Fire and Rescue)
135. #227 Purchasing and Logistics (Fire and Rescue)
136. #228 Apparatus (Fire and Rescue)
137. #229 Fire Prevention Services (Fire and Rescue)
138. #230 Inspections and Fire Protection Systems (Fire and Rescue)
139. #231 Fire and Hazmat Investigations (Fire and Rescue)
140. #232 Operations Bureau and Emergency Medical Services (Fire and Rescue)
141. #233 EMS (Emergency Medical Services) Administration (Fire and Rescue)
142. #234 Special Operations (Fire and Rescue)
143. #235 Volunteers (Fire and Rescue)
144. #236 Health and Safety (Fire and Rescue)
145. #237 Personnel Services Bureau / Equal Employment Opportunity / Internal Affairs (Fire and Rescue)
146. #238 Human Resources / Recruitment / Promotional Exams (Fire and Rescue)
147. #239 Training (Fire and Rescue)
148. #240 Fiscal Services (Fire and Rescue)
149. #241 Department Leadership (Emergency Management)
150. #242 Emergency Operations (Emergency Management)
151. #244 Community Resiliency and Outreach (Emergency Management)
152. #245 Training and Exercise (Emergency Management)
153. #246 Planning (Emergency Management)
154. #247 Departmental Leadership and Administrative Services (Code Compliance)
155. #248 Central Intake Customer Service (Code Compliance)
156. #249 Code Compliance Operations (Code Compliance)

157. #250 Code Official and Code Administration (Code Compliance)
158. #251 Consolidated Community Funding Pool (Consolidated Community Funding Pool)
159. #252 Contributory Fund (Contributory Fund)
160. #259 Communications Inspections and Enforcement (Cable Communications)
161. #261 Leadership (Fairfax-Falls Church Community Services Board)
162. #262 Operations Management (Fairfax-Falls Church Community Services Board)
163. #263 Prevention, Partnerships, and Consumer Affairs (Fairfax-Falls Church Community Services Board)
164. #264 Psychiatric and Medication Services (Fairfax-Falls Church Community Services Board)
165. #265 Engagement, Entry, Assessment and Referral Services (Fairfax-Falls Church Community Services Board)
166. #266 Emergency and Crisis Services (Fairfax-Falls Church Community Services Board)
167. #267 Adult Residential Treatment Services (Fairfax-Falls Church Community Services Board)
168. #268 Infant and Toddler Connection (Fairfax-Falls Church Community Services Board)
169. #269 Youth and Family Outpatient and Day Treatment Services (Fairfax-Falls Church Community Services Board)
170. #270 Youth and Family Care Coordination and Court-Involved Services (Fairfax-Falls Church Community Services Board)
171. #271 Adult Behavioral Health Outpatient and Case Management Services (Fairfax-Falls Church Community Services Board)
172. #272 Adult Behavioral Health Day Treatment Services (Fairfax-Falls Church Community Services Board)
173. #273 Support Coordination Services (Fairfax-Falls Church Community Services Board)
174. #274 Adult Behavioral Health Employment and Day Services (Fairfax-Falls Church Community Services Board)
175. #275 Intellectual Disability Employment and Day Services (Fairfax-Falls Church Community Services Board)
176. #276 Adult Long-Term Residential Services (Fairfax-Falls Church Community Services Board)
177. #277 Adult Community Residential Services (Fairfax-Falls Church Community Services Board)
178. #278 Adult Intensive Community Treatment Services (Fairfax-Falls Church Community Services Board)
179. #279 Adult Jail-Based Services (Fairfax-Falls Church Community Services Board)
180. #280 Administration and Capital Projects (Reston Community Center)
181. #281 Arts and Events (Reston Community Center)
182. #282 Aquatics (Reston Community Center)
183. #283 Leisure and Learning (Reston Community Center)
184. #284 Administration, Public Information Office and Facilities (McLean Community Center)
185. #287 Special Events (McLean Community Center)
186. #289 Youth Programs (McLean Community Center)
187. #290 Teen Center Programs (McLean Community Center)
188. #293 Disease-Carrying Insects Program (Integrated Pest Management Program)
189. #294 E-911 (E-911)
190. #296 Risk Management (County Insurance)
191. #297 Vehicle Maintenance and Management (Vehicle Services)
192. #303 Disaster Recovery (Technology Infrastructure Services)
193. #304 Radio Communications (Technology Infrastructure Services)

194. #308 Alcohol Safety Action Program (Alcohol Safety Action Program)
195. #323 Affordable Housing Development, Preservation and Sustainability (Housing and Community Development)
196. #324 Affordable Rental Housing, Property Management and Maintenance (Housing and Community Development)
197. #325 Tenant Subsidies and Resident Services (Housing and Community Development)
198. #326 Homeownership and Relocation Services (Housing and Community Development)
199. #327 FCRHA/HCD Program Planning, Development and Management (Housing and Community Development)
200. #328 Department Leadership (Fairfax County Park Authority)
201. #330 Athletic Field Maintenance (FCPA and FCPS) (Fairfax County Park Authority)
202. #331 Park and Trail Maintenance (Fairfax County Park Authority)
203. #332 Forestry (Fairfax County Park Authority)
204. #336 Lakefront and Waterpark Operations (Fairfax County Park Authority)
205. #337 Rec-PAC and Community Programs (Fairfax County Park Authority)
206. #338 ADA (Americans with Disabilities Act) and Therapeutic Support (Fairfax County Park Authority)
207. #351 Leaf Collection (Solid Waste Management)
208. #353 County Agency Route (Solid Waste Management)
209. #356 Household Hazardous Waste (Solid Waste Management)
210. #360 SWMP (Solid Waste Management Program) Community Cleanups (Solid Waste Management)
211. #361 Stormwater Regulatory Program (Stormwater Management)
212. #362 Northern Virginia Soil and Water Conservation District Contributory Program (Stormwater Management)
213. #364 Stormwater Allocations to Towns (Stormwater Management)
214. #365 Stream and Water Quality Improvement Projects (Stormwater Management)
215. #366 Emergency and Flood Response Projects (Stormwater Management)
216. #367 Dam Safety and Facility Rehabilitation Projects (Stormwater Management)
217. #368 Conveyance System Rehabilitation Projects (Stormwater Management)
218. #369 Flood Prevention-Huntington Area Bond Projects (Stormwater Management)
219. #370 Operating Support Program - Capital Improvement Program (Stormwater Management)
220. #371 Operating Support Program - Regulatory / Monitoring Program (Stormwater Management)
221. #372 Operating Support Program - Operations Response Program (Stormwater Management)
222. #373 Emergency Response / Snow Removal (Stormwater Management)
223. #374 Street Name Signs (Stormwater Management)
224. #375 Trails and Walkways Maintenance (Stormwater Management)
225. #376 Park and Ride Maintenance (Stormwater Management)
226. #377 Directives (Stormwater Management)
227. #378 Roads and Service Drives Maintenance (Stormwater Management)
228. #379 Bus Shelters Maintenance (Stormwater Management)
229. #381 Administration, Coordination, Funding and Special Projects (Transportation)
230. #384 Transit Services (Transportation)
231. #385 Wastewater Treatment (Wastewater Management Program)
232. #386 Wastewater Collections (Wastewater Management Program)

BUILDING LIVABLE SPACES

A total of 141 Lines of Business contribute to the County's Vision Element of *Building Livable Spaces*. These LOBs (with their associated LOBs #) are listed below:

1. #1 Board of Supervisors (Board of Supervisors)
2. #4 Administration of County Policy (County Executive)
3. #5 Administration of County Policy / Legislative Functions (County Executive)
4. #9 Office of Community Revitalization (County Executive)
5. #18 Operations and Maintenance (Facilities Management)
6. #21 Custodial and Grounds Maintenance (Facilities Management)
7. #37 Communications Management, Coordination and Support for Agencies / Countywide Initiatives (Public Affairs)
8. #40 Social Media and Web Content (Public Affairs)
9. #47 Legal Services (County Attorney)
10. #55 DPWES Leadership and Management Support (Business Planning and Support)
11. #56 Administration / Leadership (Capital Facilities)
12. #57 Land Acquisition (Capital Facilities)
13. #58 Building Design and Construction (Capital Facilities)
14. #59 Utilities Design and Construction (Capital Facilities)
15. #60 Streetlights (including Utilities) (Capital Facilities)
16. #61 Administration / Leadership (Land Development Services)
17. #62 Building Plan Review and Inspections (Land Development Services)
18. #63 Site Plan Review and Inspections (Land Development Services)
19. #64 Violation Enforcement (Land Development Services)
20. #65 Department Focus, Coordination and Administration (Planning and Zoning)
21. #66 Comprehensive Plan Management (Planning and Zoning)
22. #67 Heritage Resources (Planning and Zoning)
23. #68 Environmental Planning and Development Review (Planning and Zoning)
24. #69 Public Facilities Planning (Planning and Zoning)
25. #70 Mapping and GIS Support (Planning and Zoning)
26. #71 Rezoning and Special Exception Evaluation (Planning and Zoning)
27. #72 Special Permit and Variance Evaluation (Planning and Zoning)
28. #73 Proffer Interpretation and Special Projects (Planning and Zoning)
29. #75 Zoning Interpretations, Inquiries and Appeals (Planning and Zoning)
30. #76 Zoning Permit Review and Maintenance of Property Files (Planning and Zoning)
31. #77 Zoning Inspections and Sign Permit Review (Planning and Zoning)
32. #78 Zoning Ordinance Amendments (Planning and Zoning)
33. #80 Production of Planning Commission Actions (Planning Commission)
34. #81 Production of Reports / Publications (Planning Commission)
35. #82 Land Use Application Verification / Notification (Planning Commission)
36. #83 Customer Service Information Responses (Planning Commission)
37. #84 Planning Commissioners (Planning Commission)
38. #91 Department Management / Administration (Fairfax County Public Library)

39. #92 Community Services (Fairfax County Public Library)
40. #93 Early Literacy and School Age Enrichment (Fairfax County Public Library)
41. #94 Lifelong Learning for Adults (Fairfax County Public Library)
42. #95 Senior Services (50+) (Fairfax County Public Library)
43. #96 Historic Preservation (Fairfax County Public Library)
44. #97 24/7 Information Access (Fairfax County Public Library)
45. #98 Library Materials and Collections Management (Fairfax County Public Library)
46. #137 Geographic Information Services (Information Technology)
47. #142 Department Leadership (Health)
48. #143 Environmental Health Programs (Health)
49. #151 Long-Term Care Development and Support Services (Health)
50. #159 Department Leadership (Neighborhood and Community Services)
51. #162 Regional Operations and Community Development (Neighborhood and Community Services)
52. #164 Community Use of Public Athletic Facilities (Neighborhood and Community Services)
53. #165 Demographics (Neighborhood and Community Services)
54. #166 Human Services System Planning and Service Integration (Neighborhood and Community Services)
55. #167 Community Technology Programs and System Support (Neighborhood and Community Services)
56. #169 Therapeutic Recreation (Neighborhood and Community Services)
57. #170 Community Centers (Neighborhood and Community Services)
58. #171 Teen Centers (Neighborhood and Community Services)
59. #172 Senior Adult Programs (Neighborhood and Community Services)
60. #173 Middle School After School Program (Neighborhood and Community Services)
61. #174 Virginia Cooperative Extension (Neighborhood and Community Services)
62. #195 Office of the Chief (Police)
63. #199 Resources and Management Bureau (Police)
64. #208 Patrol (Police)
65. #215 Leadership Management and Oversight (Sheriff)
66. #219 Inmate Housing Alternatives (Sheriff)
67. #223 Office of the Fire Chief (Fire and Rescue)
68. #225 Business Services Bureau / Planning (Fire and Rescue)
69. #229 Fire Prevention Services (Fire and Rescue)
70. #230 Inspections and Fire Protection Systems (Fire and Rescue)
71. #247 Departmental Leadership and Administrative Services (Code Compliance)
72. #249 Code Compliance Operations (Code Compliance)
73. #250 Code Official and Code Administration (Code Compliance)
74. #251 Consolidated Community Funding Pool (Consolidated Community Funding Pool)
75. #252 Contributory Fund (Contributory Fund)
76. #259 Communications Inspections and Enforcement (Cable Communications)
77. #261 Leadership (Fairfax-Falls Church Community Services Board)
78. #262 Operations Management (Fairfax-Falls Church Community Services Board)

79. #263 Prevention, Partnerships, and Consumer Affairs (Fairfax-Falls Church Community Services Board)
80. #267 Adult Residential Treatment Services (Fairfax-Falls Church Community Services Board)
81. #276 Adult Long-Term Residential Services (Fairfax-Falls Church Community Services Board)
82. #277 Adult Community Residential Services (Fairfax-Falls Church Community Services Board)
83. #280 Administration and Capital Projects (Reston Community Center)
84. #281 Arts and Events (Reston Community Center)
85. #282 Aquatics (Reston Community Center)
86. #283 Leisure and Learning (Reston Community Center)
87. #284 Administration, Public Information Office and Facilities (McLean Community Center)
88. #285 Art Activities (McLean Community Center)
89. #286 Instructional Classes (McLean Community Center)
90. #287 Special Events (McLean Community Center)
91. #288 Performing Arts Programs (McLean Community Center)
92. #289 Youth Programs (McLean Community Center)
93. #290 Teen Center Programs (McLean Community Center)
94. #291 Burgundy Village Community Center (Burgundy Village Community Center)
95. #292 Forest Pest Program (Integrated Pest Management Program)
96. #323 Affordable Housing Development, Preservation and Sustainability (Housing and Community Development)
97. #324 Affordable Rental Housing, Property Management and Maintenance (Housing and Community Development)
98. #326 Homeownership and Relocation Services (Housing and Community Development)
99. #327 FCRHA/HCD Program Planning, Development and Management (Housing and Community Development)
100. #328 Department Leadership (Fairfax County Park Authority)
101. #330 Athletic Field Maintenance (FCPA and FCPS) (Fairfax County Park Authority)
102. #331 Park and Trail Maintenance (Fairfax County Park Authority)
103. #332 Forestry (Fairfax County Park Authority)
104. #336 Lakefront and Waterpark Operations (Fairfax County Park Authority)
105. #337 Rec-PAC and Community Programs (Fairfax County Park Authority)
106. #338 ADA (Americans with Disabilities Act) and Therapeutic Support (Fairfax County Park Authority)
107. #339 Real Estate Services (Fairfax County Park Authority)
108. #340 Park Planning and Capital Development (Fairfax County Park Authority)
109. #341 Natural Resource Management (Fairfax County Park Authority)
110. #342 Countywide Archaeology / Collections (Fairfax County Park Authority)
111. #343 Nature Center Management, Horticulture, Agriculture, Stewardship Education (Fairfax County Park Authority)
112. #344 Historic Site Management and Stewardship Education (Fairfax County Park Authority)
113. #345 Historic Structures Care and Maintenance (Fairfax County Park Authority)
114. #346 Facility Rentals and Permits (Fairfax County Park Authority)
115. #347 Golf Operations and Maintenance (Fairfax County Park Authority)
116. #348 RECenter Programs and Operations (Fairfax County Park Authority)
117. #361 Stormwater Regulatory Program (Stormwater Management)

118. #362 Northern Virginia Soil and Water Conservation District Contributory Program (Stormwater Management)
119. #364 Stormwater Allocations to Towns (Stormwater Management)
120. #365 Stream and Water Quality Improvement Projects (Stormwater Management)
121. #366 Emergency and Flood Response Projects (Stormwater Management)
122. #367 Dam Safety and Facility Rehabilitation Projects (Stormwater Management)
123. #368 Conveyance System Rehabilitation Projects (Stormwater Management)
124. #369 Flood Prevention-Huntington Area Bond Projects (Stormwater Management)
125. #370 Operating Support Program - Capital Improvement Program (Stormwater Management)
126. #371 Operating Support Program - Regulatory / Monitoring Program (Stormwater Management)
127. #372 Operating Support Program - Operations Response Program (Stormwater Management)
128. #373 Emergency Response / Snow Removal (Stormwater Management)
129. #374 Street Name Signs (Stormwater Management)
130. #375 Trails and Walkways Maintenance (Stormwater Management)
131. #377 Directives (Stormwater Management)
132. #378 Roads and Service Drives Maintenance (Stormwater Management)
133. #380 Commercial Revitalization Districts (Stormwater Management)
134. #381 Administration, Coordination, Funding and Special Projects (Transportation)
135. #382 Capital Projects, Traffic Engineering and Transportation Design (Transportation)
136. #383 Transportation Planning (Transportation)
137. #384 Transit Services (Transportation)
138. #385 Wastewater Treatment (Wastewater Management Program)
139. #386 Wastewater Collections (Wastewater Management Program)
140. #387 Wastewater Planning and Monitoring (Wastewater Management Program)
141. #389 Capital Improvement Program (Wastewater Management Program)

CONNECTING PEOPLE AND PLACES

A total of 162 Lines of Business contribute to the County's Vision Element of *Connecting People and Places*. These LOBs (with their associated LOBs #) are listed below:

1. #1 Board of Supervisors (Board of Supervisors)
2. #2 Administrative Support for the Board of Supervisors (Board of Supervisors)
3. #3 Boards, Authorities and Commissions (Board of Supervisors)
4. #4 Administration of County Policy (County Executive)
5. #5 Administration of County Policy / Legislative Functions (County Executive)
6. #9 Office of Community Revitalization (County Executive)
7. #10 Consumer Affairs (Cable and Consumer Services)
8. #11 Regulation and Licensing (Cable and Consumer Services)
9. #16 Accounting and Financial Reporting (Finance)
10. #20 Leases and Property Management (Facilities Management)
11. #23 Capital Renewal and ADA (Americans with Disabilities Act) Projects Support (Facilities Management)

12. #37 Communications Management, Coordination and Support for Agencies / Countywide Initiatives (Public Affairs)
13. #38 Customer Service (Public Affairs)
14. #39 Media Relations (Public Affairs)
15. #40 Social Media and Web Content (Public Affairs)
16. #41 Emergency Communications and Planning (Public Affairs)
17. #44 Election Management (Elections)
18. #45 Voter Registration (Elections)
19. #47 Legal Services (County Attorney)
20. #55 DPWES Leadership and Management Support (Business Planning and Support)
21. #56 Administration / Leadership (Capital Facilities)
22. #57 Land Acquisition (Capital Facilities)
23. #59 Utilities Design and Construction (Capital Facilities)
24. #61 Administration / Leadership (Land Development Services)
25. #63 Site Plan Review and Inspections (Land Development Services)
26. #65 Department Focus, Coordination and Administration (Planning and Zoning)
27. #66 Comprehensive Plan Management (Planning and Zoning)
28. #68 Environmental Planning and Development Review (Planning and Zoning)
29. #69 Public Facilities Planning (Planning and Zoning)
30. #70 Mapping and GIS Support (Planning and Zoning)
31. #71 Rezoning and Special Exception Evaluation (Planning and Zoning)
32. #72 Special Permit and Variance Evaluation (Planning and Zoning)
33. #74 Customer Service, Applications Intake and Acceptance (Planning and Zoning)
34. #76 Zoning Permit Review and Maintenance of Property Files (Planning and Zoning)
35. #78 Zoning Ordinance Amendments (Planning and Zoning)
36. #80 Production of Planning Commission Actions (Planning Commission)
37. #81 Production of Reports / Publications (Planning Commission)
38. #83 Customer Service Information Responses (Planning Commission)
39. #84 Planning Commissioners (Planning Commission)
40. #87 Education and Outreach - Human Rights Division (Human Rights and Equity Programs)
41. #91 Department Management / Administration (Fairfax County Public Library)
42. #92 Community Services (Fairfax County Public Library)
43. #93 Early Literacy and School Age Enrichment (Fairfax County Public Library)
44. #94 Lifelong Learning for Adults (Fairfax County Public Library)
45. #95 Senior Services (50+) (Fairfax County Public Library)
46. #96 Historic Preservation (Fairfax County Public Library)
47. #97 24/7 Information Access (Fairfax County Public Library)
48. #98 Library Materials and Collections Management (Fairfax County Public Library)
49. #99 Department Supervision and Fiscal Control (Tax Administration)
50. #100 Tax Relief for Seniors and People with Disabilities (Tax Administration)
51. #103 Real Estate Records Management (Tax Administration)
52. #106 Central Telephones and Central Files (Tax Administration)
53. #110 Cashiering (Tax Administration)

54. #111 Department Leadership (Family Services)
55. #112 Child Abuse and Neglect Prevention Services (Family Services)
56. #113 Protection and Family Preservation Services (Family Services)
57. #117 Adult and Aging Services (Family Services)
58. #118 Area Agency on Aging (Family Services)
59. #125 Department Wide Services (Family Services)
60. #126 System of Care - Children's Services Act (CSA) (Family Services)
61. #132 End User Services (Information Technology)
62. #133 Cybersecurity (Information Technology)
63. #134 Courtroom Technology (Information Technology)
64. #136 Telecommunications Voice (Information Technology)
65. #137 Geographic Information Services (Information Technology)
66. #139 E-Gov / Web Public Access Technologies (Information Technology)
67. #140 Agencies Software Solutions / Development Support (Information Technology)
68. #141 Technology Infrastructure (Information Technology)
69. #142 Department Leadership (Health)
70. #150 Long-Term Care Services (Health)
71. #151 Long-Term Care Development and Support Services (Health)
72. #152 Community Health Care Network (Health)
73. #154 Community Health Development and Preparedness (Health)
74. #159 Department Leadership (Neighborhood and Community Services)
75. #160 Coordinated Services Planning (Neighborhood and Community Services)
76. #162 Regional Operations and Community Development (Neighborhood and Community Services)
77. #163 Prevention (Neighborhood and Community Services)
78. #164 Community Use of Public Athletic Facilities (Neighborhood and Community Services)
79. #165 Demographics (Neighborhood and Community Services)
80. #166 Human Services System Planning and Service Integration (Neighborhood and Community Services)
81. #167 Community Technology Programs and System Support (Neighborhood and Community Services)
82. #168 Human Services Transportation (Neighborhood and Community Services)
83. #170 Community Centers (Neighborhood and Community Services)
84. #171 Teen Centers (Neighborhood and Community Services)
85. #172 Senior Adult Programs (Neighborhood and Community Services)
86. #182 Custodian of the Public Record (Circuit Court and Records)
87. #193 Pre-trial Services (Evaluation and Administration) (General District Court)
88. #194 Community Supervision Services (Pre-trial and Post-trial Probation) (General District Court)
89. #195 Office of the Chief (Police)
90. #196 Public Information Office (Police)
91. #203 Victim Services Section (Police)
92. #207 NOVARIS (Police)
93. #208 Patrol (Police)

94. #210 Animal Control (Police)
95. #211 Animal Shelter (Police)
96. #212 Operations Support / Traffic Division (Police)
97. #215 Leadership Management and Oversight (Sheriff)
98. #216 Academy and Management Assistance (Sheriff)
99. #217 Courts Physical Security (Sheriff)
100. #218 Legal Process Service (Sheriff)
101. #223 Office of the Fire Chief (Fire and Rescue)
102. #224 Life Safety Education, Public Information and Community Outreach (Fire and Rescue)
103. #226 Communications and Information Technology (Fire and Rescue)
104. #232 Operations Bureau and Emergency Medical Services (Fire and Rescue)
105. #247 Departmental Leadership and Administrative Services (Code Compliance)
106. #248 Central Intake Customer Service (Code Compliance)
107. #249 Code Compliance Operations (Code Compliance)
108. #252 Contributory Fund (Contributory Fund)
109. #253 Information Technology Initiatives (Information Technology Fund)
110. #255 Public Utilities (Cable Communications)
111. #256 Communications Productions (Cable Communications)
112. #258 Communications Policy and Regulation (Cable Communications)
113. #261 Leadership (Fairfax-Falls Church Community Services Board)
114. #262 Operations Management (Fairfax-Falls Church Community Services Board)
115. #263 Prevention, Partnerships, and Consumer Affairs (Fairfax-Falls Church Community Services Board)
116. #264 Psychiatric and Medication Services (Fairfax-Falls Church Community Services Board)
117. #265 Engagement, Entry, Assessment and Referral Services (Fairfax-Falls Church Community Services Board)
118. #266 Emergency and Crisis Services (Fairfax-Falls Church Community Services Board)
119. #267 Adult Residential Treatment Services (Fairfax-Falls Church Community Services Board)
120. #268 Infant and Toddler Connection (Fairfax-Falls Church Community Services Board)
121. #270 Youth and Family Care Coordination and Court-Involved Services (Fairfax-Falls Church Community Services Board)
122. #273 Support Coordination Services (Fairfax-Falls Church Community Services Board)
123. #274 Adult Behavioral Health Employment and Day Services (Fairfax-Falls Church Community Services Board)
124. #275 Intellectual Disability Employment and Day Services (Fairfax-Falls Church Community Services Board)
125. #276 Adult Long-Term Residential Services (Fairfax-Falls Church Community Services Board)
126. #277 Adult Community Residential Services (Fairfax-Falls Church Community Services Board)
127. #278 Adult Intensive Community Treatment Services (Fairfax-Falls Church Community Services Board)
128. #279 Adult Jail-Based Services (Fairfax-Falls Church Community Services Board)
129. #280 Administration and Capital Projects (Reston Community Center)
130. #283 Leisure and Learning (Reston Community Center)
131. #293 Disease-Carrying Insects Program (Integrated Pest Management Program)
132. #297 Vehicle Maintenance and Management (Vehicle Services)

133. #298 Vehicle / Equipment Replacement Funds (Vehicle Services)
134. #299 Fuel Operations (Vehicle Services)
135. #302 Technology Infrastructure (Technology Infrastructure Services)
136. #304 Radio Communications (Technology Infrastructure Services)
137. #323 Affordable Housing Development, Preservation and Sustainability (Housing and Community Development)
138. #324 Affordable Rental Housing, Property Management and Maintenance (Housing and Community Development)
139. #325 Tenant Subsidies and Resident Services (Housing and Community Development)
140. #326 Homeownership and Relocation Services (Housing and Community Development)
141. #327 FCRHA/HCD Program Planning, Development and Management (Housing and Community Development)
142. #328 Department Leadership (Fairfax County Park Authority)
143. #331 Park and Trail Maintenance (Fairfax County Park Authority)
144. #333 Department Support (Fairfax County Park Authority)
145. #334 Public Information and Engagement (Fairfax County Park Authority)
146. #338 ADA (Americans with Disabilities Act) and Therapeutic Support (Fairfax County Park Authority)
147. #339 Real Estate Services (Fairfax County Park Authority)
148. #360 SWMP (Solid Waste Management Program) Community Cleanups (Solid Waste Management)
149. #362 Northern Virginia Soil and Water Conservation District Contributory Program (Stormwater Management)
150. #363 Occoquan Monitoring Contributory Program (Stormwater Management)
151. #372 Operating Support Program - Operations Response Program (Stormwater Management)
152. #373 Emergency Response / Snow Removal (Stormwater Management)
153. #374 Street Name Signs (Stormwater Management)
154. #375 Trails and Walkways Maintenance (Stormwater Management)
155. #376 Park and Ride Maintenance (Stormwater Management)
156. #378 Roads and Service Drives Maintenance (Stormwater Management)
157. #379 Bus Shelters Maintenance (Stormwater Management)
158. #380 Commercial Revitalization Districts (Stormwater Management)
159. #381 Administration, Coordination, Funding and Special Projects (Transportation)
160. #382 Capital Projects, Traffic Engineering and Transportation Design (Transportation)
161. #383 Transportation Planning (Transportation)
162. #384 Transit Services (Transportation)

MAINTAINING HEALTHY ECONOMIES

A total of 98 Lines of Business contribute to the County's Vision Element of *Maintaining Healthy Economies*. These LOBs (with their associated LOBs #) are listed below:

1. #1 Board of Supervisors (Board of Supervisors)
2. #4 Administration of County Policy (County Executive)
3. #5 Administration of County Policy / Legislative Functions (County Executive)

4. #8 Office of Public Private Partnerships (County Executive)
5. #9 Office of Community Revitalization (County Executive)
6. #11 Regulation and Licensing (Cable and Consumer Services)
7. #14 Investments and Treasury Management (Finance)
8. #32 Leadership and Management (Procurement and Material Management)
9. #33 Contracts (Procurement and Material Management)
10. #35 Procurement Support and Oversight (Procurement and Material Management)
11. #37 Communications Management, Coordination and Support for Agencies / Countywide Initiatives (Public Affairs)
12. #40 Social Media and Web Content (Public Affairs)
13. #41 Emergency Communications and Planning (Public Affairs)
14. #46 Economic Development Authority (Economic Development Authority)
15. #47 Legal Services (County Attorney)
16. #55 DPWES Leadership and Management Support (Business Planning and Support)
17. #58 Building Design and Construction (Capital Facilities)
18. #59 Utilities Design and Construction (Capital Facilities)
19. #61 Administration / Leadership (Land Development Services)
20. #62 Building Plan Review and Inspections (Land Development Services)
21. #63 Site Plan Review and Inspections (Land Development Services)
22. #65 Department Focus, Coordination and Administration (Planning and Zoning)
23. #66 Comprehensive Plan Management (Planning and Zoning)
24. #71 Rezoning and Special Exception Evaluation (Planning and Zoning)
25. #72 Special Permit and Variance Evaluation (Planning and Zoning)
26. #73 Proffer Interpretation and Special Projects (Planning and Zoning)
27. #76 Zoning Permit Review and Maintenance of Property Files (Planning and Zoning)
28. #78 Zoning Ordinance Amendments (Planning and Zoning)
29. #84 Planning Commissioners (Planning Commission)
30. #91 Department Management / Administration (Fairfax County Public Library)
31. #92 Community Services (Fairfax County Public Library)
32. #93 Early Literacy and School Age Enrichment (Fairfax County Public Library)
33. #94 Lifelong Learning for Adults (Fairfax County Public Library)
34. #95 Senior Services (50+) (Fairfax County Public Library)
35. #97 24/7 Information Access (Fairfax County Public Library)
36. #98 Library Materials and Collections Management (Fairfax County Public Library)
37. #99 Department Supervision and Fiscal Control (Tax Administration)
38. #100 Tax Relief for Seniors and People with Disabilities (Tax Administration)
39. #111 Department Leadership (Family Services)
40. #116 Office for Women / Domestic and Sexual Violence Services (Family Services)
41. #119 Employment Services (Family Services)
42. #120 Financial and Medical Assistance (Family Services)
43. #121 Child Care Subsidy (Family Services)
44. #122 Community Education and Provider Services (Family Services)
45. #123 Child Care Services (Family Services)

46. #124 Head Start (Family Services)
47. #126 System of Care - Children's Services Act (CSA) (Family Services)
48. #142 Department Leadership (Health)
49. #143 Environmental Health Programs (Health)
50. #150 Long-Term Care Services (Health)
51. #151 Long-Term Care Development and Support Services (Health)
52. #155 Leadership and Engagement (Prevent and End Homelessness)
53. #156 Emergency Shelter (Prevent and End Homelessness)
54. #158 Supportive Housing Services (Prevent and End Homelessness)
55. #159 Department Leadership (Neighborhood and Community Services)
56. #160 Coordinated Services Planning (Neighborhood and Community Services)
57. #162 Regional Operations and Community Development (Neighborhood and Community Services)
58. #167 Community Technology Programs and System Support (Neighborhood and Community Services)
59. #170 Community Centers (Neighborhood and Community Services)
60. #176 Public Services Division (Circuit Court and Records)
61. #193 Pre-trial Services (Evaluation and Administration) (General District Court)
62. #194 Community Supervision Services (Pre-trial and Post-trial Probation) (General District Court)
63. #195 Office of the Chief (Police)
64. #208 Patrol (Police)
65. #215 Leadership Management and Oversight (Sheriff)
66. #219 Inmate Housing Alternatives (Sheriff)
67. #221 Inmate Services (Sheriff)
68. #223 Office of the Fire Chief (Fire and Rescue)
69. #229 Fire Prevention Services (Fire and Rescue)
70. #230 Inspections and Fire Protection Systems (Fire and Rescue)
71. #251 Consolidated Community Funding Pool (Consolidated Community Funding Pool)
72. #252 Contributory Fund (Contributory Fund)
73. #261 Leadership (Fairfax-Falls Church Community Services Board)
74. #264 Psychiatric and Medication Services (Fairfax-Falls Church Community Services Board)
75. #265 Engagement, Entry, Assessment and Referral Services (Fairfax-Falls Church Community Services Board)
76. #267 Adult Residential Treatment Services (Fairfax-Falls Church Community Services Board)
77. #270 Youth and Family Care Coordination and Court-Involved Services (Fairfax-Falls Church Community Services Board)
78. #274 Adult Behavioral Health Employment and Day Services (Fairfax-Falls Church Community Services Board)
79. #275 Intellectual Disability Employment and Day Services (Fairfax-Falls Church Community Services Board)
80. #277 Adult Community Residential Services (Fairfax-Falls Church Community Services Board)
81. #280 Administration and Capital Projects (Reston Community Center)
82. #283 Leisure and Learning (Reston Community Center)

83. #323 Affordable Housing Development, Preservation and Sustainability (Housing and Community Development)
84. #324 Affordable Rental Housing, Property Management and Maintenance (Housing and Community Development)
85. #325 Tenant Subsidies and Resident Services (Housing and Community Development)
86. #326 Homeownership and Relocation Services (Housing and Community Development)
87. #327 FCRHA/HCD Program Planning, Development and Management (Housing and Community Development)
88. #328 Department Leadership (Fairfax County Park Authority)
89. #337 Rec-PAC and Community Programs (Fairfax County Park Authority)
90. #339 Real Estate Services (Fairfax County Park Authority)
91. #340 Park Planning and Capital Development (Fairfax County Park Authority)
92. #381 Administration, Coordination, Funding and Special Projects (Transportation)
93. #382 Capital Projects, Traffic Engineering and Transportation Design (Transportation)
94. #383 Transportation Planning (Transportation)
95. #384 Transit Services (Transportation)
96. #385 Wastewater Treatment (Wastewater Management Program)
97. #386 Wastewater Collections (Wastewater Management Program)
98. #389 Capital Improvement Program (Wastewater Management Program)

PRACTICING ENVIRONMENTAL STEWARDSHIP

A total of 102 Lines of Business contribute to the County's Vision Element of *Practicing Environmental Stewardship*. These LOBs (with their associated LOBs #) are listed below:

1. #1 Board of Supervisors (Board of Supervisors)
2. #4 Administration of County Policy (County Executive)
3. #5 Administration of County Policy / Legislative Functions (County Executive)
4. #9 Office of Community Revitalization (County Executive)
5. #18 Operations and Maintenance (Facilities Management)
6. #19 Utilities (Facilities Management)
7. #21 Custodial and Grounds Maintenance (Facilities Management)
8. #23 Capital Renewal and ADA (Americans with Disabilities Act) Projects Support (Facilities Management)
9. #32 Leadership and Management (Procurement and Material Management)
10. #34 Material Management (Procurement and Material Management)
11. #35 Procurement Support and Oversight (Procurement and Material Management)
12. #37 Communications Management, Coordination and Support for Agencies / Countywide Initiatives (Public Affairs)
13. #40 Social Media and Web Content (Public Affairs)
14. #47 Legal Services (County Attorney)
15. #55 DPWES Leadership and Management Support (Business Planning and Support)
16. #56 Administration / Leadership (Capital Facilities)
17. #58 Building Design and Construction (Capital Facilities)
18. #59 Utilities Design and Construction (Capital Facilities)

19. #60 Streetlights (including Utilities) (Capital Facilities)
20. #61 Administration / Leadership (Land Development Services)
21. #62 Building Plan Review and Inspections (Land Development Services)
22. #63 Site Plan Review and Inspections (Land Development Services)
23. #64 Violation Enforcement (Land Development Services)
24. #65 Department Focus, Coordination and Administration (Planning and Zoning)
25. #66 Comprehensive Plan Management (Planning and Zoning)
26. #68 Environmental Planning and Development Review (Planning and Zoning)
27. #71 Rezoning and Special Exception Evaluation (Planning and Zoning)
28. #78 Zoning Ordinance Amendments (Planning and Zoning)
29. #82 Land Use Application Verification / Notification (Planning Commission)
30. #84 Planning Commissioners (Planning Commission)
31. #91 Department Management / Administration (Fairfax County Public Library)
32. #92 Community Services (Fairfax County Public Library)
33. #97 24/7 Information Access (Fairfax County Public Library)
34. #141 Technology Infrastructure (Information Technology)
35. #142 Department Leadership (Health)
36. #143 Environmental Health Programs (Health)
37. #159 Department Leadership (Neighborhood and Community Services)
38. #174 Virginia Cooperative Extension (Neighborhood and Community Services)
39. #223 Office of the Fire Chief (Fire and Rescue)
40. #231 Fire and Hazmat Investigations (Fire and Rescue)
41. #247 Departmental Leadership and Administrative Services (Code Compliance)
42. #249 Code Compliance Operations (Code Compliance)
43. #252 Contributory Fund (Contributory Fund)
44. #261 Leadership (Fairfax-Falls Church Community Services Board)
45. #263 Prevention, Partnerships, and Consumer Affairs (Fairfax-Falls Church Community Services Board)
46. #292 Forest Pest Program (Integrated Pest Management Program)
47. #297 Vehicle Maintenance and Management (Vehicle Services)
48. #298 Vehicle / Equipment Replacement Funds (Vehicle Services)
49. #299 Fuel Operations (Vehicle Services)
50. #300 Multi-functional Devices (Document Services)
51. #302 Technology Infrastructure (Technology Infrastructure Services)
52. #323 Affordable Housing Development, Preservation and Sustainability (Housing and Community Development)
53. #324 Affordable Rental Housing, Property Management and Maintenance (Housing and Community Development)
54. #327 FCRHA/HCD Program Planning, Development and Management (Housing and Community Development)
55. #328 Department Leadership (Fairfax County Park Authority)
56. #329 Energy Management (Fairfax County Park Authority)
57. #330 Athletic Field Maintenance (FCPA and FCPS) (Fairfax County Park Authority)
58. #331 Park and Trail Maintenance (Fairfax County Park Authority)

59. #332 Forestry (Fairfax County Park Authority)
60. #336 Lakefront and Waterpark Operations (Fairfax County Park Authority)
61. #339 Real Estate Services (Fairfax County Park Authority)
62. #340 Park Planning and Capital Development (Fairfax County Park Authority)
63. #341 Natural Resource Management (Fairfax County Park Authority)
64. #342 Countywide Archaeology / Collections (Fairfax County Park Authority)
65. #343 Nature Center Management, Horticulture, Agriculture, Stewardship Education (Fairfax County Park Authority)
66. #344 Historic Site Management and Stewardship Education (Fairfax County Park Authority)
67. #345 Historic Structures Care and Maintenance (Fairfax County Park Authority)
68. #347 Golf Operations and Maintenance (Fairfax County Park Authority)
69. #348 RECenter Programs and Operations (Fairfax County Park Authority)
70. #351 Leaf Collection (Solid Waste Management)
71. #352 Recycling Program (Solid Waste Management)
72. #353 County Agency Route (Solid Waste Management)
73. #354 Residential and General Collection (Solid Waste Management)
74. #355 Recycling and Disposal Centers (Solid Waste Management)
75. #356 Household Hazardous Waste (Solid Waste Management)
76. #357 Transfer Station Operations (Solid Waste Management)
77. #358 Energy / Resource Recovery Facility (Solid Waste Management)
78. #359 I-95 Refuse Disposal (Solid Waste Management)
79. #360 SWMP (Solid Waste Management Program) Community Cleanups (Solid Waste Management)
80. #361 Stormwater Regulatory Program (Stormwater Management)
81. #362 Northern Virginia Soil and Water Conservation District Contributory Program (Stormwater Management)
82. #363 Occoquan Monitoring Contributory Program (Stormwater Management)
83. #364 Stormwater Allocations to Towns (Stormwater Management)
84. #365 Stream and Water Quality Improvement Projects (Stormwater Management)
85. #367 Dam Safety and Facility Rehabilitation Projects (Stormwater Management)
86. #368 Conveyance System Rehabilitation Projects (Stormwater Management)
87. #370 Operating Support Program - Capital Improvement Program (Stormwater Management)
88. #371 Operating Support Program - Regulatory / Monitoring Program (Stormwater Management)
89. #372 Operating Support Program - Operations Response Program (Stormwater Management)
90. #373 Emergency Response / Snow Removal (Stormwater Management)
91. #375 Trails and Walkways Maintenance (Stormwater Management)
92. #376 Park and Ride Maintenance (Stormwater Management)
93. #377 Directives (Stormwater Management)
94. #378 Roads and Service Drives Maintenance (Stormwater Management)
95. #380 Commercial Revitalization Districts (Stormwater Management)
96. #381 Administration, Coordination, Funding and Special Projects (Transportation)
97. #382 Capital Projects, Traffic Engineering and Transportation Design (Transportation)
98. #383 Transportation Planning (Transportation)
99. #384 Transit Services (Transportation)

100. #385 Wastewater Treatment (Wastewater Management Program)
101. #386 Wastewater Collections (Wastewater Management Program)
102. #389 Capital Improvement Program (Wastewater Management Program)

CREATING A CULTURE OF ENGAGEMENT

A total of 164 Lines of Business contribute to the County's Vision Element of *Creating a Culture of Engagement*. These LOBs (with their associated LOBs #) are listed below:

1. #1 Board of Supervisors (Board of Supervisors)
2. #2 Administrative Support for the Board of Supervisors (Board of Supervisors)
3. #3 Boards, Authorities and Commissions (Board of Supervisors)
4. #4 Administration of County Policy (County Executive)
5. #5 Administration of County Policy / Legislative Functions (County Executive)
6. #8 Office of Public Private Partnerships (County Executive)
7. #9 Office of Community Revitalization (County Executive)
8. #32 Leadership and Management (Procurement and Material Management)
9. #35 Procurement Support and Oversight (Procurement and Material Management)
10. #37 Communications Management, Coordination and Support for Agencies / Countywide Initiatives (Public Affairs)
11. #38 Customer Service (Public Affairs)
12. #39 Media Relations (Public Affairs)
13. #40 Social Media and Web Content (Public Affairs)
14. #41 Emergency Communications and Planning (Public Affairs)
15. #43 Board Support (Public Affairs)
16. #44 Election Management (Elections)
17. #45 Voter Registration (Elections)
18. #47 Legal Services (County Attorney)
19. #48 Department Leadership (Management and Budget)
20. #49 Operating Budget Development (Management and Budget)
21. #50 Capital and Debt Programs (Management and Budget)
22. #51 Revenue and Legislative Analysis (Management and Budget)
23. #55 DPWES Leadership and Management Support (Business Planning and Support)
24. #56 Administration / Leadership (Capital Facilities)
25. #57 Land Acquisition (Capital Facilities)
26. #58 Building Design and Construction (Capital Facilities)
27. #59 Utilities Design and Construction (Capital Facilities)
28. #61 Administration / Leadership (Land Development Services)
29. #65 Department Focus, Coordination and Administration (Planning and Zoning)
30. #66 Comprehensive Plan Management (Planning and Zoning)
31. #67 Heritage Resources (Planning and Zoning)
32. #68 Environmental Planning and Development Review (Planning and Zoning)
33. #69 Public Facilities Planning (Planning and Zoning)
34. #72 Special Permit and Variance Evaluation (Planning and Zoning)

35. #75 Zoning Interpretations, Inquiries and Appeals (Planning and Zoning)
36. #78 Zoning Ordinance Amendments (Planning and Zoning)
37. #80 Production of Planning Commission Actions (Planning Commission)
38. #81 Production of Reports / Publications (Planning Commission)
39. #82 Land Use Application Verification / Notification (Planning Commission)
40. #83 Customer Service Information Responses (Planning Commission)
41. #84 Planning Commissioners (Planning Commission)
42. #87 Education and Outreach - Human Rights Division (Human Rights and Equity Programs)
43. #90 Alternative Dispute Resolution (Civil Service Commission)
44. #91 Department Management / Administration (Fairfax County Public Library)
45. #92 Community Services (Fairfax County Public Library)
46. #93 Early Literacy and School Age Enrichment (Fairfax County Public Library)
47. #94 Lifelong Learning for Adults (Fairfax County Public Library)
48. #95 Senior Services (50+) (Fairfax County Public Library)
49. #96 Historic Preservation (Fairfax County Public Library)
50. #97 24/7 Information Access (Fairfax County Public Library)
51. #111 Department Leadership (Family Services)
52. #112 Child Abuse and Neglect Prevention Services (Family Services)
53. #115 Foster Care, Relative Placement and Adoption Services (Family Services)
54. #116 Office for Women / Domestic and Sexual Violence Services (Family Services)
55. #117 Adult and Aging Services (Family Services)
56. #118 Area Agency on Aging (Family Services)
57. #119 Employment Services (Family Services)
58. #126 System of Care - Children's Services Act (CSA) (Family Services)
59. #127 Operations Management (Administration for Human Services)
60. #128 Contracts and Procurement (Administration for Human Services)
61. #142 Department Leadership (Health)
62. #150 Long-Term Care Services (Health)
63. #151 Long-Term Care Development and Support Services (Health)
64. #152 Community Health Care Network (Health)
65. #154 Community Health Development and Preparedness (Health)
66. #155 Leadership and Engagement (Prevent and End Homelessness)
67. #156 Emergency Shelter (Prevent and End Homelessness)
68. #157 Hypothermia Prevention Services (Prevent and End Homelessness)
69. #159 Department Leadership (Neighborhood and Community Services)
70. #160 Coordinated Services Planning (Neighborhood and Community Services)
71. #161 Interfaith Coordination (Neighborhood and Community Services)
72. #162 Regional Operations and Community Development (Neighborhood and Community Services)
73. #163 Prevention (Neighborhood and Community Services)
74. #164 Community Use of Public Athletic Facilities (Neighborhood and Community Services)
75. #166 Human Services System Planning and Service Integration (Neighborhood and Community Services)

76. #167 Community Technology Programs and System Support (Neighborhood and Community Services)
77. #168 Human Services Transportation (Neighborhood and Community Services)
78. #169 Therapeutic Recreation (Neighborhood and Community Services)
79. #170 Community Centers (Neighborhood and Community Services)
80. #171 Teen Centers (Neighborhood and Community Services)
81. #172 Senior Adult Programs (Neighborhood and Community Services)
82. #173 Middle School After School Program (Neighborhood and Community Services)
83. #174 Virginia Cooperative Extension (Neighborhood and Community Services)
84. #180 Courtroom Operations (Circuit Court and Records)
85. #195 Office of the Chief (Police)
86. #196 Public Information Office (Police)
87. #201 Criminal Justice Academy (Police)
88. #204 Organized Crime and Narcotics Division (Police)
89. #205 Criminal Intelligence Division, Gang Unit (Police)
90. #208 Patrol (Police)
91. #209 School Resource Officers (Police)
92. #211 Animal Shelter (Police)
93. #212 Operations Support / Traffic Division (Police)
94. #215 Leadership Management and Oversight (Sheriff)
95. #219 Inmate Housing Alternatives (Sheriff)
96. #221 Inmate Services (Sheriff)
97. #223 Office of the Fire Chief (Fire and Rescue)
98. #224 Life Safety Education, Public Information and Community Outreach (Fire and Rescue)
99. #235 Volunteers (Fire and Rescue)
100. #241 Department Leadership (Emergency Management)
101. #244 Community Resiliency and Outreach (Emergency Management)
102. #246 Planning (Emergency Management)
103. #247 Departmental Leadership and Administrative Services (Code Compliance)
104. #251 Consolidated Community Funding Pool (Consolidated Community Funding Pool)
105. #252 Contributory Fund (Contributory Fund)
106. #256 Communications Productions (Cable Communications)
107. #257 Meeting Space Management and Event Support (Cable Communications)
108. #261 Leadership (Fairfax-Falls Church Community Services Board)
109. #262 Operations Management (Fairfax-Falls Church Community Services Board)
110. #263 Prevention, Partnerships, and Consumer Affairs (Fairfax-Falls Church Community Services Board)
111. #265 Engagement, Entry, Assessment and Referral Services (Fairfax-Falls Church Community Services Board)
112. #266 Emergency and Crisis Services (Fairfax-Falls Church Community Services Board)
113. #267 Adult Residential Treatment Services (Fairfax-Falls Church Community Services Board)
114. #268 Infant and Toddler Connection (Fairfax-Falls Church Community Services Board)
115. #269 Youth and Family Outpatient and Day Treatment Services (Fairfax-Falls Church Community Services Board)

116. #270 Youth and Family Care Coordination and Court-Involved Services (Fairfax-Falls Church Community Services Board)
117. #273 Support Coordination Services (Fairfax-Falls Church Community Services Board)
118. #276 Adult Long-Term Residential Services (Fairfax-Falls Church Community Services Board)
119. #277 Adult Community Residential Services (Fairfax-Falls Church Community Services Board)
120. #280 Administration and Capital Projects (Reston Community Center)
121. #281 Arts and Events (Reston Community Center)
122. #283 Leisure and Learning (Reston Community Center)
123. #284 Administration, Public Information Office and Facilities (McLean Community Center)
124. #286 Instructional Classes (McLean Community Center)
125. #287 Special Events (McLean Community Center)
126. #288 Performing Arts Programs (McLean Community Center)
127. #289 Youth Programs (McLean Community Center)
128. #290 Teen Center Programs (McLean Community Center)
129. #308 Alcohol Safety Action Program (Alcohol Safety Action Program)
130. #323 Affordable Housing Development, Preservation and Sustainability (Housing and Community Development)
131. #324 Affordable Rental Housing, Property Management and Maintenance (Housing and Community Development)
132. #325 Tenant Subsidies and Resident Services (Housing and Community Development)
133. #327 FCRHA/HCD Program Planning, Development and Management (Housing and Community Development)
134. #328 Department Leadership (Fairfax County Park Authority)
135. #330 Athletic Field Maintenance (FCPA and FCPS) (Fairfax County Park Authority)
136. #331 Park and Trail Maintenance (Fairfax County Park Authority)
137. #334 Public Information and Engagement (Fairfax County Park Authority)
138. #335 Fundraising and Partnership Development (Fairfax County Park Authority)
139. #336 Lakefront and Waterpark Operations (Fairfax County Park Authority)
140. #337 Rec-PAC and Community Programs (Fairfax County Park Authority)
141. #340 Park Planning and Capital Development (Fairfax County Park Authority)
142. #341 Natural Resource Management (Fairfax County Park Authority)
143. #342 Countywide Archaeology / Collections (Fairfax County Park Authority)
144. #343 Nature Center Management, Horticulture, Agriculture, Stewardship Education (Fairfax County Park Authority)
145. #344 Historic Site Management and Stewardship Education (Fairfax County Park Authority)
146. #345 Historic Structures Care and Maintenance (Fairfax County Park Authority)
147. #346 Facility Rentals and Permits (Fairfax County Park Authority)
148. #347 Golf Operations and Maintenance (Fairfax County Park Authority)
149. #348 RECenter Programs and Operations (Fairfax County Park Authority)
150. #360 SWMP (Solid Waste Management Program) Community Cleanups (Solid Waste Management)
151. #361 Stormwater Regulatory Program (Stormwater Management)
152. #362 Northern Virginia Soil and Water Conservation District Contributory Program (Stormwater Management)
153. #364 Stormwater Allocations to Towns (Stormwater Management)

154. #365 Stream and Water Quality Improvement Projects (Stormwater Management)
155. #366 Emergency and Flood Response Projects (Stormwater Management)
156. #368 Conveyance System Rehabilitation Projects (Stormwater Management)
157. #370 Operating Support Program - Capital Improvement Program (Stormwater Management)
158. #371 Operating Support Program - Regulatory / Monitoring Program (Stormwater Management)
159. #372 Operating Support Program - Operations Response Program (Stormwater Management)
160. #380 Commercial Revitalization Districts (Stormwater Management)
161. #381 Administration, Coordination, Funding and Special Projects (Transportation)
162. #382 Capital Projects, Traffic Engineering and Transportation Design (Transportation)
163. #383 Transportation Planning (Transportation)
164. #384 Transit Services (Transportation)

EXERCISING CORPORATE STEWARDSHIP

A total of 188 Lines of Business contribute to the County's Vision Element of *Exercising Corporate Stewardship*. These LOBs (with their associated LOBs #) are listed below:

1. #1 Board of Supervisors (Board of Supervisors)
2. #2 Administrative Support for the Board of Supervisors (Board of Supervisors)
3. #3 Boards, Authorities and Commissions (Board of Supervisors)
4. #4 Administration of County Policy (County Executive)
5. #5 Administration of County Policy / Legislative Functions (County Executive)
6. #6 Internal Audit (County Executive)
7. #7 Internal Audit / Business Process Audits (County Executive)
8. #12 Administrative Services (Cable and Consumer Services)
9. #13 Mail Services (Cable and Consumer Services)
10. #14 Investments and Treasury Management (Finance)
11. #15 Payment of Countywide Obligations (Finance)
12. #16 Accounting and Financial Reporting (Finance)
13. #17 Financial Control and Governance (Finance)
14. #19 Utilities (Facilities Management)
15. #20 Leases and Property Management (Facilities Management)
16. #21 Custodial and Grounds Maintenance (Facilities Management)
17. #22 Security (Services and Equipment Maintenance) (Facilities Management)
18. #24 Administration (Facilities Management)
19. #25 Department and HRIS (Human Resources Information Systems) Management (Human Resources)
20. #26 Employee Services (Human Resources)
21. #27 Benefits Administration (Human Resources)
22. #28 Payroll Administration (Human Resources)
23. #29 Employment (Human Resources)
24. #30 Compensation and Workforce Analysis (Human Resources)
25. #31 Organizational Development and Training (Human Resources)
26. #32 Leadership and Management (Procurement and Material Management)

27. #33 Contracts (Procurement and Material Management)
28. #34 Material Management (Procurement and Material Management)
29. #35 Procurement Support and Oversight (Procurement and Material Management)
30. #36 Employee Communications (Public Affairs)
31. #38 Customer Service (Public Affairs)
32. #39 Media Relations (Public Affairs)
33. #40 Social Media and Web Content (Public Affairs)
34. #42 Department Planning and Administrative Support (Public Affairs)
35. #44 Election Management (Elections)
36. #45 Voter Registration (Elections)
37. #47 Legal Services (County Attorney)
38. #48 Department Leadership (Management and Budget)
39. #49 Operating Budget Development (Management and Budget)
40. #50 Capital and Debt Programs (Management and Budget)
41. #51 Revenue and Legislative Analysis (Management and Budget)
42. #52 FOCUS Business Support Group - Human Capital Management and Security (Management and Budget)
43. #53 FOCUS Business Support Group - Procurement to Payment (Management and Budget)
44. #54 FOCUS Business Support Group - Core Finance and Reporting (Management and Budget)
45. #55 DPWES Leadership and Management Support (Business Planning and Support)
46. #56 Administration / Leadership (Capital Facilities)
47. #57 Land Acquisition (Capital Facilities)
48. #58 Building Design and Construction (Capital Facilities)
49. #61 Administration / Leadership (Land Development Services)
50. #65 Department Focus, Coordination and Administration (Planning and Zoning)
51. #70 Mapping and GIS Support (Planning and Zoning)
52. #74 Customer Service, Applications Intake and Acceptance (Planning and Zoning)
53. #76 Zoning Permit Review and Maintenance of Property Files (Planning and Zoning)
54. #79 Information Technology Support (Planning and Zoning)
55. #80 Production of Planning Commission Actions (Planning Commission)
56. #81 Production of Reports / Publications (Planning Commission)
57. #82 Land Use Application Verification / Notification (Planning Commission)
58. #83 Customer Service Information Responses (Planning Commission)
59. #85 Independent Reviews of County Operations As Directed By the Board of Supervisors through its Audit Committee (Financial and Program Auditor)
60. #88 Equal Opportunity Enforcement - Equity Programs Division (Human Rights and Equity Programs)
61. #89 Civil Service Commission (Civil Service Commission)
62. #90 Alternative Dispute Resolution (Civil Service Commission)
63. #91 Department Management / Administration (Fairfax County Public Library)
64. #96 Historic Preservation (Fairfax County Public Library)
65. #99 Department Supervision and Fiscal Control (Tax Administration)
66. #100 Tax Relief for Seniors and People with Disabilities (Tax Administration)
67. #101 Real Estate Assessment - Residential (Tax Administration)

68. #102 Real Estate Assessment - Commercial (Tax Administration)
69. #103 Real Estate Records Management (Tax Administration)
70. #104 Vehicle Assessments (Tax Administration)
71. #105 Vehicle Tax Discovery and Compliance (Tax Administration)
72. #106 Central Telephones and Central Files (Tax Administration)
73. #107 Business Discovery and Audit - Personal Property and BPOL (Business, Professional, and Occupational Licenses) (Tax Administration)
74. #108 Delinquent Tax Collections (Tax Administration)
75. #109 Billing and Tax Reconciliation (Tax Administration)
76. #110 Cashiering (Tax Administration)
77. #111 Department Leadership (Family Services)
78. #118 Area Agency on Aging (Family Services)
79. #123 Child Care Services (Family Services)
80. #125 Department Wide Services (Family Services)
81. #127 Operations Management (Administration for Human Services)
82. #128 Contracts and Procurement (Administration for Human Services)
83. #129 Financial Management (Administration for Human Services)
84. #130 Human Resources (Administration for Human Services)
85. #131 Physical Resources (Administration for Human Services)
86. #132 End User Services (Information Technology)
87. #133 Cybersecurity (Information Technology)
88. #134 Courtroom Technology (Information Technology)
89. #135 HIPAA (Health Insurance Portability and Accountability Act) (Information Technology)
90. #136 Telecommunications Voice (Information Technology)
91. #137 Geographic Information Services (Information Technology)
92. #138 Asset and Policy Management (Information Technology)
93. #139 E-Gov / Web Public Access Technologies (Information Technology)
94. #140 Agencies Software Solutions / Development Support (Information Technology)
95. #141 Technology Infrastructure (Information Technology)
96. #142 Department Leadership (Health)
97. #151 Long-Term Care Development and Support Services (Health)
98. #159 Department Leadership (Neighborhood and Community Services)
99. #165 Demographics (Neighborhood and Community Services)
100. #166 Human Services System Planning and Service Integration (Neighborhood and Community Services)
101. #181 Judicial Support (Circuit Court and Records)
102. #182 Custodian of the Public Record (Circuit Court and Records)
103. #183 General Receiver / Accounting (Circuit Court and Records)
104. #184 Court Services Administration (Juvenile and Domestic Relations District Court)
105. #192 Operational Support for General District Court (General District Court)
106. #193 Pre-trial Services (Evaluation and Administration) (General District Court)
107. #195 Office of the Chief (Police)
108. #197 Internal Affairs Bureau (Police)
109. #198 Administrative Support Bureau (Police)

110. #199 Resources and Management Bureau (Police)
111. #200 Information Technology Bureau (Police)
112. #213 Special Operations Division (Police)
113. #215 Leadership Management and Oversight (Sheriff)
114. #216 Academy and Management Assistance (Sheriff)
115. #218 Legal Process Service (Sheriff)
116. #223 Office of the Fire Chief (Fire and Rescue)
117. #225 Business Services Bureau / Planning (Fire and Rescue)
118. #226 Communications and Information Technology (Fire and Rescue)
119. #227 Purchasing and Logistics (Fire and Rescue)
120. #228 Apparatus (Fire and Rescue)
121. #235 Volunteers (Fire and Rescue)
122. #236 Health and Safety (Fire and Rescue)
123. #237 Personnel Services Bureau / Equal Employment Opportunity / Internal Affairs (Fire and Rescue)
124. #238 Human Resources / Recruitment / Promotional Exams (Fire and Rescue)
125. #240 Fiscal Services (Fire and Rescue)
126. #241 Department Leadership (Emergency Management)
127. #243 Finance and Grant Administration (Emergency Management)
128. #247 Departmental Leadership and Administrative Services (Code Compliance)
129. #248 Central Intake Customer Service (Code Compliance)
130. #250 Code Official and Code Administration (Code Compliance)
131. #253 Information Technology Initiatives (Information Technology Fund)
132. #254 Consolidated Debt Service (Consolidated Debt Service)
133. #255 Public Utilities (Cable Communications)
134. #256 Communications Productions (Cable Communications)
135. #257 Meeting Space Management and Event Support (Cable Communications)
136. #258 Communications Policy and Regulation (Cable Communications)
137. #260 Institutional Network (Cable Communications)
138. #261 Leadership (Fairfax-Falls Church Community Services Board)
139. #262 Operations Management (Fairfax-Falls Church Community Services Board)
140. #280 Administration and Capital Projects (Reston Community Center)
141. #284 Administration, Public Information Office and Facilities (McLean Community Center)
142. #295 Tysons Service District (Tysons Service District)
143. #296 Risk Management (County Insurance)
144. #297 Vehicle Maintenance and Management (Vehicle Services)
145. #298 Vehicle / Equipment Replacement Funds (Vehicle Services)
146. #299 Fuel Operations (Vehicle Services)
147. #300 Multi-functional Devices (Document Services)
148. #301 Print Shop (Document Services)
149. #302 Technology Infrastructure (Technology Infrastructure Services)
150. #303 Disaster Recovery (Technology Infrastructure Services)
151. #304 Radio Communications (Technology Infrastructure Services)

152. #305 PC Replacement (Technology Infrastructure Services)
153. #306 Route 28 Taxing District (Route 28 Taxing District)
154. #307 Mosaic District Community Development Authority (Mosaic District Community Development Authority)
155. #308 Alcohol Safety Action Program (Alcohol Safety Action Program)
156. #309 Retirement Plan Administration (Employee and Retiree Benefits)
157. #310 Retirement Plan Investment and Financial Management (Employee and Retiree Benefits)
158. #311 Retirement Plan Benefit Payments (Employee and Retiree Benefits)
159. #312 Social Security and Medicare (Employee and Retiree Benefits)
160. #313 Virginia Retirement System (Employee and Retiree Benefits)
161. #314 Retiree Health (Employee and Retiree Benefits)
162. #315 Health Insurance and Wellness (Employee and Retiree Benefits)
163. #316 Dental Insurance (Employee and Retiree Benefits)
164. #317 Patient Protection and Affordable Care Act Fees (Employee and Retiree Benefits)
165. #318 Line of Duty (Employee and Retiree Benefits)
166. #319 Life Insurance (Employee and Retiree Benefits)
167. #320 Unemployment Compensation (Employee and Retiree Benefits)
168. #321 Employee Development Initiatives / Tuition Reimbursement (Employee and Retiree Benefits)
169. #322 Employee Awards (Employee and Retiree Benefits)
170. #323 Affordable Housing Development, Preservation and Sustainability (Housing and Community Development)
171. #324 Affordable Rental Housing, Property Management and Maintenance (Housing and Community Development)
172. #325 Tenant Subsidies and Resident Services (Housing and Community Development)
173. #327 FCRHA/HCD Program Planning, Development and Management (Housing and Community Development)
174. #328 Department Leadership (Fairfax County Park Authority)
175. #329 Energy Management (Fairfax County Park Authority)
176. #333 Department Support (Fairfax County Park Authority)
177. #335 Fundraising and Partnership Development (Fairfax County Park Authority)
178. #346 Facility Rentals and Permits (Fairfax County Park Authority)
179. #347 Golf Operations and Maintenance (Fairfax County Park Authority)
180. #348 RECenter Programs and Operations (Fairfax County Park Authority)
181. #349 Revenue Stabilization Reserve (Reserves)
182. #350 Managed Reserve (Reserves)
183. #370 Operating Support Program - Capital Improvement Program (Stormwater Management)
184. #381 Administration, Coordination, Funding and Special Projects (Transportation)
185. #387 Wastewater Planning and Monitoring (Wastewater Management Program)
186. #388 Debt Management (Wastewater Management Program)
187. #389 Capital Improvement Program (Wastewater Management Program)
188. #390 Wastewater (General Fund) (Wastewater Management Program)

LOBs Discussion

The Board of Supervisors will receive presentations of the LOBs beginning on January 19, 2016. There are meetings scheduled in January, February and March to provide the opportunity for every department to present their LOBs to the Board. The complete schedule of LOBs presentations can be found at http://www.fairfaxcounty.gov/budget/2016-lines-of-business.htm. Prior to each day of presentations, the PowerPoint documents will be made available on the website as well.

The focus of the presentations will be departments telling their stories. There will be a detailed discussion with focus on trends, challenges, metrics, and issues facing the department and its LOBs. These presentations are an opportunity for discussion with the Board, to have questions answered, and for the identification of items for the next steps.

At the same time, input from the Community is being solicited. The goal is for a very broad-based level of involvement. There will be online opportunities for detailed review of documents and submission of questions. In addition there will be meetings throughout the County to share the details of the first phase of the process and direct the community to the online opportunities. Details will be shared not only as part of the budget meetings that occur in February, March and April sponsored by Board members, civic associations, and community groups but there will also be three focused presentations in the community to respond to Frequently Asked Questions (FAQs) and to solicit input. The focused presentations will be held on March 12 at the South County Government Center (9-11:30 am) and on March 19 at the Providence Community Center (9-11:30 am) and the Government Center (1-3:30 pm) and will provide more detailed discussions on LOBs.

Finally a survey instrument is being developed to solicit additional ideas and input. It is anticipated to go live in mid-February.

There are a variety of ways to access the LOBs information depending on the interest of the reader. The online search function can be accessed at: http://www.fairfaxcounty.gov/budget/2016-lines-of-business.htm. LOBs can be viewed by choosing the LOB number, the department, a category, by Vision Element, or by program area. If the reader has a particular comment or question as they are reading a LOB they can submit that information to the County. From these submissions, staff will develop Frequently Asked Question (FAQs) and responses will be placed online. Suggestions for areas of review will be forwarded to the Board. Staff will also manage a Q&A process for the Board and will provide responses in written form as they are compiled. Staff will also be maintaining a list of all Board comments so that when the Board is ready to define the next steps they can refer to points that were made early in the discussion as well as all the responses to FAQs, Q&As and suggestions from the community and the results of the survey.

The goal for this first phase of LOBs is that the Board will focus the input and give direction to staff to lay out next steps. Staff will then develop phase 2 calendars and a work plan based on this input. Ultimately, the Board will discuss a sustainable financial plan to pay for services/invest in Fairfax in future years based on the discussion that begins with LOBs.

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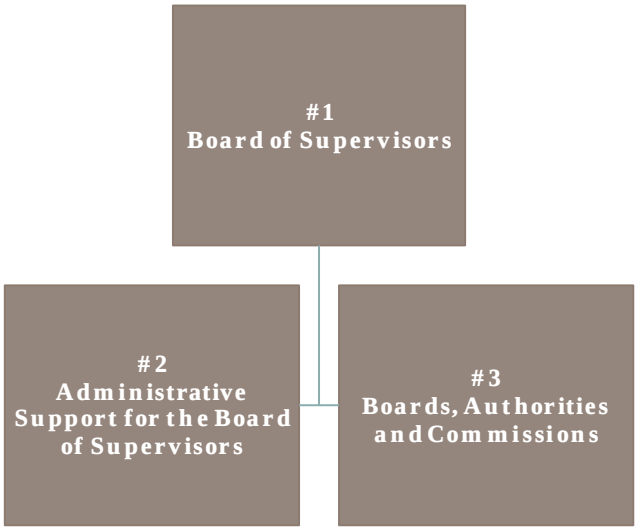

Department Overview

The ten-member Board of Supervisors is the policy-making board for the administration of the County government within the framework of the Constitution and laws of the Commonwealth of Virginia, and the Urban County Executive form of government. Nine members of the Board of Supervisors are elected from County Supervisory districts, while the Chairman is elected at-large. The Board of Supervisors establishes County government policies, passes resolutions and ordinances (within the limits of its authority established by the Virginia General Assembly), approves the budget, sets local tax rates, approves land use plans and makes appointments to various positions. The members each have staff to assist them in carrying out their duties.

The Office of the Clerk of the Board provides administrative support to the Board of Supervisors. More specifically, the Clerk's Office does this by:

- Establishing and maintaining the records of Board meetings, as required by the Virginia Public Records Act.
- Advertising Board public hearings and bond referenda, as required by law.
- Preserving records of the Board's actions, in conformance with law.
- Certifying Board action on resolutions, ordinances, etc.
- Managing the notification system for, and public website of, citizen appointments to Boards, Authorities and Commissions (BAC) after appointment by the Board of Supervisors.
- Tracking and safekeeping mandated financial disclosure statements for the County.
- Providing administrative support through agency budget preparation, procurement actions, and personnel and payroll actions to the ten offices of the Board, as well as the Clerk's Office.
- Maintaining the public record of the Fairfax County Code.
- Providing formal notifications to applicants of Board decisions on land use actions.
- Providing research assistance regarding Board and county government actions.
- Managing the public speakers list for Board meetings.

Given the nature of this Department, it supports all seven of the County's Vision Elements:

- Maintaining Safe and Caring Communities
- Building Livable Spaces
- Connecting People and Places
- Maintaining Health Economies
- Practicing Environmental Stewardship
- Creating a Culture of Engagement
- Exercising Corporate Stewardship

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$4,104,962	$4,112,599	$5,016,172
Operating Expenses	557,159	589,389	571,950
Total Expenditures	$4,662,121	$4,701,988	$5,588,122
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$4,662,121	$4,701,988	$5,588,122
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	5 / 5	7 / 7	7 / 7
Exempt	70 / 70	70 / 70	70 / 70
Total Positions	75 / 75	77 / 77	77 / 77

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
1	Board of Supervisors	$4,812,619	70
2	Administrative Support for the Board of Supervisors	654,419	6
3	Boards, Authorities and Commissions	121,084	1
Total		$5,588,122	77

Lines of Business

LOB #1:

BOARD OF SUPERVISORS

Purpose

The Board serves as Fairfax County's governing body, under the Urban County Executive form of government, to make policy for the administration of the County government within the framework of the Constitution and laws of the Commonwealth of Virginia. As elected representatives of the people of the County, the members of the Board serve the public good and represent the interests of all citizens.

Description

The Board of Supervisors consists of nine members elected by district, plus a chairman elected at-large. Board members are elected for four-year terms. The Board establishes county government policy, passes resolutions and ordinances (within the limits of its authority established by the Virginia General Assembly), approves the budget, sets local tax rates, approves land use plans and makes appointments to various positions. These actions are conducted in open meetings, with the exception of discussion of issues exempt by the Virginia Freedom of Information Act, such as legal or personnel issues.

The members each have staff to assist them in carrying out their duties.

Benefits

An elected body is critical to an effective democracy.

Mandates

By state law. See generally, Va. Code § 15.2

Trends and Challenges

- Representing an increasingly diverse population
- Encouraging and facilitating citizen participation in our government
- Finding ways to do more with less/funding constraints
- Keeping up with rapidly evolving technology & security needs of a world-class metropolitan area
- Staying ahead of evolving societal needs, concerns and expectations
- Attracting and retaining a talented workforce
- Balancing competing priorities
- Maintaining an exceptional School system
- Replacing aging infrastructure and building new facilities to meet demands
- Encouraging economic development and increasing the tax base
- Creating, maintaining and promoting a safe and caring community

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #1: Board of Supervisors			
FUNDING			
Expenditures:			
Compensation	$3,857,270	$3,846,985	$4,579,569
Operating Expenses	269,905	286,806	233,050
Total Expenditures	$4,127,175	$4,133,791	$4,812,619
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$4,127,175	$4,133,791	$4,812,619
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Exempt	70 / 70	70 / 70	70 / 70
Total Positions	70 / 70	70 / 70	70 / 70

Metrics

Due to the overall policy nature of the Board, there are no specific metrics for this LOB.

LOB #2:

ADMINISTRATIVE SUPPORT FOR THE BOARD OF SUPERVISORS

Purpose

The Office of the Clerk of the Board of Supervisors provides administrative support to the Board of Supervisors, and serves as the public's point of contact for engagement with the Board, as a whole.

Description

The mission of the Clerk's Office is to provide timely and accurate administrative support services to the Board of Supervisors to meet administrative requirements in accordance with state law, the County Code, Board policy, and county policies and procedures.

The Clerk's Office maintains the framework for the process of the mandated public meetings (e.g., legal notice process, Boards, Authorities and Commissions (BACs) appointments process, process for the public to sign up to speak), and the record-keeping of the meetings, at which the Board of Supervisors makes decisions. Additionally, the Clerk's Office handles the administrative, fiscal, HR and other documentary support for the 10 Board offices.

More specifically, the Clerk's Office does this by:

- Establishing, maintaining, and retaining the records of Board meetings, as required by the Virginia Public Records Act;
- Advertising Board public hearings and bond referenda, as required by law;
- Managing and preserving records of the Board's actions, in conformance with law;
- Certifying Board action on resolutions, ordinances, etc.;
- Providing administrative support through agency budget preparation, procurement actions, and personnel and payroll actions to the ten offices of the Board, as well as the Clerk's Office;
- Maintaining the public record of the Fairfax County Code;
- Providing formal notifications to applicants of Board decisions on land use applications;
- Providing current and historic research assistance into Board and county government actions;
- Managing the public speakers list for Board meetings;
- Serving as the public point of contact for citizens wanting to reach the whole Board;
- Managing the public records, and public website, of citizen appointments to BACs after appointment by the Board of Supervisors; and
- Maintaining mandatory disclosure statements for the County. (These last two bullets are handled in LOB #3, but are provided here to describe the entire work of the Office of the Clerk of the Board of Supervisors.)

Benefits

The Office plays an important role in ensuring prompt communication of the Board's actions at each meeting by 1) providing summaries of Board action for public review and archiving; 2) following up with those appointed by the Board to BACs, 3) responding to public inquiries and Freedom of Information Act (FOIA) requests; and, 4) notifying applicants of land use actions of the Board after public hearings.

The centralization of the public contact for routine matters and the task of records management and retention of the official records of the collective Board by an office separate administratively helps to ensure consistency and ensure efficient follow-through in accordance with legal mandates.

Mandates

Existence and some duties of the Office of the Clerk are mandated by state law.

- § 15.2-1536. Required and discretionary officers.

  Every locality shall appoint or designate a clerk for the governing body and in its discretion, a chief administrative officer and an attorney.
- § 15.2-1538. Clerk for the governing body

  The governing body of every locality in this Commonwealth shall appoint a qualified person, who shall not be a member of the governing body, to record the official actions of such governing body. The person so appointed shall be called clerk for the board of supervisors or council, as the case may be.
- § 15.2-1539. General duties of clerk. It shall be the clerk's general duty to:
  - Record in a book the proceedings of the governing body;
  - Make regular entries of all its ordinances, resolutions and decisions on all questions concerning the raising of money, and within five days after any order for a levy is made, to deliver a copy thereof to the commissioner of revenue of his locality or the person performing such commissioner's duties, as the case may be;
  - Record the vote of each supervisor or council member on any question submitted to the board or council, as required by law or his governing body; and
  - Preserve and file all accounts acted upon by the governing body, with its actions thereon, for a period of five years after audit and thereafter until the governing body shall authorize their destruction in accordance with retention regulations for records established pursuant to the Virginia Public Records Act.

Trends and Challenges

The Clerk's Office is continuously seeking to review and adopt new business processes, and find ways to increase process efficiency, reduce costs, and improve transparency.

Recently, the Clerk's Office, with the assistance of other County agencies/departments, has helped in the County's efforts to improve online engagement and public transparency by initiating or supporting such efforts as the following: enhancing website information; creating the online sign up for those wanting to address the Board of Supervisors in public meetings; implementing a new appointment tracking system for BACs; and live-streaming meetings of the Board of Supervisors. These streamlined or revised processes provide the opportunity to increase efficiency gains, improve performance, and/or improve front line services for citizens, and, over time, may even reduce cost.

On a different level, the Clerk's Office is striving to improve services to an increasingly diverse population, including language diversity, and technology-capable diversity, in an era of tight fiscal resources, and increased legal mandates and public scrutiny.
In the coming year, the Clerk's Office will focus on making more materials available online to increase the public's access and understanding of Board actions. Additionally, the Office is working to anticipate changes that may occur as a result of videoconferencing of some meetings and events, and to improve public access to information about Board Committee meetings. Initiatives such as these help the Office to more effectively and efficiently meet the needs of the County's growing and diverse population without additional personnel and budgetary resources. And finally, the Office wants to continue to provide superior customer service to the offices of the Board of Supervisors, to County BACs, and to the community.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #2: Administrative Support for the Board of Supervisors			
FUNDING			
Expenditures:			
Compensation	$192,967	$209,636	$325,519
Operating Expenses	277,254	292,583	328,900
Total Expenditures	$470,221	$502,219	$654,419
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$470,221	$502,219	$654,419
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	4 / 4	6 / 6	6 / 5.5
Total Positions	4 / 4	6 / 6	6 / 5.5

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Pages of Board Summary	919	846	843	850	850
Percent of Accurate Board Summary Pages	98.8%	99.5%	99.1%	99.5%	99.5%
Percent of individuals satisfied with records research requests	100.0%	100.0%	100.0%	100.0%	100.0%

2-01 Pages of Board Summary
This output measure gives some sense of the magnitude of the task of summarizing actions of the Board of Supervisors during a couple dozen annual, multi-hour meetings of the Board. The task takes up approximately 70 percent of the time of 3.0 FTE of the Office, in addition to the time spent by the Clerk to oversee this statutorily mandated task of the Office.

2-02 Percent of Accurate Board Summary Pages
This outcome measure gives some sense of the commitment and professionalism of staff in summarizing actions of the Board of Supervisors during a couple dozen annual, multi-hour meetings of the Board. As mentioned above, the task takes up approximately 70 percent of the time of 3.0 FTE of the Office, in addition to the time spent by the Clerk to oversee this statutorily mandated task of the Office.

2-03 Percent of individuals satisfied with records research requests
This service quality measure gives some sense of the commitment and professionalism of staff in assisting the public and county staff in researching historic Board actions. The task takes up approximately 40 percent of the time of 1.0 FTE of the Office. As technology evolves, and the technical ability of the general public doing such research improves, the percentage of staff time devoted specifically to this task will reduce, but this is several years off from becoming *de minimus*.

LOB #3:

BOARDS, AUTHORITIES AND COMMISSIONS

Purpose

The Office of the Clerk of the Board is responsible for supporting administratively the process related to appointments by the Board of Supervisors to Boards, Authorities & Commissions (BACs), and for ensuring transparency of the BAC membership lists and legally mandated disclosures by BAC members. The Office of the Clerk of the Board is also the repository of all legally mandated financial disclosures that must be filed with this Office, including current County officeholders, certain BAC members, and key county staff.

Description

There are currently 84 BACs. They range in membership from 3 members to 68 members. Membership terms vary from one year to several years, so not all appointments are required annually. Some BACs are required by federal or state law; some are policy choices of the Board of Supervisors. Additionally, "ad hoc" commissions occur as needed and impact the number of appointments in any given year.

While the Clerk's Office does not "staff" any of the BACs, significant staff resources of the Office are devoted to: 1) keeping track of the appointments; 2) notifying members of the Board of Supervisors of vacancies for which appointments are needed; 3) managing the public process of the appointments; 4) sending out appointment letters; 5) ensuring that new BAC members are aware of the legal requirements of the appointment, such as Virginia Freedom of information Act (VFOIA), Virginia Conflict of Interest Act (VCOIA), and financial disclosure; as well as 6) ensuring the County website correctly reflects the current memberships of these BACs; 7) answering occasional questions about the BACs; and 8) maintaining records of the BACs such as by-laws, membership, and other key legal and administrative records.

Further, the Office is the repository for disclosure filings mandated by state or local law/ordinance, including financial disclosures, real estate holdings disclosures and statements of economic interests. Currently, over 1,300 BAC members, county personnel and office-holders are required to file mandated disclosure filings. Until recently, each was an annual filing; now, certain disclosures are required by state law to be filed twice a year.

Benefits

In Fairfax County citizen participation on local BACs provides a key component of effective democracy, providing citizen engagement at a critical point in issue development and discussion. Some of the BACs are mandated by state or federal law, the rest are by determination of the Board of Supervisors.

Additionally, the filing and public ability to review mandated financial disclosures of those involved in the public policy debate (incumbent officeholders and BAC members) and those involved with implementation of county policy (county key staff) – help support the policy goal established by the state law mandate for public accountability, as stated in Va. Code § 2.2-3100. "The General Assembly, recognizing that our system of representative government is dependent in part upon . . . its citizens maintaining the highest trust in their public officers and employees, finds and declares that the citizens are entitled to be assured that the judgment of public officers and employees will be guided by a law that defines and prohibits inappropriate conflicts and requires disclosure of economic interests. . . ."

Mandates

Some BACs are mandated by state law and federal law. Some BACs are policy choices of the Board of Supervisors. Some financial disclosures are mandated by state law. Some of those required to file financial disclosures do so only by policy decision of the Board of Supervisors, either due to a decision to create a particular BAC, or due to a decision by the Board on which BAC members or county employees are required to file that is then incorporated into the County's ordinances.

Additionally, pursuant to the Sections § 2.2-3114 and § 2.2-3115 of the Code of Virginia, members of governing bodies and school boards, local constitutional officers, members of certain boards of local governments and some employees of local government, designated to file by the Code of Virginia or by their governing ordinance, are required to file a Statement of Economic Interests form, set forth in §2.2-3117. Effective this year, certain financial disclosures are to be filed semiannually by June 15 and December 15, while others are filed on an annual basis. Local employees and board members return the completed forms to the Clerk of the appropriate governing body, which is open for public inspection.

Trends and Challenges

For BACs the biggest challenge is finding appropriate people with the time and interest to serve.

There are several issues with the reluctance, including 1) the well-recognized national reduction of those willing to volunteer, 2) increasing language and cultural diversity issues, 3) the increased transportation challenges to attend a meeting in-person in the DC metro region, combined with the statutory mandates of VFOIA that severely restrict virtual attendance, 4) increased public scrutiny over contentious public policy issues; and, 5) increasing mandates, such as the additional, mandated twice a year disclosure of personal information.

This challenge of finding appropriate people is really a challenge for the Board of Supervisors, and their staff, more than the Clerk's Office, but it is impactful on the work of the Clerk's Office.

Additionally, there is significant turnover of the voluntary membership of BACs, which creates a significant challenge for staff to timely keep up with the changes. Over time, the Office hopes that technology and business process reengineering will help to better manage this.

For the mandated filings, the challenge is a significant increase in workload due to the new twice yearly filing requirement. Over time, the Clerk's Office hopes that technology and business process reengineering will help to manage the new normal in workload.

In the near future, the Clerk's Office will focus on making more materials available online to increase the public access and understanding of County government; work with other County departments/agencies to anticipate changes that may occur as a result of videoconferencing of certain meetings and events; and continue to provide superior customer service to the Board of Supervisors, Boards, Authorities and Commissions and the community.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #3: Boards, Authorities and Commissions			
FUNDING			
Expenditures:			
Compensation	$54,725	$55,978	$111,084
Operating Expenses	10,000	10,000	10,000
Total Expenditures	$64,725	$65,978	$121,084
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$64,725	$65,978	$121,084
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	1 / 1	1 / 1	1 / 1.5
Total Positions	1 / 1	1 / 1	1 / 1.5

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of BAC Financial Disclosures available for public review	212	208	301	300	300
Number of Appointments/Reappointments	445	443	351	400	400

3-01 Number of BAC Mandated Disclosures available for public review

This output measure helps show the volume of activity that the office has to take to 1) remind members of BACs of the requirement to file, and 2) keep organized for public review the filed disclosures. While the majority of the office activity can be done 1-2 times a year, creating some efficiencies, as BAC membership changes on an irregular basis, this requires some year-round attention. The recent trend here is up for filings by BAC members, as state law now requires twice yearly filing of the "long form" financial disclosure. The other two filings ("short form" financial disclosures and the "real estate holdings" form) only require a once a year filing. These filings are mandated by state law and/or local ordinance, as is the ability for public review.

3-02 Number of Appointments/Reappointments

This output measure also helps indicate the volume of work required to support the Board of Supervisors to support citizen participation, and "a culture of engagement" in the County. An engaged citizenry is a factor in a healthy democracy. A few of these appointments are made by persons/entities other than the Board of Supervisors, so are not reflected in this metric, which only indicates appointment by the Board of Supervisors. Even if appointments are not made by the Board of Supervisors, however, the Office is required to keep up with the appointments for public transparency, and to ensure the mandated disclosure filings. Additionally, "ad hoc" commissions occur as needed and impact the number of appointments in any given year. While the standard appointments have been stable recently, there has been an increase in the number of "ad hoc" BACs over the past few years.

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Department Overview

The Office of the County Executive (OCE) provides leadership, strategic direction and administrative oversight to all aspects of government operations, makes recommendations on operations and policies to the Board of Supervisors, and ensures that County government policy as articulated and/or legislatively mandated by the Board of Supervisors is implemented in an effective and economical manner. The County Executive leads an organization with a combined yearly budget of more than $7 billion and more than 12,000 positions, and oversees the 5 year capital improvement program of over $5 billion. In order to succeed, it is imperative that this office works in concert with the Board of Supervisors, citizens, businesses, organizations, County agencies and other interested parties that make up the County of Fairfax. The OCE oversees and coordinates with every County agency and function, and establishes secession planning to ensure effective County operations despite changes in personnel. Through leadership, enhanced customer service, accountability, and partnerships and collaborations with the community, the office pursues a larger, corporate-wide objective: a shared vision of Fairfax County as a safe, caring, attractive, economically successful, well-connected and involved community in which care is taken to protect and preserve the natural environment.

The Legislative Functions LOB oversees all state and federal legislative activity for the County at the direction of the Board of Supervisors, including: development of the Board's annual legislative program of state and federal statutory and budgetary initiatives, positions and principles; management of the Countywide review and analysis of proposed legislation; coordination and management of advocacy on behalf of the County; and development of legislation to address specific problems. This LOB also staffs the Board's Legislative Committee and serves as the principal County liaison with federal and state officials.

The Internal Audit Office (IAO), the Office of Public Private Partnerships (OP^3), the Office of Community Revitalization (OCR), and Legislative Functions operate under the OCE.

The IAO reports to the County Executive and provides independent and objective management assurance and advisory services. IAO proactively identify risks, evaluate controls and make recommendations that will strengthen the efficiency and effectiveness of county operations. Our office operates in conformance to Government Auditing Standards which are issued by the US Government Accountability Office (GAO). These standards dictate the type of evidence needed to support our conclusions.

Services provided by the Internal Audit department include:

- Audits
  - Operational
  - Business Process
  - Information Technology
- Fraud and Ethics Investigations
- Management Advisory Services as requested by Senior Management
- Financial Reviews of organizations that provide services to the County
- Construction Contract Reviews
- Training for county staff on risk assessment, internal controls and fraud awareness

The County Vision Element that Internal Audit supports is ***Exercising Corporate Stewardship***. Internal Audit supports this vision element by providing services to help ensure that the county is accountable to citizens and conducting business responsibly.

OP^3 brings together representatives and resources from the public and private sectors to address community needs and county priorities. OP^3 serves as a point of contact for businesses, nonprofit and civic organizations, educational institutions, County employees and individuals that want to contribute time and resources to improve their community. By promoting corporate and civic engagement, sharing opportunities to support County priorities, and facilitating effective partnerships, OP^3 increases cross-sector collaboration and leverages new resources.

OCR facilitates redevelopment and investment opportunities within targeted commercial areas of the County including the County's seven designated Revitalization Districts/Areas, Tysons and, most recently, the mixed-use areas in Reston. Working closely with local community organizations, OCR assists communities in developing and implementing a vision for their areas that will improve their economic viability and competitiveness. OCR works proactively with property owners and the community to facilitate interest in development activities that further the community's vision and on special studies, plan amendments and zoning applications that implement the vision. OCR functions as a liaison with other County staff to promote timely and coordinated accomplishment of projects; evaluates public/private partnerships using the Board's guidelines regarding public/private partnerships and the use of public funds to assist private development; works with other county departments to address maintenance of public infrastructure in revitalization areas; and is a key member of the Team that works to support the County's economic success and revitalization goals, improve the development process, and address rising workload requirements to ensure that the capacity exists to meet customer expectations and respond to development opportunities.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$5,227,829	$5,244,488	$5,879,178
Operating Expenses	652,265	624,407	669,116
Total Expenditures	$5,880,094	$5,868,895	$6,548,294
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$5,880,094	$5,868,895	$6,548,294
POSITIONS Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	48 / 47.5	47 / 47	46 / 46
Exempt	7 / 7	7 / 7	7 / 7
Total Positions	55 / 54.5	54 / 54	53 / 53

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
4	Administration of County Policy	$2,431,990	17
5	Administration of County Policy / Legislative Functions	607,963	3
6	Internal Audit	1,016,276	10
7	Internal Audit / Business Process Audits	357,070	4
8	Office of Public Private Partnerships	730,321	7
9	Office of Community Revitalization	1,404,674	12
Total		$6,548,294	53

Lines of Business

LOB #4:

ADMINISTRATION OF COUNTY POLICY

Purpose

The Office of the County Executive (OCE) assesses emerging trends and issues, and identifies strategies to respond to these challenges, takes the lead role in coordinating resources to respond to countywide emergency / disaster situations, and provides ongoing support, and facilitates secession planning to ensure that County operations function effectively as various personnel leave County employment. The office takes the lead role in coordinating Continuity of Operations Planning (COOP) plans to ensure that county operations continue in the event of emergencies or disasters. Additionally, the office works with the Office of Emergency Management (OEM), and the Health Department to provide governmental and community leadership in response to an emergency or disaster. The office develops policies and programs that motivate staff, engage citizens, and effectively address community needs and priorities; acts as the official liaison with the Board of Supervisors (BOS); executes the policies established by the BOS or mandated by the state; develops and leads a customer-friendly and efficient workforce that is adaptable to the ongoing change within the County and is responsive to the diversity of our community; and seeks to ensure all agencies and employees participate in the work of leadership.

Description

The OCE, Administration of County Policy function is comprised of the County Executive, Deputy County Executives, and attendant staff who oversee each County agency and ensure that the various agencies and functions are working in concert to properly implement the policies set by the Board of Supervisors and ensure that County programs and services are delivered successfully in an efficient and cost-effective manner.

The County Executive leads an organization with a combined yearly budget of more than $7 billion and more than 12,000 positions, the largest local government in the Commonwealth. The Office oversees a capital projects budget that yearly exceeds $200 million and can total up to $1.3 billion depending upon the various projects under construction or renovation in a particular year. The County Executive has a leadership role in establishing fiscal policies and operations to ensure that the County maintains a AAA bond rating from the three rating houses, thereby saving taxpayer funds due to lowered borrowing costs.

OCE Administration of County Policy is responsible for setting the strategic direction and overseeing the proper administration of all County programs, activities and services over which the BOS and County Executive have authority. In accordance with the priorities of the Board, the office assesses emerging trends and issues impacting the community and/or the organization, and identifies strategies to respond to these challenges. The Office develops policies and programs that motivate staff, engage citizens, and effectively address community needs and priorities. The Office receives and responds to numerous inquiries from County residents.

The Office provides strategic direction, leadership, and oversight of numerous cross-agency initiatives.

The Office has taken the lead role in developing, revising, and implementing the Fairfax County Board of Supervisors' Strategic Plan to Facilitate the Economic Success of Fairfax County, which includes conducting outreach and defining a long term action plan, building relationships with key stakeholders such as Board commissions, institutions of higher education, Chambers of Commerce and other industry groups, land development stakeholders, non-profits, incubators, and other innovation thought leaders, and determining measures for plan and coordinate implementation, including identifying needed resources and garnering support of partner groups and institutions.

The Office also includes an Environmental Coordinator position responsible for the development of strategic environmental policy for the County on major issues, such as water resources, air quality, and ecological resources. This position acts as a liaison to business owners and citizens on the implementation of environmental programs that preserve and protect the County's sensitive environment and addresses environmental issues.

The Office produces the Board Package, Board Meeting calendar, and Public Hearing schedule, which are distributed to Board members as well as County staff, the media and the public. In addition, the office is responsible for coordinating agency responses to Board and citizen inquiries and is also responsible for coordinating County-wide communication and recommending tools and strategies to communicate more effectively and efficiently with employees, County residents, businesses, and community organizations using a variety of approaches and employing appropriate technologies.

To promote the culture of a high performing organization, the Office will continue to strive for cohesiveness throughout the County by following the values and principles embodied in the Employee Vision Statement. The office will also continue to promote, coordinate, and participate in regional groups committed to finding solutions and developing innovative approaches to regional issues, such as transportation and the environment.

Benefits

The OCE, Administration of County Policy provides overarching leadership to County agencies, ensures coordination among the various agencies, and facilitates cross-County initiatives, and a more efficient implementation of Board of Supervisors policies.

The County's Vision Elements were adopted to provide County employees with a set of principles on which to base efforts to meet the needs of the community and ensure that Fairfax is a safe and successful location for living, working, and recreation. The individual Vision Elements span the functions of many County agencies, and the Office's leadership and coordinating roles improve the effectiveness of the provision of programs and services to the community.

Mandates

In jurisdictions that have adopted the Urban County Executive form of governance, such as Fairfax County, the Commonwealth of Virginia, through the Code of Virginia §15.2-509, requires the appointment of and compensation for a full time county executive. The county executive must submit to the BOS a proposed annual budget with recommendations, execute and enforce all board resolutions and orders.

Trends and Challenges

The County's increasing population also is growing increasingly diverse. The expectations and need for County services will continue to change and it is essential that the County continue planning for how to most efficiently meet the changing needs of a culturally diverse and aging populace.

As County policies continue to span more than one County agency, the successful provision of programs and services will require further coordination among agencies.

Funding for this LOB function comes entirely from the County's General Fund, and as such, continued budgetary challenges will require the formulation and implementation of innovative solutions, to continue to provide County programs and services with increased efficiencies.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #4: Administration of County Policy			
FUNDING			
Expenditures:			
Compensation	$2,116,062	$2,100,937	$2,203,678
Operating Expenses	220,487	204,597	228,312
Total Expenditures	$2,336,549	$2,305,534	$2,431,990
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$2,336,549	$2,305,534	$2,431,990
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	11 / 11	10 / 10	10 / 10
Exempt	7 / 7	7 / 7	7 / 7
Total Positions	18 / 18	17 / 17	17 / 17

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Performance Targets Managed	1,394	1,445	1,400	1,400	1,400
Total Budget Overseen (in billions)	$6.54	$6.75	$6.97	$7.13	TBD
Total Positions Overseen (FTE)	12,114	12,165	12,223	12,204	TBD
Number of BOS Hearings and Committees	94	85	84	100	90
Percent of Board Items responded to within 14 days	95	95	95	95	95
Total Number of Board Items responded to within 14 days	354	312	350	338	338
Percent of Board Package Items sent out completely, accurately on time	98	98	98	98	98
Total number of Board items sent out completely, accurately, on time	503	479	563	500	500

Performance Targets Managed:
This metric measures the monitoring of the roughly 1,400 yearly performance targets cumulatively set by each County agency every year. The Office of the County Executive works with each agency in establishing and monitoring metrics for evaluating the provision of County services.

Total Budget Overseen:
This metric measures the dollar value of the total budget funds that the County Executive must prepare and monitor yearly.

Total Positions Overseen:
This metric measures the total number of Full-Time Equivalent positions that the County Executive leads, as head of the County organization.

Number of BOS Hearings and Committees:
This metric measures the number of Board of Supervisor Board meetings, committee and subcommittee hearings which the County Executive must prepare and provide appropriate personnel to staff and answer requisite inquiries from Board, committee, and subcommittee members. The increase in FY 2016 is due primarily to additional Board Budget Committee meetings associated with the Lines of Business.

Percent of Board Items Responded to Within 14 Days:
This metric measures the efficiency of the Office of the County Executive in working with the Board of Supervisors to implement BOS policy directives and additional Board request for action or information.

Total Number of Board Items responded to within 14 days:
This metric measures the total number of items initiated by the Board of Supervisors at Board meetings that the Office of the County Executive responds to within a timely manner.

Percent of Board Package Items Sent Out Completely, Accurately, On Time:
This metric measures the effectiveness of the Office of the County Executive in coordinating among the various County agencies to ensure that items for Board of Supervisors information or action are correctly compiled and presented to the BOS and the general public in a timely manner.

Total Number of Board Items Sent out Completely, Accurately, On Time:
This metric measures the total number of Board items for Board meetings that the Office of the County Executive prepares and accurately sends out to Board offices prior to Board meetings.

LOB #5:

ADMINISTRATION OF COUNTY POLICY / LEGISLATIVE FUNCTIONS

Purpose

The Legislative Functions LOB develops and advocates the positions of the Fairfax County Board of Supervisors at the state and federal levels, staffs the Board's Legislative Committee, and monitors and evaluates legislative proposals during the General Assembly and Congressional sessions and throughout the year to determine the potential impact on the County.

Description

The Legislative Functions LOB develops, articulates, and advocates for the BOS' annual program of state and federal legislative and budgetary initiatives and positions. These documents are shared with legislators, constituents, and stakeholders to communicate the County's priorities and positions, and guide the advocacy efforts of legislative staff. Additionally, the Director of this LOB serves as the County's chief legislative advocate and principal County liaison with federal and state officials.

Advocacy on behalf of Fairfax County's interests is particularly crucial at the state level. Because Virginia is a strict adherent to the Dillon Rule, Fairfax County (and all other Virginia local governments) only has those powers granted expressly by the General Assembly (GA). The state can also rescind powers previously conferred. As a result, this LOB advocates for and represents Fairfax County throughout the year (both when the GA is in regular and special sessions and during the off-session) to seek new authority (enabling legislation), preserve existing authority, seek or preserve funding, and avoid unfunded mandates. The Legislative Functions LOB works at the Board's direction to advocate for state legislative changes (and administrative changes, as appropriate) on a wide, diverse range of issues, some of which have the potential to impact all County operations and services. Examples of such issues include: the state budget, education and transportation funding, taxation, land use, human services, and public safety, among others.

To develop, articulate, and advocate for the Board's state and federal legislative program, this LOB:

- Manages the Countywide review and analysis of proposed legislation.
- Reports to the Board, its Legislative Committee, and the County Executive on potential impacts to the provision of County services.
- Creates and implements strategies to acquire and retain legislative authority necessary for the County to meet the needs of residents.
- At the request of the Board, develops legislation and position statements to address specific problems identified by constituents, County agencies, and/or Boards, Authorities, and Commissions.
- Directs the private federal and state lobbying firms retained by the County to supplement the work of the County's in-house legislative staff.
- Collaborates with other jurisdictions and organizations to leverage necessary advocacy resources.
- Builds and maintains relationships with state and federal elected officials and administrators.
- Monitors and reports on potential impacts of relevant federal legislation.
- Coordinates meetings between County elected officials and the County's GA and Congressional delegations.
- Analyzes the state budget, particularly impacts on the provision of services at the local level and the allocation of state tax revenues.
- Researches state and federal legislative issues as requested by the Board.

- Drafts and transmits letters from the Board to state and federal elected officials and agency directors regarding issues which impact the County.
- Represents the County's interests at study work group and commission meetings throughout the year.
- Organizes opportunities for the Board to discuss County priorities with state legislators (December work session and February reception in Richmond).

LOB History and Composition
Government Relations was designated as a LOB within the County Executive's office in 2015; however, since 1988, the Government Relations function has existed within the County Executive's office (prior to 1988, the Office of the County Attorney had primary responsibility for representing the County's interests at the state level). The composition of the team has evolved over the years to ensure the priorities and interests of the County are adequately represented at the state and federal level. Currently, this LOB includes three full-time positions (Legislative Director, Deputy Legislative Director, and Legislative Associate) and one part-time position (Legislative Assistant). When the GA is in session, this LOB "borrows" one full-time staff person from both the Office of the County Attorney and Department of Transportation. In addition, this LOB directs the lobbying activities of private firms retained by the County during the annual Virginia GA, Congressional sessions, and throughout the year.

Benefits

The Legislative Functions LOB provides legislative expertise custom-made for Fairfax County. Legislative Functions employees have a combined 29 years of County service in this LOB and frequently tap their institutional memory and longstanding relationships with County staff, legislators, and stakeholders to answer research questions, develop strategies for legislative initiatives, and advocate on the County's behalf.

Activities performed by this LOB directly support all Boards, Authorities, and Commissions (BACs) and County agencies' ability to achieve the seven County Vision Elements. Working with the Board of Supervisors, BACs, and County staff, this LOB explores and pursues legislative strategies to improve program efficiency and effectiveness. The Legislative Functions LOB also monitors nearly all standing General Assembly (GA) committees, which means the County's priorities are represented when GA members are more likely to consider County amendments and opposition to bills. Additionally, the Legislative Functions LOB manages the countywide state legislative review process, providing a mechanism for County staff to proactively identify bills that may negatively impact County services. When necessary, this LOB helps County staff prepare to testify before state legislative committees, to ensure the County's interests are appropriately represented. The Legislative Functions LOB also indirectly serves all County residents, because funding levels and authority bestowed by the state dictate services available to County residents and influence local tax rates.

Unlike contract lobbyists, Legislative Functions employees work exclusively for Fairfax County year-round and focus primarily on how legislation impacts County priorities. Additionally, this LOB represents the County at community meetings/work groups and answers legislative questions from the Board of Supervisors, BACs, and County staff without charging an additional fee for each hour of work performed.

Mandates

This Line of Business is not mandated.

Trends and Challenges

Unfortunately, it has been the practice of the Commonwealth to significantly underfund core services, leaving localities to fill funding gaps with local revenues in order to maintain essential services. This poses a particular threat to economic development efforts, as state funding cuts in recent years, coupled with the impact the recession has had on local revenues, threaten to destroy the very attributes that draw businesses to Fairfax County. The Legislative Functions LOB plays offense and defense to ensure the County receives adequate state funding for transportation and education, among other services. For example, this LOB is staffing the Board of Supervisors' multi-year effort to secure more state funding for K-12 education, similar to this LOB's efforts to reform state transportation funding, which were ultimately successful in 2013 after many previous attempts.

In addition to funding constraints, the County's authority is significantly restricted as Virginia is a Dillon Rule state. As a result of the Dillon Rule, the relationship between the state and localities is unique in Virginia as compared to other states. In many instances, an overemphasis on statewide uniformity does not adequately consider the particular issues experienced in growing and urbanizing localities, limiting the County's ability to respond to community standards and priorities. To respond to emerging issues and trends in the County, the Legislative Functions LOB regularly works on behalf of the BOS and County agencies to implement legislative strategies seeking state authority to modify programs. This requires legislative staff to work closely with statewide and regional partners to achieve County goals (including other local governments, business groups, statewide organizations, and non-profits, among others).

Another critical challenge comes at the federal level, as Congress continues to struggle with fiscal issues. As a result of sequestration cuts and changes in federal spending, the Fairfax County economy has been negatively affected in recent years, due to a local and statewide dependence on federal spending (i.e., federal government jobs, contractors, and procurement). Such challenges at the federal level are likely to continue in the coming years, creating ongoing challenges for the County. This LOB oversees the activities of a private lobbying firm, which include monitoring changes in federal spending and identifying opportunities to offset federal cuts.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #5: Administration of County Policy / Legislative Functions			
FUNDING			
Expenditures:			
Compensation	$331,336	$301,861	$330,000
Operating Expenses	259,581	260,806	277,963
Total Expenditures	$590,917	$562,667	$607,963
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$590,917	$562,667	$607,963
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	3 / 3	3 / 3	3 / 3
Total Positions	3 / 3	3 / 3	3 / 3

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Days the General Assembly (GA) is In Session	45	60	45	60	45
Positions Taken by Board of Supervisors on Bills	148	197	152	197	150
Bills Referred to County Staff for Review	1,529	1,613	1,853	1,600	1,690
GA Committee Meetings Attended by Legislative Staff (Estimated)	315	395	349	395	322
Grant Opportunities Disseminated to County Staff (Estimated)	117	135	100	117	117

This LOB's Metrics 1-4 pertain to state lobbying efforts. Metric 1 captures the duration of the GA session, which alternates between 45 and 60 days (in odd and even numbered years, respectively). The length of the GA session impacts Metrics 2 through 4, which typically are higher for fiscal years with a long session (FY 2013 and FY 2015). During 45-day sessions, House of Delegates members are limited to fifteen bills apiece; there is no limit in 60-day sessions. The GA usually considers fewer bills in 45-day sessions, compared to 60-day sessions. As a result, typically fewer GA committee meetings are held, fewer bills are reviewed by County staff, and fewer positions are taken by the BOS during 45-day sessions. However, that may vary based on the circumstances of a particular session. In addition, in the recent past, special sessions have been convened almost every year, but their duration varies significantly and so does the resulting workload (Metrics 1-4 do not include special session data).

This LOB's Metric 5 captures the number of federal grant opportunities disseminated by legislative staff to County agencies.

LOB #6:

INTERNAL AUDIT

Purpose

The Internal Audit LOB exists to provide independent, objective assurance over the adequacy of internal controls functioning in the County; and management advisory consulting that adds value to and improves County operations. Internal Audit reports to the County Executive and supports County agencies/departments in accomplishing their objectives by utilizing a systematic, disciplined approach to assess and improve the effectiveness of risk management, internal control, and governance processes.

Description

The Internal Audit Line of Business (LOB) consists of all major activities performed by the County's IAO except for the Business Process Audits which have been broken out into a separate LOB. This LOB includes the following functions:

- Operational Audits
- Information Technology Audits
- Fraud and Ethics Investigations
- Management Advisory Services
- Financial Reviews of organizations that provide services to the County
- Construction Contract Reviews
- Follow Up Activities
- Training for county staff on risk assessment, internal controls and fraud awareness

All work completed by IAO is performed in accordance to Government Auditing Standards which are issued by the U.S. Government Accountability Office (GAO). These standards dictate the evidence required to support our conclusions. To ensure compliance to these standards, IAO is subject to quality assurance peer reviews every 3 years by auditors from other local governments.

IAO performs a risk assessment each fiscal year to determine audits and management advisory projects for an Annual Audit Plan that will provide the most value for the resources spent. This includes obtaining information by sending out risk assessment questionnaires; and meetings with senior management discuss their current operational environment, risks and objectives. Other factors considered include how long it has been since an area has been audited and the materiality of issues found in prior year audits. Fraud and ethics investigations are performed throughout the year based on allegations that the IAO receives. Finally, Financial Reviews, Construction Contract Reviews and Management Advisory Services are performed as requested by County agencies/departments throughout the year.

Projects are performed by professional staff auditors with an average of 10 years of experience. Auditors performing this work are required to have active certification as a Certified Public Accountant (CPA), Certified Internal Auditor (CIA) or Certified Information Systems Auditor (CISA) and have at least a bachelor's degree with major course work in accounting, auditing, finance and/or information systems.

Internal Audit has been performing all of the functions listed above except for the Financial Reviews since it was established by the Board of Supervisors in 1982. The Financial Reviews started in 2008.

A more detailed description of each function is as follows:

Operational Audits are performed to evaluate County program/process' efficiency and effectiveness. These audits are completed to determine the adequacy of controls over areas such as money coming into the county; purchases made; waste and ineffective use of county resources; compliance to contract/legal requirements and fraud.

Information Technology Audits are performed to ensure that data processed on information systems is secure, complete and accurate. In these audits, we examine the county's information technology infrastructure, policies and operations to ensure there are proper information system controls to protect company information assets and data; validate compliance with IT specific privacy laws; make sure information is correctly processed in the system; and ensure that system reports used in management decisions are accurate.

Fraud and Ethics Investigations are conducted to review allegations of fraud, waste, abuse and ethical violations. IAO is the owner of the County's Fraud Hotline which receives calls from County staff and external citizens. Additionally, allegations come from the IAO website Fraud Reporting Form, direct phone calls to our office, or in-person communication at our office. Internal Audit ensures that other county agencies are brought into the investigation as needed (i.e. Police, Human Resources, Office of Public Affairs, etc.). At the end of the investigation, IAO ensures that proper controls are implemented if the area being investigated has an increased risk for fraud. Finally, IAO also owns the Ethics Hotline where County employees can call to proactively call to report allegation of ethics violations and obtain advice on how to handle situations that arise involving ethical dilemmas.

Management Advisory Services are management requests for consultative projects that may involve the review of programs, goals, contracts, procedures, and controls within financial and operational areas.

Financial Reviews are financial analyses of organizations receiving funding from the county in which questions have arisen as to their financial viability. Most of these reviews are performed for Human Services divisions that have financial concerns regarding their not-for-profit organization partners receiving county funding to provide public services. These reviews are performed to ensure proper stewardship of these funds.

Construction Contract Reviews include reviews of proposed architect and engineer (A&E) overhead rates to ensure that only allowable costs are included so the County can negotiate the lowest rate; analyses to determine a construction firm's financial ability to complete required work prior to awarding the contract; and contractor claim reviews.

Follow-Up Activities are performed on all projects completed by IAO that have findings/recommendations. IAO performs procedures after the audit/project reports have been issued to verify that action plans stated in the management response during the audit/project have been implemented.

Training is conducted by IAO staff to educate staff throughout the county on risk assessment, internal controls and fraud awareness. IAO participates in County management training classes 4 times a year and works with the Office of Public Affairs to have regular fraud/ethics articles included in NewsLink and other newsletters circulating throughout the County. The goal is to train county staff on developing good internal controls and be able to detect the warning signs of fraud to promote continuous monitoring even when an auditor is not performing audit work in that area.

Benefits

Internal Audits and Management Advisory Projects provide independent, objective assessments of risk, controls, and compliance, transparency of county operations and fraud deterrence. Audit/project report recommendations lead to enhanced controls over processes, programs, and functions; increased efficiency and effectiveness of county operations; cost savings and revenue enhancement; and more effective management decision making.

Follow Up Activities on recommendations hold County agencies/departments accountable for making the necessary changes to improve their operations.

Fraud and Ethics Investigations resolve these harmful threats to the organization before they can cause any additional damage. Our auditors are professionally trained in fraud investigation to avoid critical mistakes that can occur when county staff without expertise take it upon themselves to investigate. Additionally, recommendations are made to strengthen controls to prevent the schemes from happening in the future.

According to the *Association of Certified Fraud Examiners 2014 Report to the Nations on Occupational Fraud and Abuse*,

> "...Passive detection methods (confession, notification by law enforcement, external audit and by accident) tend to take longer to bring fraud to management's attention, which allows the related loss to grow. Consequently, proactive detection measures – such as hotlines, management review procedures, internal audits and employee monitoring mechanisms – are vital in catching fraud early and limiting their losses."
>
> "Organizations with hotlines were much more likely to catch fraud by a tip, which our data shows is the most effective way to detect fraud. These organizations also experienced frauds that were 41% less costly, and they detected frauds 50 percent more quickly."

IAO is committed in our efforts to combat and prevent fraud in the county by monitoring the Fraud Hotline and Ethics Help Line. All of IAO's audits include a fraud detection component; and provide guidance to county staff when ethical dilemmas arise. IAO has continued to work to raise awareness of fraud and ethics and the need for employees to contact our office when fraud is suspected or questions arise.

Financial Reviews provide management with a tool to assess the financial strength of a company doing business with or providing services to the County. This additional information leads to better management financial decision making, cost savings and corporate stewardship. These projects have saved the county from misappropriating funds to organizations that could not perform the agreed upon services because they were not financially stable.

Construction Contract Reviews ensure that only allowable costs are included for overhead rates, labor burdens and change orders in construction contracts. These projects have yielded the county recommended cost savings of hundreds of thousands of dollars in some years.

Training efforts lead to increased knowledge and awareness of county staff. Once staff is educated on risk assessment, internal controls and fraud detection they have to tools to perform risk assessments, develop solid internal controls and detect fraud in their agencies/departments. This contributes to more effective and efficiency operations.

Mandates

This Line of Business is not mandated.

Trends and Challenges

Trends

Information Technology: Cybersecurity is a rapidly growing threat that needs to be addressed by all organizations that store confidential/sensitive financial, personal and organizational data. Data breaches are a common occurrence in headline news. The County electronically stores a significant amount of confidential/sensitive data from social security numbers to health records. Additionally, technology is rapidly changing and we live in a world of constant connectivity. IT controls must keep up to ensure County data is secure, complete and accurate.

Regulatory Compliance: New and changing regulations are placing increased burdens on County agencies/departments under tight budgets increasing the risk that compliance to certain requirements for federal, state and county regulations such as OMB Circular A-133, Health Care Reform, the Health Insurance Portability and Accountability Act (HIPAA), Payment Card Industry Data Security Standard (PCI DSS), the Virginia Records Act and the Fairfax County Information Technology Security Policy may be missed

Third Party Relationships: To more effectively serve its constituents, the County is increasing relying on third parties in its operations. From partnering with a not-for-profit organization to outsourcing computing services to the cloud, these relationships require solid oversight and contract governance to ensure they are not falling short of their responsibilities.

Challenges

Staff Development/Training: With the rapidly changing technology and ever changing regulatory environment in the County, it is imperative that our auditors have proper training to be able to effectively audit controls over new technology and compliance to new regulations. Most of the IAO staff require some type of professional certification (i.e. CPA, CIA, CISA) that has continuing education requirements of around 40 hours per year. Training for accounting/information technology technical classes has become increasingly expensive and IAO has been supplementing the training budget with some of the surplus funding from position vacancies over the last few years. The office is now fully staffed, so getting everyone all of their continuing professional education hours on topics required to keep up to date on technology and regulatory requirements will be challenging.

Talent Recruitment and Retention: The role of Internal Audit has been expanding to areas beyond the historical compliance based scope. Increasingly Internal Audit staff is required to have adequate subject matter expertise in new technology (i.e. Cloud Based Systems, Social Media, Mobile Devices, etc.) and regulatory areas (i.e. Health Care Reform, Medicaid/Medicare, Data Security Standards, etc.) in order to properly perform our audits. IAO needs to be able to recruit, retain and develop staff to ensure any gaps in needed skill sets are closed. Recruitment and retention is especially challenging to obtain and retain IT Auditors with strong, up to date technical skills as they are in high demand and are able to command higher salaries.

Levels of Audit Coverage: Given current staffing levels IAO is unable to perform, Operational, and IT audits at desired frequency or scope levels. Workload increases from additional responsibilities in the areas of fraud, ethics, and financial reviews result in delays in getting Annual Audit Plan projects completed and reports issued in as timely a manner as desired.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #6: Internal Audit			
FUNDING			
Expenditures:			
Compensation	$821,973	$796,020	$980,602
Operating Expenses	44,914	48,306	35,674
Total Expenditures	$866,887	$844,326	$1,016,276
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$866,887	$844,326	$1,016,276
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	10 / 10.4	10 / 10.4	10 / 10.4
Total Positions	10 / 10.4	10 / 10.4	10 / 10.4

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Audits and Contract Management Advisories Completed	26	21	21	25	25
Allegations & Questions on Fraud and Ethics Help Hotline	50	70	79	70	70
Revenue Covered by Audits/Projects	$151,278,168	$2,277,740,015	$42,660,000	$19,029,000	TBD
Expenditures Covered by Audits/Projects	$2,614,795,465	$42,074,015	$2,425,636,000	$134,800,000	TBD
Percent of Recommendations that Increased Efficiency/Effectiveness of Department Operations	70%	100%	100%	95%	95%
Percent of Recommendations that Strengthened Management Controls	70%	100%	100%	95%	95%
Percent of Recommendations Implemented	60%	88%	53%	80%	80%
Contract Cost Savings Identified from Architecture and Engineering (A&E) Desk Reviews	$207,190	$135,200	$21,732	$50,000	$50,000

Metric Type - Output

Audits and Contract Management Advisories Completed – This metric measures the volume of work produced by the department during a fiscal year. The metric is based upon the count of audit reports and memos issued for Operational Audits, IT Audits, Management Advisory Audits, Architecture and Engineering (A&E) Desk Reviews, and Pre-Award Desk Reviews. Data for this metric is retained in the department's Project Tracking Database. The downward trend over the last two years is largely due to the Deputy Director position that was vacant during half of fiscal years FY 2014 and all of FY 2015. This impacted the number of audits and reviews that could be properly managed during the year. Additionally, the number of fraud and ethics allegations that our office had to investigate increased which pulled some of our resources off of audits and management advisories. Finally, there was a slight decrease in requests to perform A&E and Pre-Award Desk Reviews; which are a function of procurement activities in other departments. Our estimate for FY 2016 and FY 2017 reflects an increase capacity to manage more engagements during the year with the filled Deputy Director position.

Allegations & Questions on Fraud and Ethics Help Hotline – This metric measures the volume of actions taken in response to submissions to the fraud and ethics hotline. The metric is based upon the count of fraud or ethic allegation reports received through the county's hotline. Data for this metric is retained in the department's Fraud and Ethics Tracking Database. The upward trend in reports received can be attributed to more awareness of the hotlines by employees and county residents. While the number of reports received has increase over last three years, the actual confirm instances of county fraud and/or ethic violations were 2 for FY 2013 and FY 2014 and 3 for FY 2015. Our estimate for FY 2016 and FY 2017 reflects our expectation that reports to the hotline will remain at the same level.

Revenue Covered by Audits/Projects – This metric measures the amount of revenue reviewed and affected by recommendations in our audits/projects during a fiscal year. The metric is based upon the value of specific revenue areas in departments/agencies that were reviewed through Operational Audits, Information Technology (IT) Audits, and/or Management Advisory Projects. The sources of data for this metric were the audit reports, audit work papers, county financial reports, and adopted county budget reports. The fluctuations over the past three years is based on the departments and transactions selected for audit. Our risk base audit approach results in the selection of key revenue areas for audit but also includes other factors such as expenditures, information system controls and fraud risks. In FY 2014, IAO audited real estate property taxes and land development fees and deposits, two high revenue areas for the county. Our estimate for FY 2016 reflects revenue audits included in our FY 2016 audit plan. FY 2017 reflects a figure to be determined as projections cannot be established until a risk assessment is performed to identify the relevant risks present in FY 2017 which will drive the audit program.

Expenditures Covered by Audits/Projects – This metric measures the amount of expenditures under audit during a fiscal year or expenditures affected by audit recommendations to strengthen controls. The metric is based upon the value of expenditure transactions in departments that were reviewed through our Operational Audits, Information Technology (IT) Audits, and/or Management Advisory Projects. The sources of data for this metric were the audit reports, audit work papers, county financial reports, and adopted county budget reports. The fluctuation over the past three years is based on the departments and transactions selected for audit. Our risk base audit approach resulted in the selection of key expenditure areas for audit but also includes other factors such as money coming into the county, information system controls and risk of fraud. A large portion of our expense testing is perform through our other line of business – Business Process Audits. In FY 2013, IAO performed a management advisory service to significantly improve the controls over department/agency monthly financial reconciliations, a key internal control over all county expenditures. In FY 2015, IAO performed an audit to review the internal controls over the county's electronic payments. Our estimate for FY 2016 reflects expenditure audits included in our FY 2016 audit plan. FY 2017 reflects a figure to be determined as projections cannot be established until a risk assessment is performed to identify the relevant risks present in FY 2017 which will drive the audit program.

Metric Type – Service Quality

Percent of Recommendations that Increased Efficiency/Effectiveness of Department Operations – This metric measures the auditee's assessment as to whether audit recommendations made improved efficiency and/or effectiveness of their department operations. The metric is based upon the percentage of auditees who responded on the Customer Satisfaction Questionnaire Agree or Strongly Agree to the question "did recommendations provide ways to improve efficiency and/or effectiveness in department operations". Data for this metric is retained in files by the department. The two year trend of 100 percent reflects our understanding of county operations and ability to work with departments to provide internal controls recommendations that improve department operations. IAO estimates for FY 2016 and FY 2017 reflect our recognition that past history has shown that a small percentage of auditees may not always recognize recommendations as an improvement to operations.

Percent of Recommendations That Strengthened Management Controls – This metric measures the auditee's assessment that recommendations made to improve or implement internal controls strengthened their control environment. The metric is based upon the percentage of auditees who responded on the Customer Satisfaction Questionnaire Agree or Strongly Agree to the question "did recommendations sufficiently address ways to strengthen management controls". Data for this metric is retained in files by the department. The two year trend of 100% reflects our understanding of county operations and ability to work with departments to provide internal controls recommendations that strengthen management controls. Our estimates for FY 2016 and FY 2017 reflect our recognition that historically a small percentage of auditees will not always perceive audit recommendations as opportunities to strengthen management controls.

Metric Type – Outcome

Percent of Recommendations Implemented – This metric measures the audit recommendations implemented by auditees that have been verified by an Internal Audit follow up review. Data for this metric is retained in department's Project Tracking Database. The FY 2015 total of 53 percent reflects that county agencies/departments have incurred challenges in fully implementing recommendations, particularly the larger, technically complex ones. Additionally, while Internal Audit does follow up on all recommendations made in audit reports, due to limited resources, staff may not always have time verify audit recommendation implementation as quickly as IAO would like. Our estimates for FY 2016 and FY 2017 reflect our plan to work with departments to set more realistic action plan deadlines.

Contract Cost Savings Identified from Architecture and Engineering (A&E) Desk Reviews This metric measures the cost saving identified by an IAO recommendation of lower indirect overhead rate on A&E contracts. The metric is based upon IAO's review of an A&E vendor's submitted indirect overhead rates to ensure that only allowable costs are included in the calculations. Data for this metric is retained in Internal Audit's Project Tracking Database. The downward trend is partially due to the decrease in the number of review requests from a high of 16 to a low of 11 during the three years. It should be noted that the majority of cost savings identified are identified on the initial review of a vendor indirect rate, of which there were 13 instances during the three year period. During the three year period, seven vendors have been reviewed more than once with only 3 having repeat finding of cost savings. Our estimates for FY 2016 and FY 2017 reflect our expectation that IAO will be performing first time review on new vendors.

LOB #7:

INTERNAL AUDIT / BUSINESS PROCESS AUDITS

Purpose

Business Process audits are performed to ensure that agencies/department are in compliance with county policies for tasks required of them by the central service agencies - Department of Finance (DOF) and Department of Purchasing and Supply Management (DPSM). These audits make sure that controls are at appropriate levels to minimize the County's risks for error or fraud and provide management assurance that purchasing and finance activities are properly performed.

Description

Business Process Audits are standardized compliance audits performed on all county agencies/departments on a recurring basis. Currently, Business Process audits programs include steps to ensure compliance with policies and procedures for purchasing and financial transactions. Examples of specific processes audited are procurement card purchases, purchase order processing and monthly financial reconciliations. County agencies/departments are on a 3 year cycle to have a Business Process Audit done in their area. IAO currently has 3 Business Process auditors who are dedicated to performing these audits. Additionally, one of the responsibilities of the department's Lead Auditor is to supervise the Business Process Audits. For each audit, the auditor will obtain an understanding of the department/agency processes by interviews with the auditees; select samples of transactions to verify; and communicate results and recommendations through an exit meeting and audit report. IAO plans to add steps to validate human resource processes in FY 2016. Internal Audit started performing Business Process audits in FY 2012.

Benefits

Business Process Audits provide assurance to citizens and County management for proper stewardship of public funds and accountability for accurately processing financial transactions. The standardization of the audit program allows for faster audit turnaround times while ensuring a consistent application of internal controls in the areas audited. The Business Process auditors are physically present in more agencies/departments on a more frequent basis giving IAO better coverage and enhancing our understanding of the various control environments that exist throughout the County. With this understanding, IAO can better utilize our resources to mitigate elevated risk environments. Additionally, having dedicated Business Process Auditors allows our Senior and Information Technology auditors to perform more specialized, custom audits to address high risk areas of more technically complex issues. Finally, the Business Process Audits provide a robust method to evaluate the effectiveness of internal controls over procurement card purchases which is considered one of the greatest risk areas for government spending.

Mandates

This Line of Business is not mandated.

Trends and Challenges

Trends

Credit Card Fraud: In recent years, there has been an increased level of sensitive data breach activity (i.e. Target, Home Depot, U.S. Office of Personnel Management (OPM), etc.) which has increased the County's risk for procurement card fraud. IAO has taken steps to include a more robust analysis and review of procurement card transaction populations for agencies/departments.

Challenges

Levels of Audit Coverage: IAO is currently only able to perform a Business Process audit for the approximately 54 agencies/departments in the County once every 3 years. The length of time between audits is not optimal as many changes that increase risk can occur in a 3 year period. There are also additional tasks County agencies/departments are required to perform from central service agencies that IAO would like to add to the audit program. Currently, IAO is developing audit steps to include in the audit program that will test Human Resource policies/procedures performed at the agency/departmental level. However, this would increase the length of time to complete agency/department audits which could result in an extension of the audit performance cycle beyond the current 3 years. Our challenge and goal is to maintain the minimum 3 year cycle even with the additional steps and try to shorten that cycle in the future.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #7: Internal Audit / Business Process Audits			
FUNDING			
Expenditures:			
Compensation	$288,801	$279,683	$344,536
Operating Expenses	15,781	16,972	12,534
Total Expenditures	$304,582	$296,655	$357,070
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$304,582	$296,655	$357,070
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	4 / 3.6	4 / 3.6	4 / 3.6
Total Positions	4 / 3.6	4 / 3.6	4 / 3.6

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Audits Completed	12	17	11	15	15
Number of Procurement Cards Audited	323	760	228	500	400
Procurement Covered by Audits	$108,644,843	$448,645,697	$197,168,974	$400,000,000	TBD
Percent of Recommendations that Increased Efficiency/Effectiveness of Department Operations	75%	92%	100%	95%	95%
Percent of Recommendations that Strengthened Management Controls	75%	85%	100%	95%	95%
Percent of Recommendations Implemented	76%	93%	74%	80%	80%
Number of Procurement Cards Revoked as a Result of Audits	0	0	0	0	0

Metric Type - Output

Audits Completed – This metric measures the volume of work produced by the department during a fiscal year. The metric is based upon the count of audit reports issued for Business Process Audits. Data for this metric is retained in the department's Project Tracking Database. The trend over the last three years is partially based on the Deputy Director position being unfilled during fiscal years FY 2014 and FY 2015, which impacted the number of audits that could be properly managed during the year. In addition, there were several larger departments with greater volume and complexity in financial transactions that had Business Process audits completed in FY 2015; and some of the Business Process Auditor's time was allocated in developing new audit programs for Human Resource delegated functions which should be rolling out in FY 2016. Our estimate for FY 2016 and FY 2017 reflects an increase capacity to manage more engagements during the year with the filled Deputy Director position.

Number of Procurement Cards Audited – This metric measures the number of procurement cards audited during a fiscal year. The metric is based upon the number of procurement cards tested as part of the Business Process Audits. Data for this metric is pulled from the PaymentNet system and retained in the department's work papers. The fluctuations over the last three years is based on the sizes of the departments selected for audit and the number of procurement cards issued to the department. Our audit program steps are the same for both large and small departments. All county departments/agencies are on our rotation and each year we select a variety of departments. Our estimate for FY 2016 and FY 2017 reflects the audit rotation schedule and our expectation that departments will still have approximately the same number of cards issued.

Procurement Covered by Audit – This metric measures the dollar value of procurement tested in our Business Process Audits during each fiscal year. The metric is based upon the value of Procurement Card, FOCUS Marketplace, Purchase Order, Value Line Purchase Order, and Non Purchase Order transactions completed for the departments selected for Business Process Audits. Data for this metric is obtained from FOCUS and PaymentNet and retained in the audit reports. The fluctuations over the last three years is due to the sizes of the departments selected for audit and the procurement required by each department. Our audit program steps are the same for both large and small departments. All county departments/agencies are on our rotation and each year IAO selects a variety of departments. Our estimate for FY 2016 and FY 2017 reflects the audit rotation schedule and our expectation that departments will still have the same level of purchasing.

Metric Type – Service Quality

Percent of Recommendations that Increased Efficiency/Effectiveness of Department Operations – This metric measures the auditee's assessment that audit recommendations improved the efficiency and/or effectiveness of their department operations. The metric is based upon the percentage of auditees who responded on the Customer Satisfaction Questionnaire with Agree or Strongly Agree to the question "did recommendations provide ways to improve efficiency and/or effectiveness in department operations". Data for this metric is retained in files by the department. The upward three year trend reflects our understanding of county operations and ability to work with departments to provide internal controls recommendations that improve department operations. Our estimates for FY 2016 and FY 2017 reflect our recognition that not all auditees will always perceive recommendations as improvement to operations.

Percent of Recommendations that Strengthened Management Controls – This metric measures the auditee's assessment of whether the recommendations made by Internal Audit strengthened management controls. The metric is based upon the percentage of auditees who responded on the Customer Satisfaction Questionnaire with Agree or Strongly Agree to the question "did recommendations sufficiently address ways to strengthen management controls". Data for this metric is retained in files by the department. The upward three year trend reflects our understanding of county operations and ability to work with departments to provide internal controls.

Metric Type – Outcome

Percent of Recommendations Implemented – This metric measures audit recommendations implemented by auditees that have been verified by an Internal Audit follow up review. Data for this metric is retained department's Project Tracking Database. The FY 2015 total of 74 percent reflects our understanding that county agencies/departments have incurred challenges in fully implementing recommendations. Additionally, while Internal Audit does follow up on all recommendations made in audit reports, due to limited resources, staff may not always have time verify audit recommendation implementation as quickly as IAO would like. Our estimates for FY 2016 and FY 2017 reflect our plan to work with departments to set more realistic action plan deadlines.

Number of Procurement Cards Revoked as a Result of Audits – This metric measures the number of procurement cards that were taken away from departments/agencies because they were considered a high risk for fraudulent, inappropriate or erroneous purchases. Risk factors that precipitate the removal of a procurement card from a department/agency would be high levels of suspicious card activity or a poor internal control procedures that are not addressed in a timely manner. The fact that no cards have been revoked in the past 3 years indicates a strong control environment over procurement card purchases. IAO does not anticipate any card removals in FY 2016 and FY 2017.

LOB #8:

OFFICE OF PUBLIC PRIVATE PARTNERSHIPS

Purpose

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

Description

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

OP^3 accomplishes this work through four strategies:

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

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

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

Benefits

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

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

OP³ fosters a culture of engagement and a safe and caring community.
OP³ communications networks and marketing strategies increase support for county initiatives and community dialogue, both elements of a culture of engagement. An example of this work is the *12 Ways to Give* holiday campaign that highlights year-end giving opportunities among county-affiliated nonprofits. Participating organizations report increases of 30-150 percent in donations and increased web and social media traffic. OP³ has convened more than 40 cross-sector partnerships that have leveraged new resources and improved collaboration, information sharing and efficiency.

OP³ expands corporate contributions by matching employee volunteers and pro bono services with county and community initiatives. OP³ has developed strategic relationships with corporations and philanthropic foundations, resulting in funding for youth STEM enrichment, healthy living and parks.

OP³ increases engagement of county employees and residents. In addition to partnerships, the county-wide volunteer portal, launched in in 2013, has more than 15,000 people signed up to volunteer with county programs; contributing more than 491,000 hours.

OP³ strengthens the capacity for partnership and resource development in Fairfax County.
OP³ has provided training and information to 916 nonprofits through the Grants Research and Training Center. OP³ consults with county staff through the Partnership Liaison and Volunteer Coordinator networks and shares best practice and partnership tools so they can replicate them within their agencies. OP³ plans and delivers programs with area chambers of commerce that promote corporate social responsibility, innovative philanthropy; and business development. OP³ delivers an average of 8 workshops annually with 95 percent of participants reporting overall that were very satisfied.

Mandates

This Line of Business is not mandated.

Trends and Challenges

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

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

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

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

Challenges

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

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

Resources

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

Metrics

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

OP^3 measures the effectiveness of partnership and resource development through the following indicators.

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

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

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

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

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

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

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

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

LOB #9:

OFFICE OF COMMUNITY REVITALIZATION

Purpose

The County's growth strategy is to concentrate new development into mixed-use activity centers. This has a number of benefits, including increasing the county's tax base; the efficient delivery of public facilities and infrastructure; and, creating the kinds of places that have become most appealing to residents and workers. In addition, the County is investing in efforts to remain competitive as the location of choice for new development in the region. This LOB is oriented around achievement of those goals.

Description

OCR was established in 2007 as an entrepreneurial office under the County Executive to promote and facilitate development and investment in the older commercial areas of the County. The BOS, in establishing the office, recognized that the county was entering a period in which the vast majority of development was transitioning from new development to redevelopment, and that there are inherently more challenges to redevelop property as compared to developing Greenfield projects. Bringing redevelopment projects to fruition involves an increased level of partnership between public and private sector parties. In addition, concentrating development within designated activity centers is a key precept of the adopted Comprehensive Plan and consistent with regional growth strategies. Increasing land values through redevelopment supports the Board's objective of increasing the County's non-residential tax base and relieving the tax burden on residential tax payers.

The role of OCR has expanded since the inception of the office and remains flexible in responding to new tasks and responsibilities. The main components of the LOB fall primarily into the following programmatic areas:

- Facilitate redevelopment and investment opportunities within targeted areas of the county; this currently includes the seven revitalization districts/areas, Tyson and Reston;
- Work with community groups to develop and implement the community's vision and to improve the economic viability and competitiveness of their areas;
- Work with and function as a liaison to other County agencies, the community and the development community to promote timely and coordinated responses to development proposals. This includes process redesign efforts, developing standards that better reflect current development patterns and fostering a collaborative problem-solving culture; and,
- Foster public/private partnerships to develop county owned resources, to leverage public funds to assist private development and/or enhance the public realm; and partner with entities such as the Tysons Partnership and the Southeast Fairfax Development Corporation (SFDC) to promote revitalization.

Benefits

The LOB is uniquely situated to form a bridge among the community, the regulatory agencies and the development industry. In that position, it is able to assist in implementing the communities' vision for the future; in identifying and suggesting changes areas for process improvements; in identifying regulatory revisions to address emerging development patterns and challenges; in generating design solutions to add value and create unique and desirable places; and, in forming public/private partnerships to achieve mutual goals in the best interest of the community.

Mandates

This Line of Business is not mandated.

Trends and Challenges

Fairfax County is urbanizing. It is also experiencing increased competition from other area jurisdictions in regard to attracting development. The County's processes and regulations need to keep pace with these changes and to remain competitive. While Fairfax has long been a destination of choice for development, other places are catching up, and in some cases surpassing Fairfax. Recent economic conditions and trends are a result of fluctuating market factors, such as the significantly reduced demand for office use because of sequestration, changes to the ratio of square foot per employee, new concepts in office design, and the move from office parks to offices with metro-accessible locations. Other trends include changes in retailing with fewer brick and mortar stores thus shrinking retail space requirements and the increasing trend toward more experiential retail. Both office and retail trends have implications for creating mixed-use centers and activated street fronts. Some locations within the County places are more challenged than others in this regard.

Remaining the destination of choice in this environment is challenged by a number of factors, including: staffing resources needed to update regulations; changes to the development review processes that are difficult to achieve; the lack of available funds to ensure that our public infrastructure is an enticement to economic development, and that such investment is maintained so as not be to a disincentive; and, the fact that other jurisdictions have the ability to offer financial incentives to attract sought after development, particularly since redevelopment is typically more expense than greenfield development.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #9: Office of Community Revitalization			
FUNDING			
Expenditures:			
Compensation	$971,751	$1,075,033	$1,327,835
Operating Expenses	61,087	58,854	76,839
Total Expenditures	$1,032,838	$1,133,887	$1,404,674
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,032,838	$1,133,887	$1,404,674
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	12 / 12	12 / 12	12 / 12
Total Positions	12 / 12	12 / 12	12 / 12

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Square Feet of Development Entitled within Areas of Responsibility	23,318,717	12,867,789	6,246,560	16,430,095	26,830,574
Total Assessed Value within Areas of Responsibility (in billions)	$30.03	$31.30	$32.51	$33.48	$34.49
Reports and Publications Related to Revitalization Areas Reports	4	8	8	11	9
Major Community Building Initiatives	6	7	7	6	6
Major Implementation Initiatives including Public/Private Partnerships	9	10	10	11	11

Metric 09-1:- Square Feet of Development Entitled within Areas of Responsibility
Metric 09-2:- Total Assessed Value within Areas of Responsibility
Metric 09-3:- Reports and Publications Related to Revitalization Areas

The primary goal of the LOB is to foster redevelopment and investment in specific activity centers within the county. Redevelopment is targeted to these areas to benefit to the county economically, as well as to build vibrant communities. How much land is being entitled for development and the resultant changes to assessed value are key desired outcomes of this LOB, as they not only increase the desirability of the county as a destination but also increase the County's real estate tax base. Redevelopment in activity centers has difficult challenges related to, among other things, the complexity of the land use process; increased expectations as to commitments on the part of developers; market conditions; working with ordinances that may not reflect current circumstances; economic feasibility (particularly when there are revenue producing businesses on the property); working with shallow, small and/or irregularly shaped lots and the inability to achieve larger parcel consolidations; fitting into the existing fabric of the area; balancing competing public interests; and, meeting community expectations. As such, redevelopment is often difficult even for experienced developers to navigate in a successful and timely manner. OCR's expertise and skill set is to assist in this navigation by facilitating resolution of issues, and in exercising flexibility and creativity in doing so.

OCR is distinguished from the other planning and development departments insomuch that those other departments have specifically targeted areas of responsibility, such as ensuring that projects are complaint with the county's ordinances and regulations, whereas OCR is charged with taking an economic development and market feasibility perspective related to such development proposals. OCR produces a number of publications to track and/or assist in revitalization efforts. These include an annual report on development and development related issues in Tysons that has become well regarded as the resource manual for tracking such activity; annual reports on revitalization related activities for each of the seven revitalization districts/areas; and brochures on topical issues such as signage and drop boxes.

The trend is for increased entitlement and growth in assessments within the activity centers of emphasis. However, this is dependent upon external economic and market factors, as well as the county's development process and how competitive it remains within the regional environment.

Metric 09-4: - Major Community Building Initiatives
Metric 09-5: - Major Implementation Initiatives including Public/Private Partnerships

OCR has a unique role in fostering community building and in facilitating development partnerships, based on its expertise in facilitating public visioning sessions, negotiating successful resolutions to difficult development issues, urban design, and bringing a realistic, market-based perspective to planning and development activities. This is a growing business resulting from the demand for such services to assist both internal and external clients. Examples are multi-faced and include such things as: community visioning open houses, such as the one held recently for the Tall Oaks Village Center in Reston in which OCR facilitated a session with over 150 participants to determine community preferences for the redevelopment of the area; Art under the Span, a visioning session to generate ideas on visually enhancing the area below the above-grade rail in Tysons and knitting together the areas separated by the overhead structure; and a charrette exercise to assist the residents of the Lake Anne Village Center in Reston to maximize the assets of Lake Anne to keep it viable in the context of newer adjacent development. OCR has had leadership of/participation in public/private partnerships to develop county owed property to foster revitalization, including the Crescent, North Hill and the Reston North County site; and, planning studies, such as Seven Corners and various site specific Plan amendments.

Recent years have demonstrated that there is an increasing need for this expertise and service. The limiting factor is staff resources and competing demands for staff services.

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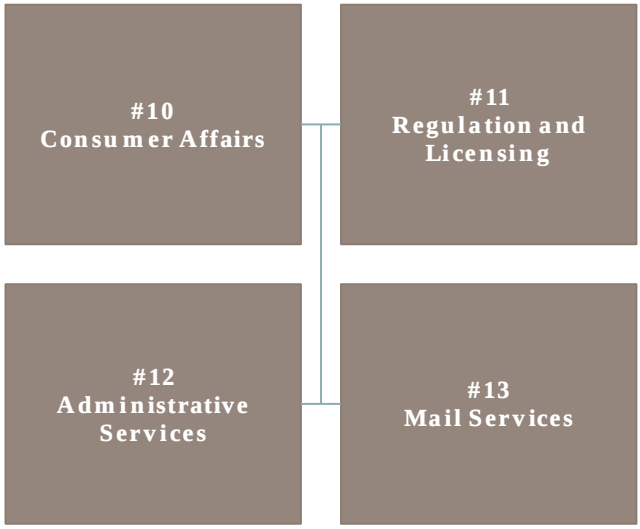


Department Overview

The Department of Cable and Consumer Services, with a mission to educate and support the public through media, oversight, and outreach, includes the following program areas: Consumer Affairs, Regulation and Licensing, Public Utilities, Mail and Administrative Services, Communications Productions, and Communications Policy and Regulation. Agency program areas are allocated across the General Fund and the Cable Communications Fund.

The Department of Cable and Consumer Services 2016 Lines of Business (LOBs) includes four LOBs in the General Fund: Consumer Affairs, Regulation and Licensing, Administrative Services, and Mail Services, and includes six LOBs in the Cable Communications Fund: Public Utilities, Communications Productions, Meeting Space Management and Event Support, Communications Policy and Regulation, Communications Inspections and Enforcement, and the Institutional Network.

With an engaged workforce dedicated to improving the community, the Department of Cable and Consumer Services encompasses a diverse range of program areas, providing quality customer service while working collaboratively with County agencies, neighboring jurisdictions, and professional organizations. The range of program areas in the Department of Cable Consumer Services is exemplified in a summary of FY 2015 accomplishments:

- 260 outreach events
- 936 Channel 16 programming hours
- 2,906 licenses issued
- 8,527 consumer case inquiries
- 9,135 meeting space reservations scheduled
- 15,268 cable construction work sites inspected
- $603,127 recovered for consumers
- 11,617,850 pieces of mail processed
- $116,200,000 cumulative utility savings

General Fund Overview
The Department of Cable and Consumer Services General Fund budget includes the Public Safety program areas of Consumer Affairs, Regulation and Licensing, and Public Utilities. Consumer Affairs mediates and investigates consumer complaints, provides advice in response to consumer inquiries, and conducts

educational seminars for the community. Regulation and Licensing issues certificates, licenses, permits, or registrations to taxicab operators, taxicab drivers, canvassers, peddlers, solicitors, vendors, promoters, massage establishments and therapists, pawn brokers, precious metal and gem dealers, going out-of-business sales, solicitors representing charitable organizations, and trespass tow operators; conducts taxicab inspections; and investigates taxicab and trespass towing complaints. Public Utilities represents the interests of both County residents and County government in matters involving public utility, taxicab, and trespass towing rates and regulation by monitoring and intervening in regulatory proceedings; providing staff support for the County's Energy Efficiency and Conservation Coordinating Committee; and conducting negotiations for electric service.

The Department of Cable and Consumer Services General Fund budget also includes the Legislative-Executive program areas of Accounting and Finance and Mail Services. Accounting and Finance develops and oversees the agencywide budgets and is responsible for fiscal administration for both the agency General Fund and the Cable Communications Special Revenue Fund. Mail Services processes incoming and outgoing U.S. mail and inter-office mail.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$1,308,842	$1,262,792	$1,286,490
Operating Expenses	2,652,573	2,794,673	3,479,069
Work Performed for Others	(2,342,168)	(2,465,830)	(3,110,987)
Total Expenditures	$1,619,247	$1,591,635	$1,654,572
General Fund Revenue	$243,365	$226,380	$218,935
Net Cost/(Savings) to General Fund	$1,375,882	$1,365,255	$1,435,637
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	25 / 25	25 / 25	24 / 24
Total Positions	25 / 25	25 / 25	24 / 24

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
10	Consumer Affairs	$452,065	8
11	Regulation and Licensing	246,112	2
12	Administrative Services	207,418	2
13	Mail Services	748,977	12
Total		$1,654,572	24

Lines of Business

LOB #10:

CONSUMER AFFAIRS

Purpose

Consumer Affairs resolves consumer complaints and tenant-landlord disputes through investigation, mediation, and arbitration while protecting Fairfax County consumers from illegal, fraudulent, deceptive, and dangerous practices. Consumer Affairs educates the public on a range of consumer matters, providing resources that help consumers make informed decisions. Consumer outreach activities include educational seminars, *Consumer Affairs Tip Sheets*, *Consumer Podcasts*, the *Consumer Central* Web pages at *fairfaxcounty.gov/consumer*, Facebook posts, the *Informed Consumer* e-Newsletter, and responses to individual consumer inquiries. Consumer Affairs educates and supports over 2,000 homeowners, condominium, and civic associations on issues relevant to common interest communities.

Description

Consumer Affairs addresses a range of consumer matters and complaints, including home improvements, landscaping, foreclosures, vehicle purchases, cable television, utility service, retail shopping, and tenant-landlord disputes, to protect Fairfax County consumers from illegal, fraudulent, deceptive, and dangerous business practices.

Consumer Affairs investigates and mediates consumer complaints and tenant-landlord disputes. A County consumer who files a complaint with Consumer Affairs is assigned to a Consumer Specialist who works promptly to resolve the complaint to the satisfaction of both parties through mediation, conciliation, or binding arbitration. A *Consumer Specialist of the Day* responds to phone, email, and walk-in inquiries seeking general consumer assistance.

Consumer Affairs conducts educational seminars on consumer trends and topics including identity theft, financial scams, responsible use of credit, retail purchasing, and tenant-landlord responsibilities, providing resources to avoid scams and fraud. Audiences include older adults, students, and faith-based, community, and civic organizations. Consumer Affairs educates consumers by producing *Consumer Affairs Tip Sheets*, *Consumer Podcasts*, the *Consumer Central* Web pages at *fairfaxcounty.gov/consumer*, Facebook posts, and the *Informed Consumer* e-Newsletter.

Consumer Affairs educates and supports over 2,000 homeowners, condominium, and civic associations. On an annual basis, Consumer Affairs updates and publishes the *Community Association Supplement Guide* with information on current common interest community laws and services. Consumer Affairs hosts the *Your Community, You're Connected* television program shown on Fairfax County Government Channel 16, providing advice and guidance to common interest communities.

Consumer Affairs provides staff support to the Consumer Protection Commission and the Tenant-Landlord Commission.

Benefits

Consumer Affairs benefits consumers and businesses in Fairfax County by mediating complaints and avoiding costly court claims. The following table compares FY 2015 Consumer Affairs to other consumer offices in the region:

	Population	Positions	Complaints	Recovery	Outreach	Budget
Fairfax County, VA[1]	1,120,875	11	974	$603,127	227	$452,065
Montgomery County, MD	1,017,000	16	1,208	$770,000	10	$2,256,236
Washington, DC	658,893	3	365	N/A	37	$288,000
Howard County, MD	304,580	4	282	$120,551	49	$445,787

[1] Fairfax County's position total includes 8 positions supported by the General Fund and 3 supported by Fund 40030, Cable Communications.

Maintaining Safe and Caring Communities
Consumer Affairs resolves consumer complaints and tenant-landlord disputes, protecting the property of consumers and the community, and supports the *Maintaining Safe and Caring Communities* County Vision Element. In FY 2015, Consumer Affairs responded to 8,527 case inquiries. Consumer Affairs' FY 2015 mediation and arbitration efforts recovered $603,127 for consumers.

Connecting People and Places
Consumer Affairs conducts educational outreach, both in-person and via social media, and supports the *Connecting People and Places* County Vision Element. In FY 2015, Consumer Affairs conducted 227 outreach events at government centers, senior centers, schools, homeless shelters, and the Adult Detention Center. Consumer Affairs addressed topics including identity theft, financial scams, responsible use of credit, retail purchasing, and tenant-landlord responsibilities to protect the personal safety and property of consumers. Consumer Affairs' educational initiatives enhance the community's access to information through *Consumer Affairs Tip Sheets*, *Consumer Podcasts*, the *Consumer Central* Web pages at *fairfaxcounty.gov/consumer*, Facebook posts, and the *Informed Consumer* e-Newsletter. Consumer Affairs works with over 2,000 homeowners, condominium, and civic associations. The annual *Community Association Supplement Guide* provides associations with information on common interest community laws and services. The *Your Community; You're Connected* television program shown on Fairfax County Government Channel 16 provides advice and guidance to common interest communities.

Mandates

The establishment of a local Consumer Affairs office is enabled by Code of Virginia Ann. Title 15.2, *Counties, Cities and Towns*, Chapter 9, *General Powers and Local Governments*, §15.2-963, *Local offices of consumer affairs*; *establishments; powers and duties*. Local office of consumer affairs duties are "To serve as a central coordinating agency and clearinghouse for receiving and investigating complaints of illegal, fraudulent, deceptive, or dangerous practices . . . to attempt to resolve complaints received . . . by means of voluntary mediation or arbitration . . . to develop programs of community consumer education and information . . . to maintain records of consumer complaints . . . ."

Consumer Affairs representation of consumer interests are set forth in Fairfax County Code Chapter 10, *Consumer Protection*, Article 2, *Department of Cable and Consumer Services*, §10-2-1-10-2-9. Consumer Affairs duties are to "Receive and investigate complaints. Refer complaints and action thereon. Resolve consumer complaints. Maintain records. Consumer information and education. Represent consumer interests. Analyze consumer problems."

Trends and Challenges

Consumer Affairs case inquiries (complaints, advice, and walk-ins) have increased over the last several years. In FY 2013 Consumer Affairs responded to 7,314 case inquiries, 7,678 in FY 2014, and 8,527 in FY 2015. Areas of particular consumer interest include home repair and improvement, identity theft, medical identity theft, retail purchases, and tenant-landlord matters. Consumers are increasingly reporting weather-related property damage and expressing concern about potential contractor fraud and door-to-door solicitation scams. Consumer Affairs' on-line presence assists the public with the complaint submission process, with 84 percent of all complaints filed online in FY 2015. Consumer Affairs expects these trends to continue in the future.

Consumer Affairs' challenges involve the increasing complexity of consumer issues and just-in-time, on-demand requests for information and assistance. The expertise and resources of Consumer Affairs will help ensure an educated and informed community by keeping abreast of issues and providing prompt, responsive service to County consumers.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #10: Consumer Affairs			
FUNDING			
Expenditures:			
Compensation	$502,406	$508,348	$432,395
Operating Expenses	17,125	17,473	19,670
Total Expenditures	$519,531	$525,821	$452,065
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$519,531	$525,821	$452,065
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	8 / 8	8 / 8	8 / 8
Total Positions	8 / 8	8 / 8	8 / 8

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of case inquiries	7,314	7,678	8,527	7,980	7,980
Percent of case inquiries closed	98%	99%	100%	98%	98%
Amount recovered for County consumers	$560,261	$410,491	$603,127	$524,626	$524,626
Number of consumer educational seminars conducted	172	224	227	230	230
Number of people attending consumer educational seminars	5,362	6,918	7,249	7,310	7,310

Number of case inquiries
In FY 2015, Consumer Affairs responded to 8,527 case inquiries (complaints, advice, walk-ins) including home improvements, landscaping, foreclosures, vehicle purchases, cable television, utility service, retail shopping, and tenant-landlord disputes. Case inquiries have increased approximately 17 percent since FY 2013.

Percent of case inquiries closed
Consumer Affairs responds immediately to case inquiries, obtaining a prompt and acceptable resolution for both parties while closing 100 percent of the case inquiries in FY 2015.

Amount recovered for County consumers
Businesses are increasingly conscious of the impact that social media has on their business and, in an effort to reassure consumers who may resort to negative comments or reviews on social media, appear to be willing to resolve complaints through Consumer Affairs, which contributed to the recovery of $603,127 for consumers by Consumer Affairs in FY 2015.

Number of consumer educational seminars conducted
In FY 2015, Consumer Affairs conducted 227 educational seminars on consumer trends and topics including identity theft, financial scams, responsible use of credit, retail purchasing, and tenant-landlord responsibilities, providing resources to avoid scams and fraud. The number of educational outreach seminars has increased by 32 percent since FY 2013.

Number of people attending consumer educational seminars
Over 7,200 people attended Consumer Affairs educational seminars in FY 2015, an increase of 35 percent since FY 2013. Audiences include older adults, students, and faith-based, community, and civic organizations.

LOB #11:

REGULATION AND LICENSING

Purpose

Regulation and Licensing issues licenses, permits, certificates, or registrations to numerous regulated business activities in the County ensuring that the business activities it oversees comply with all applicable state and County ordinances, for the benefit and safety of Fairfax County consumers.

Description

Regulation and Licensing issues licenses, permits, certificates, or registrations to taxicab operators, taxicab drivers, canvassers, peddlers, solicitors, vendors, promoters, massage establishments and therapists, pawn brokers, precious metal and gem dealers, going out-of-business sales, solicitors representing charitable organizations, and trespass tow operators. Regulation and Licensing mediates complaints in these business areas subject to applicable Fairfax County Code.

Regulation and Licensing performs inspections of taxicabs and other regulated businesses to ensure compliance with County ordinances. Taxicabs are inspected on a regular schedule, while other businesses, such as tow operators and massage establishments, are inspected in response to complaints. Regulation and Licensing works with and trains law enforcement officers on applicable County ordinances in these business areas.

Regulation and Licensing provides staff support to the Trespass Towing Advisory Board, which makes recommendations to the Board of Supervisors on towing industry rates and regulations.

Benefits

Regulation and Licensing benefits the community in the following ways:

Maintaining Safe and Caring Communities
Regulation and Licensing supports the *Maintaining Safe and Caring Communities* County Vision Element through its regulation of businesses. Regulation and Licensing protects the personal safety of the public by performing background checks on each individual who applies for a license. In FY 2015, Regulation and Licensing issued 2,906 licenses, permits, certificates, and registrations. Regulation and Licensing performs regular safety inspections of taxicabs, which further protects the public by ensuring that taxicabs meet basic safety standards. Regulation and Licensing ensures that vehicles placed into service as taxicabs meet the requirements of Fairfax County Code Chapter 84.1 and that each taxicab conforms with statutory insurance requirements. Regulation and Licensing performs inspections of each taxicab biannually for vehicle safety and taximeter accuracy. In FY 2015, Regulation and Licensing performed 2,208 inspections of taxicabs and other regulated businesses to ensure compliance with County ordinances.

Taxicab driver licensing ensures that individuals who operate licensed taxicabs in the County meet the driver requirements set forth in the Fairfax County Code. Drivers must have an acceptable driving record and criminal background check, in addition to demonstrating knowledge of map reading and the taxicab ordinance. The public benefits from having safe, knowledgeable drivers operating taxicabs in Fairfax County.

Solicitor, peddler, and charitable solicitor ordinances ensure that individuals who offer goods, services, or collect donations from charities, often by going door-to-door in the communities of the County, have an acceptable criminal background check, and otherwise meet the requirements of the Fairfax County Code. This oversight of door-to-door vendors promotes the safety and well-being of residents.

Massage regulation ensures that massage therapists who work in the County have completed a massage therapy training program and are certified by the Virginia Board of Nursing to perform massage. Oversight includes the licensing and inspection of massage establishments. The public benefits from having trained and certified massage therapists in the County.

Pawnshops and precious metal and gem dealer regulation ensures that individuals who make loans on tangible items of value and who purchase precious metals, such as gold, or gems from the public are doing so in accordance with state and County ordinances. Dealers are required to obtain certain information from sellers and report all purchased items to the Fairfax County Police Department. Oversight of these business areas makes it less likely that dealers are purchasing stolen merchandise and makes it easier for police to identify the seller of stolen items.

Regulation and Licensing ensures that trespass tow operators meet the requirements of state and County towing ordinances in the towing, storage, and release of vehicles that are towed from private property without the permission of the vehicle owner. Regulation and Licensing mediates trespass towing complaints from the public, and advises owners and managers of private property on trespass towing matters.

Connecting People and Places
Regulation and Licensing's work in the transportation sector supports the *Connecting People and Places* County Vision Element. Taxicab service is a vital piece of the overall transportation network in the County. Taxicabs are available 24 hours per day, 365 days per year to provide safe, affordable transit to passengers, including 43 wheelchair accessible taxicabs.

Maintaining Healthy Economies
Regulation and Licensing provides an avenue for individuals to become licensed in certain professions and supports the *Maintaining Healthy Economies* County Vision Element. In FY 2015, Regulation and Licensing issued licenses to 781 new applicants, creating the ability for new license holders to work in the County. Regulation and Licensing issued 1,471 renewal licenses, allowing licensees to continue performing the licensed profession.

Mandates

Local regulation of taxicabs is enabled by Code of Virginia Ann. Title 46.2, *Motor Vehicles,* Chapter 20, *Regulation of Passenger Carriers,* §46-2-2062-46.2-2067, *Regulation of taxicab service by localities; rates and charges.* Local regulation of taxicabs is set forth in Fairfax County Code Chapter 84.1, *Public Transportation*.

Local regulation of solicitors and peddlers is enabled by Code of Virginia Ann. Title 15.2, *Counties, Cities and Towns,* Chapter 9, *General Powers of Local Governments,* §15.2-913, *Ordinances regulating certain vendors.* Local regulation of solicitors and peddlers is set forth in Fairfax County Code Chapter 31, *Peddlers, Solicitors and Canvassers.*

Local regulation of charitable solicitors is enabled by Code of Virginia Ann. Title 57, *Religious and Charitable Matters; Cemeteries,* Chapter 5, *Solicitation of Contributions,* §57-63, *Local ordinances.* Local regulation of charitable solicitors is set forth in Fairfax County Code Chapter 34, *Charitable Solicitations.*

Local regulation of trespass towing is enabled by Code of Virginia Ann. Title 46.2, *Motor Vehicles,* Chapter 12, *Abandoned, Immobilized, Unattended and Trespassing Vehicles; Parking,* §46.2-1232-1233, *Localities may regulate removal or immobilization of trespassing vehicles.* Local regulation of trespass towing is set forth in Fairfax County Code §82-5-32, *Removal, immobilization, and disposition of Vehicles unlawfully parked on private or County property*.

Local regulation of massage therapy is enabled by Code of Virginia Ann. Title 15.2, *Counties, Cities and Towns,* Chapter 12, *General Powers and Procedures of Counties,* §15.2-1200, *General powers of counties.* Local regulation of massage therapy is set forth in Fairfax County Code Chapter 28.1, *Massage Therapy, Establishments and Services.*

Local regulation of pawnbrokers is mandated by Code of Virginia Ann. Title 54.1, *Professionals and Occupations*, Chapter 40, *Pawnbrokers*, §54.1-4000-4014, *Definition of pawnbroker*. Local regulation is set forth in Fairfax County Code Chapter 33, *Pawnbrokers and Precious Metals and Gems Dealers*.

Local regulation of precious metal and gem dealers is enabled by Code of Virginia Ann. Title 54.1, *Professionals and Occupations*, Chapter 41, *Precious Metal and Gem Dealers*, §54.1-4111, *Local Ordinances*. Local regulation is set forth in Fairfax County Code Chapter 33, *Pawnbrokers and Precious Metals and Gems Dealers*.

Local regulation of going out of business sales is mandated by Code of Virginia Ann. Title 18.2, *Crimes and Offenses Generally*, Chapter 6, *Crimes Involving Fraud*, §18.2-223 and 224, *"Going out of business" sales; permit required*.

Trends and Challenges

Regulation and Licensing continues to experience annual increases in the number of licenses issued in regulated business areas. Between FY 2011 and FY 2015, the total number of licenses issued grew by 8.7 percent. This growth over the past five years has been driven, in large part, by the massage industry with a 30 percent increase in the number of permits issued to massage therapists. Regulation and Licensing expects growth to continue as new massage establishments become permitted in the County.

The taxicab industry is currently facing market challenges as a result of Transportation Network Companies operating in the area, such as Uber and Lyft. This has impacted the number of taxicab drivers who seek a license, which dropped by seven percent in FY 2015. Regulation and Licensing will monitor developments in the taxicab industry as other transportation options become available to residents.

Regulation and Licensing developed the current guidelines for food truck vendors, which outline the requirements that food trucks must follow to vend legally in the County on private property. Regulation and Licensing is working with County agencies and stakeholders to develop a regulatory framework for the fast-growing food truck industry and a new permit process for food trucks that vend on certain roadways.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #11: Regulation and Licensing			
FUNDING			
Expenditures:			
Compensation	$138,966	$143,406	$136,904
Operating Expenses	85,629	87,642	109,208
Total Expenditures	$224,595	$231,048	$246,112
General Fund Revenue	$243,365	$226,380	$218,935
Net Cost/(Savings) to General Fund	($18,770)	$4,668	$27,177
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	2 / 2	2 / 2	2 / 2
Total Positions	2 / 2	2 / 2	2 / 2

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Licenses, permits, certificates, and registrations issued	2,530	2,806	2,906	2,908	2,918
Number of inspections performed	2,223	1,456	2,208	1,450	1,450
Number of customer transactions processed	13,563	14,599	14,302	14,200	14,200
Number of customer transactions processed per FTE [1]	4,521	3,650	3,576	3,550	3,550

[1] FTE total includes 2 positions supported by the General Fund and 2 supported by Fund 40030, Cable Communications.

Licenses, permits, certificates, and registrations issues
In FY 2015, Regulation and Licensing issued 2,906 licenses, permits, certificates, and registrations to those businesses and individuals engaged in regulated business activities in the County. The overall number of credentials issued has historically increased year to year, with annual fluctuations across business areas. Regulation and Licensing expects the demand for credentials to increase slightly, as reflected in future year estimates.

Number of inspections performed
Regulation and Licensing performs inspections of taxicabs and other regulated businesses in the County. Taxicabs are inspected biannually for interior cleanliness and to ensure that lights, tires, windshield wipers, and other equipment on the vehicle, are in good operational condition. Taximeters are tested once per year to ensure that the meter is properly calibrated to calculate the correct fare for each taxi trip. These inspections ensure that taxicab passengers are traveling in safe, clean vehicles and are charged a fare that complies with the County-established taxicab rate. In FY 2015, Regulation and Licensing conducted 2,208 taxicab inspections. FY 2013 and FY 2015 show a higher number of inspections than FY 2014 and the number projected for future years, due to an increase in taxicab rates in those years. When a taxicab rate change is implemented, a special inspection of all certificated taxicabs is conducted to ensure that all taximeters have been properly calibrated for the new taxicab rates. This special inspection requires that over 650 additional inspections be performed. Trespass tow operation inspections include inspections of trespass tow storage lots and properties from which tows occur to ensure compliance with County ordinance provisions. Massage establishments are inspected for compliance with permit requirements.

Number of customer transactions processed
Regulation and Licensing provides service via telephone, email, in person, or through the complaint process, completing more than 14,300 customer transactions in FY 2015. Regulation and Licensing provides advice to thousands of callers each year, frequently eliminating the need for the consumer to file a formal complaint. Regulation and Licensing expects customer transactions to remain consistent in future years.

Number of customer transactions processed per FTE
Regulation and Licensing operates with a staff of four FTE positions (total includes 2 positions supported by the General Fund and 2 supported by Fund 40030, Cable Communications), each processing over 3,500 customer transactions in FY 2015.

LOB #12:

ADMINISTRATIVE SERVICES

Purpose

Administrative Services provides fiscal and budget administration, procurement and contract management, human resources management, staff development activities, information technology administration, and strategic planning. These services support the agency's mission and assist with meeting strategic objectives.

Description

Administrative Services provides fiscal and budget administration, procurement and contract management, human resources management, staff development activities, information technology administration, and strategic planning.

Administrative Services develops and oversees the agency-wide budgets and is responsible for fiscal administration of both the agency General Fund and the Cable Communications Special Revenue Fund. Administrative Services develops budget presentations for senior management, boards, authorities, and commissions. Administrative Services directs all purchasing and contract activities, overseeing the department procurement card program, office supply program, and accountable equipment inventory.

Administrative Services includes the role of department Human Resources Manager, with responsibilities in the areas of human resource management, training and development, compensation, and employee relations. Administrative Services coordinates the training and development activities for the department. Administrative Services manages the agency computer replacement programs and assists with information technology requests and acquisitions. Administrative Services leads the strategic planning efforts for the agency, including the development and coordination of agency performance management, the strategy map, and the balanced scorecard.

Administrative Services also oversees the management of Mail Services, the County's centralized mail provider. Mail Services processed over 11.6 million pieces of incoming and outgoing U.S. mail and inter-office mail, averaging over 44,000 pieces of mail each day in FY 2015. Mail Services annually processes approximately 2.6 million tax notices, representing over $1.7 billion in County revenue, meeting state and County code requirements for tax notice mailings.

Benefits

Administrative Services benefits the County by engaging in sound fiscal practices, adhering to local and federal policies for budget and accounting activities, and ensuring clean and transparent audits. Administrative Services is a Central Service/Internal function supporting the Board of Supervisors, County agencies, Fairfax County Public Schools, and the Department of Cable and Consumer Services.

Administrative Services supports the *Exercising Corporate Stewardship* County Vision Element. Administrative Services demonstrates accessibility, responsibility, and accountability with responsive actions; superior customer service; and sound management of County resources and assets. Administrative Services ensures efficient revenue collection, maintains countywide financial controls, adheres to countywide human resource policies, enforces countywide procurement practices, and maintains transparent and timely fiscal data. Administrative Services processed 2,660 fiscal documents and audited 198 accountable assets valued at $4,288,944 in FY 2015.

Mandates

Procurement and contract management processes are mandated by Code of Virginia Ann. Title 2.2, *Administration of Government*, Chapter 43, *Virginia Public Procurement Act*, §2.2-4300-2.2-4377, *Virginia Public Procurement Act*.

Disposition of County property guidelines are mandated by Code of Virginia Ann. Title 15.2, *Counties, Cities, and Towns*, Chapter 12, *General Powers and Procedures of Counties*, §15.2-1236, *Purchases and sales to be based on competition*.

Trends and Challenges

Recent budgets have resulted in a realignment of agency resources in order to achieve required budget reduction targets. Administrative Services works with agency program areas to minimize the impact of required budget reductions in an effort to maintain existing service levels.

Administrative Services identifies and evaluates cost savings opportunities and efficiency measures by program area to reduce costs without reductions in County service levels. Budget constraints restrict the flexibility of program areas to address changing requirements through workforce planning efforts, often requiring the redistribution of staff and resources.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #12: Administrative Services			
FUNDING			
Expenditures:			
Compensation[1]	$44,635	$0	$152,832
Operating Expenses	53,197	53,197	54,586
Total Expenditures	$97,832	$53,197	$207,418
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$97,832	$53,197	$207,418
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	2 / 2	2 / 2	2 / 2
Total Positions	2 / 2	2 / 2	2 / 2

[1] Compensation for staff and services for cable related activities are supported by Fund 40030, Cable Communications.

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of fiscal documents processed per year	2,446	2,722	2,660	2,660	2,660
Value of accountable equipment assets managed	$3,634,805	$3,750,413	$3,954,089	$4,288,944	$4,638,944
Percent of strategic plan objectives achieved	87%	91%	96%	83%	87%

Number of fiscal documents processed per year
Administrative Services is responsible for the fiscal administration of both the agency General Fund and the Cable Communications Special Revenue Fund including accounting, accounts payable, budgeting, contract management, financial management and reporting, purchasing, reconciliations, and revenue management. In FY 2015, Administrative Services processed over 2,600 fiscal documents. This number is projected to remain consistent over time, as shown in future year estimates. The agency leverages the functionality of FOCUS to support fiscal activities in an effort to reduce processing time and increase accuracy and transparency.

Value of accountable equipment assets managed
Administrative Services is responsible for safeguarding all accountable equipment in the agency, including procurement, tracking, and disposal, as required in Fairfax County Procedural Memorandum No. 12.03, *Accountable Equipment*. The agency's current accountable equipment inventory includes 198 assets, valued at $4,288,944. Administrative Services is required to complete a two-year inventory cycle, which includes a full equipment audit in year one and a random sampling equipment audit in year two. Staff manages new acquisitions, adjustments, and disposals of accountable equipment throughout the year in order to pass the inventory audits mandated by Generally Acceptable Accounting Practices (GAAP) and Governmental Accounting Standards Board (GASB).

Percent of strategic plan objectives achieved
Administrative Services assists the agency director in providing management support and direction for performance measurement and strategic planning. Agency performance measures are reviewed at quarterly meetings to assess actual performance against targets. In addition, the agency tracks 23 strategic objectives as outlined on the Balanced Scorecard. These objectives are reviewed on a quarterly basis for assessment against targets. In FY 2015 the agency achieved the highest percentage to date, 96 percent, by meeting or exceeding 22 of the 23 strategic objectives.

LOB #13:

MAIL SERVICES

Purpose

Mail Services processes incoming and outgoing U.S. mail and inter-office mail. As the County's centralized mail provider, Mail Services obtains the lowest possible rates for the County by qualifying for postal discounts associated with presorting and bar-coding outgoing U.S. mail. The County obtains discounts by processing and presorting large bulk mailings such as tax notices at the Mail Services central facility. Mail Services provides prompt and accurate daily mail deliveries, takes maximum advantage of discounts available to large volume mailers, and stays current with changing technology in the mail industry.

Description

Mail Services processes incoming and outgoing U.S. mail and inter-office mail.

Mail Services operates four daily delivery routes, requiring vehicles to drop-off and pick-up mail at 263 stops across 106 addresses. During FY 2015, Mail Services processed over 11.6 million pieces of mail or over 44,000 pieces of mail each day. Items delivered by Mail Services include Board of Supervisors packages, Print Shop boxes, Archives and Records Management boxes, building plans, Office of Elections mail, and Fairfax County Public Library Talking Books for the Blind. Mail Services processes Board of Supervisors newsletters, County purchase orders, County vendor payments, court documents, and all accountable mail including Certified Mail, Express Mail, and UPS package delivery.

Mail Services annually processes approximately 2.6 million tax notices, representing over $1.7 billion in County revenue, meeting state and County code requirements for tax notice mailings. Mail Services operates two high-volume inserters, two mail metering machines, one tabbing/labeling machine, and one table-top inserter.

Mail Services consults with customer agencies on mail design and format in order to maximize available postage rate discounts. Of the 5,977,011 pieces of outgoing U.S. mail processed in FY 2015, 87.8 percent were sent at a discounted rate. These efforts resulted in savings of over $2.1 million to the County's General Fund, with the average postage cost per piece of First Class mail at $0.415 compared to a First Class stamp at $0.49.

Fairfax County Mail Services is the second largest mail volume customer at the Fairfax County Post Office, behind only the Pentagon Federal Credit Union.

Benefits

Mail Services supports the *Exercising Corporate Stewardship* County Vision Element. It supports the Board of Supervisors, County agencies, Fairfax County Public Schools, and others by processing all incoming and outgoing U.S. mail. In addition, Mail Services effectively and efficiently leverages technology to improve mail service delivery and enhance the community's access to information. Mail Services operates in accordance with the United States Postal Service Regulations that mandate the class type of specific mailings, such as Personal Property Tax Notices and Real Estate Tax Assessment Notices. Mail Services coordinates with, and educates customer agencies on, the mailing industry and services provided by Mail Services staff, ensuring County mailings are professional, beneficial, and economical.

Mandates

This Line of Business is not mandated but it complies with the United States Postal Service (USPS) mailing standards as published in the Domestic Mail Manual (DMM). The USPS DMM sets postage rates and all other aspects of the USPS service delivery. Changes to the DMM are announced in the Federal Register. Mail Services is regulated by and complies with these standards for U.S. mail.

Trends and Challenges

Mail Services assists agencies with efficient mailing options to directly reach target audiences. By using direct mailings, the County can more accurately share information with specific households.

As a result of budget challenges, Mail Services is operating with one less full-time merit position. The elimination of this position has caused Mail Services to reassign routes, assignments, and staff to ensure that mail is still processed in an accurate and timely fashion.

Changes in technology, specifically the Tax Modernization IT Project, will require upgrades to mailing equipment and will need to be addressed in future budgets.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #13: Mail Services			
FUNDING			
Expenditures:			
Compensation	$622,835	$611,038	$564,359
Operating Expenses	2,496,622	2,636,361	3,295,605
Work Performed for Others	(2,342,168)	(2,465,830)	(3,110,987)
Total Expenditures	$777,289	$781,569	$748,977
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$777,289	$781,569	$748,977
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	13 / 13	13 / 13	12 / 12
Total Positions	13 / 13	13 / 13	12 / 12

Metrics

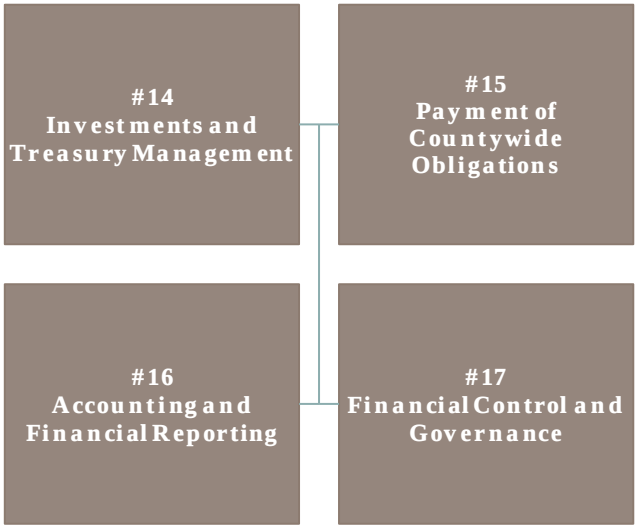
Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Pieces of mail processed	11,668,145	11,085,883	11,617,850	11,631,136	11,150,541
Pieces of mail processed per FTE	897,550	852,760	893,681	969,261	929,212
Pieces of mail processed per day	44,877	42,638	44,684	44,735	42,887
Savings to County General Fund due to processing outgoing U.S. mail at a discounted rate	$2,008,353	$1,932,719	$2,138,832	$2,000,000	$2,000,000

Pieces of mail processed
Mail Services processed over 11.6 million pieces of mail in FY 2015. In both FY 2013 and FY 2015, Mail Services processed one-time bond referenda mailings which accounted for approximately 400,000 pieces of additional outgoing U.S. mail in each fiscal year. A bond referendum is scheduled in FY 2016 and is reflected in the estimate; however, it is unknown if a bond referendum mailing will occur in FY 2017.

Pieces of mail processed per FTE
In FY 2015, Mail Services had 13 FTE positions that each contributed to processing the 11.6 million pieces of mail, or an average of approximately 894,000 pieces of mail per FTE. From FY 2016 forward, these calculations are based on 12 FTE positions, and therefore reflect an increase.

Pieces of mail processed per day
Mail Services processes, on average, approximately 44,000 pieces of mail each day. Due to the FY 2016 budget reduction that resulted in the elimination of a position, Mail Services processes the same volume of mail with fewer staff resources.

Savings to County General Fund due to processing outgoing U.S. mail at a discounted rate
Mail Services saved the County General Fund $2,138,832 through qualifying postal discounts in FY 2015. Annual increases in discounted mail reflect the expertise of Mail Services staff to identify mailings that qualify for discounted rates.



Department Overview

The mission of the Department of Finance is to protect and maintain the fiscal integrity and financial solvency of the Fairfax County government.

Finance serves the residents of Fairfax County, its vendors and partners, and agencies throughout the County. By employing prudent fiscal management and a strong customer service focus, Finance achieves its mission through ensuring that sound business processes are in place and operating effectively. The department's core functions include:

- Ensuring accurate processing of financial transactions
- Investing County cash resources prudently and effectively
- Coordinating banking services for all County agencies
- Identifying and mitigating risk of loss of County financial resources
- Paying countywide obligations in a timely manner
- Developing, maintaining, and overseeing countywide financial policies and practices
- Accounting for treasurer's funds
- Managing the County's debt service obligations
- Conducting grants management training and oversight
- Ensuring timely and accurate reporting of financial data to the governing bodies, rating agencies, and the public.

The core functions of Finance are largely mandated by state code and/or federal regulations and guidelines; in addition, the department adheres to established accounting standards.

The department has five Lines of Business:

- Investments and Treasury Management
- Payment of Countywide Obligations
- Accounting and Financial Reporting
- Financial Control and Governance
- Risk Management (non-General Fund) – see LOB #296 "Risk Management"

All of these Lines of Business work together as an integral driver in achieving the County's vision element 'Exercising Corporate Stewardship.' The Risk Management Line of Business (LOB #296) information is reported separately in Fund 60000, County Insurance Fund.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$3,804,195	$3,543,831	$3,832,284
Operating Expenses	4,313,359	4,587,830	5,188,399
Work Performed for Others	(489,732)	(724,480)	(751,697)
Capital Equipment	12,490	0	0
Total Expenditures	$7,640,312	$7,407,181	$8,268,986
General Fund Revenue	$335,712	$332,522	$330,426
Net Cost/(Savings) to General Fund	$7,304,600	$7,074,659	$7,938,560
POSITIONS Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	54 / 54	55 / 55	55 / 55
Total Positions	54 / 54	55 / 55	55 / 55

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
14	Investments and Treasury Management	$383,013	4
15	Payment of Countywide Obligations	1,606,151	22
16	Accounting and Financial Reporting	3,694,942	11
17	Financial Control and Governance	2,584,880	18
Total		$8,268,986	55

Lines of Business

LOB #14:

INVESTMENTS AND TREASURY MANAGEMENT

Purpose

The Investments and Cash Management Division (ICM) is responsible for the investment of County funds and administration of bank and cash management services for all agencies and Fairfax County Public Schools (FCPS). Both of these programs, under the authority of the Finance Director, are mandated per state code and designated by the Board of Supervisors. LOB #14, Investments and Treasury Management, comprises two programs- investments and treasury.

The investment professionals actively manage various portfolios totaling an average daily balance of $2.8 billion. The objectives include preservation of capital, timely availability of cash to meet obligations; and a return on investments that meets or exceeds industry benchmarks. Staff serves on and is an important resource for both the Investment Committee and the Bond Committee for Land Development Services.

The Treasury team provides banking services and products to County departments and agencies, FCPS and authorities. It manages the County's credit card acceptance program and coordinates electronic funds receipts and payments as well as financial information.

Description

With a strict adherence to a certified investment policy, the use of permitted investments per County code and oversight by a senior Investment Committee, individual investment vehicles are selected and staff executes purchase transactions daily. The daily cash management and optimal cash position is critical throughout the year. It allows staff to take advantage of investment opportunities and accommodate large debt payments, FCPS and retirement funding. It also efficiently invests large receipts of tax collections at critical points of the year. With the responsibility of investing bond proceeds held by the trustee, staff is able to take advantage of market opportunities and lower the overall cost of borrowing. Subjected to peer review and for the 18th consecutive year, the County received the Association of Public Treasurers Investment Policy Certificate of Excellence Award.

The treasury program provides banking services, fraud prevention products, online payment and collection, remote deposit, armored courier services and credit card acceptance programs to the County, FCPS and authorities. Through the use of the County's primary bank's online portal and direct transmission from County's financial system, staff receives and transmits payment information, fraud control measures and reconciliation services. Alternative means of communications allow staff to invest County funds in those infrequent occasions when the County is closed but banks are open, and provide maximum readiness for emergency events. Program staff meets regularly and performs outreach, education and assistance to the County, agencies and FCPS.

Benefits

The benefits provided include $14.6 million in Investment Interest revenue in FY 2015, of which $10.7 million was credited to the General Fund. The investment program provides the capability to project the inflow of revenues, estimate the amounts needed to meet monetary obligations, determine the amounts of cash available for investment; and determine the period of time funds can be invested without risk of lost liquidity. Other non-General Fund units that benefit from a professionally managed program include FCPS, Housing and Wastewater Management. This skillful management of County's cash is a critical contributor to maintaining the County's AAA bond rating.

The use of the latest technology and treasury products available, obtained at competitive pricing, provides efficiencies, fraud controls, and overall lower costs of doing business. These products include lockbox services, remote deposit, credit card acceptance program, and online payment collection.

Mandates

This LOB is fully mandated by the Virginia Code § 2.2-4500 – 2.2-4518 Investment of Public Funds Act, Virginia Code § 2.2-4400 – 2.2-4411 Virginia Security for Public Deposits Act, Virginia Code § 15.2-829 Powers of the County Treasurer; deposit of monies. Credit card acceptance rules were set by the credit card industry, and debit cards by the Durbin Amendment, passed as part of the Dodd-Frank financial reform legislation in 2010.

Trends and Challenges

Since 2008, rates on investments allowed by the Code of Virginia have been at lows not seen for 50 years. During the past year, rates have risen slightly but future increases in investment earnings rates are heavily dependent on the continued strength of the economy and the Federal Reserve Bank increasing the Federal Funds Rate.

In the Treasury arena, the use of the latest technologies allows the County to offer additional services such as remote deposit and online payment collection. Digital disbursements, which transmit payment information via text or e-mail, is an upcoming product that offers additional payment capabilities to the County's sophisticated citizenry. In the credit card industry, the use of newly mandated cards with embedded security chips will be challenging to the County as all of the point of sale terminals will have to be replaced to comply with new fraud protection standards. Continuous collaboration with the business partner departments will be ongoing as Finance strives to enhance payment methodologies and keep more investable cash on hand as long as possible.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #14: Investments and Treasury Management			
FUNDING			
Expenditures:			
Compensation	$329,882	$279,183	$374,769
Operating Expenses	23,043	6,282	8,244
Total Expenditures	$352,925	$285,465	$383,013
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$352,925	$285,465	$383,013
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	4 / 4	4 / 4	4 / 4
Total Positions	4 / 4	4 / 4	4 / 4

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Percentage that Liquidity Portfolio yield exceeds its LGIP benchmark	58%	55%	54%	50%	50%

The Department of the Treasury of the Commonwealth of Virginia manages the Local Government Investment Pool (LGIP), which is used by various governmental entities on a completely voluntary basis, and averages $3 billion. The LGIP enables these governmental entities to maximize the return on investment, adhere to state code permitted investments, and realize the economies of large scale investing and professional funds management.

The County's Liquidity Portfolio averages $1 billion dollars, is managed by this LOB and invests in the same maturities and investment securities as the LGIP. This Pool is used as a benchmark for the County's Liquidity Portfolio.

LOB #15

PAYMENT OF COUNTYWIDE OBLIGATIONS

Purpose

In accordance with Virginia Code § 15.2-826, the Director of Finance will have charge of the disbursement of County funds. Payments of Countywide Obligations are handled through the vendor maintenance, accounts payable and check writing operations. This LOB handles all payments for products and services for the County and FCPS. The process ensures accurate recording of expenditures and prompt payment of vendor invoices. Payment of Countywide Obligations also includes employee reimbursement for local and non-local travel.

Description

Payment of Countywide Obligations is centralized in the Department of Finance to capture the benefits of process expertise, consistent best practice standards, and oversight of proper payment disbursement. The LOB has three distinct programs: vendor maintenance, accounts payable, and payment disbursement. In FY 2012, the County implemented a new financial system (FOCUS) with an Accounts Payable module designed to enhance central accounts payable controls while furthering efficiencies gained through electronic accounts payable processes. Centralizing accounts payable operations ensures a strong separation of duties for the procurement to payment process.

Working with the Internal Revenue Service's Tax Identification Number (IRS TIN) matching program, the vendor maintenance program validates vendor information and taxpayer identification numbers. As such, all vendor records go through extensive review which ensures accurate reporting. This maintenance and oversight occurs for more than 31,000 business vendors. The vendor file also maintains records for County employees, petty cash accounts, and jurisdictions for garnishments and liens. As required by the IRS, the vendor maintenance program completes annual tax reporting for non-employee compensation to vendors that provide a service to the County. Form 1099-MISC Miscellaneous Income, 1099-S Proceeds from Real Estate Transactions, 1099-INT Interest Income, and 1042-S Foreign Person's US Source Income were all filed by the program in calendar year 2014. Additionally, the vendor maintenance program continues efforts to convert vendors to electronic disbursements, a more cost efficient method of vendor payment.

The accounts payable program ensures valid invoices are processed in accordance with Fairfax County policy as well as the Virginia Public Procurement Act and prompt payment requirements. In accordance with these guidelines, the program issues vendor payments within 30 days of invoicing and receipt of goods. Timely payments include targeting all discounts available by contract or by invoice. All invoices are scanned prior to processing for optical character recognition (OCR) and electronic image storage. The scanned images initiate the invoice payment process. The program processes payments for vendor invoices, bonds, rental leases, and employee travel reimbursements for expenses incurred while conducting official County business. The program relies heavily on a decentralized initiation of payment requests and goods receipts which involve staff at agencies countywide.

The payment disbursement program is responsible for payments of all County and FCPS obligations. Through this program, more than 220,000 payments are disbursed annually. Payments issued include bond payments, employee reimbursements, payroll check issuances, retirement disbursements, tax refunds, and vendor invoices for goods and services. The centralized process provides oversight of the creation of all payment disbursements and controls the release of all printed checks and electronic payments.

Benefits

This LOB provides payment for all services and materials used for the operations of the County and FCPS. Timely payment for goods and services ensures continuity of services to the County's residents and that interest earnings are maximized by not paying invoices far in advance of due dates. The centralized process allows for proper oversight and controls on the disbursement of County funds which provides stewardship over the County's financial assets. Containing the operations of accounts payable and vendor file maintenance within Finance allows for central control and oversight of all payment functions. The accounts payable program processes all travel expense reimbursements and monitors compliance with the County's travel policy.

The vendor maintenance program stays abreast of all IRS 1099 (and related forms) rules and requirements. The County is required to file annual 1099s (and related forms) by law and the program ensures the County's compliance with current IRS regulations. The compliance is required for more than 31,000 vendors, most of which are shared by multiple agencies and FCPS.

The policies, training, and customer service of this LOB ensure process knowledge and accounts payable standards are followed and understood by County agencies as well as County residents. This LOB answers more than 5,000 customer service inquiries annually and provides numerous training and workshop sessions each year.

Mandates

The LOB is fully mandated as detailed below:

- Virginia Code § 15.2-826 – Department of Finance, Director, General Duties; Virginia Code § 15.2-827 Expenditures and Accounts; require that the Director of Finance will have charge of the disbursement of County funds.
- IRS 1099 reporting for payments to non-employees for services performed on behalf of Fairfax County. All organizations making non-employee payments for services are required to report to the IRS the amounts paid per vendor. All versions of Form 1099 must be printed and mailed to the vendor as well. For calendar year 2014, the County reported taxable income to vendors with form 1099-MISC Miscellaneous Income, 1099-S Proceeds from Real Estate Transactions, 1099-INT Interest Income, and 1042-S Foreign Person's US Source Income.
- Virginia Public Procurement Act 2.2-4352 requires every agency of local government to promptly pay for the completed delivery of goods or services by the required payment date.

Trends and Challenges

The accounts payable operation is challenged by the timely approval of invoices. Annually, more than 65,000 invoices are received by the accounts payable program and are processed from scanning for image retention to posting for payment processing. The Department of Finance continues to improve processes through FOCUS to expedite invoices to agencies and increase efficiencies in the approval process. Efforts remain to coordinate with agencies on the approval of goods and services for payment and the reconciliation of their purchase orders.

Finance continues efforts to decrease the issuance of paper check payments through increased vendor participation in electronic disbursements. The staff in this LOB is actively contacting vendors to convert them to Automated Clearing House (ACH) payments. ACH is an electronic payment method that involves an electronic disbursement file communication to the County's primary bank. ACH payments are more cost effective and expedient forms of payment compared to printed checks. The department continues to explore other payment trends including the use of single account procurement cards as a payment method that earns a rebate per dollars spent, expanding the use of electronic data interchange (EDI), and other opportunities to optimize the amount of discounts achieved.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #15: Payment of Countywide Obligations			
FUNDING			
Expenditures:			
Compensation	$1,113,741	$1,196,491	$1,427,352
Operating Expenses	202,865	159,364	178,799
Capital Equipment	12,490	0	0
Total Expenditures	$1,329,096	$1,355,855	$1,606,151
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,329,096	$1,355,855	$1,606,151
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	20 / 20	20 / 20	22 / 22
Total Positions	20 / 20	20 / 20	22 / 22

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Annual 1099s Produced and Filed with Internal Revenue Service	4,835	4,642	4,600	4,600	4,600
Invoices Processed	68,365	66,257	65,681	65,000	65,000
Total Disbursements	252,901	238,121	234,275	234,000	234,000
Percentage of Electronic Disbursements	32.52%	34.77%	35.68%	37.53%	40.15%

The "Annual 1099s Produced and Filed with the Internal Revenue Service" metric represents the number of vendors whose payments require tax reporting to the IRS. More than 31,000 vendors are reviewed for reportable status for their business and payment type. The volume is not expected to change and would not indicate a success or problem for the payment process. Instead, these totals represent the level of effort required by the LOB's vendor maintenance program. The key factor to the volume is the number of vendors Fairfax County contracts business for services with. No change in the department's processes would affect a change to the volume of 1099s produced.

The "Invoices Processed" metric has trended lower since FY 2013. The implementation of FOCUS with enhanced purchasing capabilities available through the FOCUS online marketplace along with increased procurement card usage contributed to the decrease in invoices processed by Finance. The decrease lessened between FY 2014 and FY 2015 and the expectation will be for this to level off. This was expected with FOCUS marketplace purchasing providing a new method for procuring certain goods. FOCUS provided an efficient centralized invoice process and this metric represents the total invoices processed by Finance. Procurement card usage and budget limitations are key factors in the number of invoices processed.

The "Total Disbursements" metric represents the number of payments made through this LOB's programs. Payments are for vendor obligations, tax refunds, employee reimbursements, debt services, 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.

Payment disbursements by check, ACH, or wire show a trend towards electronic payments, as measured by the "Percentage of Electronic Disbursements" metric. The decrease in checks issued and increase in ACH disbursements represent savings to the County by reducing the cost of postage, check supplies, and printer maintenance costs. The increase in ACH payments is expected with the goal to add more vendors to the ACH payment method and reduce printed checks.

LOB #16

ACCOUNTING AND FINANCIAL REPORTING

Purpose

LOB #16, Accounting and Financial Reporting, ensures that the County has appropriate accounting processes in place throughout the departments, accounting records are accurate, and entries are timely and proper. The LOB also ensures that consistent and reliable financial information is produced as mandated by state statutes and in line with acceptable government accounting practices. This LOB interprets and implements new accounting pronouncements from the Governmental Accounting Standards Board (GASB) that result in substantive information for County leadership, residents, other government agencies and financial/investor institutions. Through this program's work of incorporating strict adherence to Generally Accepted Accounting Principles (GAAP) as defined by GASB, the Auditor of Public Accounts (APA), along with federal agency mandates (e.g., Single Audit), the County has maintained an unblemished record of receiving unmodified "clean" opinions from the County's independent auditors.

Description

Through this LOB, Finance maintains the financial accounts used throughout the County. A team of public finance accountants assists County agencies with required financial reporting and provide technical guidance on governmental accounting standards and financial training. This program supports the individual financial needs of agencies while applying uniform standards to ensure the financial data is comparable from year to year, agency to agency, and jurisdiction to jurisdiction. Staff accountants support and monitor over 165 funds and agency accounts as well as account for $4 billion in capital assets.

In compliance with state law and to meet the needs of taxpayers, investors, and elected officials, the County produces the Comprehensive Annual Financial Report (CAFR), the APA required Audit Procedures and Transmittal Form, the Integrated Sewer System (ISS) CAFR, and the financial statements for the Economic Development Authority (EDA). Additional and separate annual financial reports are also developed for the following entities: Fairfax County Rehabilitation and Housing Authority (FCHRA), Fairfax County Park Authority (FCPA), Retirement Administration Agency (RAA), Fairfax County Public Schools (FCPS), and the Educational Employees' Supplementary Retirement System of Fairfax County (ERFC).

Through this program, coordination of the annual independent audit is executed. The conduct of the audit is managed through the Audit Steering Committee, comprising managers from the County and its component units.

Benefits

The Department of Finance has been highly successful in meeting the mandates and financial requirements associated with this program. The County's financial reports continue to receive wide acceptance from rating agencies. Additionally, annual audits of the County's financial reports have consistently received unmodified "clean" opinions from its independent auditors. Subjected to peer review and for the 38th consecutive year, the County earned a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the US and Canada (GFOA). These achievements highlight the strong commitment Finance has to the County's vision element of Exercising Corporate Stewardship, the County's *Ten Principles of Sound Financial Management*, and the County's "triple A" bond rating.

Mandates

The LOB is fully mandated by Virginia Code § 15.2-2510 Comparative report of local government revenues and expenditures, Virginia Code § 15.2-2511 Audit of local government records, etc.; Auditor of Public Accounts, Virginia Code§ 2.2-615 to 619 Implementation of Federal Mandates Act, by PL 104-156 Single Audit Act Amendments of 1996, and by the Code of Federal Regulation, Title 2, Part 200 – Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (Uniform Guidance), Subparts A-F.

Trends and Challenges

Financial accountants within the Department of Finance oversee decentralized accounting functions spread across the County's agencies and authorities. To ensure uniformity of financial management and reporting, a variety of internal control measures are designed, applied, and tested to assure the integrity of data and the protection of County assets.

While consistency and comparability of information from year to year remain vital in financial reporting, there has been an accelerated demand for greater accountability, disclosure and ease of interpretation of financial records. As the County has grown in size and complexity, so too have governmental accounting and audit requirements. GASB is recognized by governments as the official source of generally accepted accounting principles for state and local governments. GASB sets the accounting and financial standards through the issuance of pronouncements referred to as Statements of Governmental Accounting Standards. In the last three years alone (2012-2015), GASB issued 12 new statements, with many having significant impact on the County's financial reporting requirements. In addition, recent changes in federal grant reporting guidance issued by the federal government have also contributed to the increased scope and complexity of the County's annual audit.

These requirements present an ongoing challenge for the Department of Finance to keep accounting staff fully trained in their profession and ensure the decentralized activities of the County's departments and component units stay in compliance with these complex and changing requirements.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #16: Accounting and Financial Reporting			
FUNDING			
Expenditures:			
Compensation	$868,493	$929,557	$854,362
Operating Expenses	2,682,384	2,955,744	3,592,277
Work Performed for Others	(489,732)	(724,480)	(751,697)
Total Expenditures	$3,061,145	$3,160,821	$3,694,942
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$3,061,145	$3,160,821	$3,694,942
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	11 / 11	11 / 11	11 / 11
Total Positions	11 / 11	11 / 11	11 / 11

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Unmodified audit opinion	Yes	Yes	Yes	Yes	Yes
Percent of mandated requirements satisfied for all audited financial reports issued by the Department of Finance	100%	100%	100%	100%	100%

The metrics for the Accounting and Financial Reporting LOB indicate that the Department of Finance is diligent in the financial analysis of the County and consistently exceeds the minimum requirements of standard accounting principles to prepare annual financial reports that evidence the spirit of transparency and full disclosure.

LOB #17

FINANCIAL CONTROL AND GOVERNANCE

Purpose

LOB #17, Financial Control and Governance, represents two main program areas of activity as follows: 1) centralized financial operations and governance; and, 2) debt issuance and compliance. Each program area plays an essential role in ensuring proper controls are in place over key financial areas and accounts with the County. This LOB includes promulgation and oversight of countywide financial policies and procedures, performing timely reconciliations of the County's bank accounts, verifying and reconciling investment transactions and interest earned, treasury management, oversight and processing of unclaimed property, debt issuance and related reporting and post issuance compliance requirements, and other financial activities/duties required of the Treasurer under the Code of Virginia.

Description

The program area of centralized financial operations and governance covers a myriad of critical functions that are integral in keeping the day-to-day operations of the County running smoothly, including:

- Bank reconciliations are performed daily on 28 Fairfax County bank accounts. Annually, more than 300,000 disbursements go out of these accounts and 90,000 batched deposits are received. These reconciliations protect the County from fraudulent activity against these accounts and ensure that monies received and disbursed from the accounts are identifiable and appropriately authorized.
- Treasury management performs daily monitoring and verification as well as monthly reconciliation of all investment activity conducted by the Investments and Cash Management division within Finance. This independent oversight process ensures that investment transactions are properly recorded and interest earnings are apportioned appropriately.
- Staff conducts daily positive pay monitoring. This fraud detection service provided through the County's primary bank requires that each check presented to the bank appear on a list of authorized payments submitted by the County. Any disbursement that is questioned by the bank must be reviewed and researched by Finance staff to ensure it is an authorized payment.
- In the role as Treasurer, the Director of Finance has a number of financial responsibilities mandated or administratively required by the Commonwealth of Virginia including but not limited to: conducting APA local disbursement reconciliation; certifying monthly Children's Services Act (CSA) reporting; and, remitting state monies to the Commonwealth (e.g., law library fees, sheriff's fees, and other designated fees collected by external parties). In addition, Finance staff within this program are responsible for the annual remittance of unclaimed property.
- Governance functions performed within this LOB focus on safeguarding the County's funds by ensuring that all departments comply with sound financial and accounting practices and fiscal integrity standards. Staff are responsible for:
    - Developing and overseeing adherence to financial policies and procedures.
    - Grants management – recent sweeping changes to the federal guidance on grants management (Uniform Guidance) has required extensive training and outreach efforts by Finance staff to ensure all grant recipient departments are aware of the requirements set forth in the Uniform Guidance. Ongoing monitoring of departments' adherence to this guidance is necessary to avoid audit findings and potential loss of federal funding.
    - Outreach and training. Financial management support is decentralized in the County. To meet the statutory responsibility for the conduct of financial operations, this program conducts ongoing outreach efforts including department site visits, training and other learning opportunities. As an example, over 200 County departmental staff participate annually in the year-end closing conference which provides decentralized department staff with training on procedures needed to 'close the books' at the end of the fiscal year.

Bonds are a form of long-term borrowing used by most local governments to finance public facilities and infrastructure. Bond financing makes it possible to build facilities and infrastructure based on future population estimates and to spread the cost equitably over the useful life of the facilities. Once a bond is sold, a number of critical activities must occur:

- Debt service payments must be made on time and correctly.
- Continuing disclosure requirements must be met. These are rules established by the Municipal Securities Rulemaking Board (MSRB) and enforced by the Securities and Exchange Commission (SEC) which require municipal bond issuers to disclose annually important information to investors through the Electronic Municipal Market Access (EMMA) website.
- Arbitrage rebate/yield restriction must be calculated. The IRS code indicates that "a bond is not tax-exempt unless the issuer of the bond rebates to the United State arbitrage profits earned from investing proceeds of the bond in higher yielding nonpurpose investments".
- Post issuance compliance requirements must be adhered to. In order to maintain a bond's tax-exempt status, the IRS also requires bond issuers to establish and follow procedures as to how the proceeds of a bond are used and how the proceeds of a bond are invested.

The Debt Issuance and Compliance program has responsibility for ensuring each of these activities is completed accurately and within the prescribed timeframes.

The functions noted and efforts performed within the Financial Control and Governance LOB, along with senior leadership, serve as the backbone of the entire County's financial operation.

Benefits

LOB #17, Financial Control and Governance, performs essential daily operational activity, important debt management, and oversight of the decentralized financial activities of County departments and agencies. The LOB provides a significant benefit to the County by serving as a key component in ensuring that strong financial controls are in place and operating effectively throughout the organization. This is in alignment with tenets of the County's *Ten Principles of Sound Financial Management*. The oversight role of Finance benefits the County through the formation of policy/procedure guidance, training decentralized financial staff, and serving as a financial customer service resource and outreach coordinator. The LOB also serves to ensure that mandated and administratively required financial activities are carried out in accordance with the Code of Virginia regarding the Treasurer function as well as federal regulatory requirements.

Mandates

This LOB is fully mandated as shown below.

Code of Virginia Sections:

- § 2.2-3700 to 2.2-3714 Virginia Freedom of Information Act
- § 2.2-4300 to 4377 Virginia Public Procurement Act
- § 2.2-4400 to 4411 Virginia Security for Public Deposits Act
- § 15.2-826. Department of finance; director; general duties
- § 15.2-827. Same; expenditures and accounts
- § 15.2-829. Same; powers of county treasurer; deposit of moneys
- § 15.2-830. Same; claims against counties; accounts
- § 55-210.9 When intangible property held for owner by public agency presumed abandoned

- § 55-210.12 Report and remittance to be made by holder of funds or property presumed abandoned; holder to exercise due diligence to locate owner
- § 58.1-3127 Treasurer to keep account of receipts and disbursements; books open for inspection

Federal Mandates:

- 23 USC-Internal Revenue Code Subpart B Requirements Applicable to All State and Local Bonds, Sec 148-149
- PL 104-156 Single Audit Act Amendments of 1996
- 17CFR Part 240 Subpart A, Release No. 34-34961, File No. A7-5-94 Municipal Securities Disclosure
- 26CFR Part 1 TC9085 Arbitrage and Private Activity Restrictions Applicable to Tax-exempt Bonds
- Code of Federal Regulation, Title 2, Part 200 – Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (Uniform Guidance), Subparts A-F

Trends and Challenges

The County has been able to accomplish major capital improvements using long-term financing through General Obligation Bonds as well as through the use of alternative financing – all while maintaining the County's fiscal integrity as required by the County's *Ten Principles of Sound Financial Management*. Since the recent financial crisis, an even stronger emphasis has been placed on the municipal bond market by the Securities and Exchange Commission (SEC), the Municipal Securities Rulemaking Board (MSRB), and the IRS to ensure all continuing disclosure and post issuance compliance rules and requirements are adhered to. In FY 2015, this LOB was responsible for executing over $360 million in principal and interest debt service payments for more than 30 outstanding bonds.

Within the last year, the federal government instituted sweeping grant regulatory changes not seen since the mid-1990s. The County receives more than $202 million across over 530 federal and state grants, much of it subject to these new requirements. Additionally, the Affordable Care Act legislation has impacted the compliance requirements associated with those federal grant dollars. Continuous outreach and compliance oversight of these grant program dollars is necessary to educate and monitor the programs' adherence to these requirements. Single audit findings as a result of non-compliance increases the overall cost of the County's annual external audit, and could potentially result in a loss of grant dollars.

While Finance serves as the central oversight department for financial/accounting areas, there are decentralized staff and processing roles in departments and agencies throughout the County. Ensuring that staff in those agencies are properly trained and have knowledge of financial processes and necessary internal controls is a challenge, given the staff size in Finance in relation to the number of FOCUS system financial module users (1,850) and the number of staff involved in various parts of decentralized financial/procurement activities.

Resources

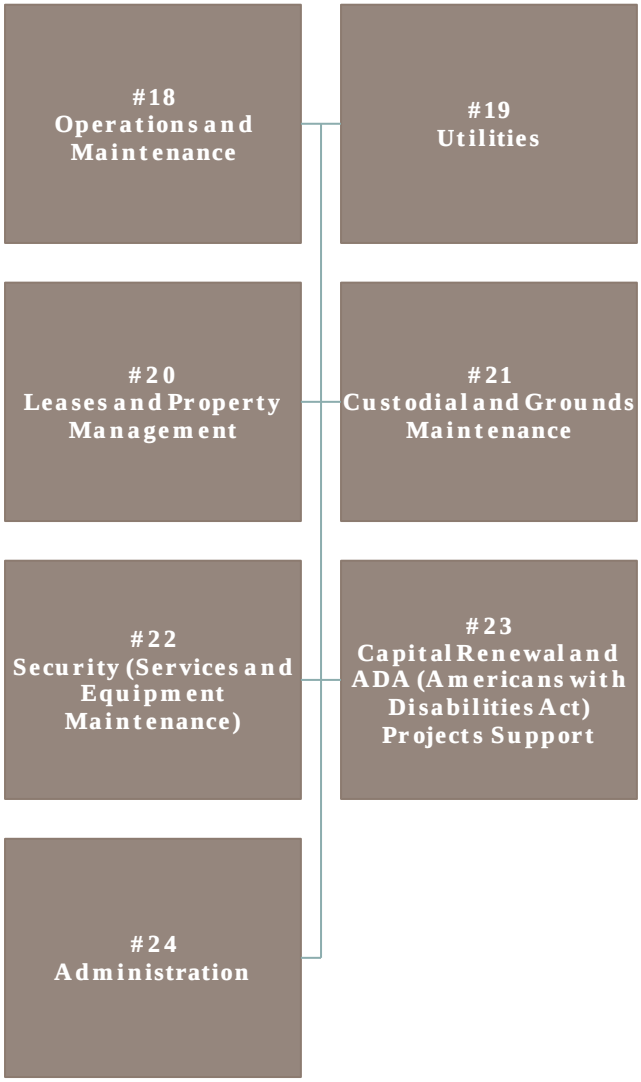
Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #17: Financial Control and Governance			
FUNDING			
Expenditures:			
Compensation	$1,492,079	$1,138,600	$1,175,801
Operating Expenses	1,405,067	1,466,440	1,409,079
Total Expenditures	$2,897,146	$2,605,040	$2,584,880
General Fund Revenue	$335,712	$332,522	$330,426
Net Cost/(Savings) to General Fund	$2,561,434	$2,272,518	$2,254,454
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	19 / 19	20 / 20	18 / 18
Total Positions	19 / 19	20 / 20	18 / 18

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Percent of bank reconciliations completed by the subsequent month	100%	100%	100%	100%	100%
Percent of debt service payments made on time	100%	100%	100%	100%	100%
Outreach/Compliance related customer inquiries	NA	1,307	834	830	830

The critical role that the Department of Finance has of maintaining the fiscal integrity of the County's funds requires that essential functions be executed on time and accurately. Highlighted in the metrics provided are two key functions within this LOB – bank reconciliations and payment of debt service. The Department of Finance 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.

As part of the ongoing outreach and compliance efforts for this LOB, customer support is a vital component. This LOB responds to department financial staff questions regarding policies and procedures, employee travel and other operational questions. A large number of inquiries in FY 2014 was a result of the implementation of an improved feature within FOCUS for employee vendor records.


#18
Operations and Maintenance
#19
Utilities
#20
Leases and Property Management
#21
Custodial and Grounds Maintenance
#22
Security (Services and Equipment Maintenance)
#23
Capital Renewal and ADA (Americans with Disabilities Act) Projects Support
#24
Administration

Department Overview

The Facilities Management Department (FMD) is responsible for providing a full range of facility management services in County-owned and designated leased facilities that are under its jurisdiction. These services include maintenance, repair, infrastructure replacement and upgrade, utilities, security services, space planning, interior design, renovations, energy conservation, custodial services and grounds maintenance. FMD is also responsible for leasing, managing and disposing of real property and facilities, as requested by the Board of Supervisors and other County agencies. FMD is focusing on a number of areas to fulfill its mission of providing safe, comfortable and well-maintained facilities. The main focus areas include infrastructure replacement and upgrade, energy management performance, and corporate stewardship for the County's Real Estate Services and customer service.

Infrastructure replacement and upgrade is the planned replacement of building subsystems such as roofs, electrical systems, HVAC, plumbing systems, windows, carpets, parking lot resurfacing, fire alarms, and emergency generators that have reached the end of their useful life. Without significant reinvestment in building subsystems, older facilities can fall into a state of ever-decreasing condition and functionality, and the maintenance and repair costs necessary to operate the facilities increase. Funding for these capital projects is provided in Fund 30020, Infrastructure Renewal and Upgrades.

Energy management is an important focus area based on annual utility costs estimated at $13.5 million in FY 2016. FMD continues to install Building Energy Management Systems (BEMS) in older buildings to increase the efficiency and control of heating and cooling systems. New building specifications already include these systems. Electrical demand meters are also being added to a number of facilities to track electrical usage and reduce peak demand, which is the main driver in electric costs. As funding is made available through the Infrastructure Replacement and Upgrade Program, old and less efficient HVAC and lighting systems are being replaced by more efficient systems utilizing current technology.

FMD provides corporate stewardship for the County's Real Estate Services. FMD is responsible for negotiating and managing leases with a value of approximately $16.9 million in FY 2016, providing property management services for approximately 683 County-owned parcels (over 3,680 acres) and providing space management for approximately 10.6 million square feet of County-owned and designated lease space in FY 2016.

Customer service is another important focus for FMD as it strives to provide responsive services to increased County agency demands. FMD regularly holds customer service meetings with all of its main customers to address service issues and periodically utilizes customer focus groups in updating the Department's strategic planning initiatives.

FMD performs preventative maintenance, minor repair services and emergency maintenance for County-owned and designated leased facilities in an effort to ensure safe and comfortable facilities for all users and to maintain capital assets, which provide County employees and residents with safe and functional facilities.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$12,674,454	$12,886,818	$12,899,114
Operating Expenses	48,548,789	48,425,375	49,605,089
Work Performed for Others	(9,355,485)	(8,917,077)	(7,980,882)
Capital Equipment	13,755	0	0
Total Expenditures	$51,881,513	$52,395,116	$54,523,321
General Fund Revenue	$5,518,208	$5,714,771	$6,387,368
Net Cost/(Savings) to General Fund	$46,363,305	$46,680,345	$48,135,953
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	199 / 199	203 / 203	203 / 203
Total Positions	199 / 199	203 / 203	203 / 203

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
18	Operations and Maintenance	$14,162,173	141
19	Utilities	13,114,130	2
20	Leases and Property Management	12,296,101	7
21	Custodial and Grounds Maintenance	7,399,136	6
22	Security (Services and Equipment Maintenance)	3,696,759	6
23	Capital Renewal and ADA (Americans with Disabilities Act) Projects Support	2,911,273	29
24	Administration	943,749	12
Total		$54,523,321	203

Lines of Business

LOB #18:

OPERATIONS AND MAINTENANCE

Purpose

The Operations and Maintenance (O&M) Division performs preventative maintenance, minor repair services and emergency maintenance for County-owned and designated leased facilities. This ensures safe and comfortable facilities for all users and maintains capital assets, which provide County employees and residents with safe and functional facilities. O&M provides a broad spectrum of services that include operations and maintenance of County-owned and designated leased facilities and building sub-systems such as HVAC systems, electrical systems, fire suppression systems, structural components, back-up systems and building energy systems.

Description

The Operations and Maintenance (O&M) Division serves 244 facilities totaling approximately 10,669,125 square feet located throughout the County of Fairfax. The division also provides in-house preventive maintenance services, routine and emergency service calls, and repair and alteration services for County-owned and designated leased facilities.

General Building Maintenance Services including maintenance, repairs and minor renovations, such as:

- Scheduled repairs and maintenance
- Roof repairs
- Flooring, walls, ceilings and other building architectural elements
- Kitchen/bathroom counters, cabinets and partitions
- Window and door repairs and replacements
- Hand rails and building signs
- Maintenance of fire doors, fire extinguishers and all door hardware
- Painting of facilities' interiors and exteriors and removal of graffiti

For example, the O&M division inspects, repairs and performs preventive maintenance at over 244 County-owned and designated leased buildings, with nearly 5.37 million square feet of roof surfaces which equates to approximately 118 acres of roofs; over 2,126 fire extinguishers, inspected yearly and replaced every 6 years; and over 382 overhead doors, bay doors and security gates, inspected and maintained by in-house and contract staff.

Electrical Services including maintenance, inspection, testing and repair of electrical equipment, such as:

- Life safety systems (emergency generators, fire alarm and fire suppression systems)
- Electrical circuits and receptacles, electrical distribution equipment, exhaust fans, hoods and motors
- Power supply and distribution systems
- Interior and exterior lighting systems

For example, the O&M division tests, maintains and operates 118 emergency generators producing over 26,886,000 watts of power for emergency lighting and back-up power, which is sufficient power to supply over 1,334 typical homes; 1,112 fire alarm and fire suppression systems; testing, inspecting and maintaining over 39,109 devices and components; and 1,621 electrical light and distribution systems with over 62,478 major components and lighting fixtures to maintain and inspect.

Mechanical Services including preventive maintenance, inspections, testing, and repairs of HVAC and plumbing systems, such as:

- Boilers, air conditioners, chillers, air handlers, heaters, pumps, gas furnaces, exhaust fans, cooling towers, roof top units, and heat pumps
- Energy management systems
- Domestic cold and hot water lines
- Water heaters
- Circulating pumps
- Building sanitary waste lines
- Building storm sewer lines
- Building natural gas piping
- Grease traps
- Oil/sand/grease interceptors
- Inspecting and approving repair work performed by maintenance contractors
- Inspecting and approving mechanical equipment replacement projects

For example, the O&M division tests, maintains and operates 2,441 air-conditioning and cooling systems, with over 9,120 individual cooling components; over 45,380 plumbing fixtures and components; over 30,814 filter replacements; 2,333 air-handlers and fans, with over 18,278 individual devices; and 1,716 heating sub-systems, with over 25,677 individual components.

Maintenance and services contracts are utilized to augment the division's in-house staff by outsourcing small maintenance/repairs which can be completed efficiently by partnering with private contractors who have specialized equipment and skillsets, such as: elevators/escalators; high voltage electrical systems and emergency generators; HVAC systems (complex chiller plants); bay doors and automatic pedestrian doors; fire sprinklers, fire alarms and security systems. For example, the O&M Contract Services section uses contracted services to provide project management of 47 total maintenance and repair contracts and 4,237 total tasks performed by maintenance and repair contracted vendors.

The Work Control Center and Warehouse services support: accurate work classification and expeditious dispatching; researching the status of work orders for others; data entry of all labor and material costs; ensuring that all materials required to perform a work order are identified on a stock request (SR), obtained in a timely manner and staged for the job; and maintaining the material status in a Computerized Integrated Facilities System (Tririga or alternative system) from receipt of the Service Request Requirement through material shop issuance.

Benefits

The benefits associated with this line of business include:

- Provide safe, accessible and healthy building environment for the public and employees
- Conserve energy through utilization of technology and energy conservation measures
- Preserve County assets through proper planning, scheduling and preventive maintenance
- Provide a level of scheduled maintenance that prolongs the service life of building systems and minimizes breakdowns that disrupt facility operations
- Increase the life expectancy of facility components and equipment, resulting in a reduced life cycle cost
- Manage all maintenance and repairs to all facility systems and equipment in over 244 facilities encompassing more than 10,669,125 square feet of space
- Respond to over 39,000 service requests annually in addition to scheduled maintenance projects

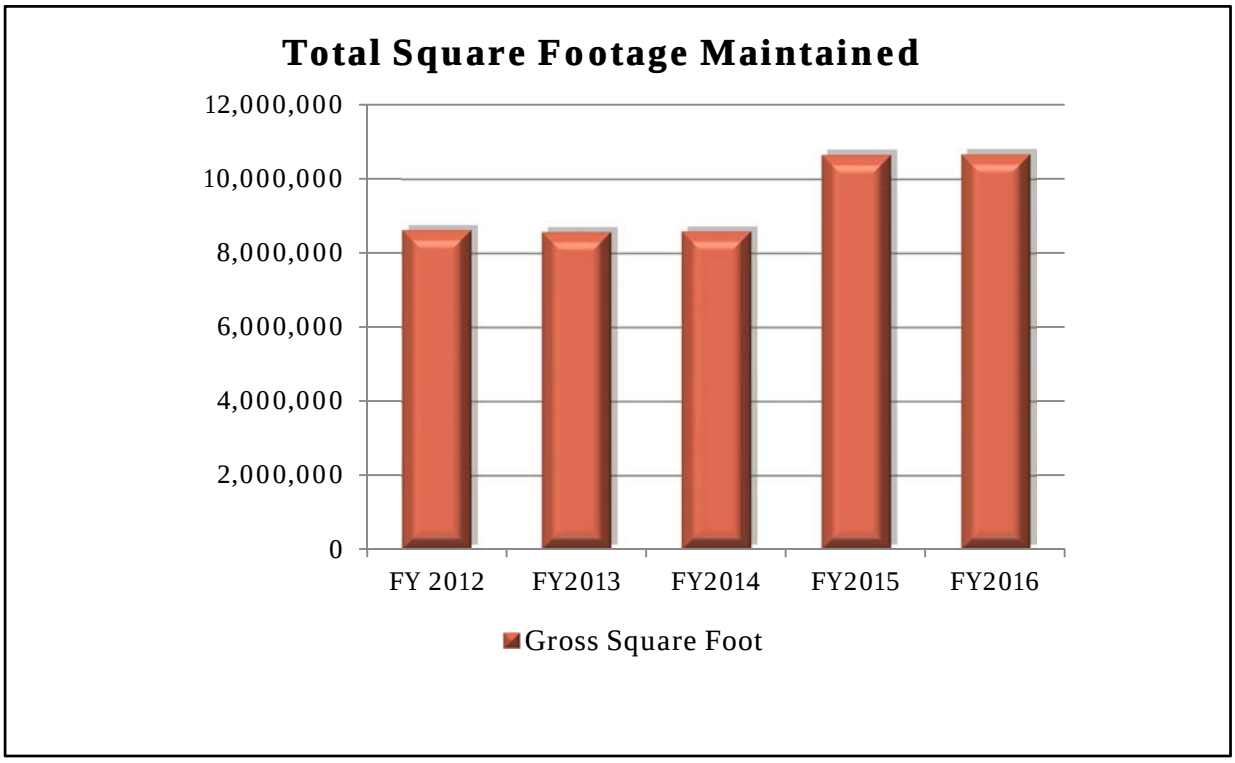
Mandates

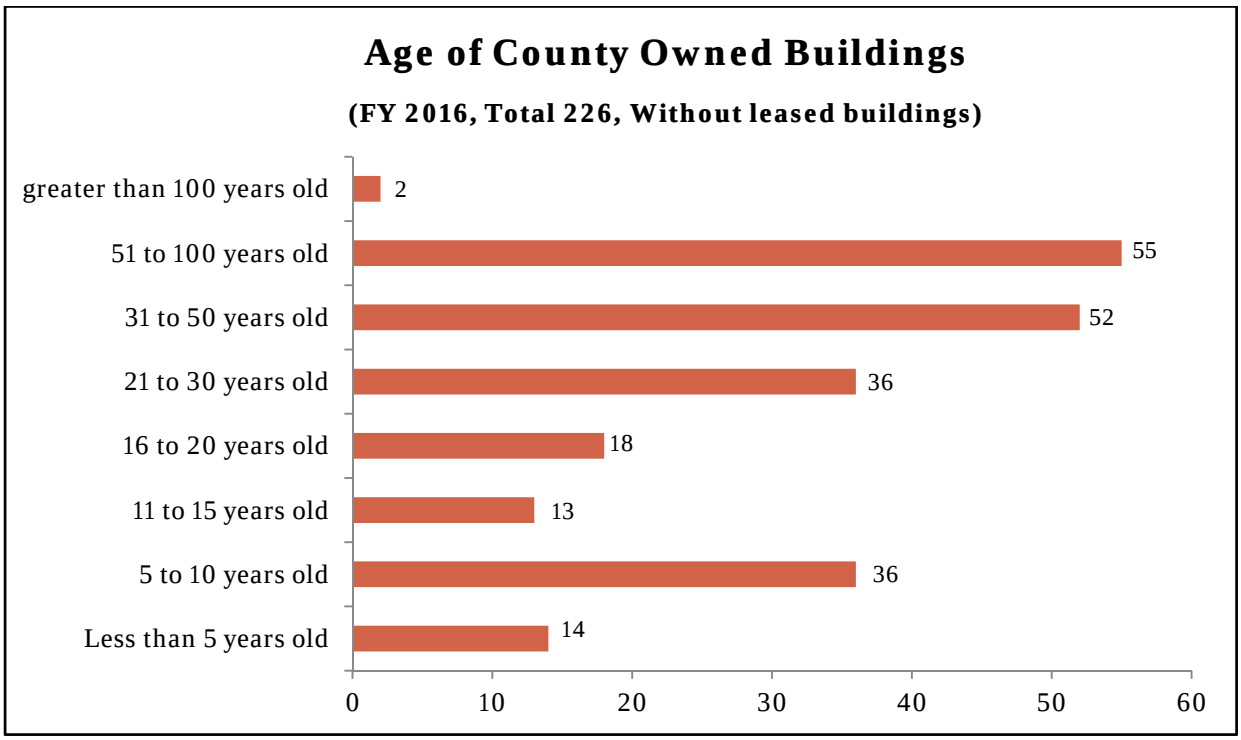
All of the following mandates must be adhered to in order to ensure a safe, accessible and healthy building environment for employees and the public as well as to ensure that the County meets the following legal requirements:

- State/County Building, Electrical, Plumbing, Mechanical, and Life Safety codes incorporate thousands of regulations that are derived from sources such as the Underwriters Labs, International Commercial or Residential Code (ICC/IRC), National Fire Protection Association (NFPA), International Building Code and the Commonwealth of Virginia Department of Labor and Industry.
- The Occupational Safety and Health Administration (OSHA) does not directly regulate facility design; however, the construction, operation and occupation of facilities must comply with OSHA regulations. O&M staff must ensure that facility operations and maintenance can be performed in compliance with 29 CFR 1910 and must not subject building occupants to conditions in violation of 29 CFR 1910.
- Americans with Disabilities Act (ADA). To comply with the Fairfax County and Department of Justice Settlement Agreement of 2011, operations and maintenance work is completed in compliance with the 2010 Federal ADA requirements.
- Virginia Department of Environmental Quality (DEQ) administers state and federal laws and regulations for air quality, water quality, water supply and land protection. For example, there are regulations governing underground generator fuel tanks, generator emissions and HVAC systems refrigerant.
- Through integrative design and application of sustainable design principles, as directed by the Board of Supervisors, all new construction projects and substantial renovations must achieve at a minimum a LEED Silver rating through the Leadership in Energy and Environmental Design (LEED) Green Building Rating System of the U.S. Green Building Council. To maintain certification, the O&M division must follow these guidelines in the use of materials and equipment in the performance of their work.
- The National Historic Preservation Act (NHPA) of 1966 mandates that owners are required to maintain and/or rehabilitate historic properties to the greatest extent possible in a manner that preserves their architectural character.

Trends and Challenges

The two main trends are related to the total square footage maintained and the aging facilities. The total square footage maintained continues to increase as demonstrated below:





As facilities grow older, maintenance requirements increase. Even as some facility systems are replaced throughout the Capital Renewal Program, maintenance requirements continue to increase due to the age of the majority of the County's facilities.

Other challenges are associated with specialized equipment/areas and maintenance staffing. There is an increased demand for the operation and maintenance of high-tech building systems, rooms, and/or equipment including but not limited to:

- Laboratories
- Isolation Rooms (communicable diseases)
- Data Centers
- Audio Visual Rooms
- Training Facilities (burn rooms, driving track, pistol range, etc.)
- Food Service
- Detention Facilities
- Evidence Storage
- Building/Energy Automation Systems and Intelligent Buildings, including:
    - 97 Building Automation Systems -monitor and control lighting, plumbing, HVAC and interlocking of items such as bay doors
    - Security Automation Systems - control security and alarm, access control and closed-circuit TV
    - 140 Fire Automation Systems work through an independent network and cabling systems to ensure continuous operation of fire systems

Maintenance staffing for FMD continues to be a challenge. In 2005, the International Facility Management Association (IFMA) surveyed over 650 Operations and Maintenance organizations to compile benchmarks. Over 650 facility organizations participated in the survey and the results were tabulated in IFMA's Operations and Maintenance Benchmarks Research Report #26. The report lists overall maintenance staffing levels based on facility size and a staffing ratio of 1-maintenance FTE per 47,000 rentable square feet. The Facilities Management Department currently employs 133 trades staff and supervisors to maintain approximately 8,987,178 RSF (Rentable Square Feet) and 8 support staff. When applying the IFMA benchmark, a total of 191.0 FTE positions are required to maintain FMD's current facilities. This equates to a staffing shortage of 58.0 FTE positions, which impacts maintenance response times and preventive maintenance hours.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #18: Operations and Maintenance			
FUNDING			
Expenditures:			
Compensation	$7,938,883	$8,030,125	$8,155,191
Operating Expenses	7,012,730	6,631,993	6,424,968
Work Performed for Others	(601,032)	(735,268)	(417,986)
Capital Equipment	13,755	0	0
Total Expenditures	$14,364,336	$13,926,850	$14,162,173
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$14,364,336	$13,926,850	$14,162,173
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	137 / 137	141 / 141	141 / 141
Total Positions	137 / 137	141 / 141	141 / 141

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Rentable Square Feet Maintained	7,235,526	7,247,687	8,987,178	9,001,541	9,232,715
Cost per Square Foot Maintained	$2.40	$2.47	$2.57	$2.02	$1.96
BOMA Benchmark (repair/maintenance)	$1.61~$2.97	$1.88~$3.13	NA	NA	NA

BOMA = Building Owners and Managers Association (Washington DC/VA Market); Rentable = Occupied/Usable space; NA = BOMA Benchmark not available; the BOMA Benchmark is based on calendar years, therefore, the FY 2015 Actual is not available.

The metrics provided illustrate that the department is performing this line of business efficiently and it is benchmarked within industry parameters. This line of business relies heavily upon the use of contracted services to augment department staff in maintaining County facilities. This has resulted in efficiencies in providing services.

LOB #19:

UTILITIES

Purpose

Energy management is of great importance to all Fairfax County residents. The energy used by buildings is mostly generated by burning fossil fuels, which releases greenhouse gas emissions that contribute to climate change. Efforts made to reduce energy consumption help to preserve resources for the future, reduce environmental pollution and provide for decreased utility costs. The Facilities Management Department's (FMD) efforts result in reduced greenhouse gas emissions and carbon footprint. FMD has established an internal goal to reduce energy consumption by a minimum of 1 percent per year (measured in kBtu/square foot, Kilo British Thermal Units, a measure of energy) for the buildings in FMD's inventory.

Description

Energy Management Services performs the following tasks: managing and updating the facility energy policy; monitoring of utility consumption and costs partnering in coordination with Capital Renewal projects to improve energy efficiency of facility systems; and controlling building energy usage through Building Energy Management Systems

FMD's Energy Strategies currently include:

- Building Energy Management Systems (BEMS) - Install and maintain remote computer control of lighting, heating, ventilating and air conditioning (HVAC) systems in buildings.
- Utility Contracts – In December 2012, the Facilities Management Department (FMD) negotiated a 6 month natural gas contract extension with a utility rate of $4.86 per 1,000 cubic feet of natural gas (to burner tip) for County facilities; the previous rate was $10.15 per 1,000 cubic feet of natural gas. In June 2013, FMD negotiated a new 3-year contract for natural gas. Under the old contract, the FY 2012 FMD cost for natural gas was $2.053 million and the highest year cost (2010) was $2.542 million. Under the new contract, the annual estimated cost for natural gas is $1.7 million (adjusted for 2010 actual), which represents a contract savings of $1.038 million for the first year or $3.115 million over the three year period of the contract.
- "Energy Cap" Energy Tracking Software - This is a computer software package that provides FMD with a comprehensive database of building utility information. This database is used for analyzing the energy consumption for our buildings. Each utility bill, for each building, is uploaded into the program each month where the data is then manipulated in various ways by using the reporting features of the program. This information allows us to identify high energy use buildings, track changes in a building energy use from year to year, and forecast energy usage for each utility.
- Temperature Set-point in County buildings – Establish and regulate temperature set points in County buildings to maintain comfort and to balance energy consumption. The current office indoor summer temperature range is 74 - 76° F and the indoor winter temperature range is 70 - 72° F.
- Review New Building Designs – FMD reviews all new building designs prior to construction to ensure they are highly efficient once built. This includes review of architectural systems (window types, insulation and passive solar designs), mechanical systems (chillers, boilers, controls, etc.) and electrical systems (lights, occupancy sensors, day light harvesting and generators).
- System Replacement - When implementing capital renewal projects, FMD routinely incorporates high efficiency equipment (motors, chillers, boilers and packaged cooling equipment) to replace old inefficient systems. The energy savings are sometimes difficult to quantify, but this strategy keeps us moving forward with energy conservation as part of our daily work.

Energy savings are primarily realized through Capital Renewal projects. Examples of recent projects (FY 2012 – FY 2013):

- Federal Energy Efficiency and Conservation Block Grant projects were completed at seven facilities. The projects included heating, ventilating and air conditioning (HVAC) system upgrades, installation of Building Energy Management Systems (BEMS) and installation of lighting controls.
- Completed Energy Performance projects to replace HVAC components such as air handlers, boilers, pumps, chillers, motors, variable air volume boxes, air handling units, split systems, furnaces, AC units, rooftop units fans and clean duct work at 16 facilities. These projects combined capital renewal requirements with energy saving strategies.
- Completed Energy Performance projects to install and upgrade and/or replace BEMS at 6 facilities. The BEMS are computerized systems which monitor and control the mechanical and/or lighting systems in facilities. Specifically the BEMS control building climate within a specified range, provides lighting based on occupancy schedules and monitors system performance.
- Completed Energy Performance projects to improve building envelopes at 4 sites. The projects included the replacement of skylights, caulking of windows and expansion joints, window replacement and replacement of wall flashing. These projects combined capital renewal requirements with energy saving strategies.
- Completed construction to install interlocking of bay doors at fire stations. When the bay doors open the HVAC system in the bay shuts off so as not to condition outside space. A computerized tracking system to monitor bay doors was implemented as part of this project.

There are 96 buildings in the inventory that have real-time Building Energy Management Systems (BEMS). As the County replaces an existing building with new construction or replaces a building's HVAC system (end of lifecycle replacement), a BEMS is specified for installation. All buildings without a BEMS are monitored through a building utility bill review process (monthly). All utility bills are tracked through "EnergyCap" Energy Tracking Software; this is a computer software package that provides FMD with a comprehensive database of building utility information. All gas and electric utility bills are directly uploaded monthly, by the providers, into EnergyCap. There are 188 water accounts and 1,457 water bills (multiple meters at various addresses and each meter is billed separately) that are manually entered into EnergyCap. In FY 2015, FMD implemented a new module of EnergyCap that allowed the water utility provider to automatically upload the water bills.

Benefits

The benefits associated with this line of business include:

- Provides oversight of utility consumption
- Energy efficiency saves money and reduces financial risk from rising energy costs
- Energy conservation is good for the environment. Increased efficiency can lower greenhouse gas emissions and other pollutants as well as decrease water use
- Energy conservation enhances quality of life
- Energy efficiency retrofits in buildings (e.g. insulation retrofits) create conditions that support improved occupant health and well-being
- Promotes energy efficiency and conservation in County buildings, facilities, and operations

Mandates

This line of business complies with the following mandates:

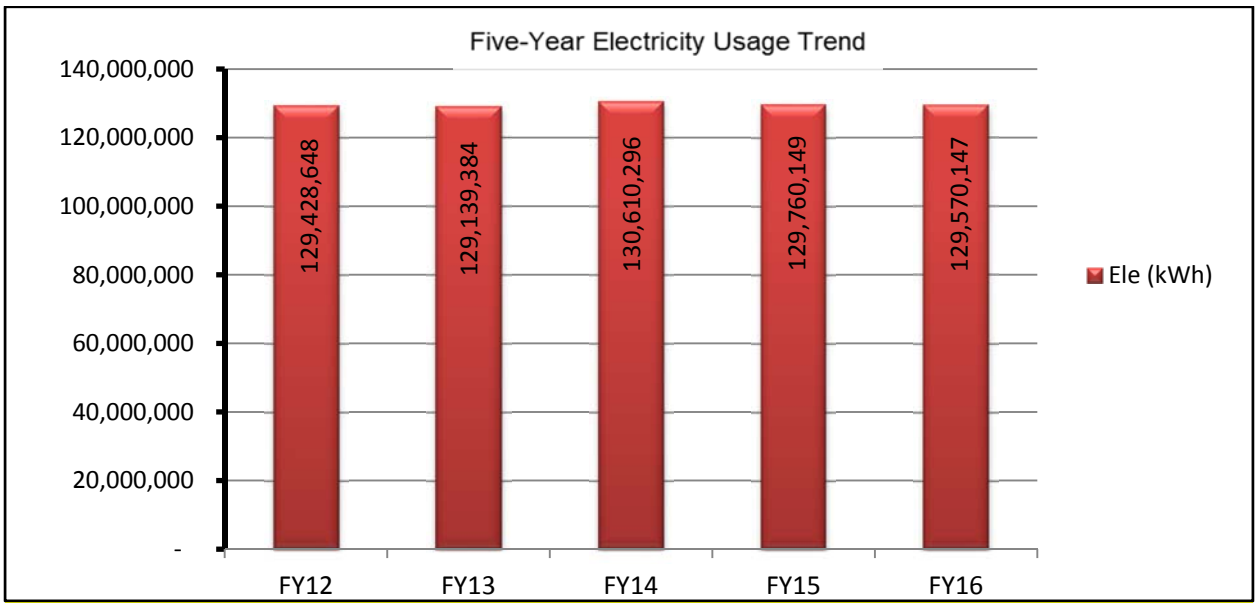
- Procedural Memorandum No. 25-29: The purpose of this County policy is to assist the goal of reducing energy consumption in County facilities while providing a comfortable working environment for building occupants.
- Voluntary standards are established by The Association for Heating, Refrigeration, and Air Conditioning Engineers (ASHRAE), American Society for Testing and Materials (ASTM) and other technical standards setting groups.

It is the policy of Fairfax County government (County Board of Supervisors adopted Energy Policy http://www.fairfaxcounty.gov/living/environment/county-energy-policy.htm) to promote the following measures in order to conserve and manage energy resources in a pragmatic way based on a review of the costs and benefits that is consistent with the Board of Supervisors' Environmental Agenda and the Cool Counties Climate Stabilization Initiative:

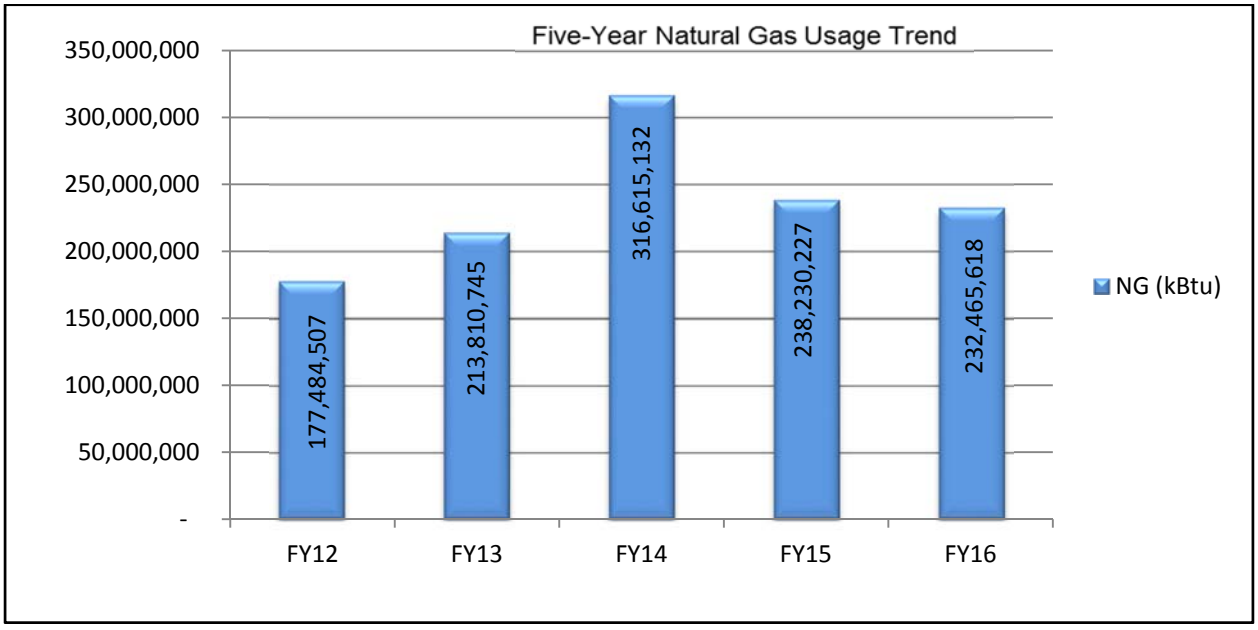
- Energy efficiency and conservation in buildings, facilities, operations and vehicles
- The use of alternative and sustainable energy options
- Waste reduction and recycling
- The use of more fuel efficient and alternative fuel vehicles in an appropriately-sized county transportation fleet
- Implementation of energy efficiency and conservation projects that have a return on investment which includes short- or long-term tangible or intangible benefits, and support environmental goals
- Distributed energy projects in which energy is generated on-site, rather than transmitted
- Land use patterns and transportation systems that serve to reduce energy usage
- Intergovernmental energy efficiency efforts
- Energy efficiency and conservation efforts by County employees, employers, and residents

Trends and Challenges

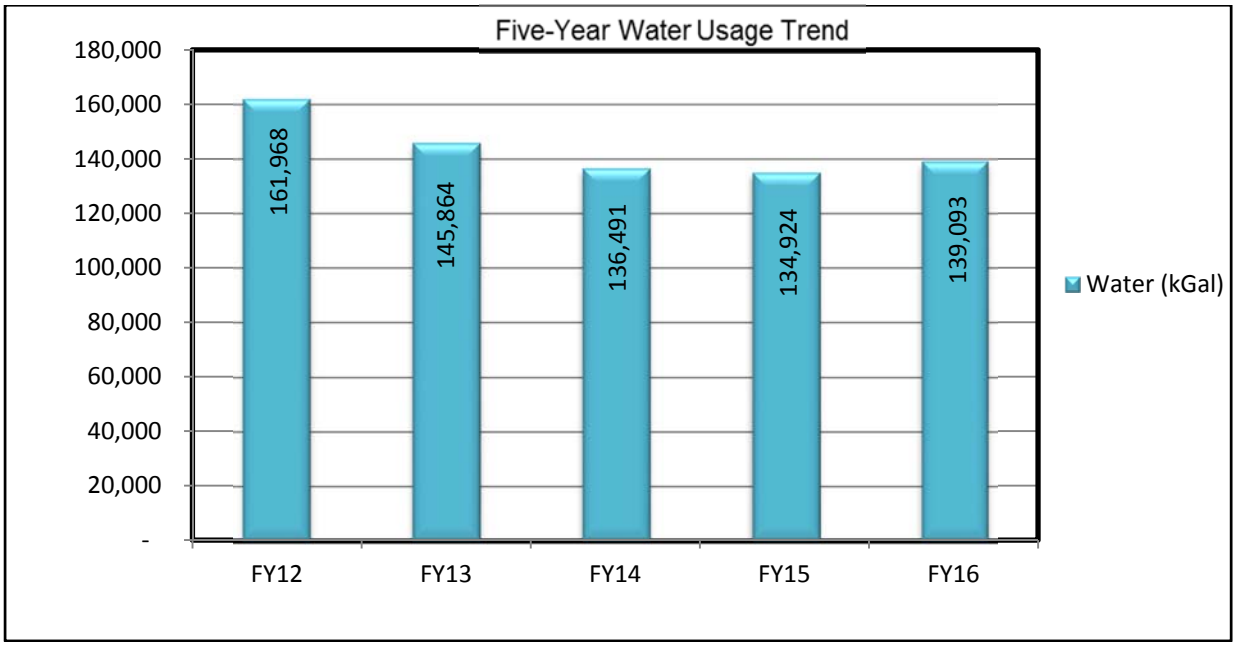
The main trends associated with this line of business are related to electricity and natural gas usage, water consumption, and total energy cost. Electricity usage has been constant, notwithstanding the unusually warm summers experienced over the past two years. Although June 2015 is considered the hottest month on record, energy conservation methods in place have resulted in a marginal 0.65 percent decrease from FY 2014.



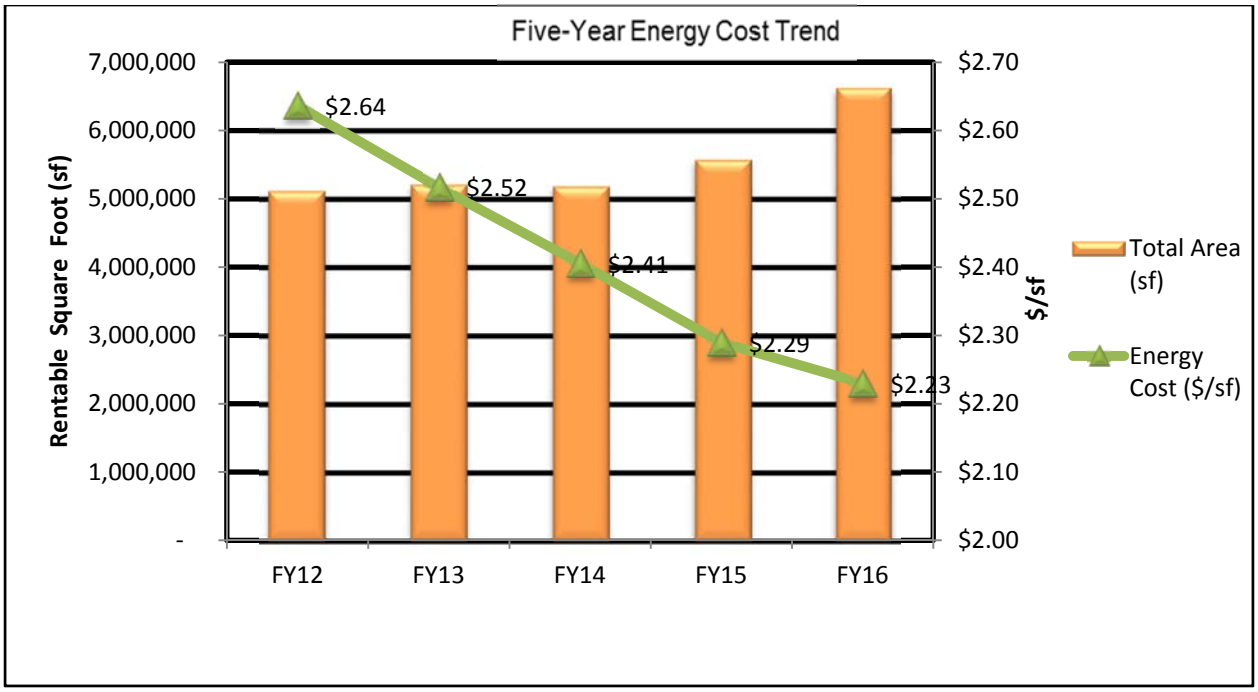
Natural gas has the highest sensitivity to weather changes and the region has experienced in excess of six Polar Vortices during the winters of FY 2014 and FY 2015. FY 2014 registered 48 percent more thermal energy use over FY 2013, while it decreased in FY 2015, again due to energy conservation methods, approximately 25 percent below the FY 2014 record usage.



The trends in water consumption reduction continue based on conservation measures deployed by FMD, such as low-flow and dual flush toilets. FY 2016 will show a slight (approximately 3 percent) upward movement in demand due to the additional 424,500 square foot increase to the building inventory in FY 2015 that was primarily due to the addition of the Merrifield Center.



When looking at the total energy cost on a "gross square-footage" basis for Fairfax County Government, there continues to be a decreasing trend in costs, despite the increases in square-footage, since FY 2012. Fairfax County Government has experienced a total reduction of $0.27/SF of total energy consumption, which is a 5-year reduction of 13.7 percent or an annual decrease of 2.7 percent.



Challenges

Many of the County's existing buildings are poor performers when it comes to energy efficiency primarily due to aging building systems, general operational inefficiency and heat loss through the building envelope. Other utility/energy challenges include:

- Identifying, developing and implementing solutions to consume less energy and to consume energy smarter, particularly in ways that will not compromise building systems operations.
- The typical approach to building retrofits is to "pick the low-hanging fruit," a process that involves doing the most cost effective, minimally invasive measures that tend to have quick payback periods. These renovations, which typically consist of lighting retrofits or simple boiler replacements, tend to yield savings of up to 20 percent. However, in order to see savings as high as 50 percent that have higher potential for reducing carbon emissions, a wide range of integrated energy efficiency measures must be implemented that address multiple factors impacting energy use in a building. These measures include upgrades to the building envelope, mechanical systems, lighting and electrical systems, system controls and changes in tenant/end user behavior. Rather than being considered individually, these measures must be integrated into a comprehensive package in which each measure is evaluated in conjunction with other proposed measures to achieve the most effective overall approach to energy efficiency. This type of energy retrofit approach requires substantial capital investment.
- Building Automation Systems (BAS) play a key role in managing energy usage. These systems are technologically advanced and require ongoing, systematic technical expertise, management, maintenance and training.
- Engaging end users to reduce plug load by replacing inefficient equipment and eliminating use of space heaters and other unauthorized equipment (behavioral changes).
- There has been a steady increase in the quantity of specialized areas that are energy intensive such as labs, evidence storage, data centers, etc.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #19: Utilities			
FUNDING			
Expenditures:			
Compensation	$177,383	$162,714	$164,504
Operating Expenses	13,077,686	13,267,037	13,817,396
Work Performed for Others	(643,837)	(620,339)	(867,770)
Total Expenditures	$12,611,232	$12,809,412	$13,114,130
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$12,611,232	$12,809,412	$13,114,130
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	2 / 2	2 / 2	2 / 2
Total Positions	2 / 2	2 / 2	2 / 2

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Utility Rentable Square Feet	5,215,481	5,187,483	5,573,987	5,588,349	5,819,523
Utility Cost per Square Foot	$2.52	$2.41	$2.29	$2.38	$2.29
BOMA Benchmark (utility)	$1.66~$2.34	$1.92~$2.63	NA	NA	NA

BOMA = Building Owners and Managers Association (Washington DC/VA Market); Rentable = Occupied/Usable space; NA = BOMA Benchmark not available; the BOMA Benchmark is based on calendar years, therefore, the FY 2015 Actual is not available.

The metrics provided illustrate the amount of rentable square feet for utilities. Despite the increase in square footage, this LOB continues to be slightly higher or within industry standards.

LOB #20:

LEASES AND PROPERTY MANAGEMENT

Purpose

This line of business negotiates and manages County's leasing of buildings and land to effectively provide services to County residents. It manages the disposition of County-owned real property and reviews and processes requests for easements, rights-of-way and temporary use of County property. The Real Estate Management Services Division negotiates, administers and manages real estate agreements for County agencies which require leased space for specific programs and needs and other entities whose business needs require the licensing of County-owned space. This division serves as the property management office on behalf of the Board of Supervisors for County-owned buildings and is the liaison between the County and owners of leased locations and oversees various contracted building services (custodial, security and landscaping) for most County-owned facilities.

Description

Lease Management plans, coordinates, implements and administers policies, programs and procedures relating to the County's leasing of buildings and land. Services include: negotiation, development, implementation and management of complex real estate leasing and licensing agreements; provision of real estate reports and analyses of state of the market; administration of County telecommunications leasing program for facilities on County-owned property; management of on-site inspections of leased facilities; processing and reconciliation of rental payments and receipts; and implementation of proffers from developers for newly constructed County-owned and designated leased facilities

Property Management maintains and manages all Real Property owned by the Board of Supervisors (BOS) and coordinates the reallocation or disposition of Real Property owned by the Board of Supervisors. Services including: review of and recommendations for easement requests that impact County properties; review of and recommendations for requests for temporary use of County properties; implementation of County's Real Estate Property disposition policy; evaluation of right-of-way requests from developers and other governmental authorities; and research and coordination from residents requesting arboreal and landscaping services and right-of-way maintenance.

Benefits

The benefits associated with this line of business include:

- Maximizes use of County-owned office space by County agencies and other County-funded service providers
- Researches and negotiates most cost effective terms for leases within privately owned facilities
- Reduces financial burden of ongoing maintenance of County-owned land through real estate disposition program
- Captures revenue from lease of County-owned buildings and land from telecommunications providers for installation of monopoles

Mandates

This line of business complies with the following mandates:

- Code of Virginia, §15.2-1800 in connection with the disposition of County-owned real estate.
- County Procedural Memorandums: No. 25-20, Leasing of Office or Other Commercial Real Estate; No. 08-06, Procedures for the Reallocation or Disposition of Real Property owned by the Board of Supervisors or Semi-Autonomous County Agencies; and No. 25-32, Policy Regarding the Placement of Permanent Memorials, Monuments, and Works of Public Art On County Property.

Trends and Challenges

Due to the consolidation of many County programs from leased to owned space, total payments under Expense Leases have only moderately increased as additional leases for programs or agencies with a specific geographic or security justification (such as the Police Department) have come online. The Islamic Saudi Academy's lease of the Walt Whitman Intermediate Site/Old Mount Vernon High School will terminate in FY 2017 and will have a large impact on Total Revenues.

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Budgeted
Total Expense Leases	$15,350,020	$15,894,424	$15,611,152	$16,075,258	$17,126,265
Total Revenue Leases	$3,949,635	$4,080,669	$4,250,909	$4,324,376	$5,129,617

Since FY 2012, when the County transferred the last phase of park properties to the Park Authority and conveyed the right-of-way parcels for the Fairfax County Parkway to the Virginia Department of Transportation, the number of parcels and total acreage within the County inventory has stabilized.

FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
Parcels	Total Acreage	Parcels	Total Acreage	Parcels	Total Acreage	Parcels	Total Acreage	Parcels	Total Acreage
741	4,007	662	3,628	667	3,643	681	3,678	683	3,687

Challenges

Although several submarkets have witnessed stagnating rental rates as a result of recent efforts by the federal government and the private sector to consolidate their real estate footprint, transportation improvements in areas such as Tysons, Reston and Merrifield have caused sustained increases in the price of leased space in these rapidly developing areas. The County's need to distribute services on a geographic basis will inevitably result in greater leasing expenses in these high rate submarkets.

The extensive inventory of parcels under County ownership will require the prioritization of maintenance needs to fulfill the spirit of the County's "Good Neighbor" policy. Few opportunities for disposition of these properties will exist since most of the inventory consists of small, non-buildable parcels with limited economic value.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #20: Leases and Property Management			
FUNDING			
Expenditures:			
Compensation	$600,064	$519,162	$585,526
Operating Expenses	15,949,940	16,423,303	17,380,340
Work Performed for Others	(6,757,115)	(6,306,263)	(5,669,765)
Total Expenditures	$9,792,889	$10,636,202	$12,296,101
General Fund Revenue	$5,492,741	$5,713,404	$6,387,368
Net Cost/(Savings) to General Fund	$4,300,148	$4,922,798	$5,908,733
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	7 / 7	7 / 7	7 / 7
Total Positions	7 / 7	7 / 7	7 / 7

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Gross Square Feet Leased	739,027	681,463	664,613	734,272	734,272
Cost per Square Foot	$21.46	$22.86	$24.13	$22.85	$24.27
BOMA Benchmark (retail rent)	$11.04~$35.93	$13.07~$44.55	NA	NA	NA

BOMA = Building Owners and Managers Association (Washington DC/VA Market); NA = BOMA Benchmark not available; the BOMA Benchmark is based on calendar years, therefore, the FY 2015 Actual is not available.

The metrics provided illustrate the ability to obtain lease space at favorable rates when benchmarked against industry standards.

LOB #21:

CUSTODIAL AND GROUNDS MAINTENANCE

Purpose

FMD's custodial services provide daily cleaning and sanitizing for most County-owned and designated leased facilities. Some of these services include cleaning, trash removal, mopping, vacuuming and day porters covering all suites, offices, conference rooms, restrooms, hallways, stairwells and all outside trash receptacles located near building entrances and parking lots. Grounds maintenance contract services provide a pleasant outdoor environment by ensuring that the Fairfax County grounds are attractive, orderly and healthy. The Real Estate Management Services Division administers and manages various grounds maintenance contract services for most County-owned facilities and properties.

Contract services may include:

- Mowing County lawns
- Landscaping by planting flowers, shrubs, and trees
- Providing leaf control to protect grounds and walkways and prevent storm water runoff
- Watering newly planted landscape and lawn
- Cutting down tree limbs that are posing a danger
- Controlling weed growth using a combination of spraying, pulling by hand and installing mulch beds
- Applying pesticide to landscape as needed, to control numerous insect types
- Sweeping walkway of debris

Description

In general FMD contracts for service and develops technical specifications for each service type; provides technical expertise on Selection Advisory Committees and contract negotiation teams; and administers and valuates contract performance of vendors who provide services to County properties. FMD is responsible for the following contracted services:

Custodial

- Oversight for custodial service delivery at County facilities
- Cleanup and restoration in response to emergency situations (i.e., flood, sewer, sanitation issues)
- Special requests for service delivery above the standard delivery frequency
- Snow removal for Herrity/Pennino Building (sidewalks), North County Human Services Building (sidewalks) and Criminal Justice Academy (sidewalks and parking lot)

Arboreal Services (including tree assessment and tree removal)

- Responds to maintenance inquiries from County staff and residents, including:
  - Determination of property ownership
  - Assessment of health of trees with coordination of Urban Forestry Management Division
  - Scheduling and coordination of removal service with property owner
- Coordination of transport of dead trees and limbs to appropriate disposal site
- Emergency removal of trees that present a safety hazard
- Planting of bee-friendly vegetation on County properties

Mowing and Landscape

- Development of landscaping plans
- Supervision of mowing services at County properties
- Response to landscape issues that present safety or security concerns

Pest Control/Management

- Administration of pest control at County properties
- Management of termite control program

Cafeteria and Vending

- Administration of food service operations at three locations: Herrity Building, Government Center and Judicial Center
- Monitoring of kitchen equipment inventory, including maintenance, repair and replacement
- Administration of vending machine operations for County facilities

Indoor Plant Care

- Provision of commercial plant services (watering, trimming, soil management and pest control) for public areas in the Judicial Center, Government Center cafeteria and lobby and Herrity and Pennino Building lobbies
- Periodic review of plant selections, life cycles and plant replacement program

Parking

- Administration of contract for parking garage management services for Public Safety Center and Judicial Center
- Evaluation of business operations, including tracking of cashier receipts, maintenance costs and custodial contracts

Benefits

The benefits associated with this line of business include:

- Promotes a safe, secure and sanitary environment for all County facilities
- Provides rapid response to facility and property emergency situations to preserve County assets and limit liability
- Assists Supervisors' Offices in addressing constituents' requests for arboreal and landscaping maintenance of County-owned land
- Engages in ongoing evaluation and selection of vendors to ensure custodial services are provided at highest quality and at lowest cost

Mandates

This line of business complies with the following mandates:

- County Procedural Memorandums No. 08-03, Holiday Decoration Policies for County Facilities; No. 08-04, Alcoholic Beverage Use Policy; No. 25-28, Regulation of Vending Machines; and No. 25-27, Smoking Policy
- Events held at the Government Center comply with all Federal and State regulations, such as Americans with Disabilities Act (ADA) mandated accommodation, alcoholic beverage use and safety codes
- Coordination with the County Health Department and Fire Marshall's code

Trends and Challenges

During an eighteen month period covering FY 2015 and FY 2016, FMD has rebid custodial contracts with a value equivalent to 85 percent of total custodial costs at a rate that holds steady the total cost of custodial services per square foot. The 200,000 square foot Merrifield Center was added to the existing custodial contract in FY 2015, which resulted in a decrease in the cost per square foot in FY 2015 since the facility incurred expenses for a partial year. The cost per square foot is projected to increase in FY 2016 due to a full year of costs associated with the Merrifield facility.

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Cost Per Square Foot	$1.06	$1.11	$1.11	$1.08	$1.17

The local competitive market for custodial services could trend away from the County as private sector employees raise wages in the face of pressures from advocacy groups and health care reform initiatives. County staff must continue to partner with custodial vendors through communication and performance evaluation efforts to ensure high value service at competitive pricing.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #21: Custodial and Grounds Maintenance			
FUNDING			
Expenditures:			
Compensation	$471,019	$642,680	$499,914
Operating Expenses	6,693,121	7,101,328	7,343,060
Work Performed for Others	(632,859)	(620,159)	(443,838)
Total Expenditures	$6,531,281	$7,123,849	$7,399,136
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$6,531,281	$7,123,849	$7,399,136
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	6 / 6	6 / 6	6 / 6
Total Positions	6 / 6	6 / 6	6 / 6

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Custodial Square Feet	5,381,118	5,420,092	5,671,092	5,685,454	5,916,628
Custodial Cost per Square Feet	$1.11	$1.11	$1.08	$1.17	$1.12
BOMA Benchmark (Cleaning)	$0.99~$1.36	$1.12~$1.62	NA	NA	NA

BOMA = Building Owners and Managers Association (Washington DC/VA Market); NA = BOMA Benchmark not available; the BOMA Benchmark is based on calendar years, therefore, the FY 2015 Actual is not available.

The metrics provided illustrate the ability to provide custodial services within industry standards. In addition, the estimate related to the Custodial Square Feet metric indicator is projected to increase substantially from FY 2016 to FY 2017 due to the addition of the new Public Safety Headquarters.

LOB #22:

SECURITY (SERVICES AND EQUIPMENT MAINTENANCE)

Purpose

Security Services implements and maintains procedures to ensure County facilities and staff are protected in accordance with Fairfax County policy and applicable state and federal laws. Security Services develops and executes County-wide security awareness and emergency preparedness programs. The Real Estate Management Services Division administers and manages security services at designated County-owned and designated leased facilities.

Description

Security Services ensures Fairfax County facilities are safe and accessible to the public, provides security education for County employees and oversees security services at County-owned and designated leased facilities. Staff administer County contract for security services and manage the County contract for identification services (badging and criminal background checks). In addition, staff conducts facility assessments (access controls and camera systems) and reviews of security construction plans for new County buildings. Security systems and access controls require staff oversight of new security installations and ongoing maintenance of existing systems, maintenance and updating of security system software, and assessments of new security technologies for incorporation into County systems. Staff also manage Government Center Emergency Response Plan and development and implement curriculum for employee safety and security awareness (workplace violence and emergency preparedness).

Benefits

The benefits associated with this line of business include:

- Prevents harm to County staff, residents and visitors within County-owned facilities and properties; helps to avoid government interruptions and prevents loss or misuse of County property and information
- Alerts County agencies to availability and viability of security systems, components and services
- Educates County personnel on identification of security threats and response protocols
- Implements operational policies of the County Security Program: Work Place Violence, ID/Access Card, Domestic and Sexual Violence in the Work Place and No Trespassing
- Provides supplemental support to public safety agencies during emergencies

Mandates

This line of business complies with the following mandates:

- County Procedural Memorandum: No. 25-30, County Security Program
- U.S. Department of Labor Occupational and Health Administration (OSHA) Directive Number CPL 02-01-102 (effective date 9/8/2011), Subject: Enforcement Procedures for Investigating or Inspecting Workplace Violence Incidents

Trends and Challenges

The total cost of security services has increased in line with the additional square footage included as part of the County security contract. Despite the greater security footprint, the total number of Workplace Violence (WPV) Cases has declined since FY 2014.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Security Cost	$3,299,876	$3,764,464	$3,942,525	$4,160,360	$4,138,257
Square Footage Covered	9,780,375	11,159,121	11,882,614	11,882,614	12,432,614
Workplace Violence Cases	99	115	74	74	85
Workplace Violence Employees Trained	2,027	1,230	2,460	2,460	3,540

This line of business faces several challenges including limited agency resources hindering employee enrollment in voluntary workplace violence awareness training and the integration of new video surveillance and access control systems with the existing security network will require substantial effort in the investigation of cost effective technologies and the enlistment of support from the County's Department of Information Technology.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #22: Security (Services and Equipment Maintenance)			
FUNDING			
Expenditures:			
Compensation	$377,025	$385,678	$457,988
Operating Expenses	3,871,778	3,858,648	3,820,294
Work Performed for Others	(720,642)	(635,048)	(581,523)
Total Expenditures	$3,528,161	$3,609,278	$3,696,759
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$3,528,161	$3,609,278	$3,696,759
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	6 / 6	6 / 6	6 / 6
Total Positions	6 / 6	6 / 6	6 / 6

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Square Feet Covered	9,780,375	11,159,121	11,882,614	11,989,931	12,432,614
Cost per Square Foot	$0.34	$0.34	$0.33	$0.35	$0.33
BOMA Benchmark (security)	$0.12~$0.48	$0.12~$0.44	NA	NA	NA

BOMA = Building Owners and Managers Association (Washington DC/VA Market); NA = BOMA Benchmark not available; the BOMA Benchmark is based on calendar years, therefore, the FY 2015 Actual is not available.

The metrics provided illustrate the efficiency of providing security at County facilities. They also show that the efficiency indicator is within industry standards.

LOB #23:

CAPITAL RENEWAL AND ADA (AMERICANS WITH DISABILITIES ACT) PROJECTS SUPPORT

Purpose

Capital Renewal is the systematic management process of planning and budgeting for known future cyclical repair and replacement requirements that extend the life and retain the usable condition of facilities and systems, not normally contained in the annual operating budget. Capital renewal is a planned investment program that ensures facilities will function at levels consistent with County priorities and missions.

The Design, Engineering and Construction Division (DEC) provides a variety of professional engineering, design and construction services for over 9 million square feet of space. Project managers, engineers, space planners and architects manage ADA and Capital Renewal projects that include infrastructure replacements and upgrades of roofs, elevators, fire alarms, generators, electrical systems, building energy management, HVAC systems, building envelope, space renovations and building sub-system assessments. Additionally, this division corrects Americans with Disability Act (ADA) deficiencies as required by the 2011 Fairfax County Government and Department of Justice (DOJ) Settlement Agreement.

Description

Capital renewal is the replacement or upgrade of old, obsolete building systems and components. As the inventory of County facilities ages, it is important for the County to reinvest in buildings and replace aging building equipment. Capital renewal extends the serviceability and life of a building and provides for the continued effective, efficient and safe operation of a building. Capital Renewal needs vary by building size and type, the extent of facilities use and abuse, quality of original construction and maintenance management. Levels of current operating budgets and special appropriations for capital renewal and deferred maintenance also affect building systems conditions. However, inevitably, building systems and components deteriorate and need replacement: plumbing wears out, roofing breaks down and leaks, window frames warp, patched-up electrical wiring becomes dangerous, HVAC systems fail to heat or cool and equipment can no longer be replaced. Underfunding of capital renewal inevitably results in backlogs of deferred maintenance.

The Design Engineering and Construction Division implements the Capital Improvement Program which includes projects for planned and emergency replacement of major facility system components such as roofs, carpet, pavement, heating, ventilation and air conditioning, building energy management systems, electrical distribution systems, fire alarms, fire suppression, elevators and escalators and emergency generators.

In FY 2014 and FY 2015, comprehensive facilities condition assessments were conducted by contracted engineering firms on 48 selected Fairfax County facilities (approximately 1,829,075 square feet of space representative of older facilities). A facility condition assessment is used to develop a baseline of current facility conditions and to develop a multiyear capital renewal plan. The plan provides the foundation to replace major facility systems by providing the following information:

- Subsystem and building envelope assessment report
- Inventory of building systems, equipment and infrastructure assets
- Rank and prioritize all projects by priority and anticipated life cycle
- Recommended replacement schedule and cost estimates

The consultants perform site visits to observe external and internal building components, review department records and drawings, and conduct interviews with FMD Operations and Maintenance staff. The final reports provide replacement cost estimates based on the physical condition of the components, their ages, expected useful life, defects, deficiencies, industry standards and code requirements. Results from 48 buildings surveyed indicates an estimated capital renewal funding need of $88,729,637 million (based on 2014 dollars) through 2025 representing only 21 percent of the current building inventory.

In 2011, Fairfax County Government entered into a Settlement Agreement with the Department of Justice regarding the correction of American with Disability Act (ADA) deficiencies at County owned buildings, as well as at leased facilities. The DEC Division is responsible for the identification, design, permitting and construction management, as well as required self-reporting to correct ADA deficiencies. ADA deficiencies evaluated and corrected include but are not limited to:

- Installing ramps, curb cuts and re-grading concrete and pavement
- Adding raised control button markings and audio indicators on elevators
- Installing visual and audio life safety system alarm devices
- Providing access pathways throughout the interior of buildings
- Installing accessible door hardware and adjusting door opening/closing pressure and timing
- Installing grab bars by toilet seats and in showers
- Redesigning fixture locations to increase maneuvering space (toilets, urinals, sinks, dispensers, water fountains, lockers, showers, etc.)
- Installing accessible water fountains
- Increasing the quantity of ADA designated parking spaces and other accessible items/areas such as signs, cane detection, bedrooms, detention cells, food service, public meeting rooms, reception/service counters, etc.

The DEC Division is also responsible for the interior space planning of Fairfax County owned facilities and leased spaces. DEC provides design services and contract oversight for architectural and engineering space planning/design services.

Benefits

Capital renewal extends the serviceability and life of a building, providing for the continued effective, efficient and safe operation of a building. Without significant reinvestment in building subsystems, older facilities will fall into a state of deteriorating condition and functionality and the repair and maintenance costs will increase. Additional benefits include:

- Management/mitigation of facility or subsystem failure/safety risk
- Addressing requirements to meet legal compliance
- Assessment reporting that provides perspective on 10 year capital planning needs
- Detailed sub-system analysis within each building assessed
- Avoidance of more expensive emergency repairs occasioned by major system failures
- Reducing deferred maintenance
- Energy and sustainability advancements

The Americans with Disabilities Act (ADA) is a civil rights legislation. The law is designed to protect the civil rights of people who have physical and mental disabilities, in a manner similar to the way that previous civil rights laws have protected people who are of various races, religions and ethnic backgrounds. The ADA mandates changes in the way that both private businesses and the government conduct employment

practices and provide products and services to the general public to ensure that all Americans have full access to, and can fully participate in, all aspects of society. The ADA requires the removal of barriers that deny individuals with disabilities equal opportunity and access to jobs, public accommodations, government services, public transportation and telecommunications.

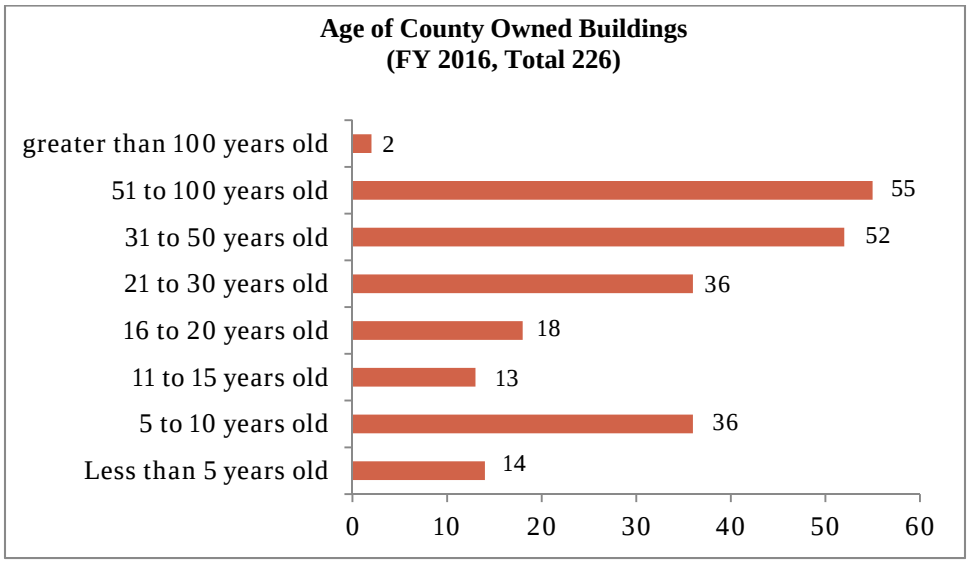
Mandates

This line of business complies with the following mandates:

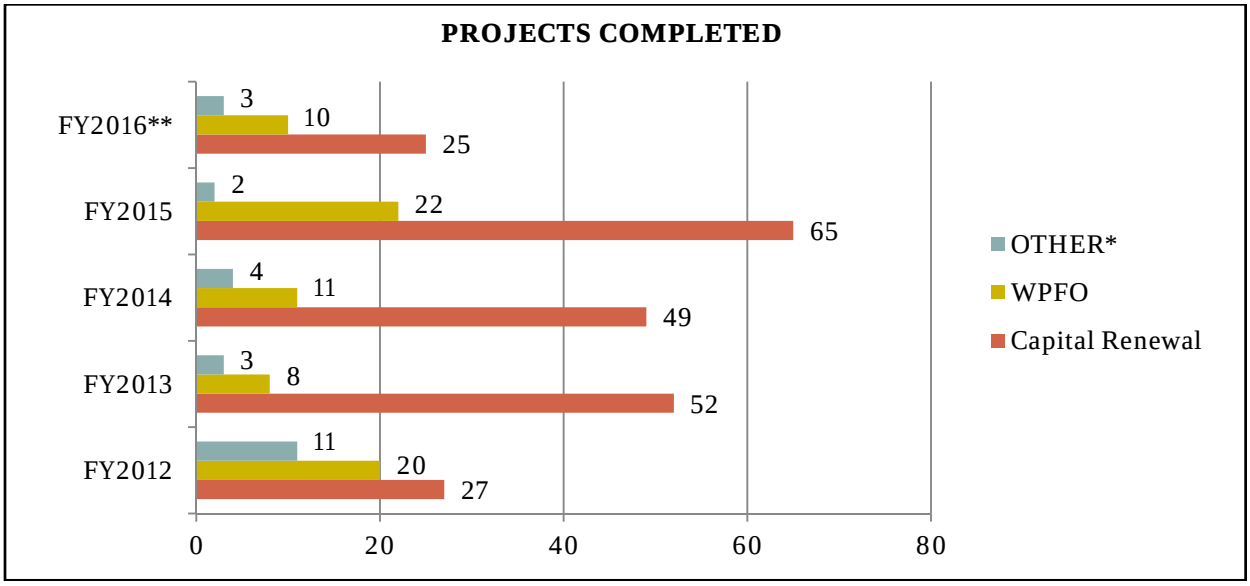
- OSHA. OSHA provides mandatory requirements for the operation of buildings as well as laws and regulations that impact building design and construction. OSHA Standard 1910.
- ADA. In 2011 the County entered into a Settlement Agreement with the Department of Justice. The Settlement Agreement provides requirements for the correction of all ADA deficiencies within County owned and leased buildings. The Department of Justice's revised regulations for Titles II and III of the Americans with Disabilities Act of 1990 (ADA) were published in the Federal Register on September 15, 2010. These regulations adopted revised, enforceable accessibility standards called the 2010 ADA Standards for Accessible Design, "2010 Standards." On March 15, 2012, compliance with the 2010 Standards was required for new construction and alterations under Titles II and III. March 15, 2012, is also the compliance date for using the 2010 Standards for program accessibility and barrier removal.
- Uniform/State/County Building codes. Building codes impact capital renewal needs/requirements and their design and construction. Building codes such as fire safety codes and structural and plumbing standards affect us in obvious ways. Others, such as lighting quality, acoustics, the air we breathe, sustainability and energy conservation also have major effects on capital renewal project needs, design and construction. Where a building was designed and constructed to meet the IECC LEED certification requirements, capital renewal projects must be designed and constructed to the standards required to continue to meet the certification. State and County Health Department codes impact facility/area design and construction where there is child care, food service, doctor offices, etc.
- Environmental Protection Agency (EPA) regulates the design, construction and replacement of many building systems (such as generators and underground fuel tanks), removal or encapsulating of hazardous materials (such as asbestos, lead paint and mold), equipment emission requirements, refrigerant compliance and storm water discharge. In 2015 the EPA revised underground storage tank regulations.
- Centers for Disease Control and Prevention (CDC) and OSHA have regulations that provide for the proper design and construction of isolation rooms. The CDC guidelines were released in 1994; the OSHA compliance directive was put in place in 1996. Negative Pressure/Isolation Rooms are used by the Fairfax County Department of Health for isolation of persons with possible communicable diseases (TB infection). The mechanical elements that make an isolation room effective will deteriorate over time, which may make the controls ineffective. For example, fans can break and ducts can become clogged and air can escape through cracks, shifting finishes or changing equipment. An isolation room that was successfully tested after construction may not be operating correctly later. Hence, periodic and ongoing assessment and renewal of negative pressure isolation rooms is important.
- International Association for Property and Evidence. Professional Standards Version 2.4 provides requirements for evidence (physical) storage areas. The standards provide requirements for exterior walls, interior walls, windows, roofs, doors, ventilation, layout, life safety equipment/systems and security. A requirement example is maintaining an evidence room temperature in a controlled environment of 60 to 75 degrees, with relative humidity that does not exceed 60 percent. The proper design of a drug storage area includes a negative pressure ventilation system that changes the air in the storage room approximately 10-12 CPH (changes per hour). Heating, air conditioning, and ventilation system duct or registers are constructed to prevent unauthorized entry into the secure storage area.
- Virginia Rehabilitation Code (2006) for historic structures.

Trends and Challenges

As facilities grow older, maintenance requirements increase. Even as some facility systems are replaced through the Capital Renewal Program, maintenance requirements continue to increase due to the age of the majority of the County's facilities. Currently, 64 percent of the buildings maintained by FMD are over 20 years old. Per industry standard most building systems require replacement at 20 to 25 years of age.



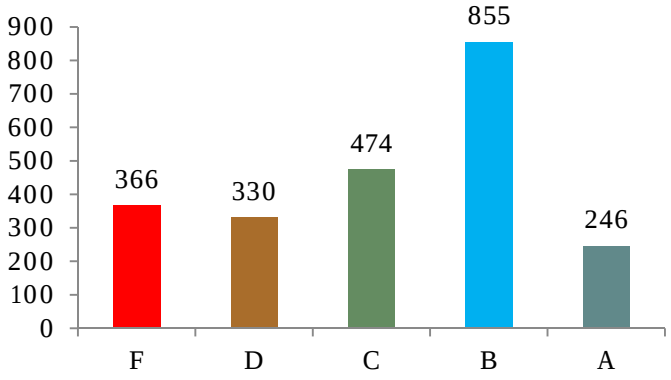
Since 2012, the DEC Division has completed 218 capital renewal projects. All capital renewal projects are completed in occupied buildings. Often, due to the need to maintain the continuity of business, projects must be phased to minimize the impact on the building and occupants. This results in projects requiring a longer duration for completion of construction activities.



*Other includes isolation rooms, Workhouse Arts Foundation tunnels, public safety bond projects, etc.
**Represents projects completed as of 9/8/2015

There continues to be a significant and unmet challenge to eliminate the backlog of capital renewal projects. In FY 2014 and FY 2015, comprehensive facilities condition assessments were conducted by contracted engineering firms on 48 selected Fairfax County facilities (approximately 1,829,075 square feet of space representative of older facilities) accounting for 21 percent of the FMD Board of Supervisors owned building inventory. The total number of required/outstanding capital renewal projects, as identified by the 48 Building Condition Assessments, is 2,271.

48 Building Assessments
Number of Deficiencies by Category



Category F: Currently Critical - requires immediate attention to correct a safety hazard, stop accelerated deterioration and/or return a facility/system to operation.

Category D: Potentially Critical - if not corrected expeditiously, will become critical within a year. Situations in this category include intermittent operations, rapid deterioration and potential life safety hazards.

Category C: Necessary but not yet Critical - requires appropriate attention to preclude predictable deterioration or potential downtime and the associated damage or higher cost if deferred further.

Category B: Recommended - items that represent a sensible improvement to the existing conditions. These are not required at this time for the most basic function of the facility.

Category A: Appearance – finishes that have deteriorated and are required to maintain the required aesthetic standards.

GENERAL GUIDELINES FOR EXPECTED SERVICE LIFE OF BUILDING SUBSYSTEMS

ROOFS	20 years
ELECTRICAL	
Lighting	20 years
Generators	25 years
Service/power	25 years
Fire alarms	15 years
CONVEYING SYSTEMS	
Elevator	25 years
Escalator	25 years
HVAC	
Equipment	20 years
Boilers	15 to 30 years
Building Control Systems	10 years
PLUMBING	
Pumps	15 years
Pipes and fittings (supply)	30 years
Fixtures	30 years
FINISHES	
Broadloom Carpet	7 years
Carpet Tiles	15 years
Systems Furniture	20 to 25 years
SITE	
Paving	15 years

ADA

FMD is also responsible for ensuring that ADA (Americans with Disabilities Act) violations are identified and corrected in 226 Board of Supervisors owned buildings as well as leased spaces comprising over 10 million square feet. The 226 buildings are spread over 400 plus square miles of urban development. To date, FMD has completed 100 percent of the assessments of County-owned properties and leased spaces as required by the ADA compliance settlement agreement with the Department of Justice. As a result of these assessments, over 3,500 Self-Assessment identified ADA violations have been identified at Board of Supervisors owned facilities that must be corrected (estimated cost of $7M). In addition, over 2,100 Self-Assessment identified ADA violations have been identified in leased spaces that must be corrected (estimated cost of $740,000)

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #23: Capital Renewal and ADA (Americans with Disabilities Act) Projects Support			
FUNDING			
Expenditures:			
Compensation	$2,295,215	$2,319,851	$2,244,410
Operating Expenses	1,774,141	946,798	666,863
Total Expenditures	$4,069,356	$3,266,649	$2,911,273
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$4,069,356	$3,266,649	$2,911,273
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	29 / 29	29 / 29	29 / 29
Total Positions	29 / 29	29 / 29	29 / 29

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Capital Renewal Funds Expended/committed	$24,528,784	$17,543,382	$12,418,255	$10,951,752	$15,125,026
Percentage of Capital Renewal Funds Expended/committed	59%	57%	52%	59%	60%
ADA Funds Expended/committed	$3,476,091	$4,460,764	$1,888,631	$2,953,518	$2,545,126
Percentage of ADA Funds Expended/committed	88.0%	99.5%	61.7%	80.0%	80.0%

The metrics provided illustrate the complexities of completing major projects (through Capital Renewal) within a 12 month period as represented in a relatively low percentage of Funds Expended/Committed. In comparison, when completing smaller, less complex ADA projects, the department is able to utilize a greater portion of the allocated funds.

LOB #24:

ADMINISTRATION

Purpose

This line of business provides the direction and overall management of the Facilities Management Department (FMD). Staff manage Human Capital Management, Budgeting and Accounting.

Description

This Line of Business is comprised of 3 distinct groups - The Office of the Director, Human Resources and Budget and Accounting. The Office of the Director provides Agency oversight and management activities, sets the agency's long and short term goals, determines agency's internal policies, provides administrative support to include clerical duties, dissemination of information, maintaining written departmental communications, conducting research, and facilitating the scheduling of meetings and appointments.

The Human Resources section serves as the liaison between the Fairfax County Department of Human Resources and FMD ensuring compliance with all applicable rules and regulations, as well as supporting supervisory and front-line staff needs. This section conducts advertising and recruiting, facilitates the hiring process, manages payroll and benefits, interprets Federal, State and County policies, and manages Workers Compensation, the pay for performance process, resolves personnel issues and provides training and development.

The Budget and Accounting section serves as the liaison between the Fairfax County Department of Management and Budget and the Department of Finance ensuring compliance with applicable rules and regulations. Staff in this section provide budget development and oversight, reconcile Accounts Payable and Receivable, reconcile financial transactions, provide logistical activities (excluding stock items) in support of the Capital Renewal, ADA, Real Estate Management, and Operations and Maintenance projects and recommend to the Office of the Director internal controls and procedures as related to financial management.

Benefits

The benefits associated with this line of business include:

- Overall management of the department
- Establishment of departmental long and short term goals
- Support for Human Capital Management activities within the department and provides a point of contact to staff
- Performs budget and accounting activities

Mandates

This line of business complies with the following mandates:

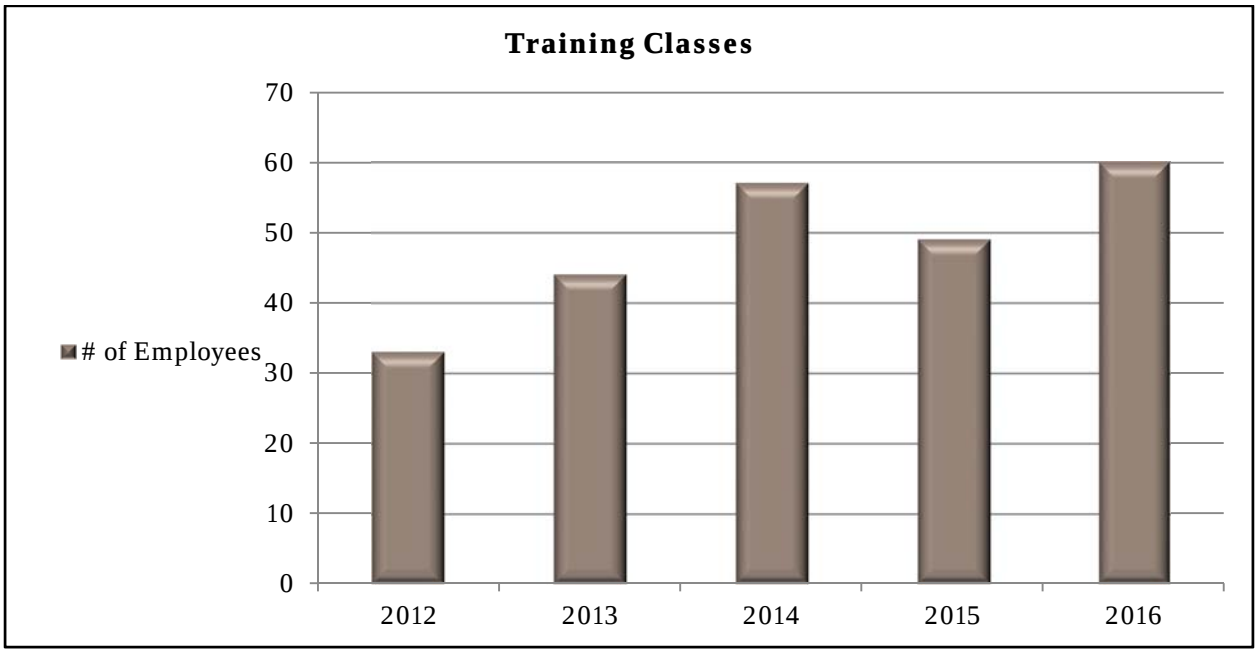
- Fair Labor Standard Act (FLSA)
- Title IV of the Civil Rights Act of 1964
- Americans with Disabilities Act
- Family Medical Leave Act (FMLA)
- Occupational Safety and Health Act – Injury Reporting
- Time and Attendance Reporting
- County Human Resources Policies and Procedures
- Financial Policy Statement 630 - Non-PO Payments
- Financial Policy Statement 634 - Signature Authorization Policy
- Accounting Technical Bulletin 50010 - Capital Assets
- Accounting Technical Bulletin ATB 10040 - Guidelines for Financial and Accounting Records Retention
- Accounting Technical Bulletin ATB 40070 - Processing Monetary Receipts
- Accounting Technical Bulletin ATB 020 - Reconciliation of Financial Transactions
- Accounting Technical Bulletin ATB 049 - Stop Payment, Cancellation & Reissue of Checks
- Accounting Technical Bulletin ATB 60040 - Vendor File and Vendor File Update
- Procedural Memorandum 06-03 - Travel Policies and Procedures
- Procedural Memorandum 12-03 - Accountable Equipment
- Procedural Memorandum 12-201 - Emergency Procurement
- Procedural Memorandum 12-16 - On-line Purchase of Office Supplies
- Procedural Memorandum 12-08 - Procedures for Obtaining Vendor Quotes for Purchases from $5,000 to $10,000
- Procedural Memorandum 12-14 - Separation of Duties
- Procedural Memorandum 12-200 - Sole Source Procurement
- Procedural Memorandum 12-04 - Technical Review of Purchase Requisitions
- Procedural Memorandum 12-02 - Use of County Procurement Card

Trends and Challenges

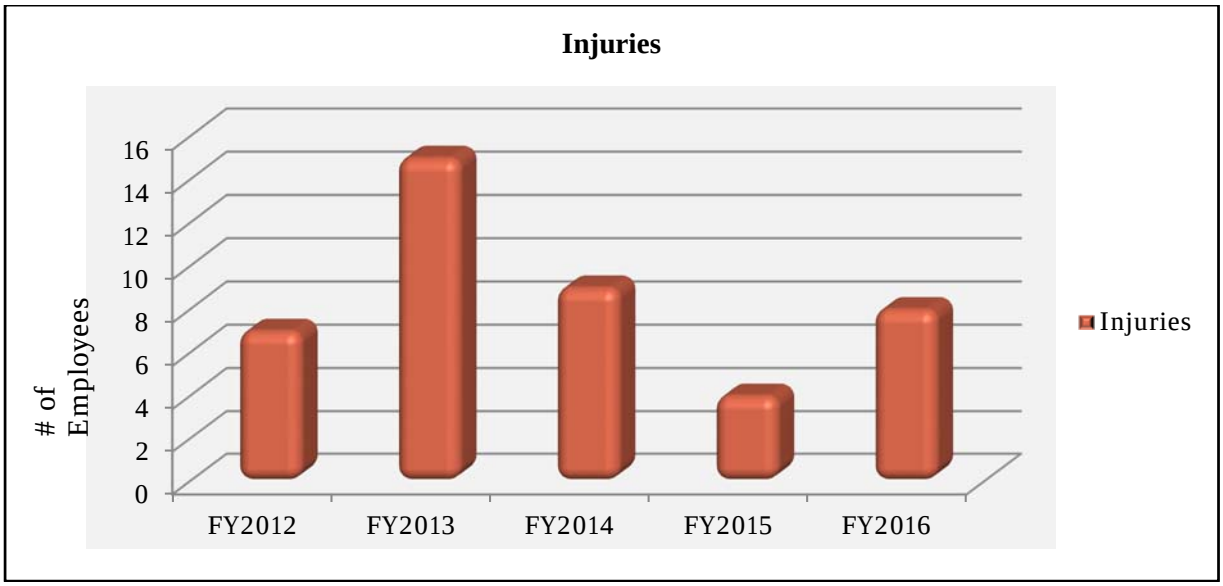
The Human Resources Team consists of 3 staff members that support a total of 203 current employees, including 10 vacancies at a time. The Human Resources Team is experiencing challenges including hiring, retirements, training, promotions, and injuries.

The department has a consistent hiring process, which includes criminal background and medical checks. The department continuously seeks succession planning initiatives to fill vacancies. Ongoing cross-training and strategic training and development initiatives prepare staff to remain competitive in their positions and allow the agency to fill vacating opportunities with existing staff. The agency continues to see an increase in promotions as training and development rises. Many FMD positions require technical knowledge and skills in addition to certifications and licenses.

Certificate programs that are currently tracked include the International Facilities Management Association (IFMA), Society of Human Resources (SHRM), LEAD Training, Northern Virginia Community College Cohort, Trades apprenticeship program and Facilities Management Professional (FMP).

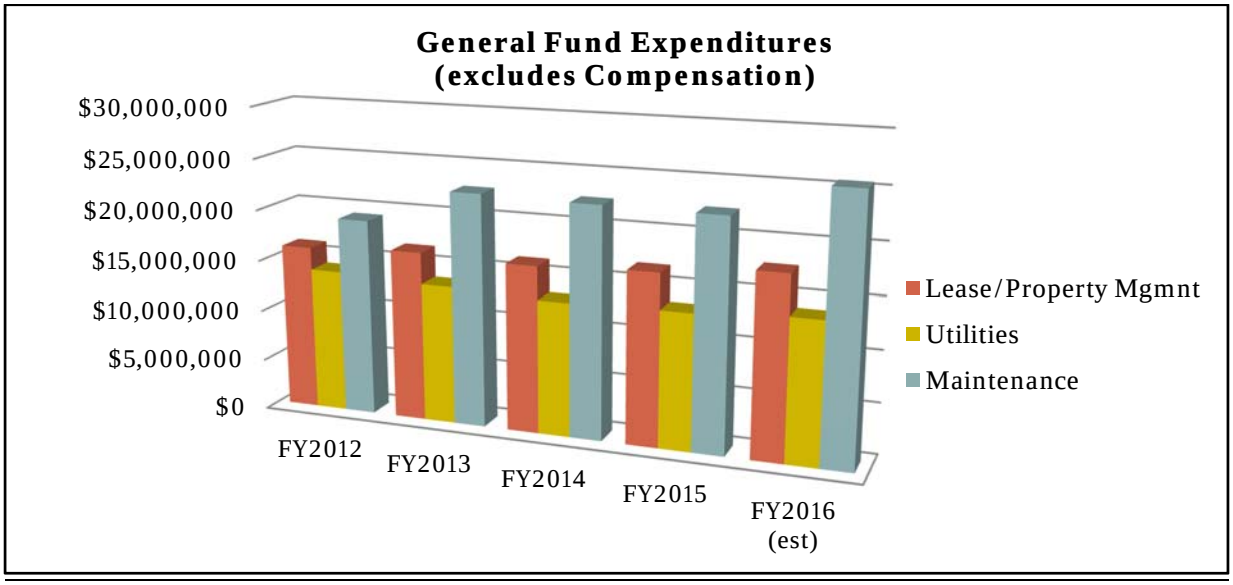


The daily duties required of FMD staff carry risk of injuries daily. Safety awareness training continues to be a priority in keeping staff members informed and safe.

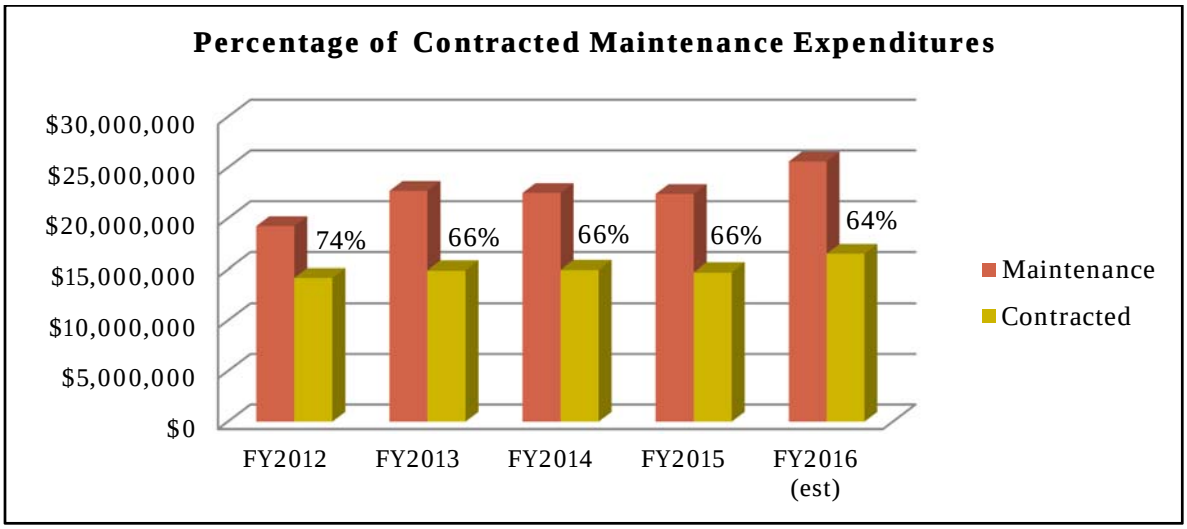


The Budget and Accounting Team consists of 6 staff members who are responsible for the financial and logistical activities of the Department encompassing the General Fund, Infrastructure and Replacement Fund, General Construction and Contributions Fund, and other funds in support of County agencies. FY 2015 ended with combined activities exceeding $79.7 million. Trends and challenges include: maintain and strengthening communication where possible, in face of increased demand, continue to provide effective and courteous customer service and provide time management continuing to meet internal and external deadlines.

The chart below illustrates the distribution of General Fund expenditures into 3 primary categories:



The graph below illustrates the level of contracted services used in support of maintenance activities:



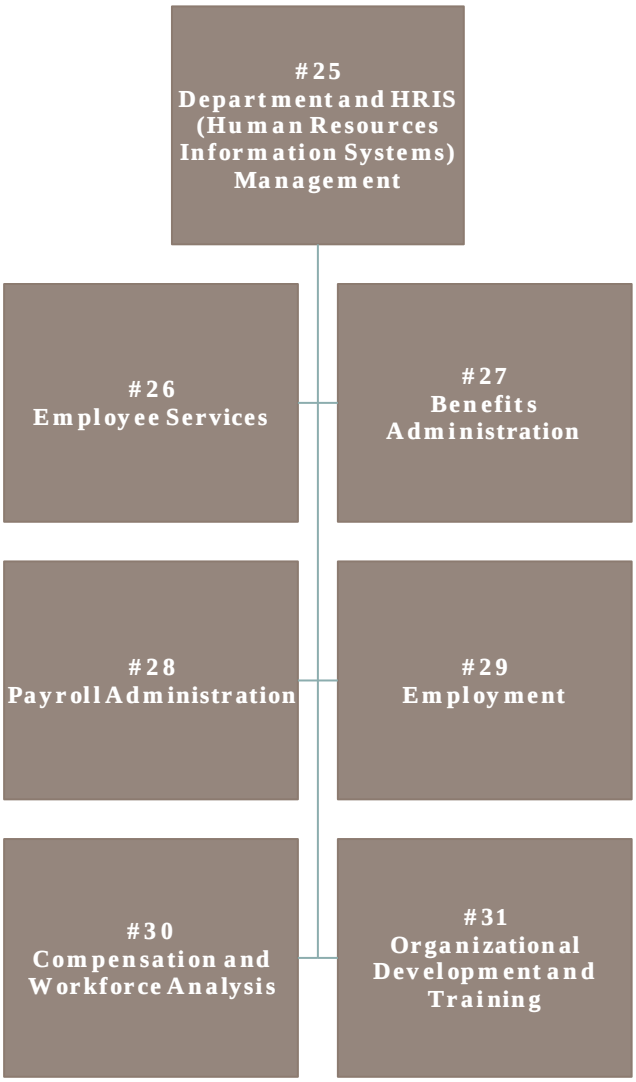
Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #24: Administration			
FUNDING			
Expenditures:			
Compensation	$814,865	$826,608	$791,581
Operating Expenses	169,393	196,268	152,168
Total Expenditures	$984,258	$1,022,876	$943,749
General Fund Revenue	$25,467	$1,367	$0
Net Cost/(Savings) to General Fund	$958,791	$1,021,509	$943,749
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	12 / 12	12 / 12	12 / 12
Total Positions	12 / 12	12 / 12	12 / 12

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total Funding Accountable	$69,337,995	$51,307,198	$59,678,238	$60,213,071	$73,570,565
Retirements	11	7	12	13	13
Promotions	13	11	17	20	20
Total Number of New Hires	10	12	16	20	20
Injuries	15	9	4	8	8
Training Classes	44	57	49	60	60

The metrics provided highlight Human Capital Management output and financial accountability.



Department Overview

The Department of Human Resources (DHR) supports comprehensive talent management and optimal employment relationships by developing, managing, and supporting initiatives to attract, retain, and develop qualified employees. DHR operates in a team-based structure with service areas of expertise to ensure focus and commitment, including Department Management, Information Systems, HR Central (customer support), Employment, Benefits, Payroll, Employee Relations, Compensation and Workforce Analysis, and Organizational Development and Training.

The department is committed to strengthening the County's ability to support a diverse workforce that will provide high quality service to Fairfax County's multi-cultural and multi-lingual population. Key to this effort is the maintenance of a robust benefit and awards package, competitive pay structure, and flexible and need-driven developmental opportunities for all levels of employees. Additionally, the department proactively partners with agencies to ensure that they receive the support and consultation needed to navigate through complex human resource issues, particularly in the areas of succession planning, leadership development, and employee relations.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$5,801,768	$5,919,596	$5,984,496
Operating Expenses	1,025,996	1,295,959	1,321,928
Total Expenditures	$6,827,764	$7,215,555	$7,306,424
General Fund Revenue	$42,095	$42,939	$42,026
Net Cost/(Savings) to General Fund	$6,785,669	$7,172,616	$7,264,398
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	76 / 76	77 / 77	75 / 75
Total Positions	76 / 76	77 / 77	75 / 75

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
25	Department and HRIS (Human Resources Information Systems) Management	$2,082,334	8
26	Employee Services	445,758	6
27	Benefits Administration	644,963	12
28	Payroll Administration	1,043,879	15
29	Employment	1,057,068	12
30	Compensation and Workforce Analysis	1,109,118	8
31	Organizational Development and Training	923,304	14
Total		$7,306,424	75

Lines of Business

LOB #25:

DEPARTMENT AND HRIS (HUMAN RESOURCES INFORMATION SYSTEMS) MANAGEMENT

Purpose

Agency Management provides overall leadership and direction to the Department of Human Resources service areas to ensure proactive, innovative, and responsive service in support of employees, potential employees and retirees. It administers the Fairfax County Merit System and is responsible for providing advice and leadership in support of the many laws and regulations that govern the workplace including the standards contained in the Personnel Regulations. Central to Agency Management is the Human Resource Information Systems (HRIS) team, which manages the overall information system for the entire workforce of approximately 18,000 including seasonal employees, part-time employees, and many volunteers. The backbone of the employee information system serving these users is FOCUS, which is used to record time worked, process payroll actions, process payroll, manage benefits, and maintain the organization's structure. The HRIS manages other end-user solutions that are integrated with FOCUS, including the automated recruitment solution and the learning management solution (Employee U).

Description

Agency Management has overall responsibility for the work done in the agency. Services are provided directly to customers such as employees, agency managers, members of the Board of Supervisors, commissions, prospective employees, retirees, constituents, and federal and state regulatory agencies. In addition, the administrative functions that are internal to the day-to-day operation of the agency are handled in this business area. The technical staff members of HRIS are functional experts in human resources in addition to having expertise in the technology that is developed and supported in collaboration with the FOCUS Business Support Group (FBSG) and the Department of Information Technology (DIT).

Agency management and HRIS have been the backbone of support for the entire agency, especially in recent years as the level of automation in the agency has increased. The staff in HRIS works collaboratively within the agency to enable and improve efficiencies, provide a more engaging experience for customers, and more closely align internal and external business strategies. Technology continues to transform how, where, and when work gets done, and the ways HR leaders can drive improved business performance.

Examples of recent achievements include functions available in Employee Self Service (ESS) and Manager Self Service (MSS) that make it easy for employees to look up their own information at any time of the day and any day of the week including holidays. All FOCUS users have role-based views of the system that give them content that is relevant and specific to them without needing to filter or search for it. Specifically, employees have a different view through ESS than managers have through MSS, and users who have additional privileges, such as HR managers and payroll contacts, have the information relevant to them. Agency Management and HRIS initiatives have made training information more easily accessible with a dramatic increase in e-learning content that is available 24/7.

Benefits

Department and HRIS Management provide consistency and direction within the department and for its customers. Services are provided directly to employees, agency managers, members of the Board of Supervisors, commissions, prospective employees, and retirees, in addition to federal and state regulatory agencies. The programs and services provided are fundamental and beneficial to the department's customers.

Mandates

Due to requirements of the Code of Virginia, the Agency Management and HRIS Division is responsible for retaining all employee records for 50 years after an employee separates from the County.

Trends and Challenges

Despite cyclical funding constraints, the department has been able to successfully upgrade its technology tools. The strategy has been to get the foundational technology tools in place, and then continue to automate with priority given to those areas that will give the largest return on investment based on the importance of the business process and the size of the audience impacted. After successfully completing the first tier of automation, the focus will now shift to automating business processes that are very important but may have a more narrow application.

Future initiatives will focus on promoting employee engagement and higher levels of productivity. One initiative that will be explored is the use of mobile technologies for basic services such as time entry, provided that adequate business controls can be developed to protect personal and confidential data. Automation and training will continue to be leveraged to improve processes and practices that could have a positive impact on employees.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #25: Department and HRIS (Human Resources Information Systems) Management			
FUNDING			
Expenditures:			
Compensation	$870,358	$826,442	$847,429
Operating Expenses	956,745	1,209,274	1,234,905
Total Expenditures	$1,827,103	$2,035,716	$2,082,334
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,827,103	$2,035,716	$2,082,334
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	12 / 12	10 / 10	8 / 8
Total Positions	12 / 12	10 / 10	8 / 8

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of employees trained to use PEAQ	119	49	48	48	48

PEAQ is the online query tool used by agency staff such as payroll contacts, HR managers, and budget contacts. This tool pulls valuable Human Capital Management (HCM) data from FOCUS to allow users to synthesize data in ways that are not readily available in FOCUS. Development of this functionality was a department priority following the implementation of FOCUS. In 2012, when FOCUS data was made available in PEAQ, hundreds of County employees rushed to get PEAQ training in order to take advantage of its intuitive reporting capabilities. The surge in PEAQ training attendance extended into 2013. After 2013, most existing County employees who needed access to PEAQ had already taken the training. In 2014 and 2015, the number of employees going to PEAQ training leveled off as attendees were limited to new employees or existing employees who have moved into finance or HR positions within their agency.

LOB #26:

EMPLOYEE SERVICES

Purpose

Employee Services supports optimizing employee performance; proactively applying disciplinary measures when necessary; ensuring employees accurately understand relevant laws, regulations, procedures and requirements governing employee and management actions; and enhancing employee and supervisory communication – the cornerstone of energized and aligned mission performance.

Description

Primary delegated authority for the work completed by Employee Services is derived from the Personnel Regulations as well as the Fairfax County Code.

On a daily basis, Employee Services staff works closely with key partners and stakeholders including HR managers, business partners in the offices of Human Rights and Equity Programs, Civil Service Commission, County Executive, County workgroups, employee representation groups and agency leaders to ensure that the work environment is productive, equitable and compliant and that employees are motivated, informed and engaged. The broad functional areas of Employee Services include the following:

- Awards: Provides organizational leadership, guidance, program administration, best practice input, and support for multiple awards events.
- Central Information Services: Serves as the initial point of contact for employee and non-employee interactions with the Department of Human Resources including telephone calls, emails and in-person visits.
- Compliance: Provides expert guidance, interpretation, review and legislative monitoring on employment laws, regulations, and guidelines.
- Consulting and Education: Troubleshoots complex employee relations matters with agency HR managers and leaders, collaboratively develops plans to address systemic and chronic employee relations issues, provides expert guidance and recommendations regarding discipline, behavioral issues, terminations, multi-faceted complex workplace issues, grievances and civil service commission hearings.
- Training: Designs, implements and supports a robust online training curriculum and multiple instructor-led training programs.
- Grievance and Civil Service Commission: Decision and process management.
- Disciplinary Actions: Guidance, review and document management.
- Program Administration: Employee Assistance Program, reasonable suspicion testing, medical testing, language stipend program, legislative liaison, document management, and policy and procedure development, guidance, interpretation, and implementation.
- Performance Management: Designs, develops and administers performance management systems including gathering feedback from employees and supervisors on a regular basis to support refinements to the system.

All work completed by the Employee Services supports the recruitment and retention of engaged and high performing employees who are the front line service providers to constituents. Additionally, this group supports achievement of the Fairfax County Employee Vision as well as countywide adherence to the Fairfax County Standards of Conduct and Code of Ethics. Employee Services results are achieved through excellent customer service skills, broad human resources content knowledge, and strong subject matter expertise in the areas of employment law/regulations, employee relations, performance management, employee rewards, motivation and recognition.

Benefits

The efforts of Employee Services directly benefit employees by providing efficient, effective and timely access to human resources information and operational support. The recognition derived from the countywide awards program increases employees' motivation. Employee Services also provides employees with a clear understanding of and accountability to the established standards for employee behavior and performance based on the performance management systems and reinforcement of the County's Standards of Conduct and Code of Ethics.

Benefits to the organization include seamless change migrations to new HR policies based on collaborative work with employee group representatives, easier identification of high performing and high potential employees for succession management through the performance management system, and an enhanced organizational employment brand image and lower recruitment costs from the retention of a strong and satisfied employee base. Employee Services minimizes the organizational disruption and lost productivity associated with grievances and Civil Service proceedings by proactively addressing problems prior to the filing of grievances and by providing organizational support when a grievance is filed. Compliance efforts ensure clean audits and avoid penalties.

Mandates

Compliance with applicable laws, rules, regulations and procedural requirements is a primary focus for employee relations specialists in Employee Services. While compliance work is done in concert with partners such as the Offices of Human Rights and Equity Programs, County Attorney, County Executive, and Civil Service Commission and stakeholders such as County senior management and employee group representatives, Employee Services is viewed as the authoritative resource for employees countywide. Compliance monitoring and management is critical to the organization. However, compliance to pass audits and avoid fines is just part of the value added. Compliance, when woven into the fabric of the organization, promulgates a constructive and accountable organizational culture with high performing employees. Employee Services staff provides leadership and guidance to promote the understanding and implementation of human resources management practices stemming from federal, state and local laws, statutory guidelines and regulations, and organizational memoranda.

Within the County, Employee Services staff has primary responsibility for managing County human resources regulatory and procedural compliance documents and processes. Employee Services staff serves as the agency's legislative liaison and authors changes to Fairfax County Government Personnel Regulations and procedural memoranda. Staff works with the Civil Service Commission, Personnel and Reorganization Committee, Board of Supervisors and employee group representatives to capture broad-based input, complete public hearings and implement approved policy and procedure changes.

Trends and Challenges

Human resources trends linked to the Employee Services Line of Business include the following:

- Automating for work simplification and data/records management;
- Creating and sustaining productive stakeholder relationships with employee representation groups to promote collaborative problem solving and direction setting;
- Continuing to champion and reinforce inclusion strategies beyond traditional diversity factors;
- Continuing to refine performance management systems and processes;
- Providing leading edge consultation and guidance on emerging issues that affect organizational culture and employee behavior, such as social responsibility, volunteerism, and work/life balance;
- Shifting from a traditional cradle-to-grave employment approach to a "performance-centric" model; and

- Increasing and harnessing employee engagement to improve performance levels and maximize employee discretionary energy.

Some of the challenges that Employee Services faces include the following:

- Implementing automation solutions using staff already allocated to performing daily operations;
- Shifting focus to address employee relations concerns and emerging issues proactively, flexibly and preemptively rather than operating in a reactionary mode;
- Taking action to increase employee engagement levels without getting mired in employee engagement surveys and processes;
- Sustaining outcome-oriented relationships with employee representation groups; and
- Seeking ways to integrate employee priorities like social responsibility, volunteerism and work/life balance into the employment brand image.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #26: Employee Services			
FUNDING			
Expenditures:			
Compensation	$0	$0	$445,758
Total Expenditures	$0	$0	$445,758
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$0	$0	$445,758
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	0 / 0	0 / 0	6 / 6
Total Positions	0 / 0	0 / 0	6 / 6

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of customer calls managed through the employee services central call staff	NA	22,246	26,297	26,800	27,500
Number of countywide awards given	NA	1,620	1,820	2,004	2,250
Number of employee relations consultations	NA	703	613	675	750

The Department is currently expanding the scope of the questions fielded by central call staff to allow professional and paraprofessional staff to perform other duties and address more complex matters. The increase in calls represents the shift to a more desirable staffing use plan. This approach reflects the agency's ongoing commitment to manage process and workflows efficiently and effectively, and is necessary as budget reductions have decreased staffing in the professional ranks.

The number of countywide awards given has trended upward in response to increased managerial attention to incentivizing and rewarding employees through the award program. This is increasingly important given limitations on direct and indirect compensation. Factors contributing to these increases include the promotion and education of staff regarding award options, the importance of awards and recognition, the increased visibility and prestige of awards, the simplification and streamlining of all aspects of the awards process, and potentially increasing the number and types of awards to support and align with strategic objectives.

A downward trend is seen in the number of employee relations consultations. This is, in part, due to agency HR Managers gaining relevant knowledge, skills and abilities and some employees now seeking guidance through employee group representatives. Key interests in increasing the number of Employee Relations consultations include ensuring consistent and accurate information dissemination, minimizing confusion and lack of trust arising when employees receive differing input, and the need to ensure staff provides consultative support to the topic areas most needed by customers and demanded by the organization. Factors contributing to enhanced performance include honing staff understanding of the customers' needs, clarifying roles and responsibilities with agency HR managers to minimize duplicative effort, and promoting services with employees to increase their awareness of this organization-provided support and information network.

LOB #27:

BENEFITS ADMINISTRATION

Purpose

The County provides health care, income security and retirement benefits to successfully compete for talent and retain a capable workforce.

Description

The Employee Benefits Division provides overall management for the County's employee benefits programs, which include medical, dental, vision, group term life, long-term disability insurance, dependent care and medical spending accounts, deferred compensation, benefits continuation (COBRA), Leave Without Pay (LWOP) and the Family and Medical Leave Act (FMLA). The Division also manages the Health Benefits Fund, drafts competitive bid requirements, analyzes bids, selects carriers, manages vendor contracts, and educates and communicates with employees, retirees and various employee groups on benefit plan features and changes in federal regulations. This effort is performed by the employees within the Benefits Division and through vendors and HR generalists throughout the County. The staff also leverages and encourages employee self-service through FOCUS and vendor web sites. County plans cover 25,000 employees, retirees and their dependents. It should be noted that retirement benefits are managed by the Retirement Administration Agency, and are discussed in the Employee Benefits narrative.

Benefits

The County continues to face the challenge of providing comprehensive benefits coverage to employees and retirees in a difficult budget and regulatory environment. Recent changes in health plans are based on compliance with the required provisions of the Affordable Care Act and take into account the current health care environment and specific County experience. These dynamics will be incorporated into the County's long-term benefits strategy which is based on the following:

- Offering competitive health care benefits that allow the County to attract and retain employees;
- Providing employees and retirees with meaningful choices of benefits so they can select a plan that best meets their individual needs;
- Improving the value the County, its employees and its retirees receive for the money spent on medical care; and
- Enhancing employee and retiree focus on wellness.

The County offers its employees and retirees several health insurance alternatives, with the intent of offering options that are both comprehensive and cost effective. A self-insured open access plan (OAP) features a national network of providers with four levels of coverage. One level of coverage has a co-pay structure for office visits and other services, two levels of coverage include co-insurance and modest deductibles, and one level offers a consumer-directed health plan with a health savings account that is partially funded by the County. In addition, a fully-insured health maintenance organization (HMO) is available, featuring care centers located in communities throughout the area with a co-pay structure for office visits and other services. The County sets premiums and manages plan design in order for the plans to cover claims, administrative expenses, and reserve requirements.

Over the next few years, the County will employ several strategies to continue to provide high-quality health coverage for employees while containing costs in light of the health care reform measures on the horizon. Staff will continue the open dialogue with employees on plan design changes necessary for effective cost containment through Benefits Focus Group meetings. Some of these changes may include adjustments to deductibles, co-pays, and out-of-pocket maximums or removing high-cost pharmacies from the network. Staff will also continue to examine the County's plans to determine if the offerings provide adequate choice with regard to both coverage and cost, while being mindful of the potential significant costs associated with the Cadillac tax in future years. Options include the replacement of existing plans with additional alternatives which more strongly encourage consumerism and an examination of the viability of private exchanges which are becoming more prevalent in the marketplace.

Staff has pursued a number of innovative strategies to educate participants about optimal plan selection, including an instructional video for the new drug plan for Medicare-eligible retirees, as well as an interactive video for employees with an emphasis on picking the best plan. These videos are third-party hosted and can be accessed by plan participants on laptops, tablets, and smart phones. Additionally, staff will continue to build on the success of the LiveWell programs by increasing participation in MotivateMe incentives, building awareness of healthy behaviors webinars, and instituting employee challenges and events that encourage group participation.

Beginning in early 2016, the County must comply with the reporting requirements of the Individual Responsibility and Employer Shared Responsibility Rules, also known as the Employer Mandate. As part of this mandate, the County must submit detailed information on employees and dependents to the IRS regarding their County coverage, so eligibility for federal subsidies can be determined if any County employees apply for coverage under one of the Health Exchanges. Also, the County must furnish statements to employees showing the information sent to the IRS.

The Health Care Excise Tax (commonly referred to as the "Cadillac tax") will be implemented beginning in 2020, and the County will need to take further steps over the next few years to prepare for it. While no material impact from the Cadillac tax is expected until 2021 or later, deliberate decisions must be made in the coming years to minimize its impact on the County. The introduction of a consumer-directed health plan with a health savings account is one step toward mitigating the excise tax impact, as it will help employees understand the value of being better health care consumers. Staff will continue to monitor the potential impact of the Cadillac tax and will provide updates to the Board as additional information becomes available.

Mandates

The administration and compliance of benefits are subject to the federal and state regulations of regulatory bodies such as the Internal Revenue Service, Department of Labor, and Centers for Medicare and Medicaid Services. In addition, health care is mandated under the Patient Protection and Affordable Care Act (PPACA). PPACA requires that all permanent employees working 30 hours a week or more are offered minimum essential coverage.

Trends and Challenges

A Consumer-Directed Health Plan (CDHP) and a Health Savings Account (HSA) were introduced for the 2016 plan year as an additional health insurance option for employees. Several wellness initiatives are also being developed that are aimed at helping County employees become and stay healthy. Both of these efforts will help slow increases in healthcare costs and lead to better health outcomes.

The passage of the Patient Protection and Affordable Care Act has led to a shift in reporting and compliance regulations. The Benefits Division is monitoring the industry landscape to ensure proper compliance and best practices as the law continues to go into effect.

Health care and drug costs are increasing at unsustainable rates both nationally and locally. The Benefits Division continually endeavors to motivate and educate employees and retirees to make better health-related choices.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #27: Benefits Administration			
FUNDING			
Expenditures:			
Compensation	$954,188	$959,563	$644,963
Operating Expenses	67,308	56,991	0
Total Expenditures	$1,021,496	$1,016,554	$644,963
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,021,496	$1,016,554	$644,963
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	15 / 15	16 / 16	12 / 12
Total Positions	15 / 15	16 / 16	12 / 12

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Deferred Compensation participation rate	49.8%	51.2%	56.3%	58.0%	59.5%
Healthcare plan costs per employee	$11,676	$12,963	$13,768	$14,452	$15,600
MotivateMe participation	NA	772	907	1,050	1,200

The Deferred Compensation participation rate has been growing steadily. This is a positive trend indicating that more employees are taking advantage of the long-term financial benefits of deferred compensation. At an estimated participation rate of 58 percent for FY 2016, Fairfax County is well above the industry average of 48 percent. The recent increase is largely attributable to the implementation of the auto-enrollment feature for new hires effective June 2014. All new hires automatically begin contributing 1 percent of their earnings into a deferred compensation account unless they opt out. The participation rate is expected to continue to grow as more new employees are hired under the auto-enrollment provision.

The cumulative impact of annual healthcare costs is reflected in the increase in total plan costs per employee per year (PEPY). Plan costs of $9,731 PEPY in calendar year 2010 rose to $13,416 by July 2015, representing a 37.9 percent increase for the period. Costs are increasing due to a myriad of reasons including the high rate of normal medical inflation, the reduced rate of prescription drugs coming off patent, the continued use of new Hepatitis C drugs, and the introduction of highly effective but very expensive cholesterol drugs recently approved by the FDA. Costs are partially held in check by plan design changes that affect utilization. These cost increases are not sustainable in the long-term, and therefore efforts to contain healthcare costs include plan design changes that impact utilization, the addition of a Consumer-Directed Health Plan and efforts to grow participation in LiveWell.

The LiveWell program is a relatively new initiative aimed at helping County employees become and stay healthy. Two primary aspects of the LiveWell program are MotivateMe and online Health Assessments. Participation in both MotivateMe and online Health Assessments has increased steadily by 17.5 percent and 21.0 percent, respectively, from calendar year 2014 through July 2015. These numbers are at the higher end of the expected range of engagement. Efforts will continue to promote the program through creative marketing in order to raise awareness and drive up participation.

LOB #28:

PAYROLL ADMINISTRATION

Purpose

The Payroll Division is responsible for ensuring timely and accurate biweekly payments to more than 16,000 County employees in compliance with applicable Federal, State and County laws and regulations. In addition to processing the payroll, the Payroll Division is responsible for posting documents and payments to the finance module within the FOCUS system and ensuring timely payment of federal and state taxes. This division provides HR and Payroll support to payroll contacts and HR managers in each of the County agencies. As official custodian of County personnel and payroll records, the Payroll Division is responsible for maintaining employee records, responding to subpoenas and verifications of employment, and assisting internal and external customers.

Description

Integral to the successful processing of payroll is accurate time and attendance recording, as well as biweekly payroll actions to update leave, tax and direct deposit records for County employees. Payroll staff, working with partners in the agencies, provides consultation, reports and audit support to ensure compliance with appropriate laws and regulations. Staff also responds to unemployment insurance claims and wage garnishments for child support, bankruptcies and tax levies. Accuracy and clear, timely communication are critical to compliance and strong customer service.

Another key responsibility of the Payroll Division is the production of W-2's for all County employees, a number in excess of 20,000 annually. All tax reporting is done in-house, including quarterly and annual reporting to the IRS, Social Security Administration and several state governments.

With a workforce that varies from 14,000 to more than 16,000 over the course of the year, payroll activity is voluminous as employees are hired, transferred, promoted, and terminated across more than forty-five agencies. Payroll staff ensures that the biweekly control audits and reports to the IRS, Virginia Employment Commission (VEC) and other entities are completed on time and accurately.

To support efficient payroll operation, collaboration with agency payroll contacts is a top priority. The Payroll Division provides its partners with regular updates and training to promote consistent, accurate application of payroll policies and procedures.

Benefits

The Payroll Division ensures that County employees are compensated correctly for hours worked and leave taken. This compensation must comply with applicable federal, state and County requirements. Incorrect or untimely payments to employees can affect an employee's livelihood. Employees have come to expect and trust that their "pay is right" and that positively impacts employee morale.

The Payroll Division monitors the deadlines established by federal and state governments for the submission of tax payments. Failure to meet these deadlines would result in late filing penalties. In addition, comprehensive payroll reports and queries have been developed that assist in capturing time reporting data which prevents incorrect payments to employees. Payroll staff proactively identifies issues and changes in tax law to ensure timely compliance with minimal disruption.

Mandates

The Fair Labor Standards Act (FLSA) regulates minimum wage rates, overtime pay, child labor, and equal pay for employees covered by the law. The Payroll Division verifies compliance based on the employee's work period. For example, staff ensures that 7-day work period non-exempt employees are paid one and a half times salary for hours over 40.

The Immigration Reform and Control Act (ICRA) prohibits employers from hiring persons who are not authorized to work in the U.S. and from discriminating against those who are authorized to work based on their national origin or citizenship. The Payroll Division audits I-9 forms submitted by agency payroll contacts to ensure compliance. The division tracks and monitors documentation submitted with a work authorization expiration date.

The Uniformed Services Employment Reemployment Rights Act (USERRA) protects civilian job rights and benefits for veterans and members of Reserve components. The Payroll Division is responsible for processing military pay differential for activated reservists whose military pay is less than their County pay.

The Fairfax County Personnel Regulations and the Fairfax County Personnel Payroll Administration Policies and Procedures apply to positions and persons in competitive service. The Payroll Division ensures compliance with pay, time reporting, leave programs and personnel administration as it relates to these regulations and procedures.

The Library of Virginia determines the record retention requirements and record destruction schedules for Virginia that the Payroll Division must follow.

The Family and Medical Leave Act (FMLA) guarantees 12 weeks of unpaid leave to most employees to care for newborn or newly adopted children or to deal with a serious illness or injury suffered by the employee or an ailing child, spouse, or parent of the employee. The Payroll Division assists agency departments with the proper reporting of time for employees on FML.

The Virginia Workers' Compensation Act provides guidance related to compensation for injured employees. The Payroll Division assists agencies with the proper reporting of time for employees on injury leave. In addition, the Payroll Division is responsible for adjusting workers' compensation-eligible wages for proper tax reporting.

The Virginia Government Data Collection and Dissemination Practices Act provides guidance on the collection, maintenance, dissemination and use of personal information. As custodian of employee personnel records, the Payroll Division must ensure that the correct guidelines are followed.

The Payroll Division ensures compliance with the tax reporting deadlines, appropriate wage reporting, and appropriate taxation of wages earned as specified in Publication 15, Employer's Tax Guide, of the Internal Revenue Service.

Trends and Challenges

A major trend for the Payroll Division is the provision of payroll training to division staff, payroll contacts and other County employees in order to increase efficiency and proficiency in personnel administration and payroll processing. The division is also working to develop more effective reports so that customers are better able to manage payroll data. Staying abreast of ever-changing payroll laws is a significant challenge. An example is the impending change to Department of Labor regulations regarding overtime eligibility.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #28: Payroll Administration			
FUNDING			
Expenditures:			
Compensation	$1,121,402	$1,141,610	$1,043,879
Total Expenditures	$1,121,402	$1,141,610	$1,043,879
General Fund Revenue	$42,095	$42,939	$42,026
Net Cost/(Savings) to General Fund	$1,079,307	$1,098,671	$1,001,853
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	15 / 15	15 / 15	15 / 15
Total Positions	15 / 15	15 / 15	15 / 15

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of W-2 forms produced, printed and mailed	18,375	20,815	21,148	22,735	24,235
Total rehires and new hire actions processed	3,875	3,769	4,332	4,568	4,888

W-2 forms are processed in house. Over the last three years, the number produced has increased to reflect the growing number of hires and rehires as well as an increase in the number of categories of individuals that are required to receive a W-2. Payroll Division efficiency has increased and W-2 forms continue to be distributed to employees prior to the required deadline. This is done in coordination with the print shop and the mail room. The number of W-2 forms processed is expected to continue to rise due to turnover from retirements.

Payroll staff is responsible for auditing and approving all new hire and rehire actions. Each year, the number of actions has increased and the staff of four has been able to effectively process the actions within the required biweekly deadlines. It is anticipated that the number of actions performed in FY 2017 will exceed prior year totals. This is driven primarily by an increase in the number of retirements and related new hire actions as well as the presidential election in November 2016. Recent IRS requirements mandate that individuals serving as election workers (estimated number for fall 2016 is 3,400) be paid through the County's payroll system, following the same employment verification requirements as other new hires. Payroll staff has had to become more efficient through use of technology, streamlined processes, and clear communication with agency counterparts to continue processing the high volume of actions with the same level of resources.

LOB #29:

EMPLOYMENT

Purpose

The Employment Division provides countywide support to all departments and employees in talent acquisition by providing the tools, strategies, and proven methodologies needed to attract top performers to the County.

Description

The Employment Division provides support to the hiring process from start to finish for both applicants and hiring managers. Using the automated hiring system, staff is typically able to post jobs, accept online applications, review applications and provide a referral list to the hiring managers within five business days from the date the advertisement closes.

The Employment Division provides guidance and support to ensure that selection procedures comply with applicable federal, state and local regulations. Staff works with agencies to develop recruitment plans that can be tailored to the specific vacancy, determine the most effective advertising sources and medium, and consult as needed throughout the hiring process. Staff also conducts ongoing training to ensure that hiring managers and those who serve on interview panels are aware of County interviewing policy and procedures. This effort minimizes applicant complaints and reduces the number of appeals and grievances filed. In the public safety arena, several staff members are dedicated almost entirely to the development, validation and administration of more than 10 promotional processes per year.

Employment Division staff serve as County ambassadors, attending a significant number of job fairs to help promote the many career opportunities in the County. Staff will continue to identify those positions that require targeted outreach and recruitment efforts to attract sufficient top quality candidates and will develop a survey for newly hired employees to evaluate the hiring and onboarding experience.

Benefits

As a result of greater automation, targeted training for hiring managers and increased communication with our partners, the time required to fill a position has been reduced with a more consistent caliber of applicant being referred to the agency for interview. Greater use of electronic communication with applicants has increased efficiency and reduced cost, and provides a faster notification process that has increased satisfaction and reduced inquiry calls to analysts.

Partnering with the Compensation and Workforce Analysis Division and the Department of Management and Budget, Employment staff works to strategically address position or organizational unit requirements from a recruitment and retention perspective. This helps to better frame employment standards that are current with agency needs and certification requirements, job advertisements that highlight the key attributes of a position to attract the best candidates and a recruitment strategy that builds on the subject matter expertise in the agency.

Collaboration with public safety agencies is essential to providing promotional exam processes that are job-related, efficient to administer, timely and result in consistent treatment of applicants and meaningful differentiation among the exam participants.

Mandates

- Recruitment and selection are regulated by 5 C.F.R Part 900 Subpart G. (section 9000.603) Intergovernmental Personnel Act Chapter 3, Article 1; Fairfax County Code (merit System Ordinance Section 3-1-1; Section 3-1-6); and 28 C.F.R.50.14, Uniform Guidelines on Employee Selection.
- Testing is regulated by 5 C.F.R Part 900 Subpart G. (section 9000.603) Intergovernmental Personnel Act Chapter 3, Article 1; Fairfax County Code (merit System Ordinance Section 3-1-1; Section 3-1-6); and 28 C.F.R.50.14, Uniform Guidelines on Employee Selection.
- The Employment Division ensures compliance with the Americans with Disabilities Act of 1990: Title II and Executive Order 11478, and ensures that Criminal Background Investigations and Credit Checks comply with Code of Virginia § 2.2-1201.1 and the requirements of the Virginia State Police, the Employment Integrity Group, and the Fair Credit Reporting Act (FCRA).

Trends and Challenges

With the growth of social networks such as LinkedIn, Twitter, Facebook, Glassdoor, and Indeed, organizations have a bevy of tools available to promote employment branding. The former model of candidate relationship management has evolved to a talent network model and these social sites have become the place to attract people with diverse backgrounds and a high level of competency. As a result, the role of recruiters has become more important in talent acquisition. Trends include high-powered sourcing, initial screening, and pre-interview assessments to determine knowledge gaps. There has also been a greater use of interns in County agencies, which is providing an excellent training ground for young college students and graduates.

The Employment Division faces the challenge of marketing County jobs effectively in a way that ensures that applicants get a clear picture of the County's full array of career opportunities and robust total compensation package. In addition, continued improvements in efficiency will be needed for the division to keep pace with the number of impending retirements.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #29: Employment			
FUNDING			
Expenditures:			
Compensation	$1,042,064	$985,237	$1,057,068
Operating Expenses	395	0	0
Total Expenditures	$1,042,459	$985,237	$1,057,068
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,042,459	$985,237	$1,057,068
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	12 / 12	13 / 13	12 / 12
Total Positions	12 / 12	13 / 13	12 / 12

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of best qualified applicants forwarded to departments	21,828	15,541	17,361	17,000	17,000
Work days between job closing date and sending referral list to agency	5	6	5.75	6	5
Number of public safety promotional exam participants	585	194	639	425	450

The number of best qualified applicants forwarded to departments is on a slight downward trend due to efficiencies gained with the updated automated recruitment module. Staff is able to more closely monitor all applications, allowing them to better screen for applicants that meet the requirements that the agency has designated as important for success in the job.

The number of work days between the job advertisement closing date and delivery of the referral list to the agency has remained stable over the past few years. This number is driven in large part by the number of vacancies advertised and filled. When the number of referral lists created nearly tripled from FY 2013 to FY 2014, the time from job closing to referral list delivery only increased from 5 to 6 days. When the number of referral lists grew again from FY 2014 to FY 2015, staff was able to reduce the delivery time from 6 days to 5.75 days. Staff will continue to look for efficiencies to ensure timely delivery of this critical recruitment service.

Employment Division staff, working with the public safety agencies, are responsible for the development, validation, and administration of the promotional exams that are key to the careers of thousands of public safety employees. The exam schedules are on cycles; however, changes in the number of retirements or recruitment challenges can impact those schedules.

LOB #30:

COMPENSATION AND WORKFORCE ANALYSIS

Purpose

The Compensation and Workforce Analysis Division ensures that the most qualified individuals are attracted and retained to work in Fairfax County by ensuring competitive salaries that are consistent with best practices in the public and private sectors. This division also manages the processes that help to ensure that organization structures and classifications are in alignment with short-term and long-term business needs of the County.

Description

The Compensation and Workforce Analysis Division is responsible for managing the workforce planning and compensation systems and programs for Fairfax County.

Compensation work includes computing cost estimates for compensation-related budget initiatives; researching and computing data and the annual market index; surveying private and public sector employers to determine prevailing salaries for jobs similar to those in the County; responding to requests for salary and benefit information from other public and private employers; maintaining the County's pay plans; recommending solutions to County turnover, retention and internal equity problems by developing alternative salary solutions such as variable pay plans and signing bonuses; managing major compensation market survey reviews that have a countywide impact; and, as directed by the Board of Supervisors and the County Executive, researching special compensation issues.

Workforce planning work involves consulting with agency directors to develop workforce planning solutions to align with their strategic business initiatives. This includes creating positions at classifications which will best meet agency needs; creating new job classes in order to meet County needs; auditing positions in order to ascertain the proper classification and grade; conducting organization and reorganization studies, which entail the review of position descriptions and assignment to the proper classification; managing the position control and human resource management functions for the entire County workforce; and providing consultation and support to agencies to implement long-range organizational structure planning solutions.

Staff works in a team-based environment, individually, or in groups as consultants.

Benefits

The Compensation and Workforce Analysis Division provides services to the entire County, but most directly to department HR liaisons, agency managers, and senior management. The division provides benefits to the entire County by managing the compensation processes to ensure that the County hires and retains the most qualified employees. The division also assists department management by ensuring that the appropriate organizational structures are designed and developed, the appropriate number of positions is established, and the appropriate classifications are made to meet strategic objectives and goals.

Mandates

The Compensation and Workforce Analysis Division ensures that the county is in compliance with federal and state mandates, such as FLSA, the Equal Pay Act, and other pay-related employment laws.

Trends and Challenges

The increasing competitiveness in the local job market, combined with the increasing number of retirements of County employees is a trend that is expected to continue for a number of years. An additional trend is the increased focus on recent and future County development and revitalization projects and the organizational changes required to successfully staff these positions.

A significant challenge is maintaining a pay structure that is flexible enough to meet changing needs but has the structural and fiscal controls necessary to be sustainable in a constrained budget climate. Maintenance of competitive pay structures and policies for public safety personnel is challenging due to strong competing interests, changing overtime regulations and competition with other jurisdictions and federal agencies such as the Department of Homeland Security.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #30: Compensation and Workforce Analysis			
FUNDING			
Expenditures:			
Compensation	$884,009	$904,199	$1,084,118
Operating Expenses	1,548	9,907	25,000
Total Expenditures	$885,557	$914,106	$1,109,118
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$885,557	$914,106	$1,109,118
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	10 / 10	10 / 10	8 / 8
Total Positions	10 / 10	10 / 10	8 / 8

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of job classes benchmarked	400	800	800	800	800
Cost per job reviewed	$275.00	$281.89	$288.33	$289.80	$289.80

One of the recommendations of the compensation study made by the Segal Group in 2008 was to review 25 percent of the County's classes each year for pay and grade appropriateness. However, with the onset of the financial and budget constraints limiting annual pay increases soon after the recommendations were implemented, the County has opted to review all of the classes annually to ensure that pay levels remain competitive. This trend will most likely continue in the short and medium terms.

Despite the need to review 100 percent of job classes each year the cost per job reviewed has remained stable. The overall trend is a slight increase in cost per year, due primarily to County midpoint adjustments.

LOB #31:

ORGANIZATIONAL DEVELOPMENT AND TRAINING

Purpose

The Organizational Development and Training (OD&T) Division supports the countywide Employee Development and Learning Program. Key areas include general programs, leadership, desktop, FOCUS, and Employee U programs. The division strives to build an empowering culture of continuous learning and development and create strategic pathways to success for County employees at every level. The division also collaboratively designs and provides learning and development solutions to increase the capacity of individuals, teams, and organizations within Fairfax County Government.

Description

The Organizational Development and Training Division supports all County learning and development programs, including countywide training as well as specific agency, mandatory, leadership, technical, e-learning, FOCUS and desktop training. Supplemental programs that support employee development include the Tuition Assistance and Language Tuition Assistance (TAP/LTAP) programs, Toastmasters, the George Mason University Fellows, the Council of Governments' Institute for Regional Excellence Program, and the NOVA Partners program. Many of these programs are supported with countywide training funds in Agency 89, Employee Benefits. In addition, this division provides organizational development and consultative services to agencies such as facilitation, 360-degree assessment, executive coaching, high performance organization support, competency development, and instructional design support.

OD&T also supports the countywide succession planning initiative. This includes development and provision of resources to all employees for performance management, career management and talent management. Program management of both informal and formal mentoring programs, gaps analysis and management of community of practices groups support this important initiative.

The division is responsible for countywide leadership training offerings. Focus groups and surveys are used to define needs and "Leadership Tracks" have been created for specific "soft skill" courses critical to employee success. Each track is maintained by level. For example, a newly hired manager could go to the appropriate track and select from courses assigned to that track. All courses are housed on Employee U, the County's Learning Management system. OD&T also provides organizational development, training and services to build skills for leading teams, managing resources, coaching employees, communicating effectively, and critical thinking as well as organizational development interventions, team facilitation, instructional design and eLearning consultation, and coaching services.

Another area of training that OD&T manages is desktop and FOCUS support. This includes overseeing the computer learning center training facilities, maintaining and upgrading computers, and collaborating with the vendor to schedule courses. Collaboration with partners in other agencies such as the FOCUS Business Support Group of the Department of Management and Budget, the Department of Finance and the Department of Procurement and Material Management is critical to updating the content of courses.

The County's Learning Management System (LMS) is a critical learning and development tool for all users in Fairfax County Government. OD&T supports the County's learning and competency programs through the learning management system branded Employee U. Staff manages the databases and various reporting and query tools to develop reports and maintain data integrity. LMS supports the acquisition and implementation of new learning technologies such as online learning and virtual classroom, powerful tools to efficiently train the County's large and diverse workforce. Employees have the benefit of a one-stop shop to find training opportunities that are appropriate for them. After completion, training is recorded and saved in each employee's learning history. It is easier for agency supervisors and training coordinators to track, enroll, and process training completions, thus ensuring that important certifications are maintained.

Benefits

The programs and services provided by the Organizational Development and Training Division are intended to promote readiness for change and support the strategic direction of the organization. Employees, teams, and senior management all need to "pull" in the same direction to the extent possible within varying roles and agencies. Leveraging limited resources, OD&T partners with staff countywide to provide relevant development opportunities that meet needs in the areas of leadership, change management, technical training, and mandatory training while providing support on a more individualized or group basis for facilitation, organizational assessments and interventions. The division acts a clearinghouse for best practices in the areas of learning, employee development, and leadership by gathering and promoting successful strategies and ideas that have been developed within departments. A major benefit to the County is the collaborative nature of this effort which ensures that strategic initiatives, large and small, are supported in a timely, focused and responsive manner.

Mandates

The Organizational Development and Training Division supports mandatory training on topics such as sexual harassment and the Americans with Disabilities Act (ADA) that is provided by the Office of Human Rights and Equity Programs.

Trends and Challenges

Greater use of technology is the major trend in the learning and development industry. It is anticipated that a significant portion of County training will migrate to a "blending" concept, combining e-learning and classroom learning to meet the needs of the workforce most efficiently. Additionally, the workforce is increasingly multi-generational requiring flexibility to meet the needs and learning styles of the different generations.

Another significant trend for OD&T is the increased importance of a successful succession planning program to support the development of strong leaders at all levels. This is necessary both to address turnover due to retirements and to promote versatility across departments. Development and maintenance of a successful succession planning program presents challenges due in part due to the potential volume of near-term retirements as well as the need to find resources, tools, and programs that are cost efficient and effective within a civil service environment.

A continuing challenge for the division is the limited resources, both budget and staff, to support new or upgraded technology and to ensure timely training for employees who will be using the technology.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #31: Organizational Development and Training			
FUNDING			
Expenditures:			
Compensation	$929,747	$1,102,545	$861,281
Operating Expenses	0	19,787	62,023
Total Expenditures	$929,747	$1,122,332	$923,304
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$929,747	$1,122,332	$923,304
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	12 / 12	13 / 13	14 / 14
Total Positions	12 / 12	13 / 13	14 / 14

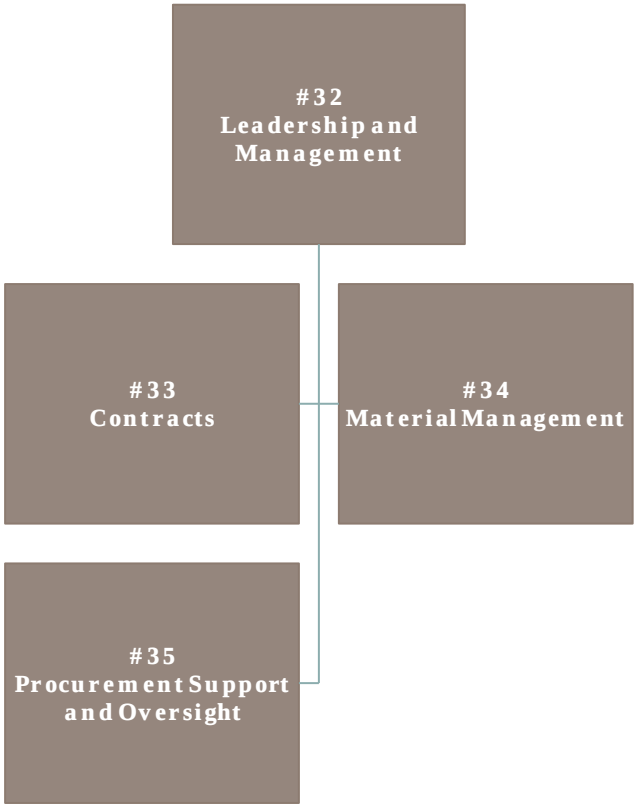
Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Participation in DHR training	11,588	10,776	18,235	18,500	18,500
Cost of training per employee	$142	$96	$95	$95	$95
Percent of employees indicating they will apply what they learned	94%	97%	95%	96%	96%

Training participation has trended upward due to the use of eLearning and online instructional courses. This technology has made training more widely available for employees across the County. Online courses not only remove geographical obstacles, but also remove scheduling problems. Courses are available to employees 24/7, allowing more employees to take advantage of the many training opportunities available to them. As more online opportunities are developed, OD&T will become more efficient by training more people without the need for large increases in staff.

As mentioned above, countywide training is become increasingly more efficient due to the use of technology. Online instructional courses and eLearning courses lower costs and increase productivity. The division is currently using Skype for Business, a countywide online resource, to conduct training. Sessions have been conducted for employees geographically dispersed at South County, police stations, fire stations, and other non-government center worksites, saving time, money and material costs. The division will continue to utilize technology, e-learning and other sources of low-cost training to leverage its limited resources.

Each year a very high percentage of training participants indicate they will apply what they have learned as they perform their County duties. This indicator, which is critical to a successful training and development program, has remained consistently at or around 95 percent, reflecting the division's proactive use of employee feedback to provide training offerings that are not only efficient but are also needs-driven and responsive to employee and manager input.



Department Overview

As part of the FY 2017 budget process the Department of Purchasing and Supply Management is changing the Department title to the Department of Procurement and Material Management (DPMM). A national leader in the procurement industry, DPMM creates strategic partnerships with County departments and suppliers to secure quality goods and services in a timely manner at a reasonable cost, while ensuring that all procurement actions are conducted fairly, impartially, and in compliance with legal requirements. DPMM's Lines of Business (LOBs) - Contracts, Procurement Support and Oversight, and Material Management - work together with the Leadership and Management LOB, to provide industry leading procurement and material management services to County departments, enabling those departments to deliver nationally recognized County programs.

DPMM engages in four of the seven County Vision Elements within its Lines of Business: maintaining healthy economies, practicing environmental stewardship, creating a culture of engagement, and exercising corporate stewardship. Each of the LOBs has a role in achieving outcomes for these vision elements. The County's Chief Procurement Officer, located within the Leadership and Management LOB, works with the Contracts LOB to **maintain healthy economies** and **exercise corporate stewardship** through strategic sourcing. DPMM creates contracts and procurements that deliver competitively-priced and aggressively negotiated agreements, providing a reliable and robust portfolio of contracts to support County operations. The Procurement Support and Oversight LOB and the Material Management LOB, **practice environmental stewardship** through Sustainable Procurement programs that advance environmental, social, and economic initiatives. As part of the sustainability practice, Procurement Support and Oversight **creates a culture of engagement** through the Supplier Diversity Program, providing small, women and minority owned vendors access to County business opportunities, benefiting the local economy and diversifying our supplier base.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$3,013,281	$3,092,545	$3,340,037
Operating Expenses	1,718,404	1,550,993	1,592,540
Work Performed for Others	(288,803)	(288,803)	(288,803)
Total Expenditures	$4,442,882	$4,354,735	$4,643,774
General Fund Revenue	$1,581,792	$1,885,468	$1,581,792
Net Cost/(Savings) to General Fund	$2,861,090	$2,469,267	$3,061,982
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	48 / 48	50 / 50	49 / 49
Total Positions	48 / 48	50 / 50	49 / 49

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
32	Leadership and Management	$616,543	7
33	Contracts	1,520,605	19
34	Material Management	596,486	13
35	Procurement Support and Oversight	1,910,140	10
Total		$4,643,774	49

Lines of Business

LOB #32:

LEADERSHIP AND MANAGEMENT

Purpose

The Leadership and Management LOB encompasses the role of the DPMM Director, Deputy Director and the five professional and administrative staff that support the department. *The Fairfax County Purchasing Resolution* authorizes the director of the DPMM to be the County Purchasing Agent (Chief Procurement Officer (CPO). The DPMM Director functions as the Purchasing Agent for both Fairfax County Government and Fairfax County Public Schools under a 1968 Board of Supervisors resolution that consolidates the responsibility under a single position. The resolution charges the CPO to "carry out the principles of modern central purchasing and supply management in accordance with applicable laws and regulations..." The resolution also specifically assigns the director responsibility for "management of all supplies and equipment" including "physical accountability of consumable supplies and accountable equipment." In establishing the role and duties of the Purchasing Agent, the Board of Supervisors established the legal authority to make binding contracts and purchases on behalf of the County.

Through the CPO, stewardship of the County's $711 million expenditures ensures that all procurements are made to ensure best value, in a fair and impartial manner, providing open access to business opportunities with the County.

Description

The Leadership and Management LOB provides direction, leadership, and oversight to the department. This includes performing the function of the Chief Procurement Officer (CPO) for Fairfax County Government and Fairfax County Public Schools. The role of the CPO is to establish County procurement policies and practices, manage risk, strengthen the procurement workforce, build supplier relationships, and advance mission performance. The CPO ensures that the County obtains high quality goods and services at a reasonable cost, in a manner that is fair and impartial, with the maximum degree of competition. The CPO works closely with County officials to establish contracts that serve to advance County goals and objectives in the most cost-effective manner possible.

The CPO establishes strategic goals for the consolidated procurement program that embrace innovative solutions and improve efficiency and savings. Through policy and procedures, the CPO works to increase competition and mitigate contract risk thus enabling the County to get the most value for each taxpayer dollar. The CPO is responsible for creating a resilient supplier base that is a seamless part of service delivery in the County. Recognizing the important role of a diverse supply chain, the CPO champions efforts to maximize procurement opportunities with small, minority and women-owned businesses.

The CPO is responsible for the *Fairfax County Purchasing Resolution*, including annual updates that reflect changes from the Code of Virginia. The CPO is actively engaged in the County's legislative process to ensure that the Board of Supervisors are well advised and that the County takes the proper action on all procurement-related legislation.

This LOB was established in 1968 under a joint resolution between the Fairfax County Board of Supervisors and the Fairfax County Public School Board. It is performed by the Director, DPMM. A total of seven full-time employees are assigned to the LOB.

Benefits

The Leadership and Management LOB is responsible for providing leadership, oversight, and strategic direction for the County's procurement function. The County benefits from this inherently governmental activity through a centralized procurement program that aggregates requirements, establishes term contracts, and ensures best value in all purchases of goods and services. The CPO's stewardship of the County's $711 million expenditures ensures that all procurements are made to achieve best value, conducted in a fair and impartial manner, providing open access to business opportunities with the County.

The Leadership and Management LOB aligns with the **exercising corporate stewardship** vision element. In the management of county-wide procurement practices, the LOB provides best value for all County procurements considering the overall combination of quality and price in the purchase decision. Through the Leadership and Management relationship with the DPMM LOBs, several other vision elements are associated with this LOB including: **maintaining healthy economies**, **practicing environmental stewardship**, and **creating a culture of engagement**.

Fairfax County benefits from the unique relationship we maintain with the National Association of Communities, Financial Services Center Advisory Board and the U.S. Communities Governmental Purchasing Alliance (GPA). Through our role as the lead public agency for GPA national cooperative contracts, the County leverages bulk purchasing power to get the best pricing. Revenue in the form of contract incentives are a benefit; over $800,000 is recognized annually.

Mandates

The Code of Virginia, §15.2-414, requires the County to have a purchasing agent (functional title, Chief Procurement Officer). The County Purchasing Agent shall make all purchases for the County and its departments, officers, and agencies. This inherently governmental function is further defined in the Virginia Public Procurement Act, §2.2-4300. The procurement authority established in Fairfax County is consistent with the recommendations of the American Bar Association in the Model Procurement Code,

> "All rights, powers, duties, and authority relating to the procurement of supplies, services, and construction, and the management, control, warehousing, sale, and disposal of supplies, services and construction . . . are hereby transferred to the Policy Office or the Chief Procurement Officer, as provided in this Code." MPC Section 2-301; also see Sections 2-201 and 2-202.

The authority of the CPO and the policies under which the Leadership and Management LOB operates are codified in the *Fairfax County Purchasing Resolution*. The *Fairfax County Purchasing Resolution* establishes the role of the central procurement office and the practices the County must follow for purchases and/or contracts for all supplies, materials, equipment and services required by any department or agency of the county. The *Fairfax County Purchasing Resolution* prescribes the basic policies for the conduct of all purchasing in Fairfax County and requires all purchases of and contracts for supplies, materials, equipment, and contractual services to be in accordance with Chapter 43 of Title 2.2 of the Code of Virginia.

The position of Director, Purchasing & Supply Management Agency (now DPMM) was established by the Board of Supervisors on July 3, 1968.

Trends and Challenges

The trends and challenges facing the Leadership and Management LOB encompass issues raised in the other DPMM LOBs including:

- Procurement Technology: To leverage the County's investment in the FOCUS system, DPMM believes that strategic sourcing solutions must be integrated into the system to support the procure-to-pay model, providing opportunities for cost reduction, supply base resizing, e-commerce, and management of contract spend. The most significant challenge on the horizon is keeping pace with the expansion of e-commerce into almost every aspect of DPMM's business. E-commerce is growing in depth and breadth of usage, as well as, in technical sophistication.
- Material Management Technology: The growing complexity and dynamism of supply chains requires the use of a technology solution for inventory management and delivery tracking. Future efficiency gains in County logistics cannot be attained without the benefit of a technology solution to improve the collaborative use of warehouse space and trucks. An investment in an inventory / delivery management system will provide the foundation for shared use of warehouse space and equipment with other County departments. Efficiencies can be attained by improving services levels, demand management through the use of predictive data, and transportation management.
- Sustainable Purchasing: Sustainable purchasing is a concept that entails integrating social and environmental objectives into the procurement process as a means to reduce the county's environmental footprint, leverage social benefits and foster a sustainable economy. Within resource constraints, DPMM will continue to build the sustainable purchasing initiative to produce savings, improve vendor relationships, and build a resilient supply chain.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #32: Leadership and Management			
FUNDING			
Expenditures:			
Compensation	$504,303	$534,078	$572,295
Operating Expenses	221,307	45,979	44,248
Total Expenditures	$725,610	$580,057	$616,543
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$725,610	$580,057	$616,543
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	7 / 7	7 / 7	7 / 7
Total Positions	7 / 7	7 / 7	7 / 7

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Percent of procurement dollars awarded to small, woman and minority owned businesses	30%	43%	44%	40%	44%
Department Revenues	$5,593,797	$6,362,366	$5,086,573	$5,374,627	$5,600,120

Percent of Procurement Dollars Awarded to Small, Woman and Minority Owned Businesses

Fairfax County is committed to developing a sustainable supply chain by maximizing business opportunities with small, woman and minority (SWaM) owned businesses. Many SWaM vendors are also local businesses, so expenditures with this supplier category serve to retain tax dollars in the local economy. Through the County's SWaM outreach and education program, we create a level playing field for competition for County contracts and help remove barriers that affect participation in government contracting.

The percent of procurement dollars awarded to SWaM businesses in FY 2015 was more than 44 percent. This is expected since DPMM's goal is to maintain a diverse business portfolio that helps maintain healthy economies. This includes managing the percent of procurement dollars awarded to SWaM businesses in the 40 to 49 percentile range.

Department Revenues

DPMM is the lead public agency for four national contracts under the U.S. Communities Government Purchasing Alliance. While serving as the contract administrator for a national agreement entails additional responsibilities, the County benefits from the incentive revenue that is linked to contract performance. The County also receives substantial rebate revenue from the procurement card and office supply contracts. This means that DPMM is able to offset a percentage of procurement operations. Contract rebates and incentives produced over $3 million in FY 2015 of the $5 million total revenue. In FY 2015, the web-based auction services for redistribution and sale of County and Fairfax County Public Schools excess and surplus property produced $2 million in revenue. The three year average for surplus sales revenue has grown to more than $2.8 million.

LOB #33:

CONTRACTS

Purpose

The Contracts LOB facilitates and delivers timely and efficient procurement of services, technology, construction, and supplies required for County government operations. As a central service function, the Contracts LOB provides professional procurement and contract support to County departments, Boards and Authorities in accordance with the Code of Virginia and the *Fairfax County Purchasing Resolution*. In all procurement transactions, the Contracts LOB conducts procurement transactions through the highest standards of objectivity, integrity, transparency, fairness, accountability, efficiency, and professionalism. The Contracts LOB ensures that customers have the contract services they require to provide best-in-class service to the citizens of Fairfax County. Through fair and open competitive processes, DPMM offers opportunities to the business community to participate in the County's procurement process and foster strategic business partnerships with county vendors.

Description

The Contracts LOB is the core business function in the DPMM. Contract specialists are responsible for establishing contracts, wherein pricing, terms, and conditions are established through fair and open competitive bidding or competitive negotiations. Duties associated with this important function include managing solicitation, evaluation and selection, contract negotiations, award and administration of the resultant contracts. The DPMM contract specialists are increasingly involved in complex contract negotiations, assessing potential liabilities and risks, reviewing legal terms and financial statements, and ensuring that the County has the best possible contract terms at a fair and reasonable price. Following contract award, the contract specialists manage contractor compliance through monitoring and end-user feedback (the Contracts LOB administers over 2,300 term contracts). Contract administration activities include: monitoring and resolving contract performance and payment problems; processing changes to contract items, terms, and conditions; and providing liaison between contractor and program personnel. Procurement expenditures continue to increase, nearly 9.5 percent since FY 2013. Since 2011, all contracts and purchase orders have been managed using FOCUS which has increased efficiency through the use of technology and e-procurement tools.

The Contracts LOB continues to experience a shift in workload from the relatively straightforward purchase of goods through the Invitation for Bid process, to the purchase of services, through the more complex Request for Proposal method. The increased number of service contracts has also increased the need for resources devoted to the management and administration of contracts after award. The Contracts LOB participates in regional and national cooperative programs, an effective tool that reduces prices and administrative costs by combining the purchasing power of multiple organizations while leveraging the experience and expertise of entities with specialized knowledge. While this LOB is funded through the General Fund, offsetting expenditure revenues are received from rebates and incentives generated through the U.S. Communities Government Purchasing Alliance (GPA) cooperative purchasing program and the County's procurement card (p-card) and office supplies contracts. In FY 2015, these revenues constituted a $3 million reduction in the net cost to the County for the Contracts program.

Benefits

The Contracts LOB strongly aligns with the **exercising corporate stewardship** vision element. The Contracts LOB delivers value and reduces overall cost to the County through strategic sourcing, supplier management, effective price negotiations and risk management. In all procurement transactions, the Contracts LOB conducts procurement transactions through the highest standards of objectivity, integrity, transparency, fairness, accountability, efficiency, and professionalism. The continuous focus on innovation and excellence in operations and service delivery to management, departments, and vendors. DPMM provides value added services to citizens of Fairfax County, County staff and the vendor community through innovation and excellence while obtaining the required goods and services in an open and fair manner utilizing sound purchasing principles.

In FY 2015, the County expended over $711 million through procurement transactions for goods and services. The procurement expenditures with small, women and minority owned businesses is approximately $271 million and much of this sum remains in the local economy stimulating economic growth and **maintaining healthy economies.** Government spending in the local economy creates a multiplier effect, as local jobs are maintained or created and income is generated for the residents. In FY 2014, the County expended $240 million in the Northern Virginia economy for goods, services, and construction. Of this sum, over $114 million was spent with small businesses.

Also of note, the Fairfax County Small Business Commission (SBC) acts as a liaison between the small, women, and minority owned business community and the Department of Procurement and Material Management. The SBC represents to the County issues of concern to small businesses in Fairfax County; advises and assists the Board of Supervisors, County Executive and County employees on any matter that will enhance the capability of small businesses to succeed in Fairfax County; and promotes and assists small businesses generally, especially with respect to minority-owned and emerging businesses, in their relations with the County.

Mandates

The Code of Virginia, §15.2-414, requires the County to have a purchasing agent (functional title, Chief Procurement Officer). The County Purchasing Agent shall make all purchases for the County and its departments, officers, and agencies. This inherently governmental function is further defined in the Virginia Public Procurement Act, §2.2-4300.

The authority of the CPO and the policies under which the Contracts LOB operates are codified in the *Fairfax County Purchasing Resolution*. The *Fairfax County Purchasing Resolution* establishes the role of the central procurement office and the practices the County must follow for purchases and/or contracts for all supplies, materials, equipment and services required by any department or agency of the county. The *Fairfax County Purchasing Resolution* prescribes the basic policies for the conduct of all procurement in Fairfax County and requires all purchases of and contracts for supplies, materials, equipment, and contractual services to be in accordance with Chapter 43 of Title 2.2 of the Code of Virginia.

The Purchasing and Supply Management Agency (now DPMM) was established on July 1, 1968 by adoption of a Resolution between the County Board of Supervisors and FCPS Board.

Trends and Challenges

The procurement function continues to transition to a strategic role in the organization, a role that aligns the LOB with overall strategies and support of organizational goals. The alignment, once achieved, enables procurement to proactively identify and capitalize on opportunities that improve program outcomes and deliver savings. The trends and challenges identified below mirror the experience of other large public procurement agencies.

Trends:

- Collaboration: Partnering, collaboration and service sharing among departments and agencies and other public sector entities. Collaboration has many benefits, including greater negotiating clout with suppliers, economies of scale and the cost efficiencies of system sharing.
- Use of Spend Analytics: Using spend analytics to deliver on multiple goals of the County. Utilizing expenditure data to identify opportunities for spend optimization and savings, get visibility of diversity spending and how to minimize procurement risks.
- Cooperative Purchasing: The trend continues towards cooperative purchasing efforts as a method of procurement to reduce administrative burden, improve efficiency and economy in acquiring goods and services, and cost savings through nationally leveraged pricing,
- Sustainable Purchasing: Integrating social and environmental objectives into the purchasing process as a means to reduce the county's environmental footprint, leverage social benefits and foster a sustainable economy.

Challenges:

- Talent Management: Recruitment and retention of professional, certified procurement practitioners. Today's procurement professionals must have a combination of formal education as well as practical and technical skills in order to be successful contract administrators.
- Technology: Identify and implement strategic sourcing solutions into FOCUS that support the procure-to-pay model and also identify opportunities for cost reduction, supply base resizing, e-commerce, and management of contract spend.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #33: Contracts			
FUNDING			
Expenditures:			
Compensation	$1,245,724	$1,285,394	$1,450,910
Operating Expenses	55,230	20,318	69,695
Total Expenditures	$1,300,954	$1,305,712	$1,520,605
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,300,954	$1,305,712	$1,520,605
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	20 / 20	19 / 19	19 / 19
Total Positions	20 / 20	19 / 19	19 / 19

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of active contracts	2,280	2,377	2,308	2,192	2,300
Total Procurement Spend, excluding capital construction (in millions)	$649.7	$705.4	$711.3	$714.9	$718.4
Processing time in days for a Request for Proposal (RFP)	256	239	212	211	211
Percent of formal contractual actions awarded without valid protest	100.0%	100.0%	99.6%	100.0%	100.0%

Number of active contracts

The Contracts LOB, using data available from FOCUS, is strategically right-sizing the County's contract portfolio to improve efficiency and ensure that all active contracts represent current requirements. Between FY 2014 and FY 2015, the Contracts LOB reduced the number of active contracts from 2,377 to 2,308, an overall reduction of 69 contracts. While the impact of this trend is still to be determined, additional efforts by the Contracts LOB are being employed to further this effort by minimizing secondary (backup) and multiple contract awards where possible.

Total Procurement Spend, excluding capital construction (in millions)

The Contracts LOB is responsible for procurement of all goods, services, professional services, and non-capital construction for all County departments. Total procurement spend has increased consistently each year, irrespective of market conditions. This metric is in direct correlation with requirements for ongoing, new and expanded programs and requirements for the County; the Contracts LOB is reactive to this demand. Based on trend analysis of prior year actual expenditures, total procurement volume is projected to exceed $718 million in FY 2017.

Processing time in days for a Request for Proposal (RFP)

In FY 2015, the Contracts LOB achieved its third successive annual improvement in the processing time for a RFP. This outcome was achieved through active management and oversight of project milestones and increased accountability for customer deliverables. As part of a customer service initiative, the LOB will continue to work towards the cited reduction objective of 10 percent. In FY 2015, for the first time, the Contracts LOB processed more RFP's due to the need to establish contracts through competitive negotiations that allow for consideration of non-price factors. Absent any trend data, it is not possible to project whether this experience is an anomaly or part of a systemic change. This RFP method of procurement requires greater technical expertise due to its complex nature and need for evaluation and negotiation of submitted proposals. Inhibiting factors include increased time required for development of technical requirements, protracted negotiations, and lengthy review times by legal counsel.

Percent of formal contractual actions awarded without valid protest

In FY 2015, the Contracts LOB continued to achieve a superior level of success in awarding formal contracts without a valid protest, with a 99.6 percent success rate for this measurement. The trend for this metric is projected to continue at the same outcome level. The LOB is able to perform at this exceptional standard due to investments in professional development, as well as, conducting business under policies that support fair and impartial procurement activities, maximize competition, and provide open access to County business.

LOB #34:

MATERIAL MANAGEMENT

Purpose

The Material Management LOB, working from the Springfield Warehouse, serves as the central receiving and distribution point for supplies and equipment and provides short and long-term storage for all County departments. The Springfield Warehouse is used for storage of customer owned inventory to include items such as forms, program supplies, art supplies, and voting equipment. From this facility, Material Management LOB staff transport, sort and re-deliver Fairfax County Public Library books. The Material Management LOB manages the County's excess and surplus property program ensuring best use disposition (redistribution, recycling, sale, or disposal). The Material Management LOB has a vital role in emergency response at the local, state and regional levels.

Description

The Springfield Warehouse tenants include Fairfax County Public Schools (FCPS), DPMM, Fire & Rescue Department (FRD), Archives, Department of Public Works and Environmental Services, Office of Elections, and the Health Department. The County's footprint within the Springfield Warehouse is approximately 136,000 square feet of the 750,000 square foot facility. The County and FCPS operate separate and distinct operations under separate management, although collaboration is promoted.

Within the Springfield Warehouse, DPMM operations use approximately 43,000 square feet to provide logistical support to County programs as detailed below:

- Fairfax County Public Library: Library book collection and distribution is the largest distribution activity for the Material Management LOB. An average of 300 bins of books are collected, sorted, and delivered each day, equaling over 4 million books per year. Books for renovated facilities are stored and are delivered to the appropriate facility upon completion. Books for Friends of the Library are stored and delivered to the appropriate facility for their sale of books to the public.
- Office of Elections: The voting equipment is securely stored and managed based on mandates from the Commonwealth of Virginia. Up to 750 machines and apparatus are stored, delivered, and retrieved for each election for the Office of Elections. Prescribed chain-of-custody procedures ensure integrity of the equipment and ballots.
- Department of Information Technology Paper Inventory: The Material Management LOB receives, stores, and delivers all bulk paper to meet the daily operational requirements for the Department of Information Technology (DIT) data center.
- Print Shop: The Material Management LOB picks up completed materials from the County Print Shop and makes delivery to all County agencies.
- Office for Children: – Receiving and distribution of School Age Child Care program material for both school year and summer programs.
- Fairfax County Park Authority: – Receiving and distribution of RecPac summer program supplies. Non-consumable items, such as athletic equipment, are stored between program sessions.
- Storage of Consignment Stock: The Material Management LOB stores material for various County agencies that are purchased in bulk and for which the user agency does not have the necessary storage space.
- Management of Excess and Surplus Property: This activity includes pick-up, storage, transfer and/or redistribution, and the sale of excess and surplus property from all County agencies. Auctions are advertised, conducted, and monitored by County staff using an on-line auction website and generated $1.98 million in revenue in FY 2015. The types of items include electronics, fleet vehicles, and furniture

Benefits

The programs in this LOB benefit both internal and external customers and are primarily tied to two of the County's vision elements.

- The Library Book Distribution Program is an internal service that demonstrates our commitment to **corporate stewardship** by using collaborative logistics with Fairfax County Public Libraries in order to reduce the cost of transporting books, maximizing the collection, and reducing the cost to citizens.
- General distribution and storage is an internal service that demonstrates our commitment to **corporate stewardship** by using collaborative logistics with FCPS and FRD in order to reduce cost of transporting materials and equipment countywide. The Material Management LOB is responsible for the County's consumable inventory program encompassing 10 stock rooms and warehouses and 7,845 stock line items. By consistently operating at 97 percent of peak capacity, the Springfield Warehouse under DPMM operations saves the County $516,000 in cost avoidance relative to market rates for warehouse leasing.
- Management of the Excess and Surplus Property Program is an internal and external service that focuses on mitigating environmental impacts of material disposal by seeking to maximize re-use, redistribution, and revenue of the County's excess and surplus property, thus sustaining the commitment to **corporate stewardship** and **environmental stewardship.**
- The Materials Management LOB also supports Emergency Efforts as an internal and external service that focuses on distribution and storage of emergency materials and equipment in emergency situations. This supports our commitment to **corporate stewardship** and **environmental stewardship** by ensuring efficient and effective distribution and storage of emergency supplies. The programs in this LOB benefit both internal and external customers and are primarily tied to two of the County's vision elements.

Mandates

The Code of Virginia, §15.2-414, which establishes the County Purchasing Agent, attaches the authority for the transfer of supplies, materials, and equipment, and sell surplus equipment, materials and supplies not needed by, the departments, officers, and agencies of the County.

The *Fairfax County Purchasing Resolution*, Article 6, Supply Management mandates responsibility for the following functions in this LOB:

- Consumable inventory management
- Operation of the Springfield warehouse
- Excess and surplus property and inventory

The Electoral Board, General Registrar and Clerk of Court are responsible for establishing and maintaining security of ballots and elections equipment before and after each election, in accordance with Code of Virginia, §§24.2-625.1 and 24.2-668. The Material Management LOB serves as the custodian of the elections equipment at all times, except when the equipment is deployed during an election.

Trends and Challenges

The trends and challenges for the Material Management LOB are consistent with those in private sector warehousing and transportation operations. Warehousing is increasingly viewed as a sub-process of the end-to-end supply chain. County departments, responding to commercial sector practices, are expecting more value-added services such as tracking and heightened responsiveness to storage and transportation needs. The growing complexity and dynamism of supply chains requires the use of a technology solution for inventory management and delivery tracking. Future efficiency gains in this LOB cannot be attained without the benefit of a technology solution to improve the collaborative use of space and trucks. An investment in an inventory / delivery management system will provide the foundation for shared use of space and equipment with the FRD and FCPS. Efficiencies can be attained in improving service levels and demand management through the use of predictive data, and transportation management.

Staffing in the Material Management LOB has been relatively stable. As the drivers reach retirement age, recruitment may be a challenge. The American Trucking Association recently reported an industry shortfall of 35,000 to 40,000 drivers. Demographics are an underlying factor, the driver workforce is getting older and younger Americans are showing less interest in a career as a driver.

The Material Management LOB has realized great success in maximizing revenue from County surplus. It should be noted that the declining and unpredictable supply of excess and surplus inventory may flatten revenue. Low fuel pricing, predicted for the next year, will allow the freight operations to perform at a cost effective level.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #34: Material Management			
FUNDING			
Expenditures:			
Compensation	$600,020	$614,350	$704,961
Operating Expenses	168,339	208,670	180,328
Work Performed for Others	(288,803)	(288,803)	(288,803)
Total Expenditures	$479,556	$534,217	$596,486
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$479,556	$534,217	$596,486
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	12 / 12	14 / 14	13 / 13
Total Positions	12 / 12	14 / 14	13 / 13

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Net surplus sales revenue	$3,144,855	$3,511,847	$1,984,046	$2,180,000	$2,400,000
Percent of books transferred within one working day	100%	100%	100%	100%	100%
Peak warehouse capacity used	90%	97%	97%	97%	97%

Net surplus sales revenue

Revenue is generated through the auctioning of surplus property. Auctions are advertised, conducted, and monitored by County staff using an on-line auction website and generated $1.98 million in revenue in FY 2015. The types of items include electronics, fleet vehicles, and furniture. Factors that impact the amount of revenue collected is the number of items sold and the type of items sold. The sales of a helicopter in FY 2013 and FY 2014 greatly impacted the amount of revenue generated.

Percent of books transferred within one working day

Library book collection and distribution is the largest distribution activity for the Material Management LOB. An average of 300 bins of books are collected, sorted, and delivered each day, equaling over 4 million books per year. Books for renovated facilities are stored and are delivered to the appropriate facility upon completion. The goal is to continue transferring all books received within one business day.

Peak warehouse capacity used

The Material Management LOB stores customer owned inventory (both bulk and item level) for various County agencies for which the user agency does not have the necessary storage space. By consistently operating at 97 percent of peak capacity, the Springfield Warehouse under DPMM operations saves the County $516,000 annually in cost avoidance relative to market rates for warehouse leasing. It is anticipated that the facility will continue to operate near or at capacity for the foreseeable future due to several extraordinary requirements such as the renovation of two Fairfax County Public Libraries and the closure of the public safety building.

LOB #35:

PROCUREMENT SUPPORT AND OVERSIGHT

Purpose

The Procurement Support & Oversight (PS&O) LOB supports an array of procurement-related programs, the purpose of which is to provide procurement support to internal and external customers including vendors, user departments and DPMM's Contracts staff. The most outward facing of these programs is the Supplier Diversity Program whose purpose is to break down barriers for small, woman and minority-owned (SWaM) vendors to do business with the county. PS&O's Sustainable Procurement Program seeks green/sustainable procurement options from suppliers and promotes environmentally conscious procurement to internal staff. PS&O also administers the county's robust 1,500 card p-card program and the office supply program. In addition, PS&O acts as functional liaison to FOCUS, providing the all-important link between business requirements and system technical capabilities. The LOB also includes the fixed asset oversight required for accountability of capital equipment assets.

PS&O gathers several diverse procurement functions on one team and achieves efficiencies by leveraging the synergies between each program. The team configuration provides a structure for the training and management of shared responsibilities for programs with very limited staffing.

Description

Procurement Support & Oversight is a line of business with several programs that provide support and oversight for various frontline procurement activities performed by DPMM, user departments and the vendor community. The primary programs are:

- Sustainable Purchasing Program: The nature of 'sustainable' purchasing has evolved in recent years to encompass not only the traditional concept of green or environmentally-preferable procurement but also the social and economic health of the county's supply chain. Previously delivered in two separate lines of business, DPMM has consolidated green procurement and supplier diversity into a single 'Sustainability' Line of Business to leverage resources and use the County's market influence to enhance sustainable outcomes. Implementing an integrated plan for sustainable purchasing will assist the county in saving money, improving vendor relationships and promoting a more resilient supply chain.
- Supplier Diversity Program: In keeping with the Board of Supervisors' mandate to increase participation by the county's small and minority business community in county procurement activity, DPMM established the Supplier Diversity program. Although the program is a new one for the PS&O LOB, DPMM has maintained a vendor relations/supplier diversity program for decades. The primary responsibility of the program is to ensure that SWaM businesses are treated fairly and have an opportunity to compete for the county's purchasing dollars. The program provides training, outreach, assistance and, along with the Fairfax County Small Business Commission, sponsors the annual Vendor Forum and Reverse Trade show, the premier event of its kind in the region. In FY2015, approximately 44 percent of county purchasing dollars were spent with SWaM businesses, a noteworthy statistic that is driven by this program.
- Environmental Procurement Program: This program seeks to promote environmentally sound and sustainable procurement through outreach to user departments, vendors and contract staff. Management of this former "Green" program together with the Supplier Diversity Program described above allows us to take advantage of the areas where these programs intersect. Both programs involve robust vendor outreach as well as user training and efforts to influence user departments to consider a diverse array of factors when making purchasing decisions.

- Program Administration for the County's P-card and Office Supply Programs: In FY 2015, county departments spent $57 million via 133,500 individual p-card transactions. Office supply purchasers spent $3.15 million annually through over 11,000 electronic transactions that generate orders for virtually all of the office supplies consumed by Fairfax County government. Both of these widely used programs require comprehensive support. Together the programs produce over $1.1 million in rebates.
- Functional liaison for the FOCUS system: As the business owners for the procurement piece of FOCUS, PS&O works with the technical staff of FBSG and DIT to assure the county's procurement requirements are addressed by the FOCUS system. Program staff must have a working understanding of FOCUS and technical concepts as well as an understanding of both department users' and central staffs' business needs.
- Fixed asset oversight: DPMM has oversight responsibility for $452 million in accountable equipment assets. This program assures user agency accountability for all accountable equipment over $5,000 and helps support the validity of the assets reported by the CAFR. Program administration requires physical verification of assets by both program staff and, alternatively, by departmental personnel. Program staff provides consultation and assurance of the using department's proper acquisition of these assets through FOCUS.

Benefits

The programs in this LOB benefit both internal and external customers and are primarily tied to four of the county's vision elements.

- The Supplier Diversity Program helps to **maintain healthy economies** by helping small, minority, and women-owned businesses to compete for county business. It also contributes to **creating a culture of engagement** by encouraging members of our local vendor community to work with the county to provide services to citizens.
- The Environmental Procurement Program supports the county's role in **practicing environmental stewardship** and also helps to **maintain healthy economies** in its efforts to develop a market for and utilization of green products.
- The administration of the P-card and Office Supply programs is an internal service that demonstrates our commitment to **corporate stewardship** by streamlining procurement for county departments as well as contributing rebate money back into county coffers.
- Liaison for the FOCUS system and fixed asset oversight are both central service programs that benefit county residents indirectly by supporting procurement by and for county departments. Like most of the DPMM's programs, these programs demonstrate our commitment to a high level of customer service for internal customers and to our obligation for **corporate stewardship**.

Mandates

The Procurement Support & Oversight LOB is partially mandated:

- Fixed asset oversight, reference Article 6 of the *Fairfax County Purchasing Resolution*. This LOB is responsible for all accountable equipment for purposes of financial tracking and reporting.

Trends and Challenges

The most significant challenge on the horizon for PS&O is keeping pace with the expansion of e-commerce into almost every aspect of our business. E-commerce is growing in depth and breadth of usage as well as in technical sophistication. It is a developing presence in both the private and public sectors and expectations from vendors, citizens and county users increase persistently.

Many public entities at the state and local levels now receive solicitation responses via an e-bidding platform. While FOCUS has a nascent e-bidding functionality, technical and security issues have so far prevented implementation. Newer and more streamlined e-bidding systems are now available in the marketplace and at some point in the near future DPMM must determine the best solution for the county's procurement needs.

On the ordering side, larger vendors are equipped to receive and often prefer electronic purchase orders while smaller vendors still struggle with the technology. FOCUS currently offers a hybrid model of purchase order delivery. Some are electronic (the FOCUS Marketplace) and the remainder are delivered by the US Postal Service. Managing the diverse capabilities of our vendor community while taking advantage of the benefits offered by advanced e-focused trends will be challenging.

On the payment side, PS&O must partner with the Department of Finance to meet the increasing demands for electronic payment tools. PS&O's robust p-card program has facilitated both electronic ordering and electronic payment for several years. However, security and logistics issues of increased p-card use will continue to challenge PS&O and may create an increased need for resources devoted to managing and monitoring this program.

It is evident that e-commerce offers unparalleled opportunities for the procurement field and as technical liaison for DPMM, the PS&O LOB will lead the functional effort to both manage and exploit this trend.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #35: Procurement Support and Oversight			
FUNDING			
Expenditures:			
Compensation	$663,234	$658,723	$611,871
Operating Expenses	1,273,528	1,276,026	1,298,269
Total Expenditures	$1,936,762	$1,934,749	$1,910,140
General Fund Revenue	$1,581,792	$1,885,468	$1,581,792
Net Cost/(Savings) to General Fund	$354,970	$49,281	$328,348
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	9 / 9	10 / 10	10 / 10
Total Positions	9 / 9	10 / 10	10 / 10

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
P-card transactions as a percentage of procurement transactions	74%	74%	75%	74%	74%
Rebates and incentives received from p-card and office supplies	$2,196,963	$2,332,116	$2,359,486	$2,303,914	$2,308,308

P-card transactions as a percentage of procurement transactions

The administrative cost of processing a p-card order is well below the cost of a purchase order (PO), the higher the percentage of p-card transactions, the higher the administrative cost savings. As the bulk of p-card transactions are for low dollar purchases, the p-card process streamlines procurement for low cost/low risk purchases. The challenge is to assure adequate oversight and management of a program that currently processes over 130,000 transactions a year performed by a widespread network of department users.

At almost 75 percent for the past three years, this measure appears to be holding steady and is expected to remain so through the next two fiscal years.

Rebates and incentives received from the p-card and office supply programs

Rebates and incentives received from the p-card and office supply program represent revenue generated from the county's p-card and office supply contractor for use of their products/services. Both contracts are competitively solicited to with the aim of procuring the best combination of price and value available. These types of rebates and incentives are typical in these industries. The county receives a revenue stream for operating programs that add efficiency and visibility to our processes.

The amount of our rebates is based on a combination of several factors – including total spend, average transaction size, speed of payment, and use of electronic purchasing tools. Rebates have risen fairly steadily over the past several years as program growth occurs. With recent budget cuts effecting a reduction in county spending, the rebates are expected to remain flat or drop slightly. However, our current contracts for both p-card services and office supplies are expiring in the near future and the resolicitation process is currently underway. New contracts could create a change in the rebate structure that would affect this metric.

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Department Overview

The Office of Public Affairs (OPA) is the central communication office for Fairfax County and provides essential news and information to the public, elected and appointed officials, County agencies and the media regarding County programs, services and emergency information. The OPA Director serves as the County media spokesperson and as a liaison with the County Executive and the Board of Supervisors.

OPA takes the lead on communicating many countywide issues and planning countywide events. It also oversees media relations, communications, marketing, news releases, social media, web content, publications, etc. OPA develops policy and strategy for the County's social media use and trains staff from other agencies on how to use tools such as Facebook, Twitter and YouTube effectively. In addition, OPA works closely with the Department of Information Technology to manage the content published on the County's public website.

OPA is structured to allow for flexibility in staffing which provides opportunities for teamwork, cross-training and collaboration. With a staff of 17 positions, there is much crossover in employee assignments, particularly when needed to cover in the event of turnover or absences and provide essential staffing during emergencies.

Whenever the Emergency Operations Center is activated (weather-related or other emergency or special event, e.g., Inauguration or World Police and Fire Games), OPA is required to staff the Joint Information Center (JIC). With significant events such as the Derecho or Tropical Storm Sandy, staff provides 24-hour coverage by working 12-hour shifts in the JIC to monitor social media and the media, respond to inquiries, disseminate important information to the public such as downed trees and power outages, and staff a hotline for the public to call if they have questions. These emergency-related responsibilities are in addition to the emergency preparedness communication, coordination and planning that OPA staff performs year-round.

Another key function that OPA provides is coordinating employee communications for the County. With over 12,000 merit employees spread throughout approximately 400 miles in Fairfax County, it is essential to have a central point to keep them up to date on developments, policies and initiatives so that employees have information they need to do their jobs. This is accomplished through a number of countywide tools including FairfaxNet, NewsLinks and Team Fairfax Insider, the employee newsletter.

As the information connection for Fairfax County, staff manages the Information Desk at the Government Center. Customer service staff responds to a wide range of telephone calls, emails and walk-in visitors. They responded to over 62,000 of these inquiries, comments and requests during FY 2015.

OPA supports the Board of Supervisors by coordinating presentations made to residents, businesses, employees, nonprofits and other organizations. Typically, but not always, these proclamations, resolutions and certificates are presented at Board meetings to recognize and celebrate the achievements of individuals and organizations in support of Fairfax County's strategic vision.

Finally, the agency's Planning and Administrative Support staff address OPA's strategic planning; human capital management; budget preparation and monitoring; financial processing, reporting and reconciliation; procurement; and other administrative duties.

OPA's lines of business support all seven of the County's vision elements, whether it is through communications support of the agencies that provide the direct service related to each vision element or whether it is through OPA's direct efforts. The following summarizes OPA's contributions to the vision elements.

Maintaining Safe and Caring Communities: By leading the County's communication before, during and after emergencies, OPA gives residents the information they need to prepare for and be safe during events such as severe weather.

Building Livable Spaces: Through communications support of countywide planning initiatives in Tysons and Springfield and for agencies such as the Department of Public Works and Environmental Services and the Department of Planning and Zoning, OPA helps to craft messages that inform the public about initiatives the County is undertaking to "create a sense of place" that reflects Fairfax County, as well as lets the public know how they can be involved in those efforts.

Connecting People and Places: It is not necessary for the public to drive to the Government Center to obtain information or services. OPA's Social Media and Web Content LOB works with agencies to make as much information available online as possible in a mobile-friendly format and ensure that the information is in an easy-to-find, user-friendly design. In addition, the County is constantly making more services available online to enable residents to access their local government 24/7 in many instances.

Maintaining Healthy Economies: The Office of Public Affairs promotes key events such as the release of the advertised budget, public hearings and budget adoption to help the public understand the impact of the County's budget. OPA also serves as the communications lead for the County's Economic Success Initiative to disseminate information about this effort. In addition, experience has shown that when a disaster strikes, it not only has an immediate impact on a community, but the effects can linger if there is significant infrastructure damage that shuts down businesses for extended periods of time. OPA's efforts to educate the public in steps they can take to protect critical infrastructure such as businesses in the event of natural or man-made disasters are crucial to maintaining a vibrant and productive economy.

Practicing Environmental Stewardship: OPA is continually seeking ways to amplify agencies' messages regarding environmental initiatives and how the public can share the responsibility for protecting the quality of life in Fairfax County.

Creating a Culture of Engagement: By supporting the Board of Supervisors in their recognition of residents, businesses, nonprofits or other organizations, OPA helps publicize how they can make a difference in their community. OPA also manages social media tools such as Facebook and Twitter, which allow residents to interact with their government on a daily basis.

Exercising Corporate Stewardship: In addition to the administrative functions that OPA staff performs in accordance with County policies and procedures, staff also responds to Virginia Freedom of Information Act (VFOIA) requests in a timely manner. These requests can come in through the County's 703Fairfax telephone line or email account, as well as direct requests from the media. OPA ensures that they are handled in a timely and responsive manner.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$1,367,454	$1,276,931	$1,354,543
Operating Expenses	117,957	129,605	111,501
Work Performed for Others	(255,151)	(259,848)	(239,882)
Total Expenditures	$1,230,260	$1,146,688	$1,226,162
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,230,260	$1,146,688	$1,226,162
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	18 / 18	18 / 18	17 / 17
Total Positions	18 / 18	18 / 18	17 / 17

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
36	Employee Communications	$175,925	2
37	Communications Management, Coordination and Support for Agencies / Countywide Initiatives	371,064	5
38	Customer Service	175,925	2
39	Media Relations	146,604	2
40	Social Media and Web Content	50,970	2
41	Emergency Communications and Planning	100,427	2
42	Department Planning and Administrative Support	87,963	1
43	Board Support	117,284	1
Total		$1,226,162	17

Lines of Business

LOB #36:

EMPLOYEE COMMUNICATIONS

Purpose

The Office of Public Affairs is the lead County agency for internal communications, providing essential news and information to more than 16,000 employees, including merit, part-time and seasonal staff. Employees look to OPA to provide timely and accurate information that impacts the County, their agencies, their jobs and their personal lives.

Description

Among the tools used to provide information to County employees are:

- Team Fairfax Insider (generally produced twice a month)
- NewsLink (daily email to all employees)
- FairfaxNet (intranet)
- Emails and other communications from the County Executive

Topics/issues to communicate include:

- Compensation
- Benefits
- Personnel policy changes
- Training and development
- Succession planning
- Emergency preparedness
- Ethics/conduct
- Information technology news/help
- Safety and security information
- County/agency events/activities
- Media coverage of County government
- Awards and honors
- Employee/agency profiles

The Employee Communications LOB supports the information needs of an engaged, motivated and productive workforce. In addition to the ongoing development of FairfaxNet, an intranet and collaboration platform that replaced the County's Infoweb, considerable effort has been focused on the print and digital versions of Team Fairfax Insider (TFI), the County's biweekly employee newsletter. TFI has been integrated into OPA's suite of internal communications tools, joining NewsLink and FairfaxNet online, while helping to bridge the "digital divide" for employees whose work does not include regular computer access.

In its role coordinating countywide internal communications, OPA works with subject matter experts to help publicize major internal initiatives such as benefits open enrollment and a dialogue on employee compensation. Internal communications also highlight the achievements and interests of employees, fostering a sense of community within the workforce.

With increased emphasis on employee involvement for the FY 2016 Budget and beyond, OPA developed and supported the Mission: $avings program, focused on engaging employees in the budget process and soliciting input on reducing costs and improving efficiencies. OPA established a strategy and new tools, including a blog and online suggestion submission, to make it easier for employees to get involved. OPA also established opportunities for employees to engage with County leadership online and in-person throughout the budget process, including Ask Fairfax Insider! chats and brown-bag meetings. Nearly 300 employee suggestions were received, resulting in over $900,000 in savings identified.

OPA also expanded the use of video as a tool for sharing information with County employees. Major meetings of countywide interest are broadcast online for those unable to attend and OPA continues to coordinate video communications from the County Executive. This takes advantage of an additional tool to keep the workforce informed and engaged, and provides an opportunity for the County Executive to communicate directly with employees regardless of location.

OPA maintains a countywide calendar of key dates and events for employees and is developing and coordinating additional products and tools for internal communications including blogs, a knowledge base where employees can share information and start discussions, and a personalized space for each employee to share what they're working on and follow people, sites and documents.

Team Fairfax Insider

Biweekly issues of this employee newsletter (four or eight pages per issue) are published between 22 and 24 times a year, on most payday Fridays. OPA produces TFI as a vehicle to deliver news and information for and about County employees. Policy and programmatic changes are highlighted and agencies are profiled to help eliminate stovepipes and broaden employee knowledge of County services and the people who provide them.

Two staff members are assigned primary responsibility for planning, layout, editing and production of this newsletter. Various other OPA staff contribute by writing articles for each issue.

NewsLink

This email newsletter is produced and distributed by OPA to all County employees each business day. It provides timely County news, announcements and information of general interest, including alerts and explanation of the lowering of the U.S., state and/or County flags. It fills an information gap that TFI cannot due to its deadline, publication schedule and space restrictions. NewsLink also includes a comprehensive review of Fairfax County media coverage.

In addition to the NewsLink editor, OPA staff support NewsLink by searching online media outlets to identify and assemble coverage of Fairfax County. This provides further enterprise-wide awareness of issues, events and other developments related to Fairfax County government.

FairfaxNet

FairfaxNet, the County's intranet, replaced the previous Infoweb system with a robust array of features for information provision and sharing, discussion, team building and project management. In addition to a central location for countywide and agency-specific news and information, FairfaxNet hosts forms, policies, applications, training materials, discussion space and other resources, all easily accessible through a powerful search tool. FairfaxNet also includes workspaces for agencies, teams, groups and projects and resources for automation of forms and workflows.

OPA and the Department of Information Technology (DIT) work collaboratively on FairfaxNet, with OPA providing content oversight, site design and creation, consultation and training for department and agency FairfaxNet administrators. During FY 2015, OPA and DIT implemented an extensive update to FairfaxNet. OPA consulted on new features and tools throughout the process and managed communications for the update.

Email/Communications from the County Executive
At the request of the County Executive, OPA drafts emails and other communications to County employees for distribution under the County Executive's signature.

There are 2/2.04 FTE positions associated with this line of business. However, rather than one person, it includes parts of several OPA employees' time.

Benefits

This line of business is the primary source of countywide information for employees. Regular communication such as the daily NewsLink or Team Fairfax Insider generally every pay period, provides employees with timely information about County programs, accomplishments by fellow employees, events or other developments that may affect them. This awareness contributes to more engaged and effective employees.

FairfaxNet is the go-to source for information about County policies, procedures, forms and programs. With the recent upgrade, employees have access to a workspace which allows for greater collaboration, resulting in a more productive workforce.

Mandates

This Line of Business is not mandated.

Trends and Challenges

With the growing number of retirements, the coming years will see a larger number of new employees coming on board, increasing the need for providing information necessary to help function at a high level. Estimates done by the Office of the Financial and Program Auditor in September 2014 are that 20 percent of current merit employees are eligible to retire in 2016. By 2020, that number increases to 35 percent and is 49 percent for 2024 – fewer than 10 years away.

The numbers are even greater for senior managers: 54 percent are eligible to retire in 2016, 69 percent in 2020 and 83 percent in 2024. When long-term employees leave, there is a knowledge gap. Bringing new employees up to speed on County policies, programs and other information they need to do their jobs is accomplished not only within the employee's agency, but is done on the countywide level as well.

Studies have shown that if people are communicated to regularly and in an effective manner, they are much more engaged with the organization and have a more positive attitude toward their work and their customers.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #36: Employee Communications			
FUNDING			
Expenditures:			
Compensation	$164,095	$153,232	$162,545
Operating Expenses	14,155	15,553	13,380
Total Expenditures	$178,250	$168,785	$175,925
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$178,250	$168,785	$175,925
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	2 / 2.16	2 / 2.16	2 / 2.04
Total Positions	2 / 2.16	2 / 2.16	2 / 2.04

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Team Fairfax Insider (employee newsletter) issues	12	22	24	24	24
NewsLink emails to employees	244	246	246	251	249
FairfaxNet home page visits	NA	NA	3,472,098	3,475,000	3,475,000
Average time on FairfaxNet (minutes) per day	NA	NA	7.10	7.15	7.15

The workload for this line of business is fairly static and predictable. The 2/2.04 FTE who plan, coordinate and develop employee communications are tasked with producing a NewsLink email each workday the County is open. Generally there are between 244 to 249 NewsLink emails annually. However, if the County is closed for severe weather or another significant event, NewsLink is not produced. In those cases, staff is typically diverted to assist with emergency communications.

In addition to the part of an employee's time spent as the NewsLink editor who coordinates announcements and other useful information for County employees, other staff from the Office of Public Affairs take turns collecting the media links each morning to keep the workforce informed.

This LOB is also responsible for producing the employee newsletter, Team Fairfax Insider. It generally comes out each pay period; however in a few months, there is only one issue. Staff researches as well as interviews employees for articles for the newsletter. Since resuming the employee newsletter in mid-FY 2013, there have been 22 to 24 issues each year.

Also included in this LOB is content production and management for FairfaxNet, the County intranet. In addition to providing extensive consultation for agencies that wish to maximize their use of FairfaxNet collaborative workspaces and team sites, OPA works in partnership with DIT on design and functionality and maintains all countywide content (news, policies and procedures, awards slideshows, org charts and other high-level pages.)

Over the course of the year, the FairfaxNet home page receives an average of over 3 million visits annually, with employees spending an average of seven minutes and 10 seconds on the site, per visit. In the context of the organization's intranet, it is important to strike a balance between an efficient and effective experience that supports employee productivity, and maximum awareness/utilization of the content and services provided.

LOB #37:

COMMUNICATIONS MANAGEMENT, COORDINATION AND SUPPORT FOR AGENCIES / COUNTYWIDE INITIATIVES

Purpose

The Office of Public Affairs assigns its staff to support County agencies that do not have their own public information officers (PIOs) or communications specialists. OPA communicators support those agencies with media relations, communications strategy, marketing, news releases, publications, events, etc. OPA currently has 11 staff members assigned as communications consultants to the 29 agencies listed below. However, it should be noted that none of these staff is assigned full-time to these duties; they all also contribute to OPA's other Lines of Business (LOBs). There are 5/5.10 FTE positions associated with this LOB.

- Administration for Human Services
- Board of Supervisors
- Cable Communications and Consumer Protection
- Civil Service Commission
- Clerk of the Circuit Court
- Clerk of the General District Court
- Code Compliance
- Community Revitalization and Reinvestment
- County Attorney's Office
- County Executive's Office
- Elections
- Emergency Management
- Facilities Management
- Financial and Program Auditor
- Finance
- Human Resources
- Human Rights and Equity Programs
- Information Technology (including Health Insurance Portability and Accountability Act Compliance Manager)
- Internal Audit
- Juvenile and Domestic Relations District Court
- Management and Budget
- Planning Commission
- Planning and Zoning
- Prevent and End Homelessness
- Public Safety Communications
- Public Works and Environmental Services
- Purchasing and Supply Management
- Tax Administration
- Vehicle Services

OPA also supports agencies that have their own communications staff to ensure there is a common message across the entire County and to provide strategic guidance on complex issues.

Description

Responsibilities of this LOB include the following:

Communication/Media Support for BOS Meetings and Committee Meetings
The Director of OPA or an OPA staff member is always in attendance at the Board of Supervisors meetings to gather information on County issues in order to respond to questions from residents, the media and County staff. At the conclusion of each Board meeting, the OPA Director writes and distributes an email summarizing the highlights of the meeting. The email is sent to the BOS, the Senior Management Team and lead communicators in the County. That script is also used to record a podcast of the meeting highlights that is distributed to the public. In addition, an OPA staff member is present at Board committee meetings to respond to media inquiries related to the Board agenda and committee issues.

Public Information Officer Support
All public information officers and communications specialists in the County have a dotted-line reporting relationship to the OPA director. With this structure, the OPA director is able to provide guidance and support to County communicators on a day-to-day basis in addition to emergency situations when more than two agencies are involved. The OPA director holds monthly meetings with all County communications staff to ensure PIOs and Communications Specialists can discuss key issues with each other. In addition, agencies that do not have their own communications staff are supported by OPA to provide strategic guidance and handle many day-to-day communications issues.

Communication Seminars/Training
To support the BOS' emphasis on marketing the County, OPA coordinates media relations training, social media training and occasional professional development seminars for County staff. The media relations training provides tips to staff on how to handle interviews with the media, including what rights and responsibilities both the reporter and interviewee have. The social media training provides an overview of emerging technologies that employees need to be aware of, as well as what the County policy is for utilizing this media. All County staff that are responsible for managing a social media platform for their agency must complete this OPA training. Previous seminars have included "A Marketing Toolbox," "Successful Media Relations" and "How to Plan an Event."

Publication, Editing and Design
OPA designs, writes, reviews and edits brochures, newsletters, correspondence and other printed and online materials for individual County agencies and for countywide initiatives. Recent examples include designing logos and assisting with communications for the "Slow Down" and "Shovel Your Snow" campaigns.

Special Events
OPA coordinates ribbon cuttings, groundbreakings, and dedication ceremonies for other agencies, in addition to countywide events such as summits and the inauguration for the Board of Supervisors, the Sheriff, the Clerk of the Court, the Commonwealth's Attorney and the members of the Northern Virginia Soil and Water Conservation District. Responsibilities include planning; scheduling; logistics; designing, creating and distributing invitations; designing and creating programs; marketing; coordinating with Board members and other County staff; and other duties as necessary.

Audiovisual Equipment
OPA maintains an inventory of audiovisual equipment (e.g., podiums and microphones) as well as ceremonial supplies to loan to Board members and other agencies.

Photographic Services
OPA coordinates photographic services for a wide variety of events that are posted on the County's website; the Intranet site; the employee newsletter, Team Fairfax Insider; on the County's photo gallery sites, Flickr and Instagram; and distributed to the media.

Benefits

OPA performs a critical role for many external audiences regarding important issues, deadlines and events. This includes serving County residents, the business community, nonprofits, faith communities, media and many other key stakeholders by sharing relevant, timely and actionable information through the following tools:

- County website
- NewsWire
- NewsCenter
- Emergency blog
- Mobile apps
- Facebook
- Twitter
- YouTube
- Channel 16
- Periscope
- Flickr
- SlideShare
- Surveys
- Podcasts
- Media Outreach
- 703-FAIRFAX Phone and Email
- Ask Fairfax! Online Discussions
- SoundCloud
- Fairfax County Government Radio
- Email Newsletters
- Printed Materials

In FY 2014 and FY 2015, the Office of Public Affairs led and or coordinated external communications for many countywide topics, including public safety issues, the opening of the Dulles Rail Silver Line; development in Tysons, Springfield and Lorton; elections; budget; human service; taxes; a neighborhood anti-speeding initiative; shoveling snow; and more.

OPA ensures that County communicators adhere to the “common message, many voices” philosophy by sharing information in a timely manner with PIOs and communications specialists in all agencies. OPA also supports all agencies, whether or not they have a designated communicator, by providing strategic guidance in the areas of messaging, websites, media guidance, social media policies and training, coordination across agency lines, audio (podcasts and radio) and visual (YouTube) training, and more. Agencies, and the County as a whole, benefit when OPA is at the table for key issues to ensure that all areas of communications are addressed at the beginning of an initiative. Additionally, OPA holds a monthly meeting for lead PIOs to regularly share information.

OPA also plays a key role in the region as its staff either chairs or vice chairs R-ESF (Regional Emergency Support Function) 15, which brings together communicators from many jurisdictions in Northern Virginia, Washington, D.C. and Maryland.

Mandates

This Line of Business is not mandated.

Trends and Challenges

With the appointment of a new director in early 2015, there have been several changes in the past year and a half, including additional emphasis on collaboration across County agencies. OPA now holds editorial meetings three times per week to plan how the County will communicate about key issues and message development. Personnel from other agencies, including the Police Department, Fire and Rescue Department, Health Department and Channel 16, attend these meetings on a regular basis to share news from their areas and to coordinate messages on upcoming topics. Other agencies participate when appropriate.

A recent trend has been increased strategic communications planning with the County's public safety agencies. OPA has partnered with the relevant agencies to provide guidance and assistance on several issues in the recent past.

OPA has also worked closely with a number of County agencies on internal communications issues, including FairfaxNet. When the intranet migrated to SharePoint, OPA and DIT were chiefly responsible for ensuring agency content was migrated correctly. This involved training nearly every agency on the proper procedures and offering guidance on their content. These efforts continue to this day as FairfaxNet evolves and adds additional capabilities.

OPA also maintains the Communications Toolkit which is governed by the Communications Policy, both of which are available for employee review on FairfaxNet. The Communications Toolkit gives employees quick access to County procedures, standards and guidelines about communications. The goal is to ensure that County communications have a cohesive look, feel and message. It contains information about out-of-office email and voicemail standards; business card, letterhead and memo templates; required elements for publications; online and social media policies; photo, audio and video guidelines; resources for communicators; and more. It was renamed from the Communications Strategy and redesigned in 2013 so employees could more easily get information that is relevant to their daily jobs. It is an ongoing to challenge to enforce the contents of the Toolkit, but OPA has increased its efforts to educate staff, including speaking at every New Employee Orientation – Part 1 session.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #37: Communications Management, Coordination and Support for Agencies / Countywide Initiatives			
FUNDING			
Expenditures:			
Compensation	$410,236	$383,079	$406,363
Operating Expenses	35,387	38,882	33,451
Work Performed for Others	(73,126)	(74,476)	(68,750)
Total Expenditures	$372,497	$347,485	$371,064
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$372,497	$347,485	$371,064
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	6 / 5.4	6 / 5.4	5 / 5.1
Total Positions	6 / 5.4	6 / 5.4	5 / 5.1

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
NewsWire Posts	1,762	1,754	1,869	1,800	1,800
Average Monthly Communications Toolkit Users	NA	NA	NA	659	660
Agency satisfaction with services OPA provides	NA	NA	8.74	9.00	9.00
Ask Fairfax Chat questions answered	407	147	255	250	250

The number of NewsWire Posts has remained fairly constant over the past few years, although there was a 6.6 percent increase from FY 2014 to FY 2015, likely due to higher than usual media and community interest in public safety issues such as police use-of-force incidents and an in-custody death investigation, as well as public health issues such as measles and Ebola. With the introduction of NewsCenter at the beginning of FY 2016, which will address some of the topics that previously would have been covered in NewsWire, the Office of Public Affairs (OPA) does not anticipate significant growth in NewsWire. Still, it will remain a valuable means of rapidly disseminating important information to the public and the media. As OPA develops more experience with NewsCenter, additional metrics will be developed to measure the efficacy of that tool.

OPA maintains a Communications Toolkit with countywide standards on FairfaxNet that employees can access to ensure that they are in compliance with County communication policy. Staff from OPA attends each monthly New Employee Orientation – Part 1 session to let new employees know about this valuable source of information. In addition, OPA only recently obtained a report to measure the number of Communications Toolkit users, which is anticipated to remain relatively static over the next few years.

Although a trend analysis on customer satisfaction is difficult to establish because of the lack of survey data from previous years, the results from the FY 2015 OPA survey will establish a baseline for future years. The results show that internal customers (including other agency public information officers, members of the senior management team and employees throughout the County who have utilized the services provided by OPA) are very satisfied with the assistance they have received. Overall, on a scale of 1-10, with 1 being poor and 10 being excellent, the average response on the level of satisfaction with service received was 8.74.

According to the survey, the top five services, and the percentage of people who used them, are:

- Social media (65 percent)
- Support for countywide initiatives (60 percent)
- Employee/internal communications (52 percent)
- Web content (50 percent)
- Media relations (46 percent)

The majority of the people who completed the survey (44 percent) noted that they worked with OPA 1-3 times over the past year, while nearly 30 percent said they partnered with OPA more than 10 times during the year, and another 19 percent fell in the 7-10 times during the year category.

The majority of survey respondents indicated that OPA helped them reach their communications goal, with 86 percent saying that they were satisfied with the outcome and only 7 percent were not. The other 7 percent did not answer that question. OPA plans to administer the survey annually to continue to improve service to agencies.

As another means to connect with the public, OPA has been holding online “Ask Fairfax” chats where interested individuals can ask questions and have them answered in real time by County experts. Examples include wildlife, emergency preparedness and transportation, among a wide range of other topics. The number of chats and the corresponding number of questions answered are a function of the issues generating interest in a chat, which fluctuates considerably from year to year with a high of 407 in FY 2013 to only 147 in FY 2014, but increasing to 255 in FY 2015. OPA will continue to remain responsive to interest from the public and input from agencies on topics of interest for these chats.

LOB #38:

CUSTOMER SERVICE

Purpose

The Office of Public Affairs (OPA) is the information connection for Fairfax County government. As with every agency in the County government, this line of business strives to exceed customer service expectations when serving County residents. The primary objective of staff is to respond quickly and accurately to a wide range of information requests from the public over the telephone, face-to-face in the Government Center and by email.

Description

This line of business provides customer service through the following:

- 703-Fairfax (324-7329) Telephone Inbox – For FY 2015, OPA answered **33,250** telephone calls.
- 703-Fairfax Email Inbox – For FY 2015, OPA responded to **5,655** emails.
- Customer Contact Center – OPA staffs the main information desk in the Government Center to answer questions for walk-in visitors. For FY 2015, OPA assisted **23,911** walk-in customers.

The Customer Service Team tracks not only the volume of information requests but also the context. The resulting trend analysis provides insights to the public information officers so issues can be anticipated and addressed in a timely manner.

Additional functions handled by the customer service team include:

- **Homeowners Association List** – OPA maintains a list of more than 1,700 Community and Homeowners Associations. This list is used by County agencies to communicate with residents. OPA also receives telephone calls and emails from the public requesting this contact information.
- **Public Meetings Calendar** – Staff maintains and serves as approver for the Public Meetings Calendar on the County website which lists all public meetings. This meets requirements of the VFOIA to post public meetings.
- **Siebel Customer Management System** – Customer service staff updates and maintains the Siebel database, which is the primary system that the customer service team uses to look up contact information for County agencies, as well as other state and local agencies in order to connect the public with the appropriate organization to assist them.
- **Equipment Loan Program** – OPA maintains a loan program consisting of podiums, sound systems, cameras and accessories that agencies can borrow for various types of events such as ground-breakings and ribbon-cuttings.
- **Telework Space** – OPA created a small work space behind the Information Desk, and monitors and maintains this space for County employees. Customer service staff at the Government Center created this space after receiving a number of requests from County employees who do not work at the Government Center, but may be here for training and meetings, expressed a need to have access to a small workspace to check their email. Since its creation in March 2015, the telework space has accommodated over 30 County employees.

There are 2/2.04 FTE positions associated with this line of business. However, rather than one person, it includes parts of several OPA employees' time. There are two employees who staff the main information desk in the lobby of the Government Center to respond to questions/comments by walk-ins, telephone calls and email. The majority of foreign language requests are for Spanish and one of these employees is a native Spanish speaker. When other languages are required, the agency uses a language line for the necessary

translation services. However, when those staff are in training or on leave, other OPA staff are required to fill in to provide continuous service to County residents.

Benefits

Direct face-to-face contact with the residents and employees of Fairfax County, non-residents, media and elected officials, allows the customer service staff to provide service with a personal touch. Often callers or those who walk in are frustrated because they might not know how to reach the appropriate agency and perceive that they have been transferred around without getting a resolution. Some are angry if they believe their needs are not being met. It takes well-trained and empathetic staff to de-escalate these types of situations.

The customer service team also often serves as a bridge, linking residents that do not own a computer or cannot navigate the County website, to the appropriate agency that can assist them. Many of these customers are repeat callers. Some are seniors, while others may have language or other challenges. They depend on OPA to be there to help them navigate Fairfax County government.

OPA's customer service team provides value-added assistance to residents by saving their time and assuming ownership of their unique situation by working on their behalf to connect them to the appropriate agency. Many times, a question requires speaking with numerous agencies to find the correct entity to address the question or concern. In those cases, OPA will assist by researching on the client's behalf using the resources that Fairfax County provides.

OPA also has a team member that speaks and writes Spanish fluently. This is a huge benefit to customers since English is a second language for a large segment of the County population.

Mandates

The aspect of the Customer Service LOB that is mandated is associated with responding to Virginia Freedom of Information Act (VFOIA) requests. For the most part, these requests come through the 703Fairfax email inbox but are sometimes received through the 703-Fairfax telephone line. In addition, staff maintains the Public Meetings Calendar on the County website which lists all public meetings to comply with VFOIA requirements.

For FY 2015, OPA received and coordinated 179 VFOIA requests with the appropriate agency to respond.

Trends and Challenges

As the County's population grows, so too do the expectations and demands for services, many of which funnel through the Office of Public Affairs' customer service line of business. Other demographic conditions that drive the workload for this LOB include:

- Demand for services continues to increase, e.g., public assistance, food stamps, housing, etc. Many residents start with OPA's customer service staff to be directed to the appropriate agency or turn to OPA if they have been on hold with the other agencies and/or do not believe their needs are being met.
- The public has high expectations for Fairfax County to respond whether or not it is a County responsibility, e.g., roads maintained by VDOT, trees on private property, etc. These calls cannot be ignored and it is often time-consuming to explain the situation to customers and direct them to the appropriate resources.
- An aging population, many of whom do not use a computer regularly or at all, contact the County to connect them with services they need/want.

- Budget cuts throughout Fairfax County have impacted service levels, resulting in residents contacting OPA's customer service staff to complain or inquire about some service they believe should be provided and is not, or the delay in providing the service.
- The ever-increasing diversity of the population creates communications challenges as English is a second language for many Fairfax County residents.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #38: Customer Service			
FUNDING			
Expenditures:			
Compensation	$164,095	$153,232	$162,545
Operating Expenses	14,155	15,553	13,380
Total Expenditures	$178,250	$168,785	$175,925
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$178,250	$168,785	$175,925
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	2 / 2.16	2 / 2.16	2 / 2.04
Total Positions	2 / 2.16	2 / 2.16	2 / 2.04

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total 703-Fairfax Customer Service interactions handled	45,330	59,652	62,816	65,957	69,255
703-Fairfax telephone calls responded to	NA	NA	33,250	34,913	36,658
Walk-in customers assisted	NA	NA	23,911	25,106	26,362
703-Fairfax emails handled	NA	NA	5,655	5,938	6,235
Total 703-Fairfax Customer Service interactions handled per FTE	22,221	29,241	30,792	32,332	33,949

From FY 2014 to FY 2015, the customer service line of business saw a 5.3 percent increase in the number of telephone calls, walk-in inquiries and emails to the 703-Fairfax telephone line, lobby desk and email inbox. This is the main point of contact for the public to access County information and/or be directed to the agencies that can assist them. This desk is staffed by 2/2.04 FTE from 8 a.m. to 4:30 p.m. Monday-Friday.

In FY 2015, over 33,000 telephone calls were answered. The customer service staff address a wide range of questions from animals to zoning. In many cases, they transfer the caller to the agency that can assist them. In other situations, they look up the information directly. There are many times when the information is available online but the caller is either not able (doesn't have a computer or doesn't know how to use one or how to navigate the County's website) or isn't willing to look on their own, so Office of Public Affairs staff work to deliver a high level of service by getting them the information they need.

Almost 24,000 walk-ins were served at the Government Center lobby desk in FY 2015. Inquiries can be as simple as directions within the building to other more complex questions such as what they need to do to start a business. Many people come to the Government Center thinking all County programs (and even some non-County ones) are located here. Staff must frequently direct customers to the Fairfax County Courthouse, the Pennino or Herrity Buildings, or even federal or state agencies such as the Social Security Administration's Fairfax office or the Virginia Employment Commission's office.

The 703-Fairfax inbox allows the public to send an email to Fairfax County when it is convenient for them. However, the staff who answer the emails are the same ones who respond to the telephone calls and walk-ins so they must also find time to answer the emails, 5,655 of which were received during FY 2015, during the same work hours Monday-Friday. Consequently they have very high workloads – each FTE handled a total of over 30,000 telephone calls, walk-ins and emails during FY 2015.

There is also a spike in telephone calls, walk-ins and emails during certain times of the year, e.g., when personal property or real estate taxes are due or right before elections. In addition, if agencies such as the Department of Family Services have a backlog in their main line to call for public assistance, callers turn to the County's 703-Fairfax line thinking OPA can get them through to the programs they want. Sometimes staff receive considerable abuse from callers who have not gotten what they want (either because they were not eligible or there is a wait to speak with someone from that agency). Nevertheless, OPA staff continually work to ensure that all customers are served in a timely and courteous manner.

As the County's population increases and as the number of people needing assistance in one way or another also rises, the workload of this small customer service staff can be expected to increase accordingly.

LOB #39:

MEDIA RELATIONS

Purpose

The Fairfax County Office of Public Affairs (OPA) handles media relations for the County 24 hours a day, 365 days a year. The OPA director is the primary County spokesperson to the media. Media relations demand a significant time investment from OPA developing media relations strategies, message development, contact and follow-up.

Today's media expects constant response including weekends and holidays. OPA also monitors and responds extensively to the media through multiple social media channels such as Facebook and Twitter.

Due to our proximity to the nation's capital, OPA regularly provides information to local, regional, national and international media outlets. For this reason, media relations demand a considerable time investment from the Office of Public Affairs.

Description

There are 2/1.70 FTE positions associated with this line of business.

OPA approaches media relations in two ways: proactive and reactive. Every effort is made to proactively tell the County's positive stories and to make use of traditional, social and specialized media to provide residents with information on programs, services and initiatives.

Outreach to traditional media includes pitching stories to newspapers, radio stations, television stations and blogs. Reaching out to social media includes targeting messages toward Twitter, Facebook, blogs and discussion forums. Outreach to specialized media, such as trade publications, allows the County to promote stories in narrowly focused outlets that help reach a particular target audience.

The following activities are designed to building strong media relations:

Media Spokesperson
The Director of OPA serves as County spokesperson for the County with OPA staff filling this role in his absence. The office responds to an average of 50 media calls each month, which require an average of nearly 20 minutes each to complete. All non-OPA communicators in the County have a dotted-line reporting relationship with the OPA Director. In the event that there is an incident involving more than two County agencies, OPA takes the lead in coordinating communications.

Communications Policies and Procedures
OPA writes or revises policies and procedures to reflect changing priorities. The main objective is to ensure that countywide communications reflect the County's strategic priorities and the "common message, many voices" philosophy.

Media Database
OPA maintains a current list of more than 150 reporters and media outlets. This list is shared with other County agencies to ensure that information is disseminated to the same audience throughout Fairfax County.

Proactive Media Contacts
OPA researches, writes, edits and distributes NewsWire and social media posts to print, broadcast and online media to inform them of County events and issues. The information is also posted online with a "Really Simple Syndication" (RSS) feed to allow the public immediate access to the news as well. OPA also pitches stories proactively through email and telephone to individual reporters on various topics.

FOIA Meeting Schedule
OPA prepares and distributes a weekly FOIA meeting notice to media, as mandated by Virginia Code §§ 2.2-3707 through 3708 and 3714 requiring publishing notices of public meetings. The notice highlights all County meetings where more than two members of the Board of Supervisors may be present.

FOIA Requests
OPA coordinates responses to all FOIA requests from the media, as mandated by Virginia Code §§ 2.2-3700, 3701, 3702, 3703, 3703.1, 3704, 3705.1, 3705.2, 3705.3, 3705.4, 3705.5, 3705.6, 3705.7, 3705.8, 3706 and 3714.

24/7 Media Contacts System
OPA ensures its availability to the media through an on-call system, which provides the media with access to the OPA Director or designated staff member 24 hours a day/seven days a week. The system allows the caller to leave a message and someone responds as soon as possible.

Media Satisfaction Survey
To gauge the quality of its media relations efforts, OPA surveys media representatives in order to obtain their feedback on the effectiveness of OPA's efforts as well as to determine any area of media relations that needs improvement.

News Conferences/Media Events
OPA provides support to the Board of Supervisors and County agencies to plan news conferences, media conferences and ceremonies such as the inauguration ceremony for newly elected Board members or other elected officials. An example of a high-profile event is the annual news conference with the County Executive and other senior managers on the proposed budget.

Social Media
OPA monitors online media outlets, such as blogs and discussion forums, to stay up-to-date on the pulse of the Fairfax County community. This media provides the County with instant feedback on current topics and allows the County to respond in a timely and effective manner when necessary. OPA also created a social media policy outlining how County agencies can utilize social media, including blogs, discussion forums, social networking sites, photo-sharing websites, video-sharing websites, wikis, virtual reality, podcasts and RSS feeds.

Benefits

Developing and maintaining a strong relationship with the media enables Fairfax County to share news, information and messages proactively, as well as respond quickly with information when needed. An effective relationship with the media also helps the Office of Public Affairs react quickly to developing stories and/or correct information on social media. This benefits our community and helps the public be more informed, especially during an emergency.

Strong relationships with the media also build credibility and integrity, and establish knowledgeable connections between the government, media and the public. Having a lead communications agency ensures that messages reflect the County's strategic priorities, that OPA is open and transparent, and speaks with one consistent voice. OPA places strong emphasis on the "common message, many voices" strategy.

OPA also works extensively with all County agencies, setting policy and providing guidance for developing media strategies and message development. OPA regularly connects with each agency to make sure responses are rapid, transparent and provide updated information. Most importantly, OPA must ensure all agencies are communicating the same message.

Mandates

OPA coordinates responses to all Virginia Freedom of Information Act (VFOIA) requests from the media as mandated by Virginia Code §§ 2.2-3700, 3701, 3702, 3703, 3703.1, 3704, 3705.1, 3705.2, 3705.3, 3705.4, 3705.5, 3705.6, 3705.7, 3705.8, 3706 and 3714.

In addition, OPA prepares and distributes a weekly FOIA meeting notice to media, as mandated by Virginia Code §§ 2.2-3707 through 3708 and 3714 requiring publishing notices of public meetings.

Trends and Challenges

The Office of Public Affairs now operates in a 24/7 environment where information is shared instantly via social media. OPA provides news to the media and the public via social media at all times of the day, every day.

Also, partially due to cutbacks in traditional media as well as the availability of technology, many more people now publish news via blogs, websites and social media so OPA constantly works with multiple smaller news sites and must respond to them the same way as large media outlets.

In addition, almost everyone has access to mobile phones. As a result, pictures and video can be shot by anyone and turned into news. OPA faces the challenges of continuing to evolve and respond to this new age of news gathering.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #39: Media Relations			
FUNDING			
Expenditures:			
Compensation	$136,745	$127,693	$135,454
Operating Expenses	11,796	12,960	11,150
Total Expenditures	$148,541	$140,653	$146,604
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$148,541	$140,653	$146,604
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	2 / 1.8	2 / 1.8	2 / 1.7
Total Positions	2 / 1.8	2 / 1.8	2 / 1.7

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
General VFOIA requests processed through OPA	NA	115	211	200	200
Media VFOIA requests processed through OPA	NA	9	17	15	15
Responses to media inquiries	396	228	610	500	500
Media satisfaction with OPA services	NA	NA	7.76	8.00	8.50

The trend of increased media requests of in FY 2015 was largely driven by multiple public safety-related issues that generated higher than usual media attention. OPA is now consistently advising the Fairfax County Commonwealth's Attorney, County Attorney, Police Department and Sheriff with media relations strategy development and messaging.

Moving forward, our workload will likely remain the same. A high media interest in police-related issues will continue in near future as this topic has become a national concern. The County also will implement many of the recommendations of the Ad Hoc Police Review Commission in 2015/16, resulting in additional media interest.

In addition, OPA staff will continue to manage a higher level of VFOIA requests related to public safety and other issues that arise. This trend will also continue as OPA helps organize, put into context the information provided and reply to all VFOIA requests received.

Media relations, media response, strategy development and messaging are among OPA's highest priorities and one of our most important Lines of Business. OPA will continue to dedicate the necessary resources to successfully manage media relations at the highest level.

LOB #40:

SOCIAL MEDIA AND WEB CONTENT

Purpose

The Office of Public Affairs (OPA) is on the forefront of communications change in today's world. Through social media and web content, OPA serves the County and its residents by creating, coordinating and sharing relevant, timely and actionable information through news updates, Facebook posts or Twitter updates, and thousands of fairfaxcounty.gov web pages.

OPA plays a pivotal role in creating and managing the County's social media and web presences to residents and to the world. OPA's social media and web content purpose is simple: convey the County's mission and business effectively and efficiently. Social media and web content are both independent of each other, yet connected. Social media tools feature precise ways to execute successful content in a social setting, while the website has specific processes, too. Social media and web content come together on sites such as the Fairfax County Government NewsCenter, which is a new approach to communications with a core philosophy that in today's world, government can serve as direct publishers of information.

Fairfax County's web presence is managed at the highest level by two County agencies – OPA and DIT. OPA is ultimately responsible for the content published on the public website serving as planner, creator and coordinator. The County's website is a strategic asset that is crucial to the County's success.

Description

Among the responsibilities associated with the LOB are:

SOCIAL MEDIA
OPA leads Fairfax County's successful social media presence and its purpose has been validated each fiscal year:

Facebook "reach" for all Official County Facebook Pages ("reach" means number of times County content appeared in someone's Facebook feed):

- FY 2012: 2,088,753
- FY 2013: 6,659,856
- FY 2014: 11,603,306
- FY 2015: 28,313,758

Twitter Impressions for all Official County Twitter Accounts ("impression" means number of times County content appeared in someone's Twitter feed):

- FY 2014: 14,746,461
- FY 2015: 23,550,698

On both key social media platforms, the community has expressed its satisfaction through ongoing surveys:

- Facebook satisfaction: 85 percent
- Twitter satisfaction: 84 percent

In this same satisfaction survey, the community also has expressed the educational benefits of the County's social media presence through this question: "Have you learned more about your local government, its programs and services through our use of (Facebook/Twitter)?"

- Facebook: Yes, 82 percent
- Twitter: Yes, 74 percent

General Oversight

OPA leads the County's social media presence. From publishing content to the main County government accounts to training each agency on how best to use Facebook and Twitter, OPA's imprint is over almost every aspect of County social media. OPA leads the development of overarching strategy – explaining and educating on each social tool, as well as creating all social media accounts from Facebook pages to Twitter accounts to the police and fire news blogs. OPA plays a silent, yet critical role on-stage and behind the scenes. OPA also carefully monitors metrics of all accounts in order to sense trends, find opportunities and address struggling accounts. OPA provides constant counsel to all agencies on the best approaches to address emerging issues or planned campaigns.

Strategy and Policy

OPA recently led the completion of a new social media strategy that features six philosophies of the County's approach to social media:

1. Publish, engage and provide customer service with relevant, timely and actionable information, while promoting core services and key events.
2. Establish our voice to build confidence that we are a trusted source for information, especially during emergencies.
3. Use social media aggressively during emergencies and emerging incidents to empower information ambassadors, listen to community first informers and share critical information.
4. Listen to conversations about government services/programs and participate in individual, neighborhood, local, regional, state and/or national conversations.
5. Ensure the security of our social media accounts and prevent cyber vandalism.
6. Integrate social media with other ways to deliver and share content, such as paid, earned and owned media opportunities.

This new strategy also features cross-County coordination and requirements – all accounts must submit annual goals, as well as meet certain output standards.

Approving Accounts

Since 2010, OPA has led the process for departments to apply for social media accounts. It is not acceptable to simply allow agencies to create social media accounts. Other local governments allow accounts to be created that quickly become dormant, uncoordinated or compromised. OPA requires business cases, training, metrics checks, specific security settings and general oversight. In total, OPA has stood up 30+ Facebook and Twitter accounts in five years.

Training and Educating

Training is a crucial component of social media since the landscape changes so frequently. OPA conducts workshops with staff from each new account that has been approved in order to convey the importance and nuance of managing an official County government communications tool. OPA provides constant updates to the 50+ staff that has publishing access to official social media accounts.

Publishing and Listening

OPA serves as the publisher and voice of the County's primary social media accounts on the following platforms: Facebook, Twitter, YouTube, Flickr, Instagram, Periscope, SoundCloud, SlideShare and select blogs. This daily work requires a dedicated team effort to create and share content so the community can be further educated about Fairfax County government. OPA also plays the critical role of "eyes and ears" on social media and alerts County leadership and key stakeholders of emerging trends and conversations.

Emergency Information

According to the County's Emergency Operations Plan, OPA is mandated as the lead communications agency during major emergencies. One primary reason OPA began using social media in 2008 was for emergencies – County information needed to be on platforms people use. Social media is absolutely critical to successful emergency and crisis communications today; otherwise, the County would be unable to share key information directly with the public. With 51 million total impressions on Facebook and Twitter for all County accounts in FY 2015, the opportunity is there and OPA has seized it year after year during major events such as snowstorms, severe summer storms and by aiding other agencies such as the Police Department during the escaped prisoner manhunt (communications for that event were successful because of social media).

WEB CONTENT

OPA plays a key, vigilant role in coordinating content and ensuring that the public can access information in a usable format without always knowing which specific agency controls the topic.

Creating and Coordinating Web Content

OPA's unique role as the County's central communications office extends to the web. OPA knows the County's big picture and conveys this on the web through timely publishing of key information. OPA has created hundreds of web pages, ensuring a consistent message that includes all County agency information on a topic. OPA coordinates content between agencies that may be working on the same topic, but not aware there are relevant web pages elsewhere. More than 200 County employees publish content to the public website. However, the level of training, the priority of web content in their job portfolios and the intuition to link to other County efforts is often inconsistent. OPA achieves coordination in three ways:

1. Facilitating (and often creating) cross-agency web content such as ad hoc police commission, bond referenda, economic success, financial transparency, bipartisan election commission, meals tax, Fairfax Alerts, Silver Line and Tysons.
2. Consulting on a daily basis with all County agencies on short and long-term web content issues. OPA has consulted with nearly every agency on web content, including agency web page redesigns for the Office of Elections, the Department of Tax Administration, Police Department, General District Court, Office of Emergency Management and the Department of Family Services, to name just a few.
3. Leading the web content review process that began in FY 2015, which systematically seeks consistency and compliance in all agencies.

User Testing and Public Involvement

Testing and assessing are critical to successful websites. An example of testing is when OPA designed, conducted and reported on usability for the County's financial transparency application to ensure that those who are not familiar with the County's financial structure would still be able to search and obtain the information they want. Findings and subsequent changes made the product more effective and efficient.

Emergency Information

OPA uses the web as one way to communicate critical information during emergencies. In recent years, information has been published online for the Derecho, Tropical Storm Sandy, numerous snow/ice events and other storm and health-related events. OPA web staff is available at any hour to publish critical information.

Policy

OPA, in consultation with the E-Government Steering Committee and DIT, provides the policy framework for the County's web content as outlined in Procedural Memorandum No. 13-04.

Benefits

SOCIAL MEDIA
Social media growth, as outlined with the metrics on the first page of this description, has expanded each year as more people use social media; as the County selectively approves more accounts; and as government culture becomes more comfortable with social media.

Five years ago, it was not possible for County messages to be viewed 51 million times. In FY 2015, the collective "reach" of Facebook and "impressions" on Twitter for all official accounts reached that lofty number. The satisfaction with official social media accounts is over 80 percent. In qualitative comments, survey respondents consistently cite the abundance of useful posts Fairfax County shares on social media. The public has also provided insight that it relies on Fairfax County as a first source of information. People see the County government as publishers, much like a newspaper or broadcast journalist. With social media today, if done well and correctly, organizations such as Fairfax County can serve as a primary publisher to a community of interested people. Everyone who follows County accounts chooses to follow those accounts. People want Fairfax County government information on the tools they use today. It is indicative of the power of social media that County information was consumed 51.8 million times across two of the major social media sites in today's communications world – a 97 percent increase from 26.3 million in FY 2014.

The benefits are also stated more starkly – if the County government exclusively relied on news releases, news conferences and media relations, then the County could not effectively tell its story directly to residents. This is a time of vast change in communications and during these tumultuous times, OPA has worked to keep the County moving forward by staying apprised of the latest tools and tactics. There is always room for improvement, but Fairfax County's robust, detailed, centralized and methodical approach to social media has become an extremely important facet in achieving the County's vision element of creating a culture of engagement.

WEB CONTENT
Managing web content from the countywide perspective benefits residents because OPA works to ensure that County stovepipes are not replicated on the website. While many stovepipes still exist, it is essential that a centralized office serve as the reactive and proactive content managing presence for the whole County. It is also important for staff to have resources and expertise available for consultation, which benefits agencies and ultimately, the whole County and its residents.

OPA is currently leading the countywide web content review process where OPA works with each agency individually to ensure the content on their web pages is timely, accurate and Americans with Disabilities Act (ADA) accessible.

The benefits of publishing news and information directly to the community (either through web content or social media) is a clear benefit to the public because it can rely on its County government as a direct source of information. That benefit cannot be understated in a world of a million messages, distractions and niche interests. By publishing, coordinating and facilitating web content, OPA plays a critical gate keeper role to help ensure the digital presence of the County is expressed with clarity and purpose.

Mandates

While this LOB is not mandated, if the County publishes material to the fairfaxcounty.gov website, it must be in compliance with ADA accessibility requirements.

Trends and Challenges

The one, overarching trend/challenge for both social media and web content is the continued rapid growth of mobile devices. While Fairfax County has made some inroads with mobile through the leadership of DIT and OPA, County staff must recognize the fundamental change in how people consume information online – and that's through a mobile device. According to recent research, mobile device web/app browsing exceeds visiting a website on a "traditional" desktop computer.

This trend poses a challenge to County information creators, who must think mobile first, not as an afterthought. Are County web pages designed for mobile devices or, instead, do they feature long paragraphs of information that are unfriendly to read on mobile devices? Can transactions be easily accomplished on a mobile device? Do County staff members, when proposing content for Twitter, realize that the great majority of tweets will be read on a smartphone? This overarching trend presents the challenge and OPA has an opportunity to be part of the solution when educating staff about mobile-first information presentation that needs to be executed well.

SOCIAL MEDIA

The single biggest challenge with social media is the pace of change. Tools and tactics change every week and keeping apprised of the best methods is challenging as relevant information must then be conveyed to all agency publishers. The pace of change and the introduction of new tools will not cease given the world in which we live, so Fairfax County will have to be judicious in deciding how best to grow a social media presence efficiently and effectively.

The biggest trend that is tied to the challenge above is the continued demographic breakdown of so many social media tools. One researcher recently wrote that mass marketing/communications is becoming a "mass of niches." Popular theory today says Facebook is for people age 30+; LinkedIn is for a professional audience; Instagram is best for a younger crowd; Pinterest is generally for women; and new tools such as Snapchat appeal to even different slices of residents. It will be a challenge to stand up social profiles on all platforms deemed worthy to pursue (today the County does not have a presence on all key platforms).

OPA will continue to play its leadership role in nurturing social media while also being attentive to where we can find our audience, but it will be a challenge to support more than a handful of sites. The County's choices in platforms must meet business goals and objectives.

WEB CONTENT

Web content faces many ongoing challenges that OPA and DIT continue to address jointly. Issues include content publishing system, ADA requirements, lack of usability testing for key sites and trying to ensure consistency across thousands of County web pages. The detailed work required to address these challenges takes time, resources and cooperation from across the County.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #40: Social Media and Web Content			
FUNDING			
Expenditures:			
Compensation	$164,095	$153,232	$162,545
Operating Expenses	14,155	15,553	13,380
Work Performed for Others	(132,908)	(135,355)	(124,955)
Total Expenditures	$45,342	$33,430	$50,970
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$45,342	$33,430	$50,970
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	2 / 2.16	2 / 2.16	2 / 2.04
Total Positions	2 / 2.16	2 / 2.16	2 / 2.04

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Twitter reach (all County accounts)	NA	14,746,461	23,550,698	28,000,000	30,000,000
Facebook reach (all County accounts)	6,659,856	11,603,306	28,313,758	34,000,000	37,000,000
Facebook reach (main account)	1,644,911	2,161,533	4,478,701	5,000,000	6,500,000
Facebook reach per dedicated FTE (main account)	657,964	864,613	1,791,480	2,000,000	2,600,000
Percent satisfied with County Facebook information (main account)	80%	92%	85%	85%	85%
County YouTube minutes watched	183,136	278,726	408,656	500,000	525,000

Social media is the easiest form of communications to measure. All of the major tools the County uses include a suite of metrics behind the scenes. As the numbers in the metrics indicate, all of County social media properties are growing year over year. On Facebook, the County more than doubled its reach from 11 million in FY 2014 to 28 million in FY 2015. This number will continue to increase as more County Facebook pages are introduced and as more of our residents choose to connect with the County on social media.

Overall, the Office of Public Affairs, in its countywide leadership role for social media, fully expects all social media metrics to continue growing. More residents are finding County, police, fire, environment, animal and parks information, among the nearly 30 social accounts the County currently hosts on tools such as Facebook, Twitter, YouTube and Flickr. The County's mere presence on social media, coupled with the disciplined training OPA requires each agency to adhere to, are two factors contributing to this performance. Our residents expect us on these platforms.

There are a few factors restricting performance. For example, on Facebook the County is at the mercy of that social media platform's algorithm, which means Facebook decides who sees what information in their individual news feeds based on hundreds of factors. So if a resident has not interacted with a County page in a while, then it is unlikely the resident will see many future updates. On Twitter, the lifespan of a tweet is generally one to two hours, so if accounts do not constantly share the same updates multiple times, then key audiences will be missed. Each social media tool has nuances that OPA stays on top of so the County can maximize its presence and relay information and engage with the community.

The County's website at www.fairfaxcounty.gov continues to be the prime information source the County directly controls and its stats have been consistent the last few years at around 19 million visits. It's a challenge to "expect" a metric on a website as large as the County's because people visit for so many different reasons; however, it is essential to note that the majority of website traffic goes to a few top areas: library, taxes, police and parks. While other areas are important, these four topics are among the most visited on fairfaxcounty.gov, primarily because of the transaction-based nature of renewing library books or paying taxes online.

LOB #41:

EMERGENCY COMMUNICATIONS AND PLANNING

Purpose

As required by the Fairfax County Emergency Operations Plan, OPA coordinates and disseminates all emergency information related to major incidents affecting more than two County agencies. As such, OPA continues to recognize emergency communications as one of its major Lines of Business and the need for increased emphasis on emergency communications and dissemination of emergency information to the public, County employees, Board of Supervisors, and other partner agencies and stakeholders, including the media.

Emergency communications encompass:

- Crisis Communications – Planning appropriate actions and coordinating the dissemination of information in response to high-profile or sensitive issues such as on-the-job employee death or employee actions that result in criminal charges.
- Risk Communications – Providing the public with information that reduces anxiety and fear and also provides suggestions for planning that will assist in responding to an emergency event (or pending crisis). Risk communications are intended to do no harm to the current situation, ease public concern and provide guidance on how to respond to the situation.
- Emergency Situations – Predicted or actual events that have the potential to affect the safety, health and welfare of the population such as drinking water contamination or widespread exposure to infectious disease or hazardous materials.
- Staff Support in Emergency Events – Consulting with other agencies to assist in planning actions and collecting, analyzing and disseminating key information to residents, employees and media during emergency or critical incidents.
- Weather Alerts – Predicted or actual weather events such as hurricanes, tornadoes, derechos, severe snow or ice, or other hazardous weather conditions affecting County residents.

Description

OPA is the lead agency in providing emergency public information to Fairfax County residents and businesses as well as County employees. According to the Fairfax County Emergency Operations Plan, this responsibility is defined as Emergency Support Function (ESF) 15: External Affairs. As the lead agency for ESF 15, OPA's mission is:

"To monitor and provide timely and accurate information to the public, media, private sector, and Fairfax County elected officials and employees during emergencies or threatened emergencies and to provide protective action guidance as appropriate to save lives and protect property."

The Emergency Operations Plan also states that "when three or more County agencies are involved in emergency operations, the Office of Public Affairs, as the coordinating agency of ESF 15, will serve as the primary point-of-contact for the release of information to the media and public, and the monitoring and engagement between the County and its various stakeholders."

In the event of a mass fatality incident (as detailed in the Fairfax County Emergency Operations Plan), ESF 15 also provides support to the Family Assistance Center to include family and media briefings, website and emergency blog postings, news releases and other public information efforts, as well as facilitates communications with family members. OPA is also involved and assists in delivering public information when the Office of Emergency Management establishes Service Information Centers (SICs) in response to emergency events.

During activations of the Emergency Operations Center (EOC), OPA staff are key players in the EOC organizational structure, serving as the EOC Command and General Staff Public Information Officer (PIO), while the Director of OPA serves in the Senior Policy Group of key County leadership. Additional OPA staff serve in the Joint Information Center (JIC) as assistant PIOs, creating and disseminating all emergency-related content during an EOC activation. OPA activates the County's JIC, which serves as the central clearinghouse for emergency information distribution, whenever the EOC is activated.

The emergency information blog (www.fairfaxcounty.gov/emergency/blog) and continued use of social media tools confirm the changing world that government communicators must recognize and adapt to in order to distribute emergency news and information to our various audiences and stakeholders. To that end, OPA uses multiple communication tools and channels. These tools include the blog and County website; Facebook and Twitter (both County and agency-specific accounts); YouTube; SoundCloud; emails, text and pager messages from Fairfax Alerts, which replaced the Community Emergency Alert Network (CEAN) in the summer of 2014, and for employees, the Employee Alert Network (EAN); Fairfax County Government Radio (www.fairfaxcounty.gov/radio); the emergency information hotline as well as internal hotline numbers for County employees; Flickr; RSS news feeds; video (in addition to YouTube, OPA utilizes video online and on Channel 16); media interviews; the County app; regional websites (such as www.capitalregionupdates.gov); conference calls; and Ask Fairfax online chats to communicate with target audiences.

Other responsibilities include the following:

County Spokesperson

The Director of OPA serves as the County's spokesperson on a day-to-day basis. During emergencies, the OPA Director can also serve in this role or depending on the level of the incident, may relinquish that role and provide support and guidance for either the Chairman of the Board of Supervisors or the County Executive (or designee). During emergency events, the OPA Director also serves as a member of the County's Emergency Management Team, consulting with the County Executive and senior management to assist in planning the County's emergency response. The OPA Director is on call 24/7 to respond to emergencies and handle media inquiries.

Emergency Information Officer

During emergencies, the OPA Emergency Information Officer (Public Safety Information Officer IV) serves as operations lead for OPA staff in the response to the incident. This position also supports emergency planning functions for the agency and County, as well as provides support to the OPA Director, Chairman's Office, County Executive and other agencies in responding to emergency incidents.

OPA Staff

Classified as "essential personnel" during times of crisis, OPA staff are available and prepared to respond to emergencies 24 hours a day. Each week, OPA assembles a "Red/Blue" team staffing plan with every member of the agency assigned to an emergency role for a 12-hour shift to ensure that the public affairs function can be staffed during a prolonged emergency event. OPA staff know their roles and responsibilities for emergency communications on a weekly basis and are expected to respond if necessary.

NIMS and ICS

All OPA staff are trained in basic National Incident Management System (NIMS) and Incident Management System (ICS) courses – ICS 100, ICS 200, ICS 700 and ICS 800. Some OPA staff, including the Emergency Information Officer and other senior-level staff, have also been trained in higher level courses such as ICS 232: Effective Communication; ICS 300: Intermediate ICS for Expanding Incidents; and ICS 400: Advanced ICS for Command and General Staff, Complex Incidents and Multiagency Coordination System (MACS).

WebEOC

During emergencies, OPA uses the WebEOC software, as does every other County agency, for incident management tracking and resource requests. All OPA staff are trained in WebEOC and are capable of filling WebEOC/admin positions in the Emergency Operations Center (EOC), Alternate Emergency Operations Center (AEOC), the Emergency Line Call Center or the OPA Operations Center.

Emergency Planning and Exercises

The agency's Emergency Information Officer serves on numerous countywide efforts in the area of emergency preparedness as well as emergency planning and exercise groups. OPA, due to its lead role in coordinating emergency communications for the County, is one of the few County agencies that is most often involved in emergency exercises, real-world events and activation of the EOC. OPA serves on the countywide Continuity of Operations Planning (COOP) Committee, is a member of the County's Emergency Management Coordinating Committee (EMCC) and most recently, OPA's Deputy Director served as liaison to the 2015 World Police and Fire Games. The Emergency Information Officer and other OPA staff as necessary are involved in all County tabletop and functional exercises – including exercise planning for most exercises – such as recent exercises for the World Police and Fire Games and the Virginia Emergency Response Team Exercise (VERTEX).

Emergency Support Function (ESF) 15: External Affairs

As outlined in the Fairfax County Emergency Operations Plan, OPA is responsible for ESF 15: External Affairs, which includes supervising the dissemination of emergency public information, coordinating and disseminating news releases, serving as the lead spokesperson for release of information to the public and the media, and supervising operation of the Fairfax County Government Emergency Information line (to control rumors and ensure accurate information is available). In addition, OPA has and continues to serve in a leadership role on the regional R-ESF 15 committee.

ESF 15 encompasses the full range of external affairs functions including the following:

- Public information includes providing incident-related information through the media and other sources to individuals, families, businesses and industries directly or indirectly affected by the incident;
- Community relations activities include identifying and communicating with community leaders, e.g., grass roots, political, religious, business, labor and ethnic, as well as neighborhood advocacy groups to ensure a rapid dissemination of information, identify unmet needs and establish an ongoing dialogue and information exchange; and
- Government affairs includes establishing and maintaining contact with members of the Fairfax County Board of Supervisors and legislative offices representing the affected areas to provide information about the incident and the status of response and recovery activities. It also includes coordinating responses to inquiries from the Board of Supervisors and other elected officials.

PIO Corps

A component of ESF 15 is the County PIO Corps, comprised of all County government public information officers and communication specialists. As the lead for ESF 15: External Affairs, OPA must perform numerous functions during an emergency event or activation of the EOC including:

- Staffing the Joint Information Center (JIC)
- Staffing and/or providing support to field PIOs at multiple locations
- Coordinating messaging across numerous communication platforms, such as Twitter, Facebook, web pages, video, audio, etc.
- Staffing and supervising call-takers for the Emergency Information Line (if activated)

Due to the multitude of responsibilities and the small number of OPA staff, the OPA Director can assign any County PIO to work an emergency incident. The PIO remains the employee of his/her agency, but for the duration of the event, is assigned to emergency communications functions as part of the PIO Corps as directed by the OPA Director.

Emergency Communication Tools

During Emergency Operations Center (EOC) activations, the Office of Public Affairs opens a Joint Information Center (JIC). The JIC is a physical location – adjacent to the EOC – where OPA communicators and PIOs from various agencies and disciplines (both County and regional) gather to develop messages, talking points and news releases, as well as coordinate emergency communication efforts to contribute to a positive outcome.

If an emergency event includes adjacent jurisdictions or involves the National Capital Region, a regional Joint Information Center may also be established, most often within the jurisdiction where the incident has occurred. OPA may be required to staff such a regional JIC if established. OPA also staffs and currently manages the region's virtual JIC, Capital Region Updates (www.capitalregionupdates.gov) that provides regional news, information and situational awareness for NCR residents and stakeholders.

OPA disseminates emergency information to various audiences using the tools listed below. A more detailed description and the benefits of each follows in the next section.

- Social Media
- Media Outlets
- Emergency Information Blog
- County Website
- Fairfax County Government Radio
- Fairfax Alerts
- Employee Alert Network (EAN)
- 324-SNOW (7669), 246-SNOW (7669) and 87-SNOW-FFX1 (1-877-669-3391)
- RSS Feeds
- Channel 16
- Emergency Information Line
- Medical Needs/Social Needs Registry
- Health and Safety Podcast
- 703-FAIRFAX (324-7329)
- ESF 15 Business/Nonprofit Update
- News Conferences
- Community Meetings
- Door-to-Door Contact (including flyers)

There are 2/1.70 FTE positions associated with this line of business.

Benefits

Social Media – Increasingly, County residents and others are relying on social media such as Twitter and Facebook for news and information, especially during times of crisis. OPA employees are trained in the use of social media and rely on this outlet as a primary way to communicate emergency information quickly to residents as well as the traditional media outlets that follow the County's social media accounts.

Media Outlets – A major role of OPA is to distribute emergency communications to the media which becomes a partner to the County in broadcasting life safety and property conservation messages to residents and businesses. OPA maintains media databases and contact information on redundant systems to maintain the ability to contact the media during an emergency. OPA sends news releases, media advisories

and photo releases, as well as schedules media briefings and news conferences as needed during an emergency.

Emergency Information Blog – The blog is the primary online platform used for both preparedness information before and news during an emergency event. Information published on the emergency blog is also repurposed and published on social media sites. (www.fairfaxcounty.gov/emergency/blog)

County Website – The web is one of the first places a "wired" community such as Fairfax County turns to for information. In addition to a specific Emergency Information page (www.fairfaxcounty.gov/emergency/), OPA posts emergency communications to the home page of the County website during severe weather events and other emergencies. From this home page announcement, web visitors have the opportunity to click to another more detailed page about the current situation that features detailed information, where to find assistance, numbers to call, etc.

Fairfax County Government Radio – Following Hurricane Isabel, the County learned that commercial radio outlets simply could not broadcast the amount and depth of information our residents needed and since this area's media serve the National Capital Region, which includes Northern Virginia, the District of Columbia and Southern Maryland, many jurisdictions had competing messages that caused confusion for residents. Subsequently, OPA developed an internet radio station (www.fairfaxcounty.gov/radio/) that broadcasts 24/7 where OPA has the capability to tailor messages especially for Fairfax County residents. In addition, those without a computer can call 571-350-2160 to listen to the online stream (station) via telephone.

Fairfax Alerts – This network delivers important emergency alerts, notifications and updates during a major crisis or emergency, in addition to day-to-day notices about severe weather and traffic. Messages are delivered to email accounts, cellphones, text pagers and wireless devices. In addition, this tool can be used for non-emergency messages; e.g., residents can sign up to receive alerts about tax due dates, etc. (www.fairfaxcounty.gov/alerts).

Employee Alert Network (EAN) – Similar to Fairfax Alerts, this is the County's internal alerting and communication tool for providing emergency alerts to County employees.

324-SNOW (7669), 246-SNOW (7669) and 87-SNOW-FFX1 (1-877-669-3391) – When snow/ice or other emergency events occur, the County's workforce, a number of whom travel to Fairfax County from outlying jurisdictions, need timely information on County closures or delayed openings. These dedicated telephone lines feature automated messages that are recorded by OPA staff to provide emergency communications to County employees.

RSS Feeds – RSS, which stands for "Really Simple Syndication," is a way to publish frequently-updated content such as news headlines, podcasts or online blogs, making it possible to keep up with information in an automated manner that's easier than checking websites manually. County residents, media, businesses, nonprofits and other interested audiences can sign up to receive the feeds automatically. This is especially useful during an emergency such as a severe weather event where conditions change rapidly.

Channel 16 – OPA uses the County government's Channel 16 to disseminate emergency information through "crawl" messages that scroll across the television screen. OPA also has the ability in a severe emergency situation to broadcast a full screen of life safety information to Channel 16 viewers.

Emergency Information Line – The County's Emergency Information Line (703-817-7771) features three pre-recorded emergency preparedness messages callers can listen to. During an incident, the welcome message includes updates on the situation with instructions and information. The line is answered during normal business hours (8 a.m. to 4:30 p.m.) and during an emergency situation where it is staffed at the McConnell Public Safety and Transportation Operations Center (MPSTOC). Call-takers, typically Police or Fire and Rescue recruits or other staff, augment OPA staff in providing emergency information to residents through 20 telephone lines for incoming calls.

Medical Needs/Social Needs Registry – The County's website contains an online registration area where individuals with medical needs and organizations serving people with social needs can pre-identify themselves so the County can communicate with them during an emergency. OPA was part of the committee that created this registry and also developed the communication plan when this service was launched in 2007.

Health and Safety Podcast – This tool is designed to provide emergency preparedness information but can also be used during an emergency incident. The podcast is produced on average twice monthly and features various emergency preparedness news and information from the Office of Emergency Management, Police Department, Fire and Rescue Department, Sheriff's Office and the Health Department. The OPA Emergency Information Officer writes and records this podcast which can be listened to via the County's website or downloaded and listened to on a portable device such as an iPod. (www.fairfaxcounty.gov/podcasts/health-and-safety.htm)

703-Fairfax (324-7329) – This day-to-day information and referral line, staffed by OPA, is also used during emergency events. Depending on the time of the incident or emergency, the line will either be staffed (8 a.m. to 4:30 p.m.) or feature a recorded message with emergency information and resources residents can use to get more details.

ESF 15 Business/Nonprofit Update – OPA created and maintains a list of business and nonprofit organization contacts throughout the County and produces a monthly email newsletter – the ESF 15 Business/Nonprofit Update. This newsletter includes information of interest for ESF 15, as well as articles of interest from national media, upcoming training, and a section featuring emergency preparedness information and news.

News Conferences – Another important tool OPA uses during crises is news conferences. These allow key County leadership to address multiple media outlets simultaneously. While often conducted at MPSTOC, news conferences are also held onsite at event locations and coordinated with PIOs on the scene.

Community Meetings – An important part of healing within a community is the ability for residents to come together and hear the latest news about an incident affecting their neighborhood. As ESF 15 lead, OPA is responsible for organizing these events. This includes ensuring representatives from all related County agencies are present, coordinating the meeting location and time with the Chairman and/or the Supervisor of the magisterial district in which the emergency occurred, publicizing the event, scheduling transportation services as needed, working with the media covering the event, etc.

Door-to-Door Contact (including flyers) – Many times, the most effective way of communicating with a targeted geographic area is the door-to-door delivery of news and information to County residents. This is done due to the immediacy of a situation or to address language barriers. OPA coordinates production of the message and then works with public safety agencies – most often the Fire and Rescue Department and the Police Department – to walk through a neighborhood to deliver critical life safety/property conservation messages house-by-house. The most common example of this is in the Belleview, Huntington and New Alexandria areas when flooding is anticipated.

Mandates

While not mandated by the federal or state governments, the Office of Public Affairs, according to the Fairfax County Emergency Operations Plan (EOP) is directed to coordinate communications "when three or more County agencies are involved in emergency operations." The EOP states that OPA, as the coordinating agency of ESF 15, will "serve as the primary point-of-contact for the release of information to the media and public, and the monitoring and engagement between the County and its various stakeholders."

Trends and Challenges

Fairfax County is the most populous county in Virginia, and with a number of Fortune 500 companies located here, major shopping and entertainment venues, and our proximity to nation's capital, potential terrorist threats are a real concern for our public safety agencies. Unfortunately, terror threats by recognized groups and lone wolf attacks are an increasing concern and one Fairfax County needs to be ready to respond to and communicate public safety messages to our residents.

Weather events, however, can have just as much, if not more, effect on our residents as terrorist attacks because of their frequency. From thunderstorms and flooding, extreme heat and cold temperatures, snow and ice, tornadoes and even earthquakes, OPA must be ready to communicate safety information for all types of hazards to our residents and stakeholder organizations, as well as our employees. Weather events also impact travel in the County and region, which is a growing area for communications, as residents constantly want and need to know what roads might be affected by weather events and how they can continue their travels.

The diverse needs of the County's population also bring added challenges to delivering emergency communications. Our residents need to receive information during emergencies – not just in a manner they want to receive it, such as via social media, print, online or by audio or video – but the message must also be tailored to how they can understand it, i.e., in their native language, etc. Additional considerations such as an aging population, computer access and functional needs continue to impact County communications as both populations continue to grow in numbers across the area.

Additionally, the proliferation of communications methods that residents use on a day-to-day basis impacts OPA's ability to deliver timely, actionable and relevant information. These social tools create opportunities for Fairfax County to reach residents where they are – but they also require an increasing amount of time as staff are needed to monitor and respond/engage as appropriate through the various tools.

Many residents rely on social media, especially Twitter and Facebook, for their news and information, foregoing the nightly television news broadcast. Tools such as Pinterest, Instagram, LinkedIn, YouTube, Snapchat, Tumblr, Vine, Google+, Meetup, Ning, Orkut and Badoo (among others) are where many residents choose to go for news and information. And new social tools such as Periscope and Meerkat that allow users to live stream video – either officially by Fairfax County or from a bystander at the scene of an emergency – are constantly being developed, adding to the challenge of constantly learning, monitoring and publishing to these channels.

Radio is increasingly important as more and more residents are in their cars or on public transportation going to and from work, listening via streaming audio services and radio station apps. OPA recently developed a 24/7 Internet stream to provide news and information to residents on a day-to-day basis, as well as provide critical life safety news during times of crisis. Radio, as well as visual communications – photos and video – will continue to increase in importance, as well as continue to impact the workload of OPA staff.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #41: Emergency Communications and Planning			
FUNDING			
Expenditures:			
Compensation	$136,745	$127,693	$135,454
Operating Expenses	11,796	12,960	11,150
Work Performed for Others	(49,117)	(50,017)	(46,177)
Total Expenditures	$99,424	$90,636	$100,427
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$99,424	$90,636	$100,427
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	2 / 1.8	2 / 1.8	2 / 1.7
Total Positions	2 / 1.8	2 / 1.8	2 / 1.7

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Emergency Information Blog views	648,125	499,967	349,977	367,476	385,850
Fairfax Internet Radio - total number of listeners	NA	NA	1,730	1,817	1,907
Fairfax Internet Radio - total number of listening hours	NA	NA	8,342	8,760	9,197
Emergency Preparedness Outreach Newsletter	12	12	12	12	12

Some of the measurements for emergency communications depend on outside factors, such as extreme weather or man-made events. For instance, emergency blog views were exceptionally high in fiscal year 2013 due to the Derecho that affected Fairfax County, as well as Tropical Storm Sandy later that year. Fortunately, the County has have been spared from damaging weather events the past few years, which reflects a decrease in blog views.

But while blog views may be averaging out over the past several years, we anticipate the number of listeners and minutes listened to Fairfax County Government Radio (online) to increase as more residents become aware of the service, which can be utilized 24/7 to get Fairfax County news, weather and event information – both during emergencies, as well as on a day-to-day basis. OPA anticipates listenership to increase as more residents adopt the use of mobile technology, listening to the online stream via their smartphones and various listening apps. Additional listenership could be attained if the radio stream was fully incorporated into the County's current app for smartphones enabling listening through the app versus redirecting to the web page. Increased promotion of the station could also increase listenership.

Remaining steady is the number of "Emergency Preparedness" newsletters produced in cooperation with the Office of Emergency Management since this is a monthly publication. It is also anticipated that the number of staff hours devoted to emergency communications and planning – including everything from early morning snow calls and messaging during inclement weather to emergency communications planning for exercises (tabletop, functional and full-scale) – should remain fairly consistent, barring an extremely difficult winter.

LOB #42:

DEPARTMENT PLANNING AND ADMINISTRATIVE SUPPORT

Purpose

The purpose of this line of business is to ensure that the Office of Public Affairs (OPA) fulfills its planning and administrative duties through strategic and work planning; human capital management including workforce and succession planning; training monitoring; budget preparation and monitoring; financial processing, reporting and reconciliation; and procurement.

Description

Among the functions handled through this LOB are:

Strategic Planning and Work Planning
Agency management and the senior staff team periodically update OPA's strategic plan and develop annual work plans to support OPA's mission. It is an ongoing process to support results-based decision-making, planning and budgeting.

Human Capital Management
In addition to the day-to-day human capital management activities such as time management, OPA also focuses on strategic challenges associated with recruitment and staff development, particularly in light of the County's succession planning initiative and workforce planning to ensure that OPA has "the right number of people in the right jobs with the right competencies at the right time." With the County's priority on succession planning, given the high number of employees eligible to retire in the next few years countywide, staff in this LOB is responsible for preparing OPA's plan and participating in the succession planning community of practice. Another duty is the completion of the annual Diversity Report required by the Office of Human Rights and Equity Programs.

Training Monitoring
Staff associated with this line of business is also responsible for tracking mandatory training to ensure that OPA is in compliance with County requirements. In addition to countywide mandated training such as Americans with Disabilities Act (ADA), Prevention of Sexual Harassment, etc., there are a number of courses required, e.g., incident command systems training, for OPA employees to staff the Joint Information Center in the event of an activation of the Emergency Operations Center. It is crucial that staff have the appropriate training to enable them to perform satisfactorily in such situations. In addition, given changing technology and communication techniques, it is imperative that employees consistently upgrade their skills in order to ensure a high performance workforce to be able to deliver the level of service County residents have come to expect.

Budget Preparation/Monitoring
OPA's Financial Operations Manager prepares, justifies and manages the agency's annual budget as well as prepares the Third Quarter and Carryover Review submissions. Regular budget monitoring is also accomplished to ensure that OPA does not exceed its appropriation. Periodic updates are provided to OPA senior staff to provide a clear financial picture to allow for efficient and effective management of agency resources.

Financial Processing/Reporting/Reconciliation
The Financial Operations Manager is also responsible for submitting financial reports as well as preparing OPA's monthly financial reconciliation as required by Accounting Technical Bulletin (ATB) 020. In addition, when the agency has grants, staff is responsible for completing and submitting the required reports to the Department of Finance and the Department of Management and Budget, as well as the grantor, with regard to the establishment of grants, monitoring during the life cycle of the grants and completing the appropriate steps to close out grants when necessary.

Procurement

To comply with the County's separation of duties requirements, the Administrative Assistant V initiates orders which are then approved by the Financial Operations Manager. This includes processing shopping carts and purchase orders through the County's FOCUS system, as well as managing OPA's use of the procurement card to ensure compliance with all applicable policies and procedures. These staff also prepare and review the weekly p-card and marketplace reconciliations as required by County policy.

There is 1/1.02 FTE position associated with this line of business. However, rather than one person, it includes parts of several OPA employees' time. This division of duties is primarily due to the need for separation of duties, e.g., one person cannot perform all the processes within a particular function, e.g., financial processing and reconciliation, procurement and human capital management.

Benefits

A strong infrastructure resulting from the activities of this line of business enables the Office of Public Affairs to run efficiently and effectively, thus benefiting the entire County. It ensures the optimum application of both financial and human resources in providing services for which the agency is responsible.

Ensuring that OPA is in compliance with the County's internal controls regarding human resources, finance, budgeting and procurement reduces Fairfax County's risk exposure for waste, fraud and abuse and strengthens accountability.

A focus on strategic planning supports the appropriate allocation of scarce resources to meet the communication needs of a growing population.

Mandates

Although the functions performed under this LOB are not mandated by the federal or state governments, there are internal compliance requirements, i.e., separation of duties, regular financial reconciliation, etc.

Trends and Challenges

As is the case for most County agencies, the Office of Public Affairs is challenged with doing more with less. OPA's budget has decreased 7.4 percent over the past 10 years, despite receiving funding for employee raises in six of those years. As a result, it has been necessary to reduce positions and expenditures. It is also important to note that over the past five years, OPA's staffing has decreased from 20 to 17 positions or a 15 percent decrease.

These decreases have meant that remaining staff has had to prioritize strategically and identify means to accomplish the OPA mission with fewer resources, despite a growing population and increased demands for OPA's services.

It also falls to this line of business to identify resources to develop the OPA workforce with limited funding, especially given rapidly changing communications environment – new technology, new tools, etc. on which staff must be trained. Additionally, staff associated with this LOB is responsible for monitoring mandatory training for OPA employees. In addition to countywide mandated training, this includes National Incident Management System (NIMS) and Incident Command Systems (ICS) training that is necessary to prepare staff to staff the Joint Information Center at the Emergency Operations Center which is activated for major emergencies or other events. Given the many other responsibilities assigned to OPA staff, it is challenging to identify time to undertake this valuable training.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #42: Department Planning and Administrative Support			
FUNDING			
Expenditures:			
Compensation	$82,047	$76,616	$81,273
Operating Expenses	7,077	7,776	6,690
Total Expenditures	$89,124	$84,392	$87,963
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$89,124	$84,392	$87,963
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	1 / 1.08	1 / 1.08	1 / 1.02
Total Positions	1 / 1.08	1 / 1.08	1 / 1.02

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Shopping carts processed	22	34	24	24	24
P-Card reconciliations prepared/reviewed	52	52	52	52	52
Marketplace reconciliations prepared/reviewed	52	52	52	52	52
Payroll reconciliations prepared/reviewed	12	12	12	12	12
Financial reconciliations prepared/reviewed	12	12	12	12	12

As a very small line of business with only 1/1.02 FTE dedicated to performing the administrative functions for the Office of Public Affairs, staff must ensure that OPA adheres to strict separation of duties, e.g., the person who initiates a human resources, procurement or financial transaction cannot be the same person to approve it.

During FY 2015, the Office of Internal Audit performed a Business Process Audit on OPA's financial and procurement activities. The results showed a very sound operation with the only comment being a new form needed on file. That audit report can be found at:

http://www.fairfaxcounty.gov/audit/pdf/reports/2015reports/15-12-09_opa_bpa_final.pdf

The workload of this LOB is fairly static, with little variation from year to year. However, it is crucial to the agency's operation, without which OPA would not have the resources to perform the work of the other seven LOBs, whether it is hiring staff or procuring supplies and services. OPA has a fairly low number of shopping carts, as the agency is able to use the procurement card for a large portion of its needs since they are under the dollar threshold and this tool is highly efficient for quick purchases. It also benefits the County in rebates from the credit card company.

The other static workload is associated with the County's requirement for regular reconciliations to detect any issues whether it is for payroll or financial processing. Internal Audit noted in its Business Process Audit, "Reconciliations were independently performed and were completed in a timely manner."

LOB #43:

BOARD SUPPORT

Purpose

The Office of Public Affairs supports the Board of Supervisors by coordinating presentations made to employees, residents, businesses, nonprofits and other organizations. Typically, but not always, these proclamations, resolutions and certificates are presented at Board meetings in order to recognize and celebrate the achievements and contributions of individuals, businesses, nonprofits and faith-based organizations in support of Fairfax County's strategic vision.

Description

OPA coordinates approximately 160 presentations requested by the Board of Supervisors annually for proclamations, resolutions and certifications for hundreds of recipients. This includes:

- Coordinating with the Chairman's office and other Board offices on a regular basis;
- Scheduling all participants who will appear at a Board meeting;
- Writing and distributing guidelines for meeting participation to recipients;
- Preparing items for presentation by researching, writing, coordinating review and producing the final document to be mounted onto a plaque;
- Coordinating the signatures of every document with the appropriate member of the Board;
- Arranging for photographic services, both in print and online; and
- Providing support materials to the Board.

In addition, Board members periodically receive requests to provide presentations to delegations from foreign countries or other organizations such as Boy Scout or Girl Scout troops or Leadership Fairfax. These groups range in size from 1-90 people, depending on the type of organization. If requested by a Board member, OPA coordinates with the appropriate agency for a presentation on the subject matter identified. Often it involves a general overview of Fairfax County, which OPA coordinates, prepares and presents.

Finally, OPA produces a weekly FOIA notice to comply with Virginia law that mandates that all public meetings where more than two Board members are present be publicized at least five business days in advance.

There is 1/1.36 FTE position associated with this line of business. In addition to one employee who handles the majority of this work, other staff provides support by taking photographs at meetings, proofing/editing the documents, and coordinating and providing presentations to foreign delegations as well as local organizations.

Benefits

The Board of Supervisors recognizes that community engagement is essential to successful local government. One way of engaging the community is to recognize and celebrate contributions and achievements by individuals and organizations including nonprofits, faith-based groups and businesses.

Bringing these people into Board meetings provides an opportunity for others to learn of their accomplishments, whether it is a Fairfax County Public Schools team winning a state championship or an organization providing a program that improves the lives of County residents. Longtime County staff are often recognized for their service to the workforce, and many theme months are highlighted throughout the year, ranging from Hispanic Heritage Month to Fire and Emergency Medical Services Safety, Health and Survival Week.

These presentations are also promoted through a variety of communications channels, including placement on the County's website, pictures in the County's Flickr gallery and discussion on the County's Board of Supervisors podcasts. Highlighting these accomplishments after every meeting helps to emphasize the many positive stories that take place within Fairfax County.

There are also many benefits to hosting delegations from other countries, as well as local groups. These requests come in from local, provincial and national governments from around the world looking to learn how Fairfax County government operates. Providing these jurisdictions with our best practices helps those countries better govern their communities, while at the same time promoting Fairfax County as a positive role model.

Providing presentations to local groups such as Girl Scout and Boy Scout troops and organizations such as Leadership Fairfax affords the opportunity to educate these individuals about their County government. Feedback from the various groups indicates that they come away from the presentation with a clearer idea of how Fairfax County operates, the constraints it is under and the challenges faced, and the wide variety of services provided to residents.

Mandates

OPA prepares and distributes a weekly FOIA meeting notice, as mandated by Virginia Code §§ 2.2-3707 through 3708 and 3714, regarding publishing notices of public meetings.

The notice lists all meetings where more than two members of the Board of Supervisors are present with the potential to discuss County business. It is distributed to the media and public via email, and the meetings are also posted on the County's Public Meetings Calendar online.

Trends and Challenges

The total number of presentations requested by Board members has ranged from 156 to 159 per year over the past three years.

In addition to the presentations that take place at the Board meetings, Board members also requests to have proclamations and certificates presented at individual events throughout the year in their communities. OPA is responsible for preparing these resolutions, in addition to the regular requests for Board meeting presentations. These requests nearly doubled over the past three years – from 13 in FY 2013 to 23 in FY 2015. Those out-of-cycle requests have resulted in an increased workload during non-Board meeting times.

The number of delegations and presentations to other groups fluctuates from year-to-year from a low of 9 in FY 2014 to 16 in FY 2015. Generally, they average one per month. Staff provides these presentations in addition to many other duties.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #43: Board Support			
FUNDING			
Expenditures:			
Compensation	$109,396	$102,154	$108,364
Operating Expenses	9,436	10,368	8,920
Total Expenditures	$118,832	$112,522	$117,284
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$118,832	$112,522	$117,284
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	1 / 1.44	1 / 1.44	1 / 1.36
Total Positions	1 / 1.44	1 / 1.44	1 / 1.36

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Proclamations, resolutions and certificates prepared/presented at Board meetings	146	133	133	133	133
Proclamations, resolutions and certificates prepared/sent	13	24	23	30	30
Presentations to delegations and other groups	13	9	16	12	12

The number of proclamations, resolutions and certificates prepared/presented at Board meetings has remained fairly constant over the past few fiscal years, ranging from 133 to 146.

The number prepared and sent increased from FY 2013 to FY 2014 but remained approximately the same for FY 2015. Still as the number of groups seeking recognition increases, the number of these could be expected to increase in the next few years.

Staff from all Board of Supervisors' offices took part in a session in August 2015 to brainstorm ideas to streamline this portion of Board meetings. Valuable suggestions were made that, if adopted, are anticipated to result in holding the line on the number of presentations at Board meetings.

The number of presentations to delegations and other groups (e.g., Leadership Fairfax, Boy Scouts, Girl Scouts, etc.) fluctuates from year to year – from a low of nine in FY 2014 to 16 in FY 2015. OPA has little control over the number of requests received but strives to accommodate as many as possible in order to share important information about Fairfax County.

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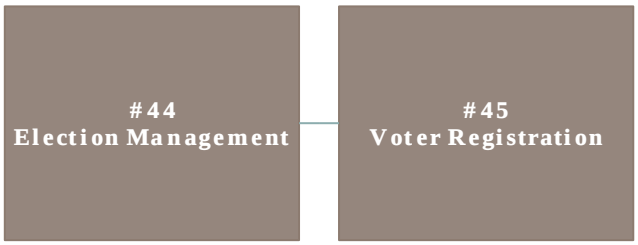

Department Overview

Elections are mandated by the Constitutions of the United States and the Commonwealth of Virginia and are conducted as outlined in Virginia Code Title 24.2, the Voting Accessibility for the Elderly and Handicapped Act of 1984, the Voting Rights Act of 1965, as amended, the Uniformed and Overseas Citizens Absentee Voting Act of 1986, and the Help America Vote Act of 2003.

The Office of Elections has two divisions, both of which are mandated by the Virginia Code: Election Management and Voter Registration in order to provide the opportunity for all eligible citizens who desire to vote a mechanism to register to vote and to exercise their right to participate in the democratic process by voting.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$2,729,992	$2,900,454	$3,141,722
Operating Expenses	800,114	593,510	890,637
Capital Equipment	7,670	0	0
Total Expenditures	$3,537,776	$3,493,964	$4,032,359
General Fund Revenue	$85,218	$85,081	$85,806
Net Cost/(Savings) to General Fund	$3,452,558	$3,408,883	$3,946,553
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	20 / 20	21 / 21	23 / 23
Exempt	5 / 5	5 / 5	5 / 5
Total Positions	25 / 25	26 / 26	28 / 28

Lines of Business Summary

LOB #	LOB Title	FY 2016 Adopted Disbursements	FY 2016 Adopted Positions
44	Election Management	$2,036,309	7
45	Voter Registration	1,996,050	21
Total		$4,032,359	28

Lines of Business

LOB #44:
ELECTION MANAGEMENT

Purpose

To provide each citizen of Fairfax County with the opportunity to exercise his or her right to vote in an efficient and equitable manner in accordance with the Constitutions of the United States and the Commonwealth of Virginia, and the Code of Virginia.

Description

The Election Management Division of the Office of Elections is responsible for the logistics of conducting elections by providing the security, ballots, election supplies, polling places, officers of election and training to conduct all federal, state, town and local elections in Fairfax County.

Due to the cyclical nature of Election Management responsibilities, the department operates with a small year-round staff and relies on a large number of limited term employees to assist with election preparation including testing voting equipment and preparing supplies, and recruiting, and assigning and training officers of election. Limited term employees also staff the absentee voting satellites and assist with the processing, mailing and counting of absentee ballots. Additionally, approximately 2,500 citizen "volunteers" are recruited and trained to serve in polling places in an average year. This number increases to approximately 3,500 in a presidential election year.

The Election Management Division also works closely with the Voter Registration Division and Fairfax County Attorney's Office to ensure compliance with all federal, state and local laws.

The Election Management Division also coordinates efforts with numerous other County agencies during the year to ensure the security and efficiency of each election. These agencies include, among others, the Clerk of the Circuit Court, Sheriff, Police, Emergency Management, Information Technology, Human Resources, Public Affairs, County Attorney, Document Services, Cable, Facilities Management, Management and Budget, Park Authority and Libraries.

Voting System
In November 2014, the Office of Elections successfully implemented a new digital scan voting system to replace its aging optical scanners and touch screen voting machines. All voters now mark a paper ballot to cast their vote which creates and preserves a "paper trail" for any potential audits or recounts. The new voting equipment utilizes digital scanners which scan and capture an image of each paper ballot cast. The scanners are supplemented by Americans with Disabilities Act (ADA) accessible ballot marking devices which employ audio and touch screen interfaces to print a barcoded ballot that can be read and counted by the digital scanners.

Paper Ballots
Paper ballots must be approved and printed in a manner prescribed by the Virginia Department of Elections. All ballots must be strictly secured and accounted for before, during and after each election. Each election requires different numbers and types of ballots depending upon the anticipated voter turnout and the offices for which candidates are being elected. For example, in November 2015, the department created 76 ballot styles to conduct elections for the multiple legislative and supervisor districts across the County. Additionally, based on the language accessibility requirements of Section 203 of the Voting Rights Act, the County is required to produce all ballots and election materials in both English and Spanish.

Absentee Voting
The Office of Elections must have ballots available for mailing and in-person absentee voting a minimum of 45 days before each election. As a service to voters, the Office of Elections also maintains seven absentee voting satellites at various locations around the County. This is in addition to hours offered on Monday – Friday. It is important to note that an eighth site will be added in 2016. In addition to facilitating in-person absentee voting, these satellites also provide an opportunity for voters without identification to obtain a free photo ID.

Election Materials
The Election Management Division designs, produces, and ensures the security of a multitude of forms, signs, instructions and supplies to conduct each election. This includes everything from legal documents (such as the Statement of Results and Election Abstracts) to such items as signs, pens and calculators. Although the Virginia Department of Elections prescribes the format for many of the legal forms, staff must still customize these items to merge with precinct and candidate databases for greater efficiency.

Precincts and Polling Places
The Office of Elections makes recommendations to the Board of Supervisors for changes in precinct boundaries and polling places based on election districts, population growth, suitability of facilities and ADA compliance. In areas where school and County facilities are not available, the Office negotiates the use of private buildings such as churches and community centers to ensure voters have a polling place that is convenient and accessible in their communities. Since 1990, the number of precincts in Fairfax County has increased from 170 to 242 (as of December 2015.) Additional precincts may be added as the population increases.

Officers of Election:
Typically approximately 2,500 election officers are needed to staff the County's polling places for a November general election. While this number suffices for a "typical" election, the Office of Elections projects November 2016 presidential election is projected to require approximately 3,500 election officers. This projection is supported by the County's Bi-Partisan Election Improvement Commission which recommended higher staffing levels to facilitate an increased number of electronic poll book check-in stations in the precincts. Additionally, the Office of Elections will manage a higher number of satellite voting locations prior to the election and the Central Absentee Precinct will require significantly more officers to ensure timely and accurate processing of the expected increase in requests for absentee ballots.

Election officer recruiting remains a challenge and an ongoing effort. While many election officers serve multiple years, there is natural attrition in this transient county. In order to communicate with existing election officers and potential election officers, the Office has streamlined communication methods with automated e-mail notifications and enhanced outreach efforts.

Election Officer Training
All Chief, Assistant Chief and new Election Officers must take mandatory training before each election. In addition, Code of Virginia requires all Election Officers to be trained at least once every four years or whenever new equipment is implemented. Training large numbers of Officers in the short period of time before Election Day presents enormous challenges. The Office continues to explore innovative methods for delivering training including online interactive training and videos.

Benefits

The success of the democratic process requires fair and open elections that accurately reflect the will of the electorate. The Election Management LOB provides eligible voters of Fairfax County with a voice in government by providing the opportunity to vote in a convenient and accessible location, voting capability for those voters who are unable to go to their polling place on Election Day, and the assurance that every vote will be counted.

Mandates

Elections are mandated by the Constitutions of the United States and the Commonwealth of Virginia and are conducted as outlined in Virginia Code Title 24.2, the Voting Accessibility for the Elderly and Handicapped Act of 1984, the Voting Rights Act of 1965, as amended, the Uniformed and Overseas Citizens Absentee Voting Act of 1986, and the Help America Vote Act of 2003.

Trends and Challenges

Since the presidential election of 2000, the conduct of elections has received increased scrutiny from federal, state and local government agencies and officials, the news media and the general public. Each year, new legislation has been introduced to expand voting opportunities, regulate voting equipment and to change many of the traditional voting methods and procedures. Special interest groups, news outlets, academic researchers, and numerous other organizations have begun using the Internet and social media to express their opinions on the conduct of elections. It is one of the Office's most important objectives to overcome misconceptions and maintain voter confidence in the integrity of Fairfax County elections.

The events of September 11, 2001, followed by threats to the election process in Spain and elsewhere, have created a need for enhanced security measures to ensure the safety of Fairfax County polling places, personnel and equipment. A significant portion of election planning is now devoted to security and emergency contingency resources. Unlike elections conducted 20 years ago, police, emergency management personnel and technology experts have become an integral part of today's election planning.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #44: Election Management			
FUNDING			
Expenditures:			
Compensation	$1,312,834	$1,391,658	$1,567,844
Operating Expenses	411,656	315,920	468,465
Capital Equipment	7,670	0	0
Total Expenditures	$1,732,160	$1,707,578	$2,036,309
General Fund Revenue	$16,952	$16,413	$16,763
Net Cost/(Savings) to General Fund	$1,715,208	$1,691,165	$2,019,546
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	7 / 7	7 / 7	7 / 7
Total Positions	7 / 7	7 / 7	7 / 7

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Machines/precinct	4.10	3.01	3.34	3.50	3.97
Election officers	2,984	2,320	2,593	2,400	3,500
Cost of officers/precinct	$1,409	$1,806	$2,007	$1,843	$2,631
Cost per poll voter	$1.42	$2.54	$2.76	$3.20	$2.33
Percent voter turnout	80.5%	46.8%	45.7%	37.7%	80.0%
Officers/precinct	12.59	9.75	10.89	9.96	14.46

The objective of the Elections Management Division is to improve the voting experience by providing a sufficient number of voting machines for each precinct (a minimum of 1 digital ballot scanning machine and 2 ADA accessible ballot marking devices) that provide a voter verifiable paper ballot and comply with legal mandates. Additional machines are required for presidential elections as reflected in the FY 2017 estimate. Election management is cyclical in nature in that election cycles and voter turnout vary significantly depending on a variety of factors. Presidential elections tend to see voter turnout in Fairfax County in the 80 percent range, while off-year elections usually experience turnout of approximately 40 percent. In addition, it is difficult to estimate how many elections will be held in a year, due to the unpredictable nature of party primaries, special elections, etc.

The cost of election officers per precinct rose in FY 2014 and FY 2015 as the Electoral Board voted to increase election officer compensation for the first time for chiefs/assistant chiefs since 2006 and for election officers since 1998. Efficiencies created by the recently purchased election equipment will result in fewer election officers being required than with the hybrid election system that was fully replaced in FY 2016. The efficiencies created by the new system will reduce the impact of the increased compensation and the increased number of officers required in anticipated high turnout elections, such as the presidential election in FY 2017.

LOB #45:

VOTER REGISTRATION

Purpose

The goal of the Voter Registration Division of the Office of Elections is to provide registration opportunities for all eligible citizens who desire to vote, and to ensure the maintenance of complete and accurate voter registration records in accordance with Federal and state law. The Voter Registration Division's role has continued to grow in volume and complexity due to the population growth of the County, the increasing complexity and additional requirements imposed by new legislation and regulation, and the complexities of new hardware and software systems.

Description

From 1990 to 2015 the number of registered voters has grown from 415,000 to 700,000. In order to fulfill its mission, the Voter Registration Division of the Office of Elections has established working relationships with numerous County agencies such as: County Attorney, Human Resources, Libraries, Print Shop, Facilities Management, Circuit Court, Department of Information Technology and the Department of Tax Administration. Additionally, Voter Registration has direct contact with elected public officials and candidates actively running for office.

Virginia, unlike many states, holds a November general election every year, while Fairfax County has at least two and often three elections every year and sometimes as many as five or six, there is no definitive method of projecting the exact number within the standard budget cycle.

Voter activity is dependent on many factors including the profile of the election (high-profile elections, such as a presidential election, increase voter activity), the competitiveness of the election races on the ballot, and the effectiveness of "get out the vote" efforts on that part of interested groups.

The implementation of the National Voter Registration Act has spread the work over the year, but has not completely eliminated the cyclical nature of the work. In calendar year 2016, the Office can expect a much greater level of activity affecting voter registration due to the upcoming presidential election.

Processing the voter registration applications is a multi-stepped operation which requires a voter information notice to be mailed to the voter at the home address. The processing of incomplete applications requires additional research and represents approximately 25 percent of all applications received. Incomplete applications require additional correspondence which increases the workload of this division.

In addition to processing applications, Voter Registration staff must process:

- voter inquiries made in-person, by telephone and e-mail. An extremely high volume occurs in the months prior to each November election;
- name and address change requests;
- applications which must be forwarded to other localities;
- cancellations;
- transfers;
- registration deletions and reinstatements;
- petition verification for candidates and other related candidate paperwork,
- street and map changes;
- re-precincting needs; and,
- filing.

In addition to the responsibilities listed above, the Division is required to “receive, catalog and review” campaign contribution and expenditure reports. The Division has the authority to impose and collect penalties for violations of campaign reporting requirements. Voter Registration staff is also tasked with supporting voting activities such as: in-person and satellite voting coverage, verification of precinct rosters, pre and post-election processing of voting records.

Benefits

The benefit of the Voter Registration Division is to allow the eligible residents of Fairfax County to exercise their right to participate in the democratic process and to ensure compliance with all applicable laws and regulations.

Mandates

This LOB is mandated by the Constitutions of the United States and Virginia and various sections of US and Commonwealth of Virginia laws and regulations. The percentage of this LOB’s resources utilized to satisfy the mandate is 100 percent.

Trends and Challenges

The Office of Elections has expanded hours to offer more flexibility to the citizens of Fairfax County. The department is open weekdays from 8:00 a.m. to 4:30 p.m., except Thursdays where the office is open until 7:00 p.m.

The Code of Virginia requires that the office remain open the two Saturdays preceding a general election and the last Saturday before a primary or special election. With voters demanding expanded in-person absentee voting opportunities, the Office of Elections has not only added satellite in-person absentee sites, but has also expanded the hours beyond normal business hours during the weeks in advance of a general election, including Saturdays in an effort to supplement the minimum requirements of by the Code.

Additionally, Office of Elections staff is required to provide support when requested by either or both of the two major political parties, if they choose to nominate their candidates by “firehouse primary," convention or canvass.

As personal electronic devices become more and more prevalent, the Office of Elections has adapted to provide improved access to the voter registration and voting process. The Office of Elections works diligently to maintain a balance between the expectations of the public and the limitations imposed by the need to safeguard voter and voting information.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #45: Voter Registration			
FUNDING			
Expenditures:			
Compensation	$1,417,158	$1,508,796	$1,573,878
Operating Expenses	388,458	277,590	422,172
Total Expenditures	$1,805,616	$1,786,386	$1,996,050
General Fund Revenue	$68,266	$68,668	$69,043
Net Cost/(Savings) to General Fund	$1,737,350	$1,717,718	$1,927,007
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	13 / 13	14 / 14	16 / 16
Exempt	5 / 5	5 / 5	5 / 5
Total Positions	18 / 18	19 / 19	21 / 21

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Registered voters	726,071	702,132	708,678	690,000	725,000
Registrations, transfers and address/name changes processed	112,700	120,000	86,000	100,000	175,000
Cost per registration, transfer or address/name change processed	$5.40	$5.40	$5.65	$5.40	$5.65
Percent of registrations, transfers and address/name changes completed without error	98.0%	98.0%	98.1%	98.0%	98.2%

The level of activity in the Voter Registration division is dependent upon many factors. Some of these factors include the profile of the election (i.e. presidential year), the competitiveness of the election races on the ballot and the effectiveness of the "get out the vote" efforts on the part of interested groups. While the recent (July 2014) 0n-line voting application capability included on the Virginia Department of Elections website has the potential to slightly increase Fairfax County staff efficiency on voter registration processes, the Office predicts a significant increase in the number of registration transactions for FY2017 due to expected strong participation of the two major political parties, increased activity from third party organizations such as the League of Women Voters and the Office of Elections, all of which will be encouraging voters to register or update their registration records. The summer and early fall of 2016 will see many organizations conducting voter registration drives. These groups do not typically host large numbers of election focused activities during non-presidential years. The increase in third–party registration drive activity combined with a typically high turnout election fueled by constant media attention, on–line voter registration and a transient community make significantly increase registration transactions in FY2017 highly likely. Therefore the Office of Elections has incorporated this expected increased registration activity into its management plan.

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#46
Economic Development Authority

Department Overview

The mission of the Fairfax County Economic Development Authority (FCEDA) is to encourage and facilitate business and capital attraction, retention and development in all of the business markets throughout Fairfax County in order to expand the County's nonresidential tax base and contribute to the quality of life and overall prosperity of the County.

The FCEDA works to fill office space, thereby creating demand for the new construction that contributes to the real estate tax base and enables the Board of Supervisors to provide high-quality public services while minimizing the burden of the costs for residents. To do so, the FCEDA provides direct assistance to businesses that are considering establishing or expanding their business operations in Fairfax County. It supplies companies with a wide range of information, site location assistance, introductions to needed services and financing sources, and more. The FCEDA closely tracks the County's real estate markets to provide new and expanding firms with commercial space options best suited to their needs. The businesses are then fully informed to make the site decision that best suits their needs. All of the services of the FCEDA are provided without charge and in the strictest confidence.

The origins of the FCEDA go back to October 10, 1956, when the Fairfax County Board of Supervisors established an Economic and Industrial Development Committee. In 1964, the Virginia General Assembly enacted a law that allowed the Board of Supervisors to create an independent authority to drive an economic development effort.

Following a 1976 "blue ribbon commission" report, the Board of Supervisors charged the FCEDA with developing and executing a business attraction and retention program in order to stimulate job creation and build the commercial tax base. The Board of Supervisors uses the commercial tax base to fund public services for a growing and diversifying population.

The FCEDA operates under the direction of a seven-member commission comprised of business people appointed by the Board of Supervisors. All funding for the FCEDA comes from the Fairfax County General Fund. In addition to its headquarters in Tysons Corner, Fairfax County's largest business district, the FCEDA has permanent offices in Bangalore, London, Los Angeles, Munich, Seoul and Tel Aviv to assist with the marketing effort and handle the increasing number of international companies interested in establishing operations on the east coast of the United States.

By any measure, the FCEDA has been successful in its efforts to promote Fairfax County as a business location. In 2007, a *Time* magazine columnist called Fairfax County "one of the great economic success stories of our time." In 2005, *Site Selection* magazine named the FCEDA one of the top 10 economic development groups in North America.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$3,554,333	$3,570,329	$3,575,058
Operating Expenses	3,733,742	3,765,591	3,888,092
Total Expenditures	$7,288,075	$7,335,920	$7,463,150
General Fund Revenue	$0	$0	$0
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Exempt	35 / 35	35 / 35	36 / 36
Total Positions	35 / 35	35 / 35	36 / 36

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
46	Economic Development Authority	$7,463,150	36
Total		$7,463,150	36

Lines of Business

LOB #46:

ECONOMIC DEVELOPMENT AUTHORITY

Purpose

The purpose of the FCEDA is to work with businesses not currently in the community to attract them to Fairfax County, to work with the existing business community so they will remain in Fairfax County as they grow, and to grow new businesses. As businesses grow and either bring jobs to the County or keep them here, the impact is felt in the office space market. When office vacancy rates become low enough, the private sector initiates the process to develop additional office space. It is that new construction that contributes to the real estate tax base which generates approximately 64 percent of the General Fund revenue from which the Board of Supervisors funds public services.

Today, with a highly diverse population of over 1.1 million, Fairfax County has over 116 million square feet of office space. In addition to helping pay for public services, this has also resulted in the nation's second highest median family income.

Description

The FCEDA is a singular line of business that creates demand for the new commercial construction that expands the real estate tax base and contributes to the quality of life and overall prosperity of Fairfax County. The FCEDA provides direct assistance to national and international businesses that intend to establish their operations with the County and focuses on business retention, by assisting existing businesses that plan to expand their operations within the County.

The FCEDA provides services through the following activities:

- Promote Fairfax County as the ideal location for national and international businesses to locate and promote the expansion of existing businesses.
- Pursue advertising and promotional strategies, building upon past campaigns, to enhance the image of Fairfax County as a primary business location and increase awareness of and familiarity with Fairfax County among site location decision-makers, business executives and capital sources nationally and worldwide.
- Encourage retention and growth of local businesses, including minority-, woman- and veteran-owned firms.
- Provide training for start-ups.
- International business outreach.
- Provide new and existing business prospects with current local, national, international and trade media contacts to assist with relocation announcements and other press contacts as appropriate.
- Research and develop real estate-oriented and business publications in response to prospect and public requests. Examples include the *Doing Business in Fairfax County* guidebook.
- Develop and maintain a website designed to provide information regarding services available to businesses through FCEDA's various programs.
- Assist businesses with resolution of problems vis-à-vis state/County agencies and other organizations.
- Collaborate with the FCEDA Commissioners and the Board of Supervisors in developing media announcements and events concerning new or existing business prospects.

- Assist with the planning and implementation of special events to support business attraction and retention efforts.
- Provide direct outreach to the major employers in the County through regular meetings and special programs. Direct and coordinate all prospect development and prospect services to major businesses seeking to locate or expand in the County.

The FCEDA has three marketing divisions - National, International, and Business Diversity - that work with companies interested in opening or expanding and relocating businesses to Fairfax County. The FCEDA also has Market Intelligence, Real Estate Services and Communications divisions.

Business growth helps Fairfax County fund public services such as a top-ranked public school system that improve the quality of life. Fairfax County offers a well-educated workforce, diverse real estate opportunities, access to global markets through Washington Dulles International Airport, and a business community based on technology and professional services.

As a general principle, the FCEDA has been firmly committed to ensuring that the economic growth in the County extends to all parts of the business community. Various programs are designed to ensure that small, woman-, minority- and veteran-owned businesses are able to take part in the growth. Over time, these efforts have paid off and today, many of these Fairfax County businesses are well represented on several lists of business superlatives such as those published by Black Enterprise Magazine (2014), Washington Business Journal, Women's Presidents Organization and others.

This Line of Business is performed by FCEDA staff who meet with companies locally, and travel to target markets within the United States, Bangalore, London, Munich, Seoul and Tel Aviv. Under the supervision of FCEDA marketing directors, contract representatives assist in identifying companies that want to come to Fairfax County.

Benefits

Federal contracting has been a dominant business sector in Fairfax County for many years. In 2014, a soft federal contracting environment led to discussion about diversification of the Fairfax County economy. The County remains the top destination in the nation for federal procurement dollars, and federal contracting will continue to be a prime generator of the local economy, with firms such as CSC, General Dynamics, and Northrop Grumman. However, the FCEDA recognized decades ago that Fairfax County needs an economy that has a far broader base.

Since 2007, the FCEDA has attracted headquarters operations of a number of companies that have little to no connection with federal procurement: Volkswagen North America (automotive), Hilton Worldwide (hospitality), Bechtel (engineering and construction), Intelsat (satellite services), and Cvent (event management technology) being the most prominent. Firms such as these have helped create a more stable and more diverse economy.

Future opportunities in Fairfax County will play off the County's traditional strengths in information technology and its highly skilled workforce. Two industry sectors being pursued aggressively are cybersecurity and translational medicine.

The FCEDA's wide array of free and confidential services results in job growth and the subsequent creation of demand for new office construction. This generates the taxes that help the Board of Supervisors to sustain the high quality of life while minimizing the burden of the cost of public services for residents.

Because businesses contribute more in tax dollars than they take back in public services, they are helping to reduce the cost of public services for residents, who take back far more than they pay in taxes. As a result, the real estate tax rate in Fairfax County has been reduced from $1.74 (FY 1977) to $1.47 (FY 1984) to today's rate of $1.09 per $100 of assessed value. This is made even more impressive by the growth of public service costs for a rapidly growing and diversifying population. In sum, business growth enables the Board of Supervisors to pay for the services that provide a high quality of life for residents.

Mandates

The FCEDA is authorized in Chapter 643 of the 1964 Acts of the Virginia General Assembly, as amended. The percentage of the FCEDA's resources utilized to satisfy this mandate is 100 percent.

Trends and Challenges

Trends

The number of new jobs created in FY 2015 (7,974) increased over the number created in FY 2014 (6,787). However, companies are both decreasing their real estate footprint, and location decisions tend to be smaller and have longer time frames. There is consolidation in information technology and government contracting – industries that traditionally generated significant job numbers – and these firms are re-focusing their services. Alternatively, new industries such as cybersecurity, cloud computing and data analytics, and translational medicine present future – though perhaps not immediate – opportunities.

The 23-mile extension of Metrorail to Washington Dulles International Airport and the development associated with the Base Realignment and Closure Act (BRAC)-mandated expansion at Fort Belvoir are transformative projects currently underway in the County. Phase I of Metrorail to Dulles opened in July 2014 and includes four rail stations in Tysons Corner and one in Reston.

Construction of Phase II of the project has begun and is expected to be completed in 2019. It encompasses another station in Reston, two in Herndon, one at Washington Dulles International Airport and two in eastern Loudoun County.

An additional transformative event was Inova's acquisition of the former Exxon Mobil campus in Merrifield. The 117 acre site will serve as the home of the Cancer Institute and the Institute for Translational Medicine. Over time, it is believed that the campus will spin off new companies and jobs.

The BRAC recommendations released by the United States Department of Defense in 2005 called for the relocation of selected agencies from leased facilities in the County and its neighboring jurisdictions to Army-owned property for financial, strategic and national security reasons. Under the largest initiative in the national BRAC program, Fort Belvoir in the southeastern region of the County added roughly 20,000 personnel (about 5,600 on-post) to its existing complement of about 23,000 workers.

BRAC has necessitated the construction of new buildings on-post and on other Army land holdings. The latter includes the Fort Belvoir North Area (formerly known as the Engineer Proving Ground) in Springfield, where the National Geospatial-Intelligence Agency (NGA) completed construction on its 2.4 million square foot headquarters, housing approximately 8,500 employees. There is potential for a new round of BRAC impacts in the next few years. This could have a repeat effect on the southeastern quadrant of Fairfax County.

The Fort Belvoir expansion and NGA development represent opportunities for office development that are expected to bring a large number of high-paying jobs to the southeastern region of the County and generate additional business taxes for the County. Such growth further strengthens the Board's ability to provide quality public services and an enhanced quality of life to the citizens of the County while minimizing the tax burden on residents to the extent possible.

Challenges (past and future)

Vacant office space is a critical metric. A low office vacancy rate of about 6 to 8 percent typically triggers the demand for new construction that contributes to the expansion of the real estate tax base and the ability of the Board of Supervisors to fund services. The County's office vacancy rate stood at 17.7 percent as of year-end 2014, slightly above the level at the end of 2013. Demand for office space in the County has been solid over the past five years. However, in the face of volatile national and global factors, the resultant financial uncertainty, and credit constriction, this could change.

Fairfax County presently has over 116 million square feet of office space, but 20 million square feet of the inventory is vacant. Furthermore, there is an additional 15 million square feet of vacant office space throughout the rest of Northern Virginia. The focus of all programs of the FCEDA is to market office space and reduce the vacancy rate.

Another trend that impacts the FCEDA is that, as Fairfax County has become a preferred location for many businesses, it has also become a target for other jurisdictions that want to recruit businesses into their communities. And, while there had been a "gentleman's agreement" amongst local jurisdictions that they would not approach businesses in each other's territories, some of those jurisdictions and in other parts of the Commonwealth have approached companies located in Fairfax County about moving.

Federal sequestration led to a drop of over 10 percent in federal procurement dollars for Fairfax County companies in FY 2013. A federal budget deal in December 2013 eased budget pressures somewhat in FY 2014 and FY 2015, but sequestration may affect contracting totals again in FY 2016. Impacts will be felt in job development, wealth generation, tax revenues, and – most critically – office space vacancy rates. Fortunately, the impact today will be far less than it might have been one or two generations ago because of the diversification of the County economic base over time. Still, the impacts will be stressful for many.

Another trend that has impacted the ability of FCEDA to be successful has been the steadily rising cost of advertising placements. A key part of the outreach to businesses is the placement of print and electronic advertisements to raise the impression of Fairfax County as a great place to live and work in the minds of site location decision-makers. Rising costs have resulted in the number of impressions being steadily eroded over time.

Resources

As this line of business encompasses all activities of the agency, please refer to the table in the Department Resources section above.

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Jobs Created	9,027	6,787	7,974	6,425	6,300
Retention Conversions	313	245	286	260	250

The goal of the FCEDA is to foster and promote the governmental, social, educational and environmental infrastructure to make Fairfax County a world-class, 21st century business center and the global capital of the knowledge industry. The key performance measures, as approved by the FCEDA Commission are:

- to create 6,425 new jobs in FY 2016; and
- to identify 260 companies through retention visits, that may expand or grow in, or even leave Fairfax County.

The FCEDA Commission evaluates the performance of the organization based on a balanced scorecard. The FCEDA Balanced Scorecard was established by the FCEDA Commission in FY 2000 and was first implemented in FY 2001, to measure progress and track results of the organization's performance in meeting its goals for the fiscal year. At the beginning of each fiscal year, the Commission establishes and prioritizes performance objectives for several strategic measures, taking into account the economic environment. During the year, the Commission receives quarterly reports on the status of the performance objectives. At the end of June, the FCEDA President prepares the final numbers for that year's activities and those numbers are audited by an outside firm.

With respect to the metric indicators, the number of new jobs created in FY 2015 increased over the number created in FY 2014. However, companies are both decreasing their real estate footprint, and location decisions tend to be smaller and have longer time frames. There is consolidation in information technology and government contracting – industries that generate the primary job numbers – and these firms are re-focusing their services. Alternatively, new industries such as cybersecurity, cloud computing and data analytic, and translational medicine present future – though perhaps not immediate – opportunities.

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#47
Legal Services

Department Overview

The Office of the County Attorney strives to provide the best possible legal counsel and representation to the County, the Board of Supervisors, and its officials and employees in support of the County's collective mission to protect and enrich the quality of life for the people, neighborhoods, and diverse communities of Fairfax County. This Office protects the County, its funds and resources, and ensures compliance with federal, state and local laws, ordinances and regulations, as authorized by Virginia Code Ann. §15.2-1542.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$5,937,202	$5,959,576	$6,776,942
Operating Expenses	841,389	1,045,910	403,846
Work Performed for Others	(466,522)	(466,522)	(466,522)
Total Expenditures	$6,312,069	$6,538,964	$6,714,266
General Fund Revenue	$206,840	$186,707	$115,000
Net Cost/(Savings) to General Fund	$6,105,229	$6,352,257	$6,599,266
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	60 / 60	60 / 60	60 / 60
Total Positions	60 / 60	60 / 60	60 / 60

Lines of Business Summary

LOB #	LOB Title	FY 2016 Adopted Disbursements	FY 2016 Adopted Positions
47	Legal Services	6,714,266	60
Total		$6,714,266	60

Lines of Business

LOB #47:
LEGAL SERVICES

Purpose

The Office of the County Attorney provides civil legal services and representation to the Board of Supervisors, County agencies, boards, authorities, commissions, and employees pursuant to Va. Code §15.2-1542. Its work underlies every functional area of County government. The purpose of the work of the Office is to ensure that all aspects of County government comply with all federal, state, and local laws and to protect and defend the legal interests of the County.

Description

Maintaining Safe and Caring Communities

- Provide ongoing legal advice to the Department of Housing and Community Development (HCD) and the Fairfax County Housing and Redevelopment Authority (FCHRA) regarding the acquisition, retention, and management of the County's stock of affordable housing and other programs that provide housing assistance to low and moderate income members of the community.
- Provide legal advice to County agencies regarding compliance with the Americans with Disabilities Act.
- Provide a variety of legal services to particular agencies such as Human Resources, Risk Management, the Retirement Administration Agency and its three systems, the Police Department, the Fire and Rescue Department, the Department of Public Safety Communications, the Fairfax-Falls Church Community Services Board (CSB), the Health Department, the Office of Human Rights and Equity Programs, the Park Authority, and the Juvenile and Domestic Relations District Court, Court Services Unit.
- Coordinate with the Metropolitan Washington Council of Governments as needed to prepare for and respond to various public health threats, such as Ebola cases in the region, and to assemble reference documents regarding state and federal immunization and vaccination requirements for use by all area jurisdictions.
- Provide legal advice regarding the review and update of the County's Emergency Operations Plan, including a review of legal authorities and revision of standard forms for declarations of local emergencies.
- Work with the Office of Emergency Management (OEM) on issues relating to FEMA public assistance grant funding.
- Regularly participate in on-site exercises at the Emergency Operations Center designed to keep County staff prepared for emergency situations.
- Represent the Department of Family Services (DFS) in child abuse and neglect and termination of residual parental rights cases in the Juvenile and Domestic Relations District Court, the Circuit Court, and the Court of Appeals.
- Obtain the appointment in Circuit Court of guardians and conservators for Adult Protective Services (APS) for the elderly who are abused, neglected, or exploited.
- Provide 24-hour, 7-day-a-week legal representation and counsel regarding the removal of abused and neglected children and protection of the elderly.
- Represent Child Protective Services (CPS) personnel at administrative appeals at the local and state level.

- Represent CPS personnel at investigative or assessment interviews of alleged abusers.
- Provide training to DFS personnel on the applicable law and legal process in child abuse and neglect cases.
- Provide training to APS personnel on the applicable law and legal processes in cases to protect the elderly who are abused, neglected, or exploited.
- Provide legal services to the DFS Community Policy and Management Team.
- Review and provide legal advice on Memorandums of Understanding between DFS and other entities regarding child protective services.
- Provide legal services and representation to the CSB, including compliance with subpoenas for witnesses and records, federal privacy and confidentiality laws and regulations, and federal and state laws and regulations governing behavioral health care and intellectual disabilities compliance mandates regarding Medicaid/Medicare and other health care industry mandatory reporting requirements.
- Serve on CSB's Executive Compliance Committee.
- Provide legal advice to CSB regarding its mandatory compliance program.
- Draft/review CSB agreements with other government and non-profit agencies.
- Provide legal representation in civil commitment hearings so individuals with serious mental illness may receive involuntary treatment. Requires daily preparation and appearance at the four hospitals in Northern Virginia that provide inpatient treatment.
- Advise CSB's Emergency Mental Health Services on legal issues and legislative changes governing the civil commitment process.

Building Livable Spaces

- Provide ongoing legal representation in connection with land use legislative decisions, including review and assistance in evaluating land use cases, drafting motions at the request of Planning Commission and Board members, and regular participation in meetings with the Department of Planning and Zoning (DPZ) and the applicant on more complex land use cases.
- Defend the Board's legislative decisions in land use cases in the state and federal trial and appellate courts.
- Institute condemnation actions as authorized by the Board for infrastructure improvement projects.
- Review and participate in Federal Communications Commission proceedings regarding the Telecommunications Act and other federal legislation to protect the Board's zoning authority over telecommunications facilities.
- Provide ongoing legal representation in response to requests for zoning and property maintenance code enforcement from the Department of Code Compliance (DCC), including filing complaints, obtaining final orders, instituting contempt proceedings as necessary to enforce the orders, and handling all related appeals to the Supreme Court of Virginia.
- Defend against Property Maintenance Code and Fire Code appeals before the Local Board of Building Code Appeals, State Technical Review Board, Circuit Court, and appellate courts.
- Defend against appeals from the Zoning Administrator's decisions in proceedings before the Board of Zoning Appeals and in all related *certiorari* proceedings in the Circuit Court and appellate courts.
- Provide legal review of County Code and Zoning Ordinance amendments, such as the blight abatement program, the noise ordinance, and the stormwater ordinance.
- Provide legal assistance to the various County agencies and the Park Authority for the acquisition of land and necessary land rights to complete a wide range of County projects.
- Routinely review all deeds, easements, agreements, and other transactional documents associated with incoming site plans, subdivision plans, and infill lot grading plans.

- Provide two attorneys on a weekly basis to attend Department of Public Works and Environmental Services (DPWES) Bond Committee to review bond packages and extension requests; litigate bond default cases against developers as requested by DPWES.
- Review all proposed vacations and abandonments of public roadways, parking district proposals, and parking reduction requests.
- Negotiate and draft contracts with neighboring jurisdictions and other entities for improvements to public spaces, including parks, recreational facilities, and historic structures, among others.
- Provide legal counsel and assistance for all aspects of complex real estate transactions and real-estate based public/private partnerships including planning, procurement, negotiation, drafting, and management of related agreements.
- Represent the County in utility rate regulation cases before the State Corporation Commission.
- Assist with consumer protection issues such as licensing of taxicabs, massage establishments, and consumer complaints about businesses.

Connecting People and Places

- Provide ongoing legal representation in connection with an inter-jurisdictional task force to formalize maintenance agreements for the Dulles Rail Project.
- Provide legal assistance to the County team managing infrastructure construction projects, such as the Wiehle Avenue Metro Garage, and two parking garages at the to-be-built Herndon and Innovation Center Metrorail stations.
- Provide legal review of financing plans for Board consideration relating to the construction of major County construction and infrastructure improvement projects, such as the parking facilities referenced above.
- Provide legal advice and guidance in the negotiation of complex financial arrangements for major public projects, including the Rail to Dulles negotiations for a loan in the amount of $403 million from the U.S. Department of Transportation (USDOT) through the Transportation Infrastructure Finance and Innovation Act (TIFIA) program to cover a significant portion of the County's obligation to contribute to the cost to construct Phase 2 of the Project.
- Negotiate numerous broad agreements and specific loan-related documents with USDOT, WMATA, Metropolitan Washington Airports Authority (MWAA), Loudoun County, the Phase 2 Dulles Rail Transportation Improvement District, and the Fairfax County Economic Development Authority (EDA).
- Provide legal support and advice to FCDOT regarding the creation of template agreements with Northern Virginia Transportation Authority (NVTA) and Virginia Department of Transportation (VDOT) to streamline the process of planning and funding transportation projects.
- Review and negotiate project agreements between FCDOT and NVTA, between FCDOT and VDOT, and between FCDOT and other third-parties for transportation construction projects.

Practicing Environmental Stewardship

- Provide ongoing legal assistance to DPWES regarding agreements for stream restoration projects, stormwater facility inspection and maintenance programs, and modifications to the Public Facilities Manual to better position the County for meeting MS4 Permit requirements.
- Provide legal assistance and support to the Wetlands Board and environmental planning staff regarding floodplain and wetland mitigation in the County.
- Provide ongoing legal assistance and support to DPWES staff in the application and enforcement of the County's Tree Conservation Ordinance.
- Provide legal representation and prosecute Chesapeake Bay Preservation Ordinance and Chapters 104 and 124 enforcement cases under the Fairfax County Code.

- Provide legal advice and guidance on a Waste Disposal Agreement with Covanta Fairfax, Inc., ensuring predictable disposal fees at a below-market rate; and favorable resolution to the County following the first ever unscheduled "black plant" outage at the 1-95 Energy Resource and Recovery Facility (E/RRF), operated by Covanta Fairfax, Inc.

Creating Culture of Engagement

- Provide legal advice on a daily basis to all County agencies related to Virginia Freedom of Information Act requests.
- Provide legal support to Board-appointed task forces, including Meals Tax Referendum Task Force, Bi-Partisan Election Process Improvement Commission, decennial citizen committee created to advise the Board on reapportionment, and the Food Truck Commission.
- Advise the Electoral Board and General Registrar on all aspects of elections laws.
- Provide intensive legal support on special projects such as the World Police and Fire Games.

Exercising Corporate Stewardship

- Provide ongoing legal assistance to the County's legislative team, including reviewing and commenting on proposed legislation and providing an attorney on the legislative team in Richmond during the Virginia General Assembly session.
- Provide legal training to DPZ, DPWES, FCDOT, and the Park Authority regarding changes in the law and refresher courses about a variety of legal topics.
- Assist HCD with federal and state regulatory compliance.
- Provide legal advice to the Office of Human Rights and Equity Programs regarding employment and housing discrimination.
- Defend the County and its employees in federal and state court in employment, civil rights violations, and personal injury litigation.
- Represent the County before the Virginia Workers' Compensation Commission and the Virginia Court of Appeals in all actions under the Virginia Workers' Compensation Act.
- Represent the County before the Virginia Employment Commission in all actions under the Virginia Unemployment Compensation Act.
- Represent the County in cases before the Circuit Court under the local government employees' grievance procedure.
- Provide legal advice and representation to County management in grievance appeals before the Fairfax County Civil Services Commission.
- Provide legal advice and representation in employment discrimination claims filed with the U.S. Equal Opportunity Commission.
- Provide legal advice and representation for subpoenas for County witnesses and documents.
- Provide legal advice and representation to all County agencies on employment matters.
- Provide legal advice to County agencies regarding compliance with the Health Insurance Portability and Accountability Act (HIPAA) and the Affordable Care Act.
- Provide basic and in-service legal training at the Fairfax County Criminal Justice Academy.
- Provide legal advice to all County agencies regarding liability.
- Defense of erroneous real estate tax assessment litigation to protect County revenues and help maintain integrity of assessment and collections. For example, between December 2012 and January 2014, 69 tax assessment challenges were filed in court; 59 of the cases were favorably concluded. Fifty-one cases, with $13.4 million in potential tax revenue loss, were dismissed. Eight cases, with a potential tax revenue loss of $2.5 million, were settled for half that amount, preventing a revenue loss to the County of nearly $15 million.

- Advise the Department of Tax Administration (DTA) regarding strategies to minimize the potential loss of BPOL tax revenues as a result of the Virginia Supreme Court's January 2015 decision in *The Nielsen Company (US), LLC, v. County Board of Arlington County* regarding the calculation of out-of-state deductions.
- File claims and represent the County in bankruptcy cases to protect the County's interests and improve collection rates. During FY2014 and FY2015, the Office processed 400 new bankruptcy cases and collected more than $2 million in open bankruptcy matters.
- Routinely evaluate ways to review and refer prior County tax judgments to DTA and outside collectors for further collection action to improve collection rate.
- Oversight of the outside (private) legal process for collection of delinquent taxes, zoning violation and bond default judgments, and other accounts receivable (e.g., overdue fees from School Aged Child Care (SACC), CSB, Fire Code, Housing, etc.).
- Provide legal advice and guidance to DTA regarding legal authorities and requirements related to tax collection.
- Advise the Board of Supervisors, Department of Management and Budget, and County agencies on legal issues relating to general obligation bond referendums and obtain court orders to put issues on the ballot and to authorize issuance of bonds.
- Provide counsel to the Board and individual Board members about the Virginia State and Local Government Conflict of Interests Act, the Virginia Public Procurement Act ethics provisions, and the provisions allowing gifts and complimentary attendance at community functions, as well as reporting requirements.
- Monitor County compliance with continuing disclosure requirements under Security and Exchange Commission Rule 15c2-12 and each of the County's continuing disclosure agreements. Coordinate and facilitate periodic training of appropriate County employees regarding the disclosure and financial reporting requirements of the federal securities laws and the County's Continuing Disclosure Agreements.
- Advise the Department of Procurement and Material Management (DPMM), DPWES and other County agencies on all aspects of contracting for goods and services, including construction and information technology projects.
- Assist FMD with negotiation of real property leases and provide ongoing legal advice and guidance to assist with resolution of property leasing and management issues.

Benefits

- Serves and protects the County, and its citizens.

Mandates

- Va. Code § 15.2-1542

Trends and Challenges

- Fluctuating quantity and increasing complexity of litigation and requests for legal services. These factors result in a constant strain on and necessary reallocation of this Office's legal staff and resources and a reordering of priorities.
- Increasing number of civil commitment cases filed daily, which requires constant reallocation of resources, including requiring legal staff to routinely work on weekends and holidays.
- Unpredictable number of child protective services cases that the County must prosecute on an expedited basis results in additional legal staff challenges.
- Increasing volume of requests pursuant to the Virginia Freedom of Information Act (VFOIA) that are referred to this Office for coordination, legal advice, and document review, which require immediate attention due to compressed statutory deadlines, resulting in constant reordering of priorities to meet immediate demands.
- Increasing volume of VFOIA requests throughout the County highlights the need for this Office to provide regular and comprehensive County-wide education and training regarding the statute's requirements. This function is currently only regularly performed by this Office for elected officials; in other situations, due to existing staffing limitations, training is provided by this Office on an ad hoc basis in response to requests from individual County agencies. The County Archivist does provide an annual training on VFOIA issues.
- Exponential growth of County electronic information, documents, and data will continue to create significant challenges producing information in the context of discovery, VFOIA, and subpoena requests. Although technology is available on the market to assist with this production, ultimately staff and attorneys from this Office will have to personally review the production, which taxes the resources of this Office due to the sometimes massive volume of these productions and the expedited timeframe in which the documents must be provided. It is expected that in coordination with DIT, significant effort and resources will need to be directed to addressing these issues.
- Increase in the need for regular and comprehensive County-wide education and training regarding best practices for the use, dissemination, storage, and retention of electronic information and records because these issues have significant legal risks and liabilities. Given the additional mandates from state and federal laws, this presents a challenge that is difficult to meet at current staffing levels.
- Increased number of federal and state regulatory mandates that the County is responsible for implementing, such as the Clean Water Act and federal health mandates, requires a constant reallocation of limited staffing resources.
- Growing complexity of various areas of law puts a further strain on the Office's resources. As the County's projects and functions become more complex, the applicable law also becomes more highly technical, complex, and specialized, and, to adequately meet those needs, this Office is called upon to either develop an expertise in a compressed timeframe, if possible, or to retain outside counsel.
- Increasing need to leverage private resources to develop public infrastructure will likely require additional transactional attorneys to negotiate and enforce these complex agreements and financing arrangements.

Resources

As this line of business encompasses all activities of the agency, please refer to the table in the Department Resources section above.

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Assignments Closed	2,929	2,940	2,701	3,000	3,000
Litigation Closed	1,958	1,870	1,732	1,800	1,800

The work of the County Attorney's Office is divided into two general categories: Litigation and Assignments. "Litigation" measures the number of lawsuits that are either filed by the County as a plaintiff or petitioner or filed against the County, its Board of Supervisors, and/or County employees. Cases in which the County is the plaintiff or petitioner include, among others, enforcement of the Zoning Ordinance, Building Codes, County Code, and other County ordinances; prosecution of petitions alleging abuse and/or neglect of children; and representation of petitioners in commitment hearings. The County Attorney's Office also defends lawsuits against the County, the Board of Supervisors, and/or County employees arising out of their conduct in the discharge of their official duties. Such lawsuits include personal injury, employment discrimination, civil rights violations, allegedly incorrect assessments of taxes, alleged violations of the Virginia Freedom of Information Act, and challenges to the Board's legislative decisions in land use matters, among many others.

By contrast, "Assignments" reflect essentially everything else that is not litigation. Virtually every line of business conducted by every County agency is subject to legal requirements and restrictions:

- how and where a property should be assessed for taxes;
- how to conduct an election;
- what legal requirements must be met to ensure the budget is properly adopted;
- the proper procedures for hiring a new employee or dismissing an existing employee;
- whether the County must pay Worker's Compensation for an employee's injury;
- the proper procedure for advertising, conducting a public hearing, and adopting an ordinance;
- how to lawfully rezone or redevelop property;
- determining whether and to what extent the County may assess fees relative to stormwater planning; and
- providing guidance to ensure that land use approvals comport with constitutional requirements.

In short, nearly every aspect of the County's lines of business is subject to the requirements of federal, state, or local laws or regulations. Examples of "Assignments" are, among others:

- providing specific legal advice in a formal opinion;
- providing informal and ongoing legal advice as part of the County team to ensure compliance with the law and avoid litigation;
- negotiating, reviewing, and drafting contractual documents;
- drafting and/or reviewing new ordinances and amendments to them;
- negotiating disputes that involve County agencies;
- representing County management in employee grievances,
- representing the County in administrative hearings before the Virginia Workers' Compensation Commission and the Virginia Employment Commission;

- providing legal advice to agencies on a daily basis regarding requests made under the Virginia Freedom of Information Act, personnel issues, and subpoenas; and
- providing regular education and training to County agencies and employees concerning changes in the law and ongoing legal requirements that affect their lines of business, as well as ongoing training regarding generally applicable legal requirements such as VFOIA, procurement, and other such statutory requirements unique to local government

The County Attorney's Office strives for a 97 percent success rate for litigation. When evaluating whether litigation was "successful," an attorney considers whether the County substantially prevailed in the litigation. That is, most of the plaintiff's claims were defeated when the County was a defendant, and most of the County's claims were sustained when the County was a plaintiff. With regard to "Assignments," this Office strives for 87 percent of all assignments to be completed within a year of when they were opened. This Office regularly exceeds both metrics. It should be noted that Board of Supervisors requests and legal opinions have 14-day and 30-day deadlines, respectively.

It is also important to note that not all of the work performed by the County Attorney's Office is reflected in these metrics. For example, our attorneys regularly field phone calls from clients and elected officials who need assistance or general advice and counsel with a single question or issue. Frequently, an "assignment" is not created to reflect this work. Similarly, this Office offers guidance to multiple boards, authorities, and commissions, but attorney attendance at those meetings, for example, is also not reflected in any metric. Conversely, other types of work are expansive and complex but that work is represented as one assignment and that one metric does not capture the amount of work or length of time involved, which, at times, expands over several years on large County projects. Complex redevelopment and infrastructure projects (such as Dulles Rail and the Laurel Hill Redevelopment), the negotiation of cable franchise agreements, and ordinance drafting are each counted as just one assignment metric.

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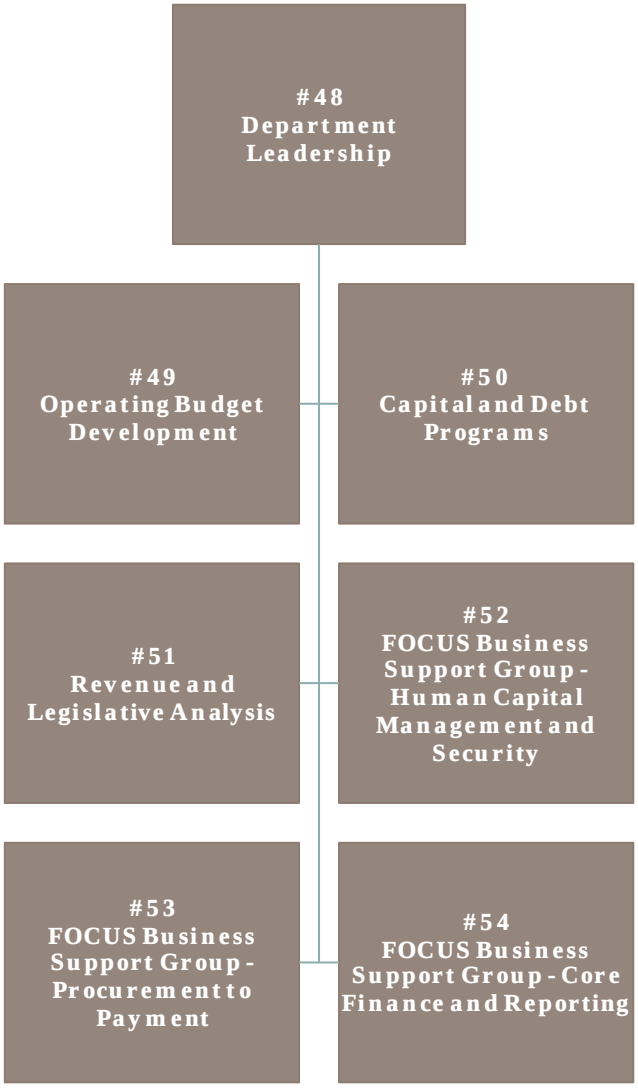

Department Overview

The Department of Management and Budget (DMB) provides financial and analytical consultant services; develops, implements and monitors the County's budget; and produces 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. The department also conducts revenue forecasting and prepares studies and reports to facilitate ongoing strategic planning, evaluation, and decision-making by the County Executive and the Board of Supervisors.

DMB oversees the sale of bonds to fund the majority of the County's capital program, including school construction. Staff coordinates special financings in order for the County to take advantage of opportunities to provide critical facilities in a timely, cost-effective manner. In addition, the department is the lead agency responsible for coordination and development of the County's Capital Improvement Program (CIP). Providing fiscal impact analysis for proposed legislation and coordinating requests for federal legislation are other important functions that this agency addresses. In addition, the department serves as the centralized functional support organization for the County's enterprise resource planning system, FOCUS.

DMB also coordinates the County's performance measurement program and other managing for results activities. This includes overseeing the County's participation in the International City/County Management Association's (ICMA) comparative data initiative where 15 service areas are benchmarked annually and comparisons of efficiency and effectiveness are included in the annual budget document. In July 2014, Fairfax County was awarded ICMA's Certificate of Excellence, its highest level of recognition for excellence in performance measurement, for the sixth consecutive year. Only 29 of 160 jurisdictions participating in ICMA's Center for Performance Measurement earned this prestigious award in 2014. Additionally, as part of the GFOA Distinguished Budget Presentation Award, GFOA also recognized the County with a Special Performance Measures Recognition.

DMB continues to partner successfully with the Department of Human Resources and all agencies to integrate workforce planning into County business operations in order to ensure that appropriate staffing resources are available to achieve strategic goals and objectives. This proactive focus enables the County to anticipate needs and collaborate on the most cost-effective means of meeting those needs.

The department is also home to the centralized functional support group for the County's enterprise resource planning system (FOCUS). 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. The core financial and purchasing modules of the new system were implemented in the fall of 2011, and the Human Capital Management (HCM) module went live at the end of FY 2012. During the FY 2014 budget process, a new cost center within DMB was created as the result of a reorganization of staff from various agencies within the County. This reorganization consolidated the centralized functional support organization for the FOCUS system under the Department of Management and Budget within the FOCUS Business Support Group (FBSG) cost center. The consolidation of the FBSG under the Department of Management and Budget 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.

Several business process owner agencies (including the Department of Human Resources, Department of Procurement and Material Management, Department of Management and Budget, and Department of Finance) provided functional staff to serve as project team members and demonstrated an investment and commitment to the FOCUS project during implementation. With the knowledge, understanding, skills, and experience of the Fairfax business process requirements, FOCUS project team members also became experts in SAP (the application purchased by the County for the enterprise resource planning system) to manage continuous improvement and functionality for FOCUS. Staff in these positions were prime candidates for staffing the FBSG. As a result, the 26/26.0 FTE positions supporting FOCUS were all transferred from the business process owner agencies and no new positions were created, resulting in no net increase to the General Fund.

The implementation of an enterprise resource planning solution requires a high level of coordination across organizations/departments, expert knowledge of the ERP solution, and clear definition of the business process requirements to carefully coordinate system and business requirements. After go-live, the FBSG was created to develop and maintain functional application experts for business process requirement support, configuration, administration, and reporting. The organization was designed to interact with the Department of Information Technology (DIT), end users, and the business stakeholders and provide sustainable support that remains business-focused. The FBSG is primarily responsible for partnering with agencies to drive continuous improvement, optimize system usage and investment, and maintain and support the software.

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. In concert with staff from DIT, who serve as the technical system administrators for the FOCUS system, through provision of application development support and overall maintenance of the core, underlying technology infrastructure environment (See LOB #140 Agencies Software Solutions and Development Support, LOB #133 Cybersecurity, and LOB #141 Technology Infrastructure/LOB #302 Technology Infrastructure) the FBSG and DIT create a cross-agency team of trained staff experts on the SAP enterprise resource planning (ERP) application.

The FBSG's primary customers are the core business areas. Understanding business processes and meeting the needs of the agencies that develop the policies and procedures for Fairfax at large is paramount to designing and maintaining a system that can ultimately support the end users. As part of the overall mission of the FBSG, ERP staff experts proactively partner with business process owners from the Department of Finance, the Department of Procurement and Material Management, the Department of Human Resources, the Department of Management and Budget, the Department of Tax Administration and Fairfax County Public Schools 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. These staff experts analyze business requirements and determine the appropriate technology options to meet business process owner and end user needs. In addition, ongoing work is being performed to include required upgrades and turning on functionality. The use of staff experts insures that this work can be done in-house with minimal cost.

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

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	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

Lines of Business

LOB #48:

DEPARTMENT LEADERSHIP

Purpose

The Department of Management and Budget (DMB) provides financial and analytical consultant services; develops, implements and monitors the County's budget; and produces 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. This LOB includes strategic direction, management, and oversight of countywide budget-related activities and centralized support of the FOCUS enterprise resource planning solution.

Description

The Leadership and Management LOB provides direction, leadership, and oversight to the department. This includes performing the function of the Chief Financial Officer (CFO) for Fairfax County Government. The role of the CFO is to lead the financial management and budget operations and be responsible for oversight of the departments of Tax Administration, Finance, and Procurement and Material Management (formerly the Department of Purchasing and Supply Management). The CFO also serves as a liaison with the County's Office of the Internal Auditor and the Retirement Administration Agency.

The Leadership LOB establishes strategic goals for the budget, CIP/Debt Management programs, revenue and fiscal analysis, and the FOCUS Business Support Group (FBSG) that embrace innovative solutions and improve efficiency and savings. Through policy and procedures, the Leadership LOB works to ensure that strong budgetary controls are in place and operating effectively throughout the organization, thus enabling the County to get the most value for each taxpayer dollar. In addition, this LOB provides project management oversight, engages strategic thinking for new opportunities, promotes consistent change management practices, and ensures that the ERP platform remains functional, compliant, and current and that the County continues to leverage its' investment in the ERP solution.

Benefits

The LOB provides a significant benefit to the County by serving as a key component in ensuring that strong budgetary controls are in place and operating effectively throughout the organization. This is in alignment with tenets of the County's *Ten Principles of Sound Financial Management*. The oversight role of the Department of Management and Budget benefits the County through the formation of policy/procedure guidance, training decentralized budget staff, and serving as an overall consultant and resource for issues that have a fiscal impact to the County. The LOB also serves to ensure that mandated and administratively required budgetary, CIP, debt management, and revenue forecasting activities are carried out in accordance with the Code of Virginia, as well as federal regulatory requirements.

Centralized support of the FOCUS enterprise resource planning solution, staffed with functional subject matter experts that can have knowledge in both County business and ERP-specific skills, results in better overall utilization and lower costs instead of IT resources being dispersed throughout agencies and not effectively coordinated.

- Centralized planning and prioritization of all medium to large application development projects
- Optimizes use of IT resources, knowledge and expertise and achieves efficient use of software maintenance resources and cost

- Transforms data into information for better management decision making across systems
- Leverages repeatable processes for development and reporting
- Works in partnership with other teams supporting other ERP modules to standardize methodology and provide consistency across business processes and transactions for more predictable customer service outcomes
- Departmental resources can focus on business needs, thus allowing better use of staffing in departments
- Focuses on Business Process Owner engagement in all aspects of the process to meet business changes and requirements to providing successful outcomes and improved customer satisfaction.
- Leverages customer feedback gleaned from multiple avenues of interaction: Business Process owner feedback, help desk tickets, trends across modules, outreach, and communication, to maintain a high-functioning system.
- Allows quick assembly of the correct resources across modules to triage, troubleshoot, and plan for systems changes/issues/enhancements.

Mandates

This LOB is not a state or federal mandate, but it is responsible for providing management and oversight for the other department LOBs that are governed by state or federal mandates and compliance policies which must be performed under County, state, and/or federal guidelines.

Trends and Challenges

As a growing and increasingly diverse community, Fairfax County faces significant budget challenges regarding increasing demands for services, as well as how to fund them. In addition to requirements associated with population growth, Fairfax County's budget has been impacted by external factors such as restrictions on revenue diversification that severely limit the County's flexibility in addressing budget requirements and also continue to place a disproportionate burden on property owners, particularly residential taxpayers. At the same time, the County faces the dual challenges of maintaining an aging infrastructure, while addressing the needs of a growing population that requires additional facilities.

To help address some of these challenges, and in recognition of the restrained revenue growth in the current fiscal environment, the department is spearheading an effort to comprehensively review the County's Lines of Business (LOBs) in FY 2016. The LOBs exercise will offer several benefits. First, it will provide a framework of the County's numerous programs and promote discussion of the necessity of those services. With a focus on performance metrics, it will also allow Board members and residents to gain a better understanding of the effectiveness and efficiency of individual County programs. Lastly, through a multi-year process, the LOBs initiative will provide a basis for services to be reduced or eliminated based on thorough evaluations and allow for the creation of a sustainable financial plan. Through every phase of the initiative, the department will be working closely with the Board of Supervisors, the County Executive, and other members of senior management to ensure that the LOBs exercise is a valuable tool, for both educational purposes and decision-making.

A continuing return on investment for the FOCUS system will be defined by the ongoing direction and commitment to maintaining and upgrading the enterprise resource planning application. As an element of a standard maintenance process for an ERP, a post-implementation review was completed and a strategy developed to maintain FOCUS. The assessment from the independent study was that Fairfax County's implementation, compared with public sector organizations of like or larger size, was successful. 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). In addition, the report identified a need for a lifecycle strategy for planned enhancements, upgrades, fixes, and regular reviews. The FBSG, in collaboration with DIT, has developed and will continue to refine the lifecycle strategy for planned enhancements, upgrades, fixes, and regular reviews of the ERP

solution. In an integrated resource planning solution, these updates require significant planning, communication and outreach to ensure the least amount of disruption to end user expectations for 24x7 availability and the critical business operations that must be completed in a timely fashion to meet state, federal, County and FCPS mandates, policies and regulations. The FBSG, in collaboration DIT, has implemented multiple software updates as part of regular system maintenance and required updates to aid in the accurate implementation of payroll year-end processing. In addition, beginning in 2015, the County began the process of implementing an overall version upgrade of the enterprise resource planning solution to ensure compliance and offer increased functionality leading to increased efficiency.

The administration of a complex integrated system should not be underestimated. The key challenge is a rationalized approach which allows the County to keep pace with technology changes as benefits are obvious that also considers budgetary constraints. Additionally, demand for newer technologies continues to grow. Future initiatives will focus on promoting employee engagement and higher levels of productivity. The following are some examples of anticipated trends and challenges:

- End user expectations of high performance, high visibility, and high availability; 24 x 7 applications with no down time increases demands upon both staff and budget resources
- Planned maintenance to keep systems available, operational, and secure
- Establishment of archival and data retention policies in accordance with business process requirements.
- Mobility to enable users to perform County business from anywhere reliably and securely
- Continuing to leverage FOCUS functionality to meet business requirements and enhance interfaces with other systems of record.
- Expansion of the data warehouse to aid end users and assist in management decision making and predictive analytics
- Continuing to enhance the failover system to ensure all FOCUS data is replicated to a secure third-party off-site location, providing a full backup of all data and ability for FOCUS to continue to remain operational in the event of a catastrophic event.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #48: Department Leadership			
FUNDING			
Expenditures:			
Compensation	$575,569	$548,166	$508,704
Operating Expenses	53,380	53,069	22,140
Total Expenditures	$628,949	$601,235	$530,844
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$628,949	$601,235	$530,844
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	5 / 5	5 / 5	5 / 5
Total Positions	5 / 5	5 / 5	5 / 5

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
Bond Rating of AAA/Aaa/AAA	Yes	Yes	Yes	Yes	Yes
Number of FOCUS System Upgrades and Other Major Initiatives (Overall)	21	32	62	50	50

The metrics for this LOB indicate that the Department of Management and Budget is diligent in the budgetary and fiscal management of the County and consistently exceeds the minimum requirements to prepare annual budgetary information that evidence the spirit of transparency and full disclosure.

GFOA Distinguished Budget Presentation Award:
The critical role that the Department of Management and Budget has of maintaining the fiscal integrity of the County's funds requires that budgetary controls be managed and maintained. The Department of Management and Budget is committed to ensuring that these functions happen without issue and have achieved 100 percent completion of these duties within the required timeframes.

Bond Rating of AAA/Aaa/AAA:
The County holds a Aaa from Moody's Investors Service (awarded 1975), a AAA from Standard and Poor's Ratings Service (awarded 1978), and a AAA from Fitch Ratings (awarded 1997). As of May 2015, Fairfax County is one of only 10 states, 40 counties, and 30 cities to hold a triple-A rating from all three services.

Number of FOCUS System Upgrades and Other Major Initiatives (Overall):
The implementation of an enterprise resource planning solution requires a high level of coordination across organizations/departments, expert knowledge of the ERP solution, and clear definition of the business process requirements to carefully coordinate system and business requirements. A functional support organization is primarily responsible for partnering with agencies to drive continuous improvement, optimize system usage and investment, and maintain and support the software.

LOB #49:

OPERATING BUDGET DEVELOPMENT

Purpose

The Operating Budget Development LOB coordinates the development of a sound fiscal plan for the County that reflects community priorities and responsible resource allocation and fulfills all legal requirements. This LOB is additionally responsible for ensuring the effective execution of the County's budget once adopted by the Board of Supervisors.

Description

The Operating Budget Development LOB coordinates the County's annual budget formulation process, which includes a comprehensive financial forecast, development of budget guidelines, analysis of agency requests, presentation of recommendations to the County Executive, preparation of the Advertised Budget Plan, support of deliberations by the Board of Supervisors, and preparation of the Adopted Budget Plan, which exceeds $7 billion for all funds, including over $3 billion for General Fund Disbursements.

Annually, the Operating Budget Development LOB reviews over 200 agency budget requests and prepares estimates for over 300 tax and revenue categories for County funds, departments, grants, and projects. The annual Fairfax County budget process is an ongoing cyclical process simultaneously looking at three fiscal years (current and two future years). The budget year officially starts on July 1; however, the budget process itself is a continuum which involves both the current year budget and the next two fiscal years' budgets.

One of the primary responsibilities of the Operating Budget Development LOB is to coordinate and facilitate the successful execution and appropriation of the future year budget. This includes the preparation, production, and dissemination of the Advertised Budget Plan, the annual budget proposed by the County Executive for County general government operations for the upcoming fiscal year, which runs from July 1 through June 30. The Advertised Budget Plan is based on estimates of projected expenditures for County programs and it provides the means for paying for these expenditures through estimated revenues. According to the Code of Virginia, the Board of Supervisors must approve a tax rate and adopt a budget for informative and planning purposes no later than the beginning of the fiscal year (July 1). Following extensive review, deliberation and public hearings to receive input from County residents on the County Executive's Advertised Budget Plan, the Board of Supervisors formally approves the Adopted Budget Plan typically in late April in order to satisfy the requirement that the Board of Supervisors approve a transfer to the Fairfax County School Board by May 1, or within 30 days of receiving state revenue estimates from the state, whichever is later.

In addition, staff in this LOB monitor current year budgets and review expenditure and revenue levels. Staff coordinate with agencies if trends indicate any potential over-expenditures or revenue shortfalls so corrective action can be taken early. Changes to the current year budget are made at the Third Quarter Review and the Carryover Review. This LOB is responsible for the countywide budget review at the Third Quarter Review to ensure conformance with spending limits and revenue estimates and the budgetary review at the close of each fiscal year to carry appropriations into the next fiscal year in support of continuing financial obligations (the Carryover Review).

The Operating Budget Development LOB maintains the County's budgeted position count, projects personnel costs for all agencies, including projections associated with pay for performance, merit increments for public safety, and other compensation-related adjustments, and analyzes the fiscal impact of benefit and retirement changes, and other cross-County issues with a budgetary or fiscal impact. Staff in this LOB also review approximately 200 Board items with a fiscal impact each year.

In addition, the Operating Budget Development LOB provides oversight of County contributions to various nonsectarian, nonprofit, or quasi-governmental organizations whose mission is to improve the general health and welfare of the community. Funding of these contributory agencies is contingent upon submission and review of quarterly financial reports.

Staff in this LOB also manage the department's extensive website. In addition to the availability online of all of the County's published budget volumes, additional budgetary information including quarterly reviews, budget calendars, economic data, and historical files is available on the DMB's website at www.fairfaxcounty.gov/dmb/. The department has focused resources on expanding public access to essential information at all stages of the budget formulation process in order to afford residents a better understanding of their County government, the services it offers, and the role they can play. On the site, residents can access a County Budget Primer, whereby they can look up budget terms and find answers to common budget questions. On each page, residents can also provide feedback on the website itself and offer suggestions of what additional information might be helpful to them in understanding the County's budget.

The County also has a useful transparency website at www.fairfaxcounty.gov/transparency/ which enables the public to view amounts paid to County vendors. Visitors can view budgetary data and actual expenditures by Fund or General Fund agency each month. Fairfax County Public Schools also hosts its own transparency website - http://www.fcps.edu/fs/transparency/index.shtml – where data specific to FCPS funds, departments, and schools, can be viewed. Used in collaboration with information already available to residents, such as the County's budget and the Comprehensive Annual Financial Report, the transparency initiative provides residents with an additional tool to learn more about the County's overall finances or focus on specific areas of interest.

Benefits

A budget is a fiscal plan that enables the County to plan for the future, measure the performance of County services, and help the public to understand where revenues come from and how they are spent on County services. The budget reflects the estimated costs of operation for the County's programs, services, and activities. The budget serves many purposes and addresses different needs depending on the "audience" including, County residents, federal and state regulatory authorities, elected officials, other local governments, taxpayers or County staff. The budget must comply with the Code of Virginia and regulatory requirements. Fairfax County is required to undergo an annual financial audit by independent auditors. Thus, the budget outlines the required information to serve legal and financial reporting requirements. The budget is prepared and organized within a defined basis of budgeting and financial structure to meet regulatory and managerial reporting categories of expenditures and revenues.

Through its strong fiscal and debt management practices and adherence to the County's established financial policies, DMB has played in a key role in maintaining the County's Triple A rating from all three bond rating agencies (Standard and Poor's, Moody's, and Fitch Investors Service) which has resulted in the bond sale savings totaling more than $470 million since 1975.

As a measure of the quality of its budget preparation, Fairfax County was awarded the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award by meeting rigorous criteria for the budget as a policy document, financial plan, operations guide and communications device for the 30th consecutive year. The department will continue to build on this success for future budget documents in order to enhance the accountability, transparency, and usefulness of the budget documents.

Mandates

The Code of Virginia (§§15.2-516 and 2503) requires that the County Executive submit a proposed budget to the Board of County Supervisors no later than April 1 for the upcoming fiscal year.

Sections 15.2-2506, 58.1-3007, and 58.1-3321 of the Code of Virginia govern the public notice requirements that guide the County's budget review and public comment period. After receipt of the proposed budget, the first action by the Board of Supervisors (BOS) is to authorize the advertisement of the proposed tax and levy rates. Once the proposed rate is advertised, the BOS can adopt lower tax and levy rates, but cannot, without additional advertisement, adopt higher rates. The timing of the advertisement is tied to the amount of increased revenue anticipated by the proposed rate. The Code of Virginia also requires the BOS to hold public hearings on the proposed budget and the proposed tax and levy rates to collect public comment. The County prepares and approves an annual budget in compliance with sound financial practices, generally accepted accounting principles, and the provisions of the Code of Virginia which control the preparation, consideration, adoption, and execution of the County budget.

The County's budget is prepared in accordance with "Generally Accepted Accounting Principles" (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) and the Auditor of Public Accounts of the Commonwealth of Virginia (APA). These principles are also used to prepare the County's audited Comprehensive Annual Financial Report (CAFR).

As required by the Code of Virginia (§ 15.2-2503), the County Executive must submit to the Board of County Supervisors a proposed budget, or fiscal plan, on or before April 1 of each year for the fiscal year beginning July 1. All local governments in the Commonwealth of Virginia must adopt a balanced budget as a requirement of state law no later than by July 1. A budget is balanced when projected total funds available equal total disbursements, including established reserves.

Trends and Challenges

The challenge for DMB for the coming fiscal years will be to develop a balanced budget that meets community, infrastructure, and organizational needs during times of continued population growth, increasing economic uncertainty, and slowing revenues.

DMB continues to undertake efforts to streamline operations by ensuring that technology is fully leveraged and that budget-related procedures add value to the process, both in terms of quality and type of data presented to the public and the Board of Supervisors, and in order to address the needs of a growing population without adding staff and to provide more time for value-added analysis. For example, the annual budget (Volumes 1 and 2, as well as the Overview) is available on CD-ROM, to reduce printing and mailing costs, and on the County's Internet site to enable the public to search for information more efficiently. As DMB has increased the amount and type of information available to the public, including quarterly budget reviews as well as the annual budget, citizens are accessing this information more frequently. DMB staff will continue to identify and implement enhancements both to published documents and information presented on DMB's Internet homepage in order to improve public access, and on its intranet sites to improve efficiency and enhance communication between agencies.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #49: Operating Budget Development			
FUNDING			
Expenditures:			
Compensation	$1,020,340	$1,141,521	$1,219,638
Operating Expenses	94,629	110,514	53,080
Total Expenditures	$1,114,969	$1,252,035	$1,272,718
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,114,969	$1,252,035	$1,272,718
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	18 / 18	17 / 17	16 / 16
Total Positions	18 / 18	17 / 17	16 / 16

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total County Expenditures (in millions)	$3,379.84	$3,511.13	$3,636.63	NA	NA
Percent variance in actual and projected expenditures	2.3%	2.1%	1.5%	2.0%	2.0%

Total County Expenditures (in millions):
Budget analysts in the Department of Management and Budget are responsible for creating forecasts, reviewing and analyzing budgetary requests, and consistently monitoring expenditures for 43 General Fund agencies and 76 other funds. In FY 2015, expenditures in all appropriated and non-appropriated funds (excluding Fairfax County Public Schools funds, before audit adjustments) totaled over $3.6 billion. This represents an over 7 percent increase over the past two fiscal years as a result of growth and new funding streams, particularly in the area of transportation.

Percent variance in actual and projected expenditures:
The Department of Management and Budget continues to achieve considerable accuracy in forecasting expenditures. Over the past three years, the department has achieved variances below or slightly over the 2.0 percent target. In FY 2015, the variance between actual and projected General Fund expenditures was only 1.5 percent. This indicates very accurate fiscal forecasting and careful budget management to achieve savings.

LOB #50:

CAPITAL AND DEBT PROGRAMS

Purpose

The Capital and Debt Program LOB provides leadership to a multi-agency team developing the County's annual Capital Improvement Program (CIP). The CIP addresses the County's needs associated with the acquisition, expansion, and rehabilitation of facilities and other infrastructure. The CIP serves as a planning instrument to identify needed capital projects and coordinate the financing and timing of improvements in a way that maximizes the return to the public.

In addition, the Debt Program portion of this LOB provides oversight of the County's current and projected debt service payments. The Debt Program LOB administers the planning and analytical efforts associated with the various County municipal bond sales which support the CIP.

Description

The Capital portion of this LOB provides coordination and analysis associated with the development of the County's CIP. The CIP serves as a long-range plan and is reviewed and revised annually based on current circumstances and opportunities. Priorities may be changed due to funding opportunities or as the needs of the community become more defined. The development of the CIP includes communication and support to the Planning Commission, Board of Supervisors and other boards, authorities and commissions; education regarding the CIP process for user agencies; research to identify CIP best practices; prioritization of capital projects annually; and improvements to the organization, content and presentation of the CIP document. Staff develops the CIP as a planning instrument to identify needed capital projects and coordinates the financing and timing of improvements in a way that maximizes the return to the public. The Board-adopted Principles of Sound Capital Improvement Planning are integral in the development of the annual CIP.

The CIP is supported largely through long-term borrowing that is budgeted annually as debt service or from General Fund revenues on a pay-as-you-go basis. Staff develops and analyzes the annual pay-as you-go capital budget, presents capital construction issues, and develops funding recommendations. The Board of Supervisors continues to emphasize the importance of maintaining a balance between pay-as-you-go financing and bond financing for capital projects. Financing capital projects from current revenues indicates the County's intent to show purposeful restraint in incurring long-term debt.

The Debt Program portion of the LOB provides oversight of 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). These bond sales are conducted on an annual basis following voter approved referendum for specific categories such as schools, public safety, transportation, parks, libraries, and human services. From 1999 through 2015, the County has approved $3.93 billion of new debt via referendum, with $2.62 billion for Schools and $1.31 billion for the County.

In addition to the more traditional methods of long-term financing through general obligation bonds, the County has been able to accomplish major capital improvements through the use of alternative financing while maintaining the County's fiscal integrity as required by the *Ten Principles of Sound Financial Management (Ten Principles)*. Special financings are traditionally non-general obligation bond sales that employ the use of a financing conduit such as the Fairfax County Economic Development Authority (EDA), Residential Housing Authority (RHA), or the Virginia Resources Authority (VRA), and direct loans with select banking institutions. Revenues for debt service payments are derived principally from a transfer from the General Fund.

The Board of Supervisors has adopted specific debt indicators within the *Ten Principles* to effectively manage the County's bonded indebtedness. The *Ten Principles* state that the County's debt ratios shall be maintained at the following levels:

- Net debt as a percentage of estimated market value should always remain less than 3.0 percent; and
- The ratio of debt service expenditures as a percentage of Combined General Fund disbursements should remain under 10.0 percent.

Staff also provides annual monitoring and review of other County debt financing and special tax districts that includes the following: Sewer Revenue Bonds as part of the Integrated Sewer System, which is a self-supporting Enterprise Fund; Dulles Rail Phase 1 Transportation Improvement District; Dulles Rail Phase 2 Transportation Improvement District; Tysons Service District; Route 28 Transportation Improvement District; and the Mosaic Community Development Authority. These financings have self-supporting revenue streams separate from the County's General Fund and have no impact on the County's aforementioned debt ratios.

Benefits

Programming capital facilities over time can promote better use of the County's limited financial resources and assist in the coordination of public and private development. In addition, the programming process is valuable as a means of coordinating and taking advantage of joint planning and development of facilities. The CIP process seeks to look beyond the current year at what, where, when, and how capital investments should be planned. Capital programming enables public organizations to maintain an effective level of service for both the present and future population.

As a result of County financial policies, prudent fiscal management and a strong economy, the County has been awarded the strongest credit rating possible from the three major national rating services. The County holds a Aaa from Moody's Investors Service (awarded 1975), a AAA from Standard and Poor's Ratings Service (awarded 1978), and a AAA from Fitch Ratings (awarded 1997). As of May 2015, Fairfax County is one of only 10 states, 40 counties, and 30 cities to hold a triple-A rating from all three services. Since 1975, the savings associated with the County's triple-A bond rating is estimated at $470.9 million. Including savings from the various refunding sales, the total benefit to the County equates to $702.5 million.

Mandates

There is no federal of state mandate for the debt program portion of this LOB. However, the CIP is prepared pursuant to § 15.2-2239 of the Code of Virginia, as amended, which reads:

> *"A local planning commission may, and at the direction of the governing body shall, prepare and revise annually a capital improvement program based on the comprehensive plan of the locality for a period not to exceed the ensuing five years. The commission shall submit the program annually to the governing body, or to the chief administrative officer or other official charged with preparation of the budget for the locality, at such time as it or he shall direct. The capital improvement program shall include the commission's recommendations, and estimates of cost of the facilities and life cycle costs, including any road improvement and any transportation improvement the locality chooses to include in its capital improvement plan and as provided for in the comprehensive plan, and the means of financing them, to be undertaken in the ensuing fiscal year and in a period not to exceed the next four years, as the basis of the capital budget for the locality. In the preparation of its capital budget recommendations, the commission shall consult with the chief administrative officer or other executive head of the government of the locality, the heads of departments and interested citizens and organizations and shall hold such public hearings as it deems necessary."*

Trends and Challenges

The County's infrastructure is aging and the need for renewal and renovation projects continues to grow. The CIP addresses future capital needs through the use of annual bond referendums that detail proposed capital investments for the County and FCPS. Bond proceeds will provide a majority of the funding required to address aging infrastructure and requirements for existing and new facilities. As a result, this LOB will continue diligent forecasting of out-year debt ratio projections utilizing conservative assumptions with respect to annual growth in revenue and assessed values, and projected interest rates.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #50: Capital and Debt Programs			
FUNDING			
Expenditures:			
Compensation	$428,524	$373,342	$382,111
Operating Expenses	39,743	36,144	16,630
Total Expenditures	$468,267	$409,486	$398,741
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$468,267	$409,486	$398,741
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	4 / 4	4 / 4	4 / 4
Total Positions	4 / 4	4 / 4	4 / 4

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Dollar Value of General Obligation Bond Sales (millions)	$206.34	$264.30	$248.10	$249.72	$274.14
Dollar Value of General Obligation Refunding Bond Sales (millions)	$128.00	$51.98	$631.20	$115.00	N/A
Interest rate for General Obligation Bond Sale (new money)	2.51%	2.84%	2.68%	TBD	TBD
Savings on New Money Bond Sales compared to Bond Buyer Index (millions)	$25.14	$46.07	$22.04	TBD	TBD
Savings associated with refundings (millions)	$12.21	$4.38	$18.48	TBD	TBD

Dollar Value of General Obligation Bond Sales or Refundings:
General Obligation bond sales (new money) are conducted following voter approved referendum for specific categories such as schools, public safety, transportation, parks, libraries, and human services. The County also monitors its outstanding debt for potential refunding (e.g., refinancing) opportunities for lower interest rates and debt service payments. In FY 2015, the County successfully completed three refunding bond sales, totaling $631.2 million. For FY 2016, the County anticipates a new money bond sale and a refunding bond sale of $364.72 million. For FY 2017, the County is forecasting a new money bond sale of $274.14 million.

Interest Rate for Bond Sale:
The County assumes a 4 percent interest rate in all out-year debt forecasting for future bond sales. This conservative assumption ensures that the County remains under its debt ratio limit whereby annual debt service is not to exceed 10 percent of annual disbursements. In recent years, the County has benefitted from the low interest rate environment as illustrated by the rates received in FY 2013 (2.51 percent), FY 2014 (2.84 percent), and FY 2015 (2.68 percent). As the Federal Reserve makes adjustments to interest rates, the County will consider adjustments to out-year interest rate assumptions.

Savings on New Money Bond Sales Compared to Bond Buyer Index:
The Bond Buyer Index is published daily to track the interest rates received by all issuers of municipal bonds. The resulting composite of those rates is then compared to the rate received by the County, which has historically been much lower due to its strong triple A bond rating. The County is then able to calculate the corresponding lower debt service savings that its triple A bond rating helped it achieve than it would have otherwise received when compared to the Bond Buyer Index. Over the last thirty years, the differential between the rate on the County's bonds and the Bond Buyer Index has averaged 0.77 percent, which translates to a cumulative interest savings of $470.9 million over the life of the bonds.

Savings associated with refundings:
The County has benefitted from a low interest rate environment as reflected in the net present value savings of $35.1 million between FY 2013 and FY 2015. County refundings do not extend the original maturity of any bonds. The County monitors the opportunity to refund its outstanding debt obligations monthly.

LOB #51:

REVENUE AND LEGISLATIVE ANALYSIS

Purpose

The Revenue and Legislative Analysis LOB is responsible for revenue forecasting and legislative fiscal impact analysis. In addition, this LOB prepares studies and reports to facilitate ongoing strategic planning, evaluation, and decision-making by the County Executive and the Board of Supervisors.

Description

The Department of Management and Budget (DMB) conducts revenue forecasting and legislative fiscal impact analysis. In addition, this LOB prepares studies and reports to facilitate ongoing strategic planning, evaluation, and decision-making by the County Executive and the Board of Supervisors.

DMB staff monitors and forecasts over 300 tax and revenue categories using various statistical methods; tracks and analyzes trends in local and national economic data; produces the "Fairfax County Economic Indicators" newsletter; and conducts economic, statistical and quantitative analyses. DMB also conducts monthly review and modeling of major revenue categories (over 90 percent of the total) and quarterly analysis of minor revenue categories.

DMB determines the fiscal impact of legislative initiatives before the Virginia General Assembly, as well as proposals brought forward by commissions and other bodies associated with the Virginia legislature. In addition, analysis of federal legislation is conducted whenever a bill is introduced that will have a fiscal impact on Fairfax County. During the 2015 General Assembly session, staff reviewed over 200 House and Senate bills referred to DMB.

Benefits

DMB continues to achieve considerable accuracy in forecasting revenues. The FY 2015 target variance of 2 percent or less was achieved for revenues at 0.9 percent. This indicates very accurate fiscal forecasting and careful budget management.

Mandates

Revenue Forecasting/Economic Analysis is mandated by the Code of Virginia, §§ 15.2-2503 and 15.2-2504.

Trends and Challenges

Forecasting revenues is the foundation of the budgeting process. It provides the estimated level of resources available for County spending in the future. Accurate revenue forecasts are necessary to achieve a balance. Estimates should be conservative so that expenditures do not exceed revenues but reasonable so unnecessary tax rate increases are considered.

Revenue forecasting is especially challenging during times of economic uncertainty. Changes in employment and federal spending, for example, impact the housing and office markets which affect many of the County's revenue sources such as Real Estate Taxes, Business, Professional and Occupational Licenses and Personal Property Taxes.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #51: Revenue and Legislative Analysis			
FUNDING			
Expenditures:			
Compensation	$218,612	$233,315	$292,581
Operating Expenses	20,275	22,588	12,734
Total Expenditures	$238,887	$255,903	$305,315
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$238,887	$255,903	$305,315
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	2 / 2	3 / 3	3 / 3
Total Positions	2 / 2	3 / 3	3 / 3

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Percent variance in actual and projected revenues	0.9%	0.3%	0.9%	2.0%	2.0%

A critical measure of accurate fiscal forecasting is minimal variance between projected and actual revenue. The Department of Management and Budget continues to be successful in projecting and managing the County's budget to achieve minimal variance between projected and actual revenues. During FY 2015, DMB exceeded the 2.0 percent target for revenue projections by achieving a variance of only 0.9 percent from the final General Fund budget estimate of $3.71 billion.

LOB #52:

FOCUS BUSINESS SUPPORT GROUP - HUMAN CAPITAL MANAGEMENT AND SECURITY

Purpose

The FBSG Human Capital Management (HCM) team provides functional system administration oversight for the Human Capital Management modules in the FOCUS system including Payroll, Benefits Administration, Time Evaluation and Approval, Employee Self Service/Manager Self Service, Organizational Management and Personnel Administration. This team of subject matter experts provides functional program policy and governance support for human resources-related activities that impact the system and enables continuous improvement and smooth operation of the production systems. The HCM team works to improve upon the implementation and provide support for changing Human Capital Management business processes. In addition, this LOB includes the functional security team that provides overall management of security for end user access and processing in FOCUS. The Functional Security team creates and maintains roles and profiles for end users that control access and insure proper segregation of duties.

Description

The HCM modules are utilized by the entire workforce of approximately 18,000 which includes cyclical and part-time employees plus many volunteers. FOCUS is used to record time worked, process payroll actions, process payroll, manage benefits, and maintain the organization's structure.

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:

- TM (Time Management)
- BN (Benefits)
- PY (Payroll)
- OM (Organizational Management)
- PA (Personnel Administration)
- ESS/MSS (Employee/Manager Self-Service)

The staff in this LOB serve as the Functional Project Manager for major projects and in that work, are the subject matter expert leads and work with their counterparts in the Department of Information Technology to:

- Partner with business stakeholders to successfully perform critical business functions on a daily, weekly, bi-weekly, monthly or annual basis (e.g. payroll, W-2, benefits open enrollment)
- Monitor and manage inbound and outbound interface processing for systems that send data to and receive data from FOCUS.
- Investigate, diagnose, and resolve complex system-related problems.
- Perform configurations in the FOCUS system to implement new functionality or change existing functionality.
- Provide support during various audits being performed by the external auditor, the FCG or FCPS internal audit organizations, and the BOS or FCPS Board Auditor(s).

- Participate in special projects, providing subject matter expertise, for applications that have a direct impact on or that will interface with FOCUS.

The primary business process owner is the Department of Human Resources (DHR), and the stakeholders include all payroll contacts, HR managers, and employees of Fairfax County Government. In that work, the HCM team conducts business process and systems analyses, applies in-depth SAP knowledge, subject matter expertise, and theoretical knowledge and experience in supporting highly complex functional system administration processes associated with the business and associated legislative and other legal and statutory requirements for human resources functionality. These professionals analyze business requirements and determine the appropriate ERP options to meet those needs through participation in special projects, providing HCM subject matter expertise for applications that have a direct impact on or that will interface with FOCUS. Examples include the Dell Identity Management implementation, the training software upgrade, and the implementation of the suite of Talent Management applications including e-recruit, e-learning, and performance management.

Staff responsible for Payroll support work with DHR to ensure timely and accurate biweekly payments to more than 16,000 County employees in compliance with applicable federal, state and County laws and regulations, timely payment of federal and state taxes, and accurate year-end close-out including the production of W-2s.

Staff responsible for Benefits Administration support work with DHR to ensure accurate system processing of all benefits including County provided health care, life insurance, deferred compensation, and retirement benefits including enrollment, coverage, deductions of premiums, open enrollment, and reporting to vendors.

Staff responsible for Organization Management ensure that the Organizational Units required to represent any type of organizational entity designated to perform a specified set of functions within an organization such as departments, divisions, organizational reporting units, and positions are accurately maintained and updated. This is the reporting hierarchy of an organization and is separate from the financial structure. Organizational Objects facilitate the overall organizational hierarchy (departments, positions, supervisors, and employees), organizational management and historical reporting for restructures/reorganizations, usage of time management and approval, management of supervisory to subordinate relationships, classification of jobs as they tie to the pay structure and compensation rules, position control and management of attributes that must inherit to the employee (e.g. dual encumber, job share, FICA eligibility, expiration dates) and the capture of data required for federal/state-mandated reporting requirements.

Org Reporting Requirements include but are not limited to:

- Virginia Employment Commission – state required (Multiple Worksite Report)
- Occupational, Safety and Health Administration (OSHA) – federally required
- Virginia Occupational, Safety and Health Administration (VOSHA) – state required
- Equal Employment Opportunity (EEO) Commission – federal required – EE04 and EE05
- Position Count – Broken down by status
- Position Detail Report or equivalent
- Vacant Position Report
- Report of expiration dates (i.e., grants and other short term positions)
- Ability to report on background checks (Criminal Background, Credit, Commercial Driver's License)
- Organizational Chart reporting capability

Staff responsible for Personnel Administration maximize the automation of complex HR processes and procedures through the management of various validity dates such as start and end dates, retro dates and future dates. The personnel administration data is the backbone for assignment of system security, accurate

payroll processing, benefits administration and other actions including personnel actions related to the administration of complex personnel procedures, such as hiring a new employee, changing the organizational assignment of an employee, changing an employee's pay, setting an employee's status to early retiree or pensioner, and documenting when an employee leaves or re-enters the enterprise. In addition personnel administration maintains the personal identifying data for an employee/applicant such as name, birth date, Social Security Number (SSN), nickname, and marital status. This data integrates with several modules for proper processing; for example, Benefits will require name, SSN, date of birth, gender and marital status, while Payroll will require name and SSN.

Staff responsible for Time Management maintain, monitor, and update master records based on business requirements and resolve issues associated with the key data utilized to record work schedules, absences and attendances, quotas and accruals, assignment information such as FTE (full-time equivalency) and employee status to create the basic time information for the evaluation and accounting of employees' working times. This includes the daily monitoring of reports after time transfer and time evaluation programs run each night. If errors are found on these reports, the errors must be corrected prior to payroll processing for the pay period.

Staff responsible for Employee Self Service (ESS) and Manager Self Service (MSS) provide oversight, monitor, maintain, and triage all activities associated with the internet-based access to the FOCUS system that provides employees and managers with the self-service functionality.

The Security portion of this LOB is required to support all County and FCPS end users who utilize FOCUS functionality to complete not only their daily finance, budget and procurement functions in support of their organization but also those users who access FOCUS for human resources-related processing (e.g. time entry, benefits open enrollment). The Security portion of this LOB is responsible for validation and management of requests for end user access to the system including initial provisioning, reviewing requests for changes to access and delimiting/end dating access, auditing and reporting on end user access across the various platforms in FOCUS, role development and management, management of profiles/ authorization objects and user master management.

This group 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 SAP to ensure the overall objectives of security support are met.

- Improving compliance of all regulations regarding information security and data protection.
- 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.

Specifically, the FBSG security team is responsible for the following:

- 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.
    - Coordinating and develop IDM and Enterprise roles.
    - Overseeing the monitoring of user activities in FOCUS.
    - Working in concert with DIT and the auditor to regularly audit users' authorizations.
    - Troubleshooting authorization issues.

Benefits

The FBSG HCM LOB provides services to the entire County, but most directly to DHR, payroll contacts and HR managers. The FBSG leverages County IT investments to optimize project management oversight, engage strategic thinking for new opportunities, promote consistent change management practices, and ensure that the ERP platform remains functional, compliant, and current. The LOB ensures processes within HCM meet County strategic and business goals for human resource management. Additionally, they enable and promote innovation, foster quality customer service and efficient cross-agency business processes, and ensure compliance with state and federal regulations, County regulations, and County policies and procedures.

The FBSG Security LOB provides services to all end users of FOCUS. In addition, the LOB supports the internal controls required to ensure that access is managed and controlled to meet all risk, compliance and audit standards.

Staff supporting this LOB regularly evaluate business process impacts, assist in reviewing alternatives, propose resolutions, and implement resolutions to problems. Significant value is added as staff work continuously to leverage and extend the investment in an enterprise resource planning solution by finding synergies and efficiencies.

Mandates

This LOB is not a state or federal mandate, the LOB manages a technology solution that supports state or federal mandates in agencies and compliance policies which must be performed under County, state, and/or federal guidelines. For example:

- Payroll activities must remain in compliance with the tax reporting deadlines, appropriate wage reporting, and appropriate taxation of wages earned as specified in Publication 15, Employer's Tax Guide, of the Internal Revenue Service.
- Payroll/Time/Personnel Administration activities must remain in compliance with the Fairfax County Personnel Regulations and the Fairfax County Personnel Payroll Administration Policies and Procedures that apply to positions and persons in competitive service for pay, time reporting, and leave programs and personnel administration.
- Payroll activities must remain in compliance with Fair Labor Standards Act (FLSA) regulations on minimum wage rates, overtime pay, child labor, and equal pay for employees covered by the law.

Trends and Challenges

HCM

With a workforce that varies from 14,000 to more than 16,000 over the course of the year, payroll activity is voluminous as employees are hired, transferred, promoted, and terminated across more than forty-five agencies. The FBSG payroll team successfully partners with DHR to ensure all payroll activities are completed on time and accurately in compliance with applicable federal, state, and County laws and regulations. As part of that effort, HCM works with DHR to provide regular updates and training to promote consistent, accurate application of payroll and time entry policies and procedures in the system.

Beginning in early 2016, the County must comply with the reporting requirements of the Individual Responsibility and Employer Shared Responsibility Rules, also known as the Employer Mandate. As part of this mandate, the County must submit detailed information on employees and dependents to the Internal Revenue Service (IRS) regarding their County benefits coverage, so eligibility for federal subsidies can be determined if any County employees apply for coverage under one of the Health Exchanges. Also, the County must furnish statements to employees showing the information sent to the IRS.

A Consumer-Directed Health Plan (CDHP) and a Health Savings Account (HSA) were introduced for the 2016 plan year as an additional health insurance option for employees, which will require system modifications as part of implementation.

Another key responsibility of the Payroll Division is the production of W-2's for all County employees, a number in excess of 20,000 annually. All tax reporting is done in-house, including quarterly and annual reporting to the IRS, Social Security Administration and several state governments. It should be noted that since FOCUS implementation, the processing time for W-2s has been reduced. W-2s were mailed nearly two weeks before the federally-mandated deadline in January 2014, which had never been able to be achieved in the old legacy system.

Security

In response to user requests for information with regard to who has what finance and logistics roles and a detailed method to add/remove roles, FBSG has put together new tools to help with the process. The first tool available for end users is an updated instructional tool to aid in the efficient, accurate, and timely submission of requests for user roles. Also available for end users is a role-to-training matrix that provides a list of finance and logistics roles with a description of the role, prerequisite training to get access to the role, and common transactions associated with the role. Additionally, FBSG has created a user roles matrix that contains a listing by department of all FOCUS roles (including HCM roles) that users have been granted. This report can be used to validate that staff have the correct roles, model what a new staff member might need to be granted based on roles currently assigned to an existing staff member and aid in regular review of roles to provide clean-up/adjustment of roles granted to staff when they are promoted, transferred or change responsibilities in the agency.

Beginning in early 2016 the security team, in partnership with the Department of Information Technology, will be heavily involved in the implementation of a new identity management solution for user provisioning.

To enhance the County's ability to conduct routine system use reviews and audit processes for the Internal Auditor, the annual Financial Auditor, the Department of Finance, and the IT Security Office, the SAP GRC (Governance Risk and Compliance) solution is in final stages of being implemented. This solution provides significant improvement over the pseudo-manual processes of role, access, and process reviews, making the annual financial audit more efficient with better accuracy.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #52: FOCUS Business Support Group - Human Capital Management and Security			
FUNDING			
Expenditures:			
Compensation	$581,885	$590,319	$700,650
Operating Expenses	53,966	57,150	30,493
Total Expenditures	$635,851	$647,469	$731,143
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$635,851	$647,469	$731,143
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	9 / 9	9 / 9	8 / 8
Total Positions	9 / 9	9 / 9	8 / 8

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of W-2 forms produced, printed and mailed	18,375	20,815	21,148	22,735	24,235
Number of HCM jobs/interfaces managed	89	89	89	90	90
Average number of End User Help Desk Tickets per month (Security)	91	79	66	70	70

Number of HCM Jobs/Interfaces Managed:
The teams in this LOB support the core operations of the FOCUS system including the inbound and outbound interfaces from enterprise-wide computer applications for public safety, public health, human services, revenue and taxation, land development, finance and accounting, purchasing, payroll and human resource management, libraries, facilities management, and many others that send data to and from FOCUS. This LOB supports ongoing critical County operational and customer service needs associated with monitoring and maintaining the functionality of the interfaces, ensuring accuracy, and timely transmission of data, and resolving issues.

Number of W-2 Forms Produced, Printed and Mailed:
W-2 forms are processed in-house. Over the last three years, the number produced has increased to reflect the growing number of hires and rehires as well as an increase in the number of categories of individuals that are required to receive a W-2. W-2 forms continue to be distributed to employees prior to the required deadline.

Average number of End User Help Desk Tickets per Month (Security):
As part of ongoing outreach and communication with end users on the best and most effect methods to utilize FOCUS functionality, customer support is a vital component. The FOCUS Business Support Group provides an essential customer service function, serving as a point of contact for resolution of problems, requesting additional access, and answering inquiries on how to utilize functionality. The FBSG team takes ownership of the problem or request and works to resolve it as quickly as possible. All reported problems or service requests are logged as a Help Desk ticket. The FBSG is responsible for the dissemination of problems to the appropriate and responsible organization, whether another FBSG team, a DIT partner group, or a business process owner agency. Regardless of who can resolve the problem, the FBSG retains the oversight for problem resolution and request fulfillment. The FBSG is accountable to its end users and agencies to ensure the problem or service request is handled quickly and effectively.

LOB #53:

FOCUS BUSINESS SUPPORT GROUP - PROCUREMENT TO PAYMENT

Purpose

The FBSG Procurement to Payment Team is responsible for functional systems administration of the Supplier Relationship Management, Inventory Management, Materials Management, Registration of Supplier, Supplier Self Service, Marketplace, Contract Management, Purchase Order/Shopping Cart, Accounts Payable, Accounts Receivable, and Treasury and Banking modules in FOCUS. This team of subject matter experts provides functional program policy and governance support for all procurement to payment-related activities that impact the system and enables continuous improvement and smooth operation of the production systems. The Procurement to Payment team works to improve upon the implementation and provide support for changing business processes.

Description

The Procurement to Payment modules support the processing of approximately 19,000 payments monthly through FOCUS and the recordation of more than 1.9 million billing transactions per year. The use of FOCUS continues to expand in areas such as non-tax accounts receivable dunning and calculation of interest and late payment penalties on items for which they charge and accounts payable activities for Human Services case management programs managed through Harmony. FOCUS is used to procure goods and services, manage vendor activities, process payments via wire, ACH (Automated Clearing House) transmissions and check, issue accounts receivable notices and record receipts of payments from customer, bank reconciliation, and cash management.

The staff in this LOB serve as the Functional Project Manager for major projects and in that work, are the subject matter expert lead and work with their counterparts in the Department of Information Technology to:

- Partner with business stakeholders to successfully perform critical business functions on a daily, weekly, bi-weekly, monthly or annual basis (e.g. 1099 production, month-end and year-end close-out of financial and procurement processes, banking interfaces)
- Monitor and manage inbound and outbound interface processing for systems that send data to and receive data from FOCUS.
- Investigate, diagnose, and resolve complex system related problems.
- Perform configurations in the FOCUS system to implement new functionality or change existing functionality.
- Provide support during various audits being performed by the external auditor, the FCG or FCPS internal audit organizations, and the BOS or FCPS Board Auditor(s).
- Participate in special projects, providing subject matter expertise, for applications that have a direct impact on or that will interface with FOCUS.

Procurement

The Procurement 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:

- Inventory Management
- Warehouse Management

- Registration of Supplier/Supplier Self Service
- Supplier Relationship Management – Organizational Structure
- 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 primary business process owners are the County's Department of Procurement and Material Management (DPMM) and the Fairfax County Public Schools Office of Procurement Services (OPS), and staff within the County and FCPS that are responsible for all inventory, logistics, material management, and procurement activities. In that work, the Procurement team conducts business process and systems analyses; applies in-depth SAP knowledge; and applies subject matter expertise and theoretical knowledge and experience in supporting highly complex functional system administration processes associated with the business and associated legislative and other legal and statutory requirements for procurement and logistics functionality. These professionals analyze business requirements and determine the appropriate ERP options to meet those needs through participation in special projects and provide procurement and logistics subject matter expertise for applications that have a direct impact on or that will interface with FOCUS.

Staff responsible for Inventory Management (IM) and Warehouse Management (WM) work with DPMM, OPS and the various warehouse staff in the County and FCPS to ensure the IM and WM modules are updated and maintained to effectively record and manage physical inventory (e.g. manhole covers for the Department of Public Works and Environmental Services, appliances for the Fairfax County Redevelopment and Housing Authority, curriculum materials and science kits for FCPS) and fixed assets (inventory items greater than $5,000). This is done by extracting a list of inventory items, counting their respective quantities in their location, and comparing those counts to the system. SAP modules must be maintained to aid in the inventory cycle count and spot check processes performed by either the Central Purchasing Inventory Oversight staff or the warehouse staff and to insure that all fixed assets and consumable inventories are accurate for financial reporting in the County's Comprehensive Annual Financial Report.

Staff responsible for Registration of Supplier (ROS) maintain the functionality in FOCUS that allows bidders to register themselves using a link on the Fairfax County Internet website. The unregistered bidder initiates the registration process by responding to a basic survey which will validate their email. The bidder does not provide any financial information. They only provide basic company information and codes used to match sourcing needs within the Contract and Requisition processes. The list of bidders can be vendors who have never conducted business with Fairfax or a vendor who is currently providing goods and services to Fairfax. All qualified bidders reside in SRM. When a bidder becomes a supplier by being awarded a PO or contract, they are validated and applied to the vendor file for processing of accounts payable activities.

Staff responsible for the Supplier Relationship Management (SRM) organizational structure ensure that the component of SAP Supplier Relationship Management (SRM) used to define operational hierarchy used in workflow and procurement approvals is updated and maintained to accurately reflect the approval controls established by DPMM and OPS.

Staff responsible for the Requisitions (Shopping Carts and Purchase Requisitions) work with DPMM, OPS and the various agency and school staff in the County and FCPS to ensure that the component of SAP utilized by agency staff to initiate identification of need for a product or service for procurement is functioning accurately. A shopping cart is the entry point for procurement within SAP. The purchase requisition is used to notify the purchasing department of requirements for materials and services. A requisition is an umbrella term covering Purchase Requisitions (PRs), Shopping Carts (SCs), and Reservations. The materials requested through shopping carts/purchase requisitions are procured

externally. The materials requested through reservations are created for requests for materials stocked in the central warehouse. The staff responsible for shopping carts and reservations maintain, monitor, and update functionality based on business requirements and resolve issues associated with the conversion of an authorized requisition (or shopping cart) into an authorized order for goods/services that effectively route for approval based on the organizational hierarchy rules/regulations established by DPMM/OPS (including dollar value, commodity code, contract status and originating agency). This includes the daily monitoring of jobs and help desk tickets and the timely triage and resolution of issues for easily remedied solutions to business process-related questions to items that escalate to the level of development work/configuration changes. The key factors in the effective functioning of the purchase requisition process are:

- Management of approval levels based on organizational hierarchy, policy, procedures and internal controls
- Facilitation of effective communication between the buyer, purchasing, and the vendor.
- Referencing multiple contracts on a single requisition created in the shopping cart.
- Conversion of a requisition immediately to PO if items are on contract.
- Ability to store multiple ship-to address locations for delivery to multiple locations.
- Pre-encumber orders for the next fiscal year within restricted order dates.
- Flag/alert if funds are insufficient to cover a requisition during the ordering process.
- Facilitation of Advanced Orders/Passive orders for FCPS operations
- Tracking conversion of the PR to the PO and notify the DPMM/OPS of the PO number.
- Tracking changes to requisitions and versions for audit purposes.

Staff responsible for the Purchase Order (PO) process work with DPMM, OPS and the various agency and school staff in the County and FCPS maintain, monitor, and update functionality based on business requirements and resolve issues associated with the conversion of an authorized requisition (or shopping cart) into an authorized order for goods/services that effectively route for approval based on the organizational hierarchy rules/regulations established by DPMM/OPS (including dollar value, commodity code, contract status and originating agency). This includes the daily monitoring of jobs and help desk tickets and the timely triage and resolution of issues for easily remedied solutions to business process related questions to items that escalate to the level of development work/configuration changes.

Staff responsible for the Marketplace work with DPMM, OPS and the various agency and school staff in the County and FCPS to ensure that the component of SAP utilized by agency staff to initiate procurement of services from pre-defined sources for the acquisition of materials or services is functioning. Catalogs enable users to search, compare, and procure products and services from suppliers. A catalog can include descriptions, prices, images, and other related data as needed. Multiple catalogs can be established to support various procurement activities. Catalogs are repositories of data that identify pre-defined sources for the acquisition of materials or services. Since this information can be used by all Fairfax departments, it is essential the data is established and maintained in accordance with system standards. The Department of Procurement and Material Management will retain management oversight of all catalogs and will be responsible for establishing related policies and procedures. The Catalog/Configuration Manager will be responsible for creating and maintaining internal catalogs, thus ensuring data consistency and eliminating redundancy. External catalogs reside outside of FOCUS on vendor-supported internet sites. Therefore vendors will be responsible for creating and maintaining these catalogs. Since these types of catalogs will be primarily established based on contractual agreements, the DPMM and OPS will be responsible for coordinating catalog requirements with each vendor. In addition, DPMM and OPS will be responsible for approving catalog content and format to ensure vendor compliance. Subject matter experts that support the Marketplace ensure that the external punch-out catalog of office supplies and computer software/hardware is operating and available 24/7. This includes the daily monitoring of jobs and help desk tickets and the timely triage and resolution of issues for easily-remedied solutions to business process-related questions to items that escalate to the level of development adjustment by the vendor that is responsible for maintaining the marketplace internet site functionality.

Staff responsible for the Material Management catalog work with OPS and the FCPS Financial Services Support group that liaises with FCPS staff to ensure that the component of SAP utilized by FCPS staff to initiate procurement of services from pre-defined sources for the acquisition of materials or services is functioning. Catalogs enable users to search, compare, and procure products and services from suppliers. A catalog can include descriptions, prices, images, and other related data as needed. Multiple catalogs can be established to support various procurement activities. Subject matter experts that support Material Management ensure that the internal catalog of office is operating and available 24/7. This includes the daily monitoring of jobs and help desk tickets and the timely triage and resolution of issues for easily-remedied solutions to business process-related questions to items that escalate to the level of development adjustment by the vendor that is responsible for maintaining the marketplace internet site functionality.

Payment

The Payment 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:

- Accounts Payable
- Accounts Receivable
- Treasury and Banking

The primary business process owners are the County's Department of Finance and Department of Tax Administration, the Fairfax County Public Schools Office of the Comptroller, and staff within the County and FCPS that are responsible for all banking, treasury, accounts payable, and accounts receivable activities. In that work, the Payment team conducts business process and systems analyses; applies in-depth SAP knowledge; and applies subject matter expertise, theoretical knowledge, and experience in supporting highly complex functional system administration processes associated with the business and associated legislative and other legal and statutory requirements for human resources functionality. These professionals analyze business requirements and determine the appropriate ERP options to meet those needs through participation in special projects and provide subject matter expertise for applications that have a direct impact on or that will interface with FOCUS.

Staff responsible for Accounts Payable work with DOF, the FCPS Office of the Comptroller, and the various agency and school staff in the County and FCPS responsible for the accurate payment of system wide obligations at both the County and Schools. In addition, staff handles the creation and maintenance of vendor master records, vendor invoice processing, credit memo processing, tax reporting, and payment processing for the issuance of vendor payments. This includes monitoring interfaces, updating the master records, and the daily monitoring of reports after interfaces and jobs run. If errors are found, timely triage and resolution of issues is undertaken. The key factors in the effective functioning of the accounts payable process are:

- Support for tax withholding criteria
- Support all 1099 vendor reporting requirements
- Support for decentralized Vendor master data creation with approval by centralized accounts payable
- Ability to send ACH remittance advice to multiple email addresses
- Ability to select the procurement card as a payment method on the vendor record
- Ability to stop payment with the bank, void and reissue voided checks
- Ability to reissue check using the original voucher
- Ability to cancel original voucher through the check void process
- Support for the management of the Vendor Master record required to conduct business transactions

- Ability to hide/mask legally protected vendors or legally protected data fields (HIPPA data, SSNs, banking details, welfare payments, garnishments)
- Indicate whether SWAM vendors are self-certified or DEMBE certified and date of certification
- Maintenance of one vendor master record for both Accounts Payable (AP) vendors and Purchasing vendors without duplication

Staff responsible for Accounts Receivable work with DOF, DTA, the FCPS Office of the Comptroller and the various agency and school staff in the County and FCPS responsible for the accurate receipt of amounts due towards billable grant and other services. The business process under Accounts Receivable includes the creation and maintenance of customer master records, the process of invoicing to the customers, the receipt of money against these invoices, the process of dunning customers for amounts due but not received, the process for write offs or circumstances where a credit memo needs to be issued, and the interfaces that are required from the departments that capture receivables on a separate sub system. Staff is also responsible for the maintenance of customer payment terms, interest, penalties, and charges, as well as the protection of sensitive information on customer records and in transaction details. This includes monitoring interfaces, updating the master records and the daily monitoring of reports after interfaces and jobs run. If errors are found, timely triage and resolution of issues is undertaken.

Staff responsible for Treasury and Cash Management work with DOF, the FCPS Office of the Comptroller, and the various agency and school staff in the County and FCPS responsible for the accurate recordation and reporting of bank data, cash reconciliation, investment accounting and debt accounting for the County and FCPS. This includes monitoring interfaces, updating the master records including the bank master file utilized for payroll and vendor payment processing, and resolving issues associated with the key data utilized to record cash, banking and treasury transactions. This includes the daily monitoring of reports after interfaces and jobs run. If errors are found, timely triage and resolution of issues is undertaken. The key factors in the effective functioning of the treasury and cash management process are:

- Ability to track all investment and debt activities and to produce accounting entries and industry standard reports
- Processing of electronic bank statements
- Handling of exception items
- Posting of incoming deposits
- Receipt of encrypted prior day electronic bank statement through interface in order to process daily bank reconciliation
- Automatic match of electronic bank statements for deposits and payments processed by Fairfax failed, or no automatic match was attempted
- Accurate generation of the Month-End Reconciliation Report at the end of closing month. Receipt of Cash, Check, E-Check, Credit Card, ACH and Wire payments for Fairfax
- Processing of accurate accounting entries posted into SAP to record incoming deposits against customer receivable or classified as income
- Set-up of the Bank Master file for use system wide (e.g. payroll processing)
- Establishing and maintaining the logic to accurately track and record cash transactions, cash position and cash balance and to accurately track, record and report on investment types
- Maintains the ability to account for amounts to source documents (bank balance report, trade ticket/due diligence, BNY Mellon investment maturity report)
- Manage, update, and create new reports required to manage investments, debt and cash positions including but not limited to the Daily Investment Report (management summary) Portfolio Holdings report. Portfolio Holdings Report by Portfolio, Issuer List, Bank wire report (current day), Bank ACH Report (current Day), Bank Balance Report (previous day), Bank wire Report (current day), Bank Control Disbursements Report (Current Day), Portfolio Limits Report, Investment Purchase Due Diligence Report, Investment Maturities/ Purchases/ Settlement Reports, Cash Position Report, Restricted Portfolio Report, A/P Wire Report

Benefits

The FBSG Procurement to Payment team provides services to the entire County, but most directly to the County's Department of Finance, Department of Procurement and Material Management (DPMM) and Department of Tax Administration; the Fairfax County Public Schools Office of the Comptroller and the Office of Procurement Services (OPS); and staff within the County and FCPS that are responsible for all inventory, logistics, material management, procurement, accounts payable, accounts receivable and treasury/cash management activities. The FBSG leverages County IT investments to optimize project management oversight, engage strategic thinking for new opportunities, promote consistent change management practices, and ensure that the ERP platform remains functional, compliant, and current. The LOB ensures processes within procurement and payment meet County strategic and business goals for finance, logistics, revenue collection, and budget. They enable and promote innovation; foster quality customer service and efficient cross-agency business processes; and ensure compliance with state and federal regulations, County regulations and County policies and procedures.

Staff supporting this LOB regularly evaluate business process impacts, assist in reviewing alternatives, propose resolutions, and implement resolutions to problems. Significant value is added as staff work continuously to leverage and extend the investment in an enterprise resource planning solution by finding synergies and efficiencies. Staff regularly participate in special projects, providing subject matter expertise, for applications that have a direct impact on or that will interface with FOCUS. For example, FCPL (Fairfax County Public Library) Comprise implementation, human services Harmony system integration with FOCUS Accounts Payable, Office Supply vendor integration with the Marketplace, procurement card management, internal business process audits, external audit, procurement reporting requirements, and functionality to aid in the department's ability to impose late payment penalties and interest on non-tax delinquencies for accounts receivable (e.g. Fire and Rescue and (FIDO) Fairfax Inspections Database Online).

Mandates

This LOB is not a state or federal mandate, the LOB manages a technology solution that supports state or federal mandates in agencies and compliance policies which must be performed under County, state, and/or federal guidelines. For example:

- Department of Tax Administration - the agency is mandated to perform billing, collection, and reconciliation of tax revenues. The functions performed by DTA support the requirements for the role of the Constitutional Office of the Treasurer concerning taxes. These mandates are found in Section 58.1 of the Code of Virginia and Chapter 4 of the Fairfax County Code.
- DOF Payment of Countywide Obligations (LOB #15) - IRS 1099 reporting for payments to non-employees for services performed on behalf of Fairfax County. All organizations making non-employee payments for services are required to report to the IRS the amounts paid per vendor. All versions of Form 1099 must be printed and mailed to the vendor as well. For calendar year 2014, the County reported taxable income to vendors with form 1099-MISC Miscellaneous Income, 1099-S Proceeds from Real Estate Transactions, 1099-INT Interest Income, and 1042-S Foreign Person's US Source Income.
- DOF/DPMM - Virginia Public Procurement Act 2.2-4352 requires every agency of local government to promptly pay for the completed delivery of goods or services by the required payment date.
- Additional duties incorporated within this LOB are performed to support compliance with the County's financial policy requirements and generally accepted accounting principles (GAAP).

The following existing regulatory requirements have been incorporated into the FOCUS Business Design Process:

- Requirements up to $5,000: competition recommended, but not required (Procedural Memorandum (PM) 12-09).

- Requirements between $5,000 and $10,000: Solicit at least three written or oral quotes (PM 12-08).
- Requirements between $10,000 and $50,000: Solicit at least four written competitive bids or proposals (PM 12-07 and PM 12-15).
- Requirements over $50,000: formal solicitation process (competitive sealed bidding/competitive negotiation) (Code of Virginia, Chapter 43).
- Professional services (any type of service performed by an independent contractor within the practice of accounting, actuarial services, architecture, dentistry, land surveying, landscape architecture, law, medicine, optometry, pharmacy, or professional engineering) require a different selection, negotiation, and approval process than non-professional services (Code of Virginia, Chapter 43, and County Purchasing Resolution, Section 2.B.4).

Trends and Challenges

Procurement to Payment

In partnership with the primary business process owners (the County's Department of Procurement and Material Management (DPMM), Department of Finance, and Department of Tax Administration; the Fairfax County Public Schools Office of Procurement Services (OPS); and staff within the County and FCPS) that are responsible for all inventory, logistics, material management and procurement activities, the FBSG will continue to improve upon the implementation and provide support for changing business processes including:

Department of Procurement and Material Management (DPMM)

- The most significant challenge on the horizon for DPMM is keeping pace with the expansion of e-commerce into almost every aspect of the County's business. E-commerce is growing in depth and breadth of usage, as well as in technical sophistication. It is a developing presence in both the private and public sectors and expectations from vendors, citizens and County users increase persistently.

- In addition, FOCUS has a nascent e-bidding functionality. Newer and more streamlined e-bidding systems are now available in the marketplace and, at some point in the near future, DPMM must determine the best solution for the county's procurement needs.

- On the ordering side, larger vendors are equipped to receive and often prefer electronic purchase orders while smaller vendors still struggle with the technology. FOCUS currently offers a hybrid model of purchase order delivery. Some are electronic (the FOCUS Marketplace) and the remainder are delivered by the US Postal Service. Managing the diverse capabilities of the vendor community while taking advantage of the benefits offered by advanced e-focused trends will be challenging.

- The growing complexity and dynamism of supply chains requires the use of a technology solution for inventory management and delivery tracking. Warehousing is increasingly viewed as a sub-process of the end-to-end supply chain. County departments, responding to commercial sector practices, are expecting more value-added services such as tracking and heightened responsiveness to storage and transportation needs. An investment in an inventory / delivery management system will provide the foundation for shared use of space and equipment with the Fire and Rescue Department and FCPS. Efficiencies can be attained in improving service levels and demand management through the use of predictive data, and transportation management.

- Identify and implement strategic sourcing solutions into FOCUS that support the procure-to-pay model and also identify opportunities for cost reduction, supply base resizing, e-commerce, and management of contract spend.

Department of Finance (DOF)

- The Department of Finance continues to improve processes through FOCUS to expedite invoices to agencies and increase efficiencies in the approval process. Efforts remain to coordinate with agencies on the approval of goods and services for payment and the reconciliation of their purchase orders.
- Finance continues efforts to decrease the issuance of paper check payments through increased vendor participation in electronic disbursements. The department continues to explore other payment trends including the use of single account procurement cards as a payment method that earns a rebate per dollars spent, expanding the use of electronic data interchange (EDI), and other opportunities to optimize the amount of discounts achieved.

Department of Tax Administration (DTA)

- Continuing to explore opportunities to enhance interfaces between each agency's system of record and the County's financial system FOCUS. The lack of interface results in a manual process for monitoring the aging of accounts receivables, as well as billing and referral limitations, and makes it difficult to easily compile useful reports for program analysis. This latter issue was previously reviewed by the Auditor of the Board, and it was determined that the most cost-effective response to this challenge would be to explore integration in the future as these individual systems are replaced, modernized or upgraded.
- With the successful implementation of the County's financial system, FOCUS, the Tax Reconciliation Section has turned its attention to the challenge of improving efficiencies in its reconciliation processes. This will be achieved through the development of additional automated interfaces between FOCUS and DTA's tax systems.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #53: FOCUS Business Support Group - Procurement to Payment			
FUNDING			
Expenditures:			
Compensation	$552,444	$582,099	$660,464
Operating Expenses	51,235	56,354	28,745
Total Expenditures	$603,679	$638,453	$689,209
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$603,679	$638,453	$689,209
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	8 / 8	8 / 8	8 / 8
Total Positions	8 / 8	8 / 8	8 / 8

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of procurement jobs/interfaces managed	29	29	29	30	30
Annual 1099s Produced and Filed with Internal Revenue Service	4,835	4,642	4,600	4,600	4,600
Number of Purchase Order Transactions processed by Accounts Payable	45,355	45,445	45,927	45,500	45,500
Number of payments processed via FOCUS	322,699	305,373	303,025	304,000	304,000
Number of Accounts Payable documents managed via interface	381,702	333,275	313,498	315,000	315,000

Number of Procurement/Accounts Payable Jobs/Interfaces Managed:
The teams in this LOB support the core operations of the enterprise resource planning solution including the inbound and outbound interfaces from enterprise-wide computer applications for public safety, public health, human services, revenue and taxation, and land development, finance and accounting, purchasing, payroll and human resource management, libraries and facilities management and many others that send data to and from FOCUS. This LOB supports ongoing critical County operational and customer service needs associated with monitoring, maintaining the functionality of the interfaces, ensuring accuracy of data and timely transmission of data and resolving issues.

Number of 1099's Produced and Filed with the Internal Revenue Service:
This metric represents the number of vendors whose payments require tax reporting to the IRS. More than 31,000 vendors are reviewed for reportable status for their business and payment type. The volume is not expected to change and would not indicate a success or problem for the payment process. Instead, these totals represent the level of effort required by the LOB's vendor maintenance program. The key factor to the volume is the number of vendors Fairfax County contracts business for services with.

Number of Purchase Order Transactions Processed by Accounts Payable,
Number of Payments Processed via FOCUS,
Number of Accounts Payable Documents Managed via Interface:
These metrics represent the level of effort required by the LOB's staff to manage the procurement and payment functionality in FOCUS. The key factor to the volume is that with the implementation of FOCUS with enhanced purchasing capabilities FOCUS provided an efficient technology solution for procurement and payment. Note: Payments are items as varied as vendor obligations, tax refunds, employee reimbursements, debt services, 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:

FOCUS BUSINESS SUPPORT GROUP - CORE FINANCE AND REPORTING

Purpose

The FBSG Core Finance team provides functional system administration oversight for the financial management modules in FOCUS including Financial Accounting, Financial Controlling, Financial Reporting, Funds Management, Grants Management, Projects Systems, and Asset Accounting/ Management. This team of subject matter experts provides functional program policy and governance support for finance and budget-related activities that impact the system and enables continuous improvement and smooth operation of the production systems. The Core Finance team works to improve upon the implementation and provide support for changing business processes. In addition this LOB includes the reporting team that provides overall coordination and development of reports utilized by the various end users in FOCUS, including the development of a data warehouse solution.

Description

Core Finance

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:

- FI/GL (Financial Accounting and General Ledger)
- CO (Internal Controlling)
- FM (Funds Management)
- GM (Grants Management)
- PS (Project Systems)
- Financial reporting solutions
- Fiscal year-end processes.

The staff in this LOB serve as the Functional Project Manager for major projects and, in that work, are the subject matter expert lead and work with their counterparts in the Department of Information Technology to:

- Partner with business stakeholders to successfully perform critical business functions on a daily, weekly, bi-weekly, monthly or annual basis (e.g. month-end and year-end close-out of financial and procurement processes, carry-forward of budgetary allocations)
- Monitor and manage inbound and outbound interface processing for systems that send data to and receive data from FOCUS.
- Investigate, diagnose, and resolve complex system-related problems.
- Perform configurations in the FOCUS system to implement new functionality or change existing functionality.
- Provide support during various audits being performed by the external auditor, the County or FCPS internal audit organizations, and the BOS or FCPS Board Auditor(s).
- Participate in special projects, providing subject matter expertise, for applications that have a direct impact on or that will interface with FOCUS.

The primary business process owners are the County's Department of Finance and the Department of Management and Budget, the Fairfax County Public Schools Office of the Comptroller and Office of Budget Services, and staff within the County and FCPS that are responsible for all financial, budget, grant management, capital project accounting, and asset accounting activities. In that work, the Core Finance team conducts business process and systems analyses; applies in-depth SAP knowledge; and applies subject matter expertise, theoretical knowledge, and experience in supporting highly complex functional system administration processes associated with the business and associated legislative and other legal and statutory requirements for finance and budget functionality. These professionals analyze business requirements and determine the appropriate ERP options to meet those needs through participation in special projects, providing procurement and logistics subject matter expertise, for applications that have a direct impact on or that will interface with FOCUS.

The FBSG Core Financials and Reporting Team is responsible for functional systems administration of the Funds Management, Grants Management, Financials/General Ledger/Controlling, Project Systems, Asset Accounting, Data Warehouse, Reporting, and Transparency modules.

- Maintain the chart of accounts
- Creation and management of management of master data utilized for grants management, capital project management, state and federal reporting and financial/budgetary organization and funds control
- Coordinate year-end closing/carryover activities and other topics of interest to the end user population.
- Coordinate month-end closing activities - Final close-out of the respective accounting periods.
- Determine the schedule and manage the opening and closing of financial periods for financial and procurement to implement internal controls for proper accounting and reporting.
- Bi-weekly payroll reconciliation
- Managing budgetary/funding controls in the system
- Triage, troubleshoot and fix availability controls as necessary
- Review and management of Asset Accounting class and sub-class categories
- Process monthly settlements for project systems and controlling
- Manage depreciation, capital outlay and posting behaviors in the system
- Transparency
- Data Warehouse
- Resolution of external interface errors

The subject matter experts responsible for the Financial and General Ledger module (FI/GL) work with DOF, the FCPS Office of the Comptroller, and the various financial staff in the County and FCPS to ensure the FI/GL modules are updated and maintained to accurately record and manage the module used as the basis for financial accounting and reporting for the County and Schools. FI provides the ability to track all financial activities and to produce financial statements by fund(s), grant(s), and business areas (discretely presented component units), including balance sheets, statements of revenue, expenditures, changes in fund balances and cash flow statements. This module facilitates the reporting of financial activities for such areas as Accounts Receivable, Accounts Payable, and Fixed Assets. The main ledger supports modified and full accrual accounting in compliance with Generally Accepted Accounting Principles (GAAP) and the accounting and reporting requirements determined by the Governmental Accounting Standards Board (GASB), as well as common practices that have been adopted and formalized through other organizations such as the Government Finance Officers Association (GFOA), the American Institute of Certified Public Accountants and the Financial Accounting Standards Board (FASB). The financial accounting ledger is used primarily to support external reporting requirements. Financial statements and much of the required disclosure information for reporting to third parties are prepared using information from this ledger including the Virginia Auditor of Public Accounts reporting, grantor reporting, other specialized external

reporting (for example, Federal Housing and Urban Development Department Reporting and Financial Statements).

Staff responsible for the Internal Cost Management (Controlling-CO) module work with DOF, the FCPS Office of the Comptroller, and the various financial, budget, capital projects and grant staff in the County and FCPS to ensure the Internal Cost Management (CO) module provides cost management controls including the ability to manage cost allocation among organizational units, the ability to control budget at different levels, the ability to monitor the costs and revenues of a specific service, the ability to manage costs which are relevant to capital projects and grants, the ability to support re-organization and report costs in a re-organized structure, and the ability to report at an alternate hierarchy of cost centers.

Staff responsible for the Funds Management (FM) module work with DOF, DMB budget staff, the FCPS Office of Budget Services, the FCPS Office of the Comptroller, and the various financial and budget staff in the County and FCPS to ensure the functions in this component support County/Schools in the execution of budgets and availability control for appropriations set by the governing body. The purpose of Funds Management is to budget and control revenues and expenditures and to stop the budget from being exceeded in compliance with the Code of Virginia. County/Schools can adapt the budget to changes in conditions by entering releases, supplements, returns, and transfers. The fund and organization structure must be created and maintained based on external reporting requirements such as: CAFR, governmental accounting, Virginia Department of Education, the School Board Annual Program Budget and the Auditor of Public Accounts.

Staff responsible for the Asset Accounting (AA) module work with DOF, the FCPS Office of the Comptroller, and the various financial staff in the County and FCPS responsible for the tracking and monitoring of capital assets. The Asset Accounting module gives staff the tools and reports to monitor compliance. Asset Accounting provides full life-cycle tools to manage capital assets efficiently from asset creation to closeout. The module supports the management of capitalized and non-capitalized assets, including management of rules related to the useful life of assets, depreciation, reporting on completed and assembly in progress projects, maintenance of multiple asset classes, and management of multiple acquisition and disposal methods for multiple entities with separate business rules. The module complies with all recording and reporting requirements to meet Comprehensive Annual Financial Report (CAFR), Auditor of Public Accounts (APA), Generally Accepted Accounting Principles (GAAP), Association of School Business Officials International (ASBO), Government Finance Officers Association (GFOA), Governmental Accounting Standards Board (GASB), bond, grant, federal, and state requirements.

Staff responsible for the Project Systems (PS) module work with DOF, the FCPS Office of the Comptroller, and the various financial staff in the County and FCPS responsible for the tracking and monitoring of capital project activity. Project Systems provides full life-cycle tools to manage projects efficiently from the initial planning stages through the project completion and closeout stages. It provides seamless integration between Project Systems and other application components such as purchasing, payroll, funds management, grants management, fixed assets, and general ledger. The module also provides a single, accurate project reporting database, eliminating the need to enter and consolidate project information from multiple sources. Therefore, projects are capitalized and closed-out efficiently.

Reporting

The Reporting portion of this LOB is the primary contact for end users to get assistance with queries and reports from the FOCUS system. There are multiple types and levels of reports available in SAP, and the FBSG partners with DIT to be the experts in reporting solutions. 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 the following types of reports in SAP:

- Transactions for online queries
- ABAP (Advanced Business Application Programming) reports
- Report Painter reports
- Business Intelligence (BI) reports

- Dashboard reports
- FOCUS Data Warehouse

In addition, the subject matter experts in this line of business coordinate and support regular updates of the data presented in the County's transparency application. This externally-facing module provides residents the ability to browse budget and expenditure data, as well as certain vendor payments for the current fiscal year-to-date (YTD) that begins July 1 for both County and Schools financial activity. The financial data for the current fiscal year is updated on a monthly basis by the end of the following month from the County's financial system. Amounts displayed are year-to-date, aggregated through the selected fiscal month. Data is available beginning with Fiscal Year 2013.

Staff in this line of business coordinate and lead the development and maintenance of the FOCUS Data Warehouse project. 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.

Benefits

The FBSG Core Finance team provides services to the entire County, but most directly to the County's Department of Finance and the Department of Management and Budget, the Fairfax County Public Schools Office of the Comptroller and Office of Budget Services, and staff within the County and FCPS that are responsible for all financial, budget, grant management, capital project accounting and asset accounting activities. The FBSG leverages County IT investments to optimize project management oversight, engage strategic thinking for new opportunities, promote consistent change management practices, and ensure that the ERP platform remains functional, compliant, and current. The LOB ensures processes within procurement and payment meet County strategic and business goals. Additionally, it enables and promotes innovation, quality customer service, web-based online public access to information and services, transparency, efficient cross agency business processes, and compliance with state and federal regulations.

Staff supporting this LOB regularly evaluate business process impacts, assist in reviewing alternatives, propose resolutions, and implement resolutions to problems. Significant value is added as staff work continuously to leverage and extend the investment in an enterprise resource planning solution by finding synergies and efficiencies.

Staff in this LOB provide monthly, quarterly, and annual support to the Department of Finance to aid in financial monitoring, reconciliation, reporting, and external audit processing. In addition, the subject matter experts in this LOB are primarily responsible for the accurate and timely close-out of the County and FCPS financial, procurement, logistics and budget year-end close-out activities, as well as the monthly close-out activities required to maintain accurate financial accounts, maintain financial and procurement operations, and meet audit requirements.

This LOB is also responsible for the execution of the County's budget within FOCUS. In addition, the subject matter experts in this LOB are primarily responsible for the accurate and timely carry forward of budget for the County and FCPS.

In addition, the staff in this LOB regularly participate in special projects, providing Core Finance subject matter expertise, for applications that have a direct impact on or that will interface with FOCUS.

Mandates

This LOB is not a state or federal mandate; the LOB manages a technology solution that supports state or federal mandates in agencies and compliance policies which must be performed under County, state, and/or federal guidelines. For example:

- Department of Finance – Accounting & Financial Reporting (LOB#16) - The LOB is fully mandated by the Code of Virginia §15.2-2510 Comparative report of local government revenues and expenditures, by the Code of Virginia §15.2-2511 Audit of local government records, etc.; Auditor of Public Accounts, by the Code of Virginia §§ 2.2-615 to 619 Implementation of Federal Mandates Act, by PL 104-156 Single Audit Act Amendments of 1996, and by the Code of Federal Regulation, Title 2, Part 200 – Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (Uniform Guidance), Subparts A-F.
- Additional duties incorporated within this LOB are performed to support compliance with the County's financial policy requirements and generally accepted accounting principles (GAAP).

Trends and Challenges

Core Finance

In recent years, the use of technology has played a significant role in the dissemination of financial information. The FBSG Core Finance team worked closely with staff from the Department of Information Technology, the Department of Finance, the Department of Management and Budget, and Fairfax County Public Schools on a countywide transparency initiative to expand the availability of financial data on the County and FCPS websites. The transparency application went live in the summer of 2013. The online application provides access to financial and budgetary data to view amounts paid to County vendors and expenditures by Fund or General Fund agency each month (www.fairfaxcounty.gov/transparency/).

While Finance serves as the central oversight department for financial/accounting areas, there are decentralized staff and processing roles in departments and agencies throughout the County. Ensuring that staff in those agencies are properly trained and have knowledge of financial processes and necessary internal controls is a challenge, given the staff size in Finance in relation to the number of FOCUS system financial module users (1,850) and the number of staff involved in various parts of decentralized financial/procurement activities. In early 2016, the Core Finance team will conduct training on the most effective methods to ensure uniformity of financial management and reporting of assets in FOCUS for staff in the various component units (e.g. FCPS, Parks, Housing) that are responsible for asset management.

Reporting

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. Staff from the FBSG and DIT have been working hard on a solution. Recently, FBSG and DIT efforts have resulted in the release of the first phase of the Data Warehouse (DW) and associated standard FOCUS Data Warehouse reports via the County's intranet.

This new tool was implemented in FY 2016 based on ongoing conversations with FOCUS users about what works in the system and what could be better, helping to ensure that FOCUS is as efficient and effective as possible. The new Data Warehouse has been designed to enhance FOCUS reporting. The data taken from FOCUS is in a format that can be accessed and used directly in Microsoft Excel. In its current state, the FOCUS Data Warehouse offers users increased reporting speed and the ability to execute reports directly from FairfaxNet (the County's internal website) without logging into FOCUS. The first phase of implementation includes FOCUS data related to Funds Management (FM) — information required for monthly reconciliation. As the DW project continues, additional modules such as grants management, financial accounting/general ledger, accounts payable, purchasing, and accounts receivable, will be brought into the data warehouse and the cross-module ties will be strengthened, enabling far more detailed and comprehensive reporting for users. These modules enhance end users' ability to report and reconcile financial activity.

Once employees have received training, they can access the new tool through a data connection in Excel, so any user who can create and use pivot tables can filter, search, and drill-down into FOCUS data nearly any way imaginable. This method of delivery also enables access from County workspaces or via telework. Nearly 300 county employees have already received training and the ability to work in the Data Warehouse to-date. Data Warehouse and standard FOCUS Data Warehouse reports provide valuable features including increased reporting speed, enhanced reporting descriptions, and access to data without logging in to FOCUS.

Another goal for reporting is to continue to expand the use of spend analytics to deliver on multiple goals of the County. DPMM and OPS would like to utilize expenditure data to identify opportunities for spend optimization and savings, get visibility of diversity spending, and minimize procurement risks.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #54: FOCUS Business Support Group - Core Finance and Reporting			
FUNDING			
Expenditures:			
Compensation	$544,458	$565,423	$585,844
Operating Expenses	50,495	54,740	25,497
Total Expenditures	$594,953	$620,163	$611,341
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$594,953	$620,163	$611,341
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	8 / 8	8 / 8	8 / 8
Total Positions	8 / 8	8 / 8	8 / 8

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.

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#55
DPWES Leadership and Management Support

Department Overview

The Department of Public Works and Environmental Services (DPWES) consists of five different and unique large business agencies which include: Land Development Services, Capital Facilities, Stormwater Management, Wastewater Management and Solid Waste Management. DPWES contributes to the health, safety and welfare of those that reside in, work in and visit Fairfax County. The five DPWES business agencies have an internal and external focus and are responsible for a myriad of programs to include designing and building infrastructure; roadway improvements; renovations and renewals; system maintenance and improvement; wastewater collection and treatment; regulating land development and building development; maintaining and protecting watershed, water systems, and infrastructure management programs; protecting assets; collection, disposal and recycling of solid waste and recycling material; partnering with stakeholders and the community; and improving the overall health and safety of the natural environment; all to ensure that County service needs are met and the quality of life is enhanced for the benefit of the public. Through the latter public service programs, DPWES meets the Vision Elements of Maintaining Safe and Caring Communities, Building Livable Spaces, Practicing Environmental Stewardship, Connecting People and Places, Creating a Culture of Engagement, Maintaining Healthy Economies, and Exercising Corporate Stewardship.

DPWES Business Planning and Support (BPS) provides management, leadership support, and strategic direction and initiatives coordination to DPWES and its five core business areas. BPS oversees the coordination of important department-wide initiatives to include workplace and occupational health and safety, information technology services, human resources and organizational development and training, emergency management and preparedness, strategic planning and strategic direction, performance management, accreditation, communication and public outreach. BPS works closely with stakeholders and the Board of Supervisors (BOS) to ensure that the Department contributes to the health, safety and welfare of the community.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$1,070,485	$1,589,035	$1,925,864
Operating Expenses	178,719	202,657	168,588
Work Performed for Others	(493,793)	(888,104)	(888,925)
Total Expenditures	$755,411	$903,588	$1,205,527
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$755,411	$903,588	$1,205,527
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	11 / 11	15 / 15	19 / 19
Total Positions	11 / 11	15 / 15	19 / 19

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
55	DPWES Leadership and Management Support	$1,205,527	19
Total		$1,205,527	19

Lines of Business

LOB #55:

DPWES Leadership and Management Support

Purpose

BPS represents DPWES leadership and management providing senior level management direction, support and coordination for department-wide initiatives related to workplace safety, information technology, human resources, emergency management and preparedness, strategic planning, performance measurement, national accreditation, departmental awards and recognition, public education and communication. The BPS mission is to provide expeditious support to the Department of Public Works and Environmental Services' (DPWES) five core business areas: Stormwater Management, Wastewater, Solid Waste, Land Development, and Capital Facilities, so that agencies can provide these services to the community. BPS ensures a coordinated, unified and streamlined delivery of effort across the entire department; directs the DPWES mission across its five business areas; and collaborates to ensure effective and efficient delivery of services to the residents of Fairfax County. BPS partners with stakeholders, assures high performing customer service, provides enhanced internal and external communication; implements public works best practices, and guides the organization to effectively and efficiently contribute to the health, safety and welfare citizens and improve quality of life.

Description

The DPWES Director's office, provides a unified, cross cutting, and collaborative delivery system across its five agencies for effectively:

- Providing expeditious support, direction and overall management to the DPWES five business areas/agencies and cross cutting teams requiring coordination, collaboration, and active participation in ensuring a one department approach;
- Managing the departments strategic management and direction;
- Executing oversight of daily operations;
- Implementing the department's workforce safety program critical for this line of business;
- Enhancing the County's environmental stewardship role;
- Working collaboratively with stakeholders, internal and external to the County, as well as the department's business areas to ensure that the actions of the department are aligned with County and department policies and meet the needs of stakeholders and citizens;
- Oversight of the department's Emergency Management and preparedness and Continuity of Operations (COOP) Plans;
- Providing oversight to execute contracts as delegated by the Director of Department of Purchasing and Supply Management (DPSM) and per the Fairfax County Purchasing Resolution;
- Overseeing the National American Public Works Association Accreditation Process; and
- Providing community oversight, customer focus and internal/external communication.

Business Planning and Support

DPWES Director's office human capital management provides unified, cross cutting and a collaborative human capital approach across its five agencies, supporting 1,278 FTE positions across the department for effectively:

- Providing performance management and salary review coordination;
- Implementing a departmental recruiting and hiring program; as well as departmental vacancy management;
- Developing policies and procedures for the department; adherence to County policies and procedures; working closely with central Department of Human Resources;
- Performing employee relations, disciplinary actions, work plans, and civil services matters;
- Implementing a departmental training and organizational development initiatives;
- Planning organizational changes and cross cutting re-organizations to boost customer support;
- Planning retirements, succession planning, workforce organizational planning; and
- Streamlining human capital support and structural review across agencies of DPWES to ensure efficient and effective delivery of DPWES human resources actions.

DPWES Director's Office information technology leads major Information Technology (IT) initiatives and provides a unified, cross cutting and collaborative approach across its five agencies for effectively:

- Coordinating IT resources throughout the department;
- Providing oversight for managing Departmental IT projects;
- Ensuring coordinated and efficient use of IT resources;
- Overseeing the implementation of new technology (maintenance and department-wide systems);
- Aligning IT resources with strategic business goals;
- Developing and maintaining cohesive internal and external websites;
- Identifying improvement opportunities, securing appropriate resources;
- Coordinating efforts with the central Department of Information Technology, and advising senior management on IT related matters.

This LOB is performed with 19/19.0 FTE positions; of which 7/7.0 FTE positions are in leadership and management, 6/6.0 FTE positions are in human capital management and 6/6.0 FTE positions are in Information Technology.

Benefits

DPWES BPS is responsible for ensuring the coordination and unified delivery of public works services provided by the five business areas. Benefits of the central staff in the Director's Office include:

- Improved oversight of initiatives and systems across the five agencies;
- Increased collaboration and streamlined delivery of leadership oversight;
- Reduced cost and efficiency through the leveraging of entire department's resources;
- Improved management of projects; improved ability to apply lessons learned departmentally;
- Improved and effective communication both internal and external;
- Central human resources direction allows for improved supervisory trainings across the five agencies of DPWES with participation satisfaction ratings of 80.3 percent in FY 2014 and 82.5 percent in FY 2015;
- Efficient utilization of resources;
- Consistent application of best practices and benchmarking;
- Enhanced communication and coordination with central agencies such as Department of Information Technology (DIT), Department of Human Resources (DHR), Finance and Department of Management and Budget (DMB); and
- Elimination of duplicative efforts.

Mandates

This Line of Business is not mandated; however, it is responsible for coordinating and ensuring the department is in compliance with all mandated (internal, BOS requested, and state) environmental regulatory standards. These standards ensure that the County is demonstrating environmental stewardship and resources are being used effectively and efficiently to protect and enhance the County's natural environment. Each business area is responsible for monitoring and maintaining compliance of all environmental regulatory standards pertaining to its business area.

Trends and Challenges

The department's strategic focus areas for trends and challenges for the next several years include:

- Become a leader in economic development and facilitate Economic Success in Fairfax County;
- Implement a customer service focused Land Development Services to assist in the development and implementation of an efficient review process that adequately responds to industry demands while ensuring exceptional customer service and full environmental compliance;
- Implement the economic success plan which delineates the importance of investing in public infrastructure to enrich the lives of the community, and contribute toward long-term land development and environmental stewardship goals, infrastructure development, and implementing the Board of Supervisors environmental vision, priorities, and goals;
- Ensuring environmentally responsible programs; and excelling in program performance;
- Ensuring the health, safety, and wellness of all employees arising from business;

- Major system modernization efforts are underway in Land Development Services which include the introduction of electronic plan submission and review software; and the replacement of major legacy systems. In addition, a partnership between the Department of Transportation (DOT), Capital Facilities, Stormwater Management and Wastewater Management to standardize and improve capital construction project management systems;
- The department is facing an aging workforce with greater retirements and succession planning;
- Continuing to invest in a talented workforce;
- Implementing the strategic plan across the department's five core business areas so it functions as one cohesive organization that is committed to working collaboratively with all of its stakeholders, is highly focused on public and customer service and enables all employees to exercise their leadership skills;
- To achieve and maintain the National American Public Works Association (APWA) Accreditation in FY 2016 and beyond. The accreditation process reviews all DPWES policies and procedures against the Public Works Management Practice Manual to ensure practices are appropriately documented with clear, concise, and current written policies and procedures. The benefits of accreditation include: enhanced credibility for the department with the public, senior County management, and the Board; improved documentation of practices that will support succession planning; continuous improvement efforts as processes are defined and peer-reviewed through the accreditation process; accountability of duties and responsibilities; and department team building and morale;
- Aging technology that needs replacing in order to take advantage of the numerous benefits of newer technology, including improved customer experience, more efficient field operations, better data analysis and reporting capabilities, and more effective use of document sharing and storage technologies; and
- IT efforts to support the new Municipal Separate Storm Sewer System (MS4) permit reporting requirements, a system to enhance the prioritization of stormwater and wastewater asset maintenance projects, an expansion of the existing enterprise asset management system, and implementation of an employee safety management system.

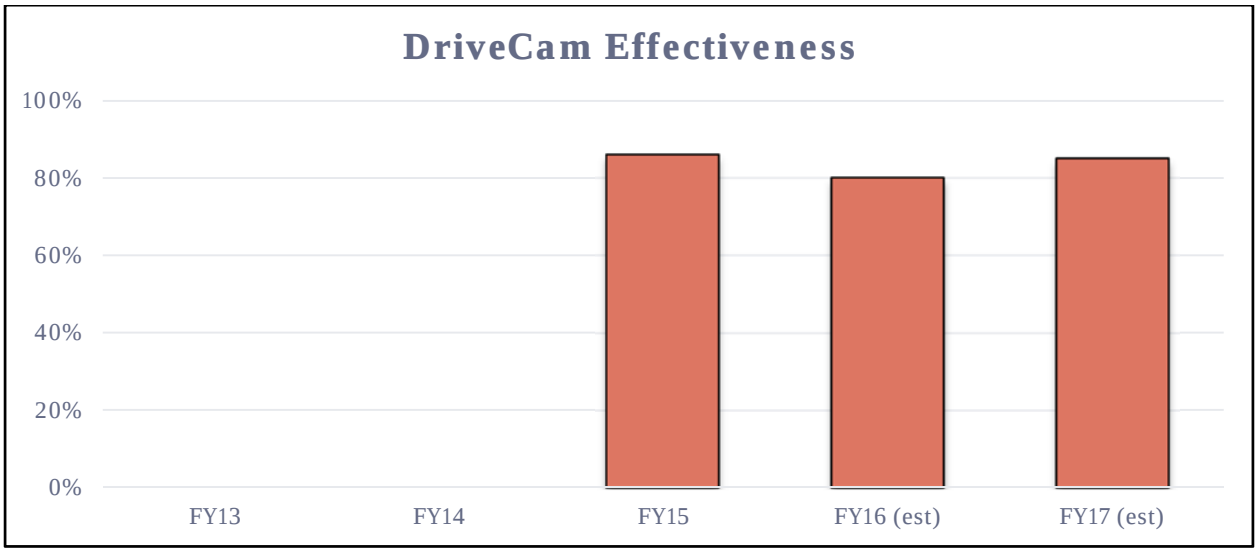
Resources

As this line of business encompasses all activities of the agency, please refer to the table in the Department Resources section above.

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
DriveCam Program Effectiveness	NA	NA	86%	85%	90%
Percent of APWA accreditation practices in compliance	NA	16%	54%	85%	100%
Percent of DPWES environmental and regulatory permits that are in full compliance	100%	90%	100%	100%	100%

The safety and well-being of DPWES employees is critical to the overall success of the department. This is demonstrated in safety being the top employee value and department strategic goal (Promote Our Safety Culture). DPWES began utilizing the DriveCam vehicle safety program in FY 2015 with the Solid Waste Management Program and have experienced great success in reducing vehicular accidents and employee injuries. The program has now expanded to two other business areas – Land Development Services and Stormwater Management. In FY 2016, DriveCam will be managed and coordinated by BPS to ensure the program is administered effectively and consistently across the department. Program effectiveness is defined as how successful driver coaching sessions are in preventing future risky driving behaviors from occurring. Since LDS and Stormwater have recently implemented the program, target measures for FY 2016 have been reduced from the FY 2015 actual. Successful implementation and program management will ensure DPWES continues to provide effective and efficient public works services in the safest manner possible for its employees and the community. In addition, DPWES is currently in pursuit of national public works accreditation with the American Public Works Association (APWA). In order to become accredited, DPWES must be in compliance (full or substantial) with the 593 APWA practices. The goal is to be 100 percent compliant in FY 2017.



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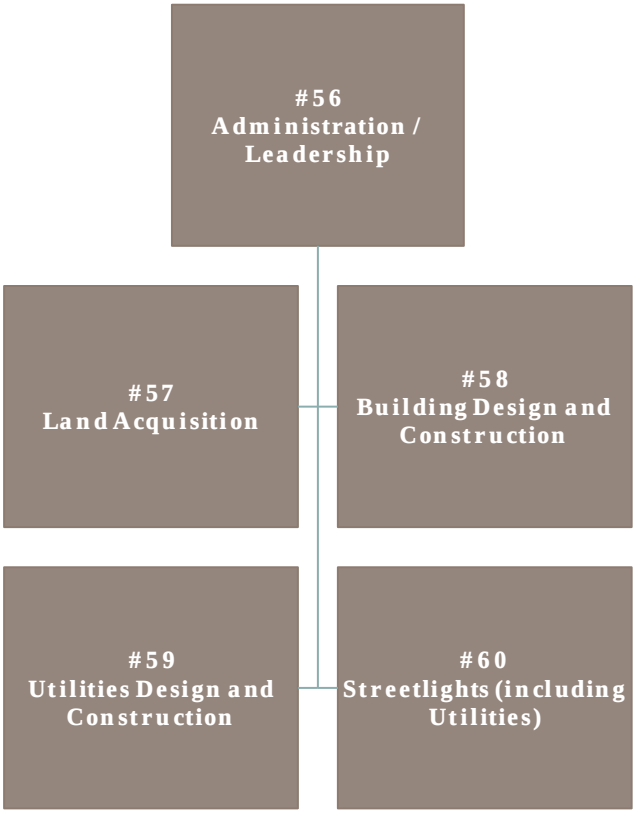


Department Overview

Capital Facilities is an agency within the Department of Public Works and Environmental Services (DPWES). The mission of Capital Facilities is to provide Fairfax County with quality, cost-effective buildings and infrastructure in a safe, timely and environmentally-sound manner. Capital Facilities' purpose is to complete the construction of publicly-funded projects. Specifically, Capital Facilities administers the planning, design, land acquisition and construction services for municipal facility projects such as libraries, courts, police and fire stations. The agency is also responsible for the implementation of infrastructure improvement projects, such as sanitary sewer extensions, sanitary pump stations, wastewater treatment plant expansions/upgrades, streetlight installations, and the land acquisition and construction management of transportation and stormwater management projects. Capital Facilities supports, forecasts, and plans for projects in the Fairfax County Capital Improvement Program (CIP). Total budget appropriations exceeding $750 million are managed across various funds plus Economic Development Authority (EDA) bond funds totaling $100 million. The combined total project estimates of active projects managed is over $2.6 billion.

The Deputy Director of DPWES, Capital Facilities, also executes and provides oversight for all DPWES professional service contracts and related architectural, engineering and consultant services, as well as capital construction contracts. This position is also responsible for developing contracting procedures and protocols, providing departmental contract training, overseeing dispute resolutions and evaluating major amendments and construction change orders. The latter authority is specifically delegated by the Director of DPWES.

Office of Capital Facilities

Capital Facilities' strategic plan anticipates and prepares for growth in capital projects from the Transportation Funding Plan, Stormwater Program, County buildings including public private partnerships (PPP) such as Wiehle Avenue and Innovation Center Garage, and other economic development opportunities and initiatives as directed by the Board of Supervisors to ensure the fulfillment of the County's vision for economic success. Strategic initiatives include being the provider of choice for capital project implementation by County agencies and the Board of Supervisors (BOS), enhancing customer service, being a leader in sustainable development, and supporting the substantial growth of economic development needs across Fairfax County. The agency also continues to focus on environmental stewardship, improving technology applications with implementation of the DPWES/Capital Facilities IT strategic plan, improving professional growth by training its workforce, and promoting a culture of safety through training and awareness.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$11,134,734	$11,602,036	$11,608,971
Operating Expenses	8,575,310	8,744,946	9,199,144
Work Performed for Others	(6,866,283)	(7,269,034)	(7,332,951)
Capital Equipment	0	72,103	0
Total Expenditures	$12,843,761	$13,150,051	$13,475,164
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$12,843,761	$13,150,051	$13,475,164
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	140 / 140	148 / 148	148 / 148
Total Positions	140 / 140	148 / 148	148 / 148

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
56	Administration / Leadership	$1,176,685	13
57	Land Acquisition	568,164	19
58	Building Design and Construction	1,234,680	45
59	Utilities Design and Construction	1,825,022	67
60	Streetlights (including Utilities)	8,670,613	4
Total		$13,475,164	148

Lines of Business

LOB #56:

ADMINISTRATION / LEADERSHIP

Purpose

Administration/Leadership provides oversight and coordination of all administrative support to Capital Facilities and guides the agency's strategic planning and implementation efforts.

Description

Administration/Leadership provides agencywide guidance including:

- Contractual execution for construction project contracts and related architectural, engineering and consultant service contracts, as delegated by the Director of DPWES and in compliance with the Fairfax County Purchasing Resolution.
- Prepares all contracting procedures and protocols; manages contract dispute resolutions; authorizes and evaluates contract amendments and change orders; and reviews all new DPWES contracts.
- Strategic planning, monitoring and performance measures.
- Continuity of Operations Plan development and agency safety guidance related to capital project construction and safety issues important for all staff and engineers.
- Directs leadership and management teams.

Administration/Leadership provides human resources support in employee relations, performance evaluations, disciplinary actions, time and payroll processing, training, organizational development, recruitment and benefits.

Administration/Leadership provides information technology (IT) support to 208/208.0 FTE positions including 148/148.0 FTE agency positions, support for other agencies of DPWES, and 60/60.0 FTE Department of Transportation positions using the internally-developed capital project system:

- 15,000 IT calls annually for troubleshooting; computer hardware support, managing the computer replacement program.
- Maintenance of user ID's to ensure security for multiple systems/vendor collaboration sites, File Transfer Protocol (FTP) sites.
- Performs hardware upgrades and maintenance, and installs new technology.
- Project Management software development .NET/SharePoint, SharePoint Designer, InfoPath, Web development, report development and ASP.NET Web Application, web updates and design, software license maintenance, system maintenance for 25 to 30 engineering products.
- Project Management System Support, Work Performed for Others (WPFO) System, Land System Support, Streetlight System, Contract System, Completed Project Reporting and Project Reporting Systems.
- Web-related/Web Procurement activities, Americans with Disabilities Act (ADA) compliance/ communication/public education.

Administration/Leadership further supports budget and accounting requirements for the DPWES agency and the Department of Transportation (DOT) funds including:

- Reviews, tracks and administers financial contracts for capital projects.
- Administers Fund 30050, Transportation Improvements, projects for DOT and oversees complex projects.
- Financial oversight of 500 design and construction projects with appropriations of $752 million and over $100 million in EDA Bond funds;
- Manages all financial aspects of the Streetlight Program, including the utilities budget and projections, the Developer Streetlight program, accounts with utility providers, and minor streetlight upgrades.
- Administers the Developer Default projects, BOS District Projects, and federal and state grants.
- Coordinates internal and external audits, financial policy development and compliance.
- Administration of complex funding sources/revenue; and complex PPP projects.
- CIP, forecasting, cash flow, analysis, management of bond sale needs.
- Debt financing and management, third party financing arrangements, revenue reimbursements.
- Federal Project management, EDA and General Obligation bond management.

Budget oversight of the following funds:

- Capital Facilities General Fund;
- Fund 50000, Federal State Grant Fund (DOT and DPWES);
- Fund 30010, General Construction and Contributions (DOT and DPWES);
- Fund 30030, Library Construction;
- Fund 30050, Transportation Improvements (DOT);
- Fund 30060, Pedestrian Walkway Improvements (DOT and DPWES);
- Fund 30070, Public Safety Construction; and,
- Fund 30080, Community Revitalization Program (Countywide).

This LOB is performed with 13/13.0 FTE positions including 1/1.0 DPWES Deputy Director who oversees all operations of Capital Facilities; 6/6.0 FTE positions in financial management; 3/3.0 FTE in IT; 2/2.0 FTE supporting human resources; and 1/1.0 FTE in training and safety development.

Benefits

Administration/Leadership is key to fulfilling the mission of Capital Facilities to provide Fairfax County with quality, cost-effective buildings and infrastructure in a safe, timely and environmentally-sound manner.

- Services provided are essential for capital project implementation of County capital improvements, project planning and implementation of the CIP.
- Supports complex financial arrangements and public private partnerships (i.e., Wiehle Avenue, Merrifield, Public Safety Headquarters, and Laurel Hill Adaptive).
- Supports bond-funded projects such as libraries, public safety, commercial revitalization, transportation improvements, trails and walkways, and BOS district projects.
- Performs leadership and administration that promotes programs to improve the quality of life.

- Supports and guides initiatives, manages resources that support financially cost-effective buildings and infrastructure in a safe, timely and environmentally-sound manner.
- Supports the management of both federal and state grants.
- Assures effective management of resources and efficiency and effectiveness.
- Assures accuracy and compliance with internal and external financial requirements.

Primary Correlation to County Vision Elements
Exercising Corporate Stewardship: This LOB manages substantial resources ($576,987,584 total value of financial contracts design, construction and purchase orders related to capital projects and $752,108,668 managed across the various funds with EDA Bond funds adding more than $100 million for public private partnership).

Mandates

Although Administration/Leadership is not mandated, it is critical in ensuring compliance for:

- Federal Grants, Federal Pass Thru Grants, State Grants;
- Federal Debarment rules and the Davis Bacon Act;
- Proffers;
- Ensuring compliance with contractual agreements with vendors;
- External Financial Guidelines, GASB (Governmental Accounting Standards Board) requirements;
- Internal budget/financial/human resource/IT policies and procedures for Fairfax County;
- Planning and implementation of the County CIP;
- Bond and fiscal requirements;
- Contractual execution and oversight; and,
- Public private partnership agreements.

Trends and Challenges

- Meet growing financial demands associated with growing demand for projects for public safety, libraries, recreational facilities, courts, etc.
- As population grows and urbanization continues, the demands and workload for Capital Facilities services increases. Portions of the County are facing significant renewal and renovation requirements for facilities. This requires a careful balancing to address priorities and greater complexity in funding and technology.
- The focus on economic development and revitalization requires greater partnerships as per the County's strategic plan to facilitate economic success and goals of investing in natural and physical infrastructure. Financial complexity increases with greater public private partnerships; requiring greater financial oversight, complex financing terms, varied contract terms and management of funding sources and uses.
- Greater leverage of other financing options due to budget constraints increases third party financial banking arrangements for financing and debt management, bond financing and managing various sources of funding with increased budget and financial oversight.
- Keeping pace with industry for IT solutions for Geographic Information System (GIS), web-based solutions, collaboration tools, and engineering software.
- Increase in human resources and administrative support.
- Financial contract growth of over 300 percent requiring greater oversight.

- Contract complexity growth with PPP projects such as Wiehle Avenue, Merrifield Center, Public Safety Headquarters, Providence Community Center, and Laurel Hill Adaptive.
- Greater management of funding sources and uses as General Fund dollars decrease and other funding sources increase including proffers, contributions, partnership arrangements, and EDA and General Obligation bonds.

Resources

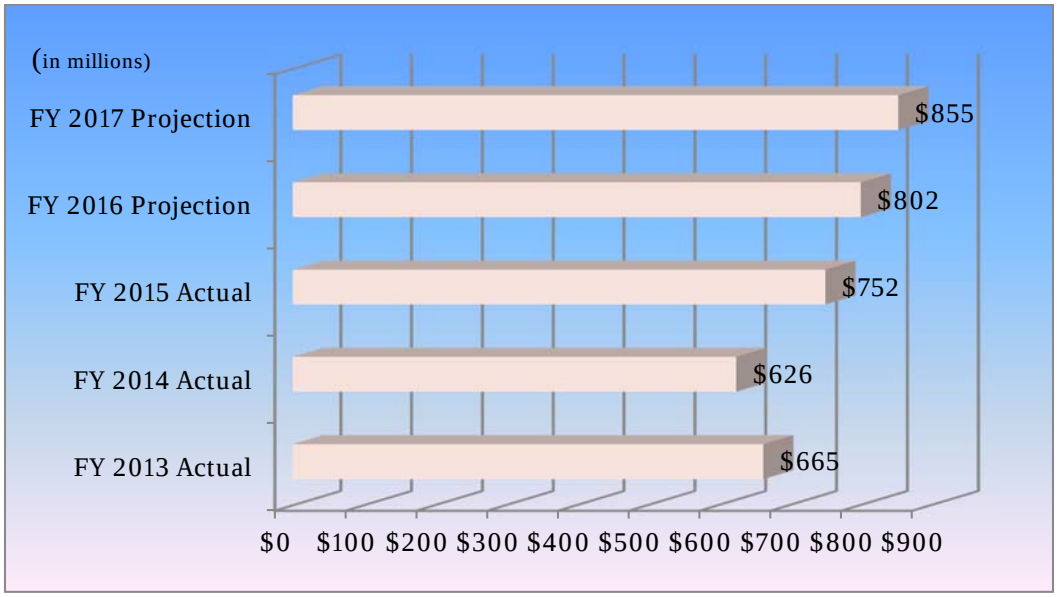
Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #56: Administration / Leadership			
FUNDING			
Expenditures:			
Compensation	$963,587	$1,056,124	$747,067
Operating Expenses	474,883	544,201	429,618
Capital Equipment	0	72,103	0
Total Expenditures	$1,438,470	$1,672,428	$1,176,685
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,438,470	$1,672,428	$1,176,685
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	11 / 11	13 / 13	13 / 13
Total Positions	11 / 11	13 / 13	13 / 13

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Dollar Value of Professional Architectural Engineering, Construction and Procurement Contracts Managed	$348.03 mil	$367.60 mil	$576.98 mil	$634.00 mil	$698.00 mil
Total Appropriations Managed	$664.5 mil	$626.3 mil	$752.1 mil	$802.0 mil	$855.0 mil
Contract Cost Growth Less than 5%	4.11%	4.26%	4.91%	4.80%	4.80%
Total Appropriations Managed per FTE	$110.8M/FTE	$104.4M/FTE	$125.4M/FTE	$114.6M/FTE	$122.1M/FTE
Total Dollar Value of Professional Architectural Engineering, Construction and Procurement Contracts managed per FTE	$58.0M/FTE	$61.3M/FTE	$96.2M/FTE	$90.0M/FTE	$99.0M/FTE

As shown in the metrics presented above, there has been growth in the budget appropriations managed. This is associated with an increase in the number and scope of projects which require increased oversight of contracts, financial management, resources, and IT needs. Appropriation growth increased more than 20 percent from FY 2014 to FY 2015 and this trend is expected to continue. Additional contracts require greater coordination among private developers, legal contractual requirements, financial monitoring of County versus and partner portions, fiscal agent relationships, proffers, contributions and funding sources to manage. This complexity is already being seen with Wiehle Avenue Garage, Laurel Hill Adaptive, Public Safety Headquarters and Merrifield Center. These projects also involve cross-county departmental partnerships with agencies such as the County Attorney's Office, Department of Procurement and Material Management, Department of Planning and Zoning, Transportation, and the Community Services Board.

Total Appropriations Managed



Total Appropriations per FTE

This metric (shown in table above) indicates the efficiency in management. The growth in the average workload per FTE related to contract management has increased 47 percent. Staff efficiency is noted as staff is managing more funds with no increase in staffing.

LOB #57:

LAND ACQUISITION

Purpose

Land Acquisition's purpose is to acquire the land rights necessary to enable construction of all County capital improvement projects. This includes all aspects of property analysis during design, legal land title research, appraisal or appraisal review, as well as negotiations and coordination with land owners and owner representatives to acquire property or land rights in an efficient and timely manner. Land Acquisition provides strategic leadership in the planning, negotiation, design and implementation of land issues for increasingly complex, public-private partnership capital projects.

Description

Services are provided to several County departments and agencies including:

- Department of Transportation;
- Building Design and Construction Division;
- Utilities Design and Construction Division;
- Stormwater Planning Division;
- Maintenance and Stormwater Management Division; and,
- Wastewater Collection Division.

The land acquisition program provides a critical and necessary service required for the implementation of public use capital facilities. The County's recent focus on economic development and related public private partnerships has required special services for providing land rights for project implementation. Land Acquisition support is essential to foster economic sustainability as the County encounters more specialized processes for providing land.

Land Acquisition staff performs all aspects of property analysis during project design, including:

- Title review.
- Acquisition of land or right of way and other land rights.
- Permanent and temporary easements.
- Real property conveyances.
- Settlement or litigation.
- Eminent domain.
- Appraisal or appraisal review, and other land valuation processes.
- Negotiations and coordination with land owners and owner representatives to acquire property or land rights in an efficient and timely manner.
- Coordinating with the Office of the County Attorney to settle litigation pertaining to the Board's exercise of eminent domain when warranted.

The division's standard operating procedures are specifically designed to meet all state and federal legal requirements for land acquisition that are critical to maintaining state and federal funding for capital projects or ensuring against legal challenges.

The Land Acquisition Division is part of Capital Facilities in DPWES. The division consists of 19/19.0 FTE positions, headed by a Division Director, and organized into two branches whose concentration is the acquisition of land rights required for the implementation of capital improvement projects (transportation, stormwater, buildings, wastewater) and support of public/private partnerships and large projects.

Benefits

Land Acquisition is key to fulfilling the mission of Capital Facilities to provide Fairfax County with quality, cost-effective buildings and infrastructure in a safe, timely and environmentally-sound manner.

- As the County has grown, so has the need for public facilities. The longstanding and continued operation of Land Acquisition as a line of business remains an essential element of the construction, maintenance and expansion of capital projects. Without land acquisition and land rights, most capital projects cannot proceed to construction.
- Land Acquisition is responsible for securing land and land rights for a combined project portfolio valued between $750 million to $1 billion dollars. Land Acquisition secured land rights on 122 properties for transportation projects in FY 2015.
- Public acquisition of land, temporary and permanent easements, letters of permission and other land rights are governed by specific state and federal regulations that can have adverse effects on County projects if not strictly adhered to. Land Acquisition assures that land and land rights are obtained in compliance with all state and federal regulations while tailoring the acquisition process to remain sensitive to the needs of significant stakeholders within the County such as landowners, homeowners associations, civic associations and the public at large.
- This LOB provides the centralization of services for multiple county customers, maximizing service efficiency and minimizing redundancy from duplicate staff efforts spread through several agencies.
- This LOB implements several Vision Elements in the 2015 Strategic Plan to Facilitate the Economic Success of Fairfax County.

Primary Correlation to County Vision Elements

Building Livable Spaces: Land Acquisition secures the land rights for providing public infrastructure that supports a distinctive and desirable place for communities to grow and thrive. Land acquisition and land rights, including temporary and permanent easements, clear the way for construction of projects that become prominent facilities in the community. These include fire stations, police stations/district governmental centers, libraries, commuter parking garages, Public Safety Headquarters (PSHQ), and community centers, as well as facilities to support operations and maintenance.

Connecting People and Places: Constructing new transportation infrastructure and adapting existing roads and pedestrian networks to the needs of present and future residents requires the acquisition of land and land rights in a timely fashion for landowners and project stakeholders. The vast majority of priority transportation projects requires the acquisition of additional land rights. The projects vary widely in scale and scope, from the Route 29 improvements to Route 1 pedestrian improvements, bus stops or intersection improvements. These projects address the County's growing transportation needs, and require an individualized approach.

Mandates

State provisions and requirements set a standard for public agencies apart from the normal pursuit of land rights and acquisition that private entities, individuals and businesses employ. The maintenance of a land acquisition program is essential to ensuring that these mandates for compliance are met as listed below:

- The County is authorized to condemn property for public use pursuant to Code of Virginia §§ 15.2-1901, et seq., and in particular in §15.2-1901.1, with procedures dictated by §§ 15.2-1902-1905.
- Code of Virginia Title 25.1 regarding the general powers and procedures for eminent domain/condemnation, with slow take procedures provided in Chapter 2 (§§ 25.1-200 - 25.1-251).
- Quick take (transferring defeasible title by certificate) procedures provided in Chapter 3 (§§ 25.1-300 - 25.1-318).
- Relocation requirements (Virginia) are provided in Chapter 4 (§§ 25.1-400 - 25.1-421) and Virginia Administrative Code Title 24, Agency 30 (Department of Transportation), Chapter 41 (Sections 10 – 760). Code of Virginia § 1-219.1 provides limitations on the exercise of the power of eminent domain.
- Further Code of Virginia provisions relating to eminent domain are found in Title 33.2, Chapter 10 (§§ 33.2-1000 - 33.2-1034), with Code of Virginia § 15.2-1902 expressly making §§ 33.2-1007 through 33.2-1011, 33.2-1014, and 33.2-1017 applicable, with respect to any condemnation by the County of property for highway purposes.

Where federal money is involved in the project, federal code and regulations must also be followed for land rights and land acquisition, or federal funding can be withheld as noted below:

- USC Title 42, Chapter 61, noting that 42 U.S.C. 4604(c) Federal financial assistance may be withheld to any displacing agency found by the Federal agency "...to have failed to comply with the laws described in subsection (a) of this section." 42 U.S.C. 4655 references this also to acquisition. Code of Federal Regulations, Title 24, Subtitle A, Part 42 provides the regulations applicable to federal acquisitions and acquisitions in which a project receives Federal money.

Trends and Challenges

- Challenging environmental requirements brought about by a more restrictive regulatory environment for the exercise of eminent domain.
- In response to property rights initiatives within Virginia, the 2012 amendment to the State constitution and subsequent changes to the State Code restrict the conditions and the process by which condemnation of private property for public use can be conducted, and expanded the impacts for which compensation could be applicable.
- The Board of Supervisors has made a commitment to prioritize the expenditure of $1.4 billion in funding over the next 6 years for transportation projects.
- Funding identified from state and regional funds will provide for approximately 180 projects, including new roads, sidewalks and bike lanes.
- The transportation bond referendum approved in November 2014 authorized bonds to provide for $16 million in spot road improvements to increase roadway capacity, reduce congestion, and improve safety. Another $77.5 million was authorized for pedestrian improvements. The majority of these improvements require land rights from adjacent properties in a timely and efficient manner to ensure project completion.
- In FY 2015, land rights from 122 affected properties were obtained for transportation projects and that number is expected to increase and expand once more projects are realized from the November 2014 referendum.

- Maintaining environmental infrastructure is a mandate that over the long-term will require the acquisition of land rights to enable stream restoration projects to be completed to fulfill the goals the of the County's Strategic Plan for the Economic Success of the County as well as the requirements of the County's Municipal Separate Storm Sewer System (MS4) permit.

  A key goal of the Strategic Plan for the Economic Success of the County, is to further diversify the County's economy through public private partnerships. Land Acquisition has adapted to provide support to the County's increased participation in public private partnerships, requiring the acquisition of land rights often in a different form from traditional acquisition, through land exchanges, reciprocal easements or other cooperative endeavors with private entities.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #57: Land Acquisition			
FUNDING			
Expenditures:			
Compensation	$1,067,922	$1,097,626	$1,678,231
Operating Expenses	37,910	56,971	24,695
Work Performed for Others	(747,546)	(768,338)	(1,134,762)
Total Expenditures	$358,286	$386,259	$568,164
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$358,286	$386,259	$568,164
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	17 / 17	19 / 19	19 / 19
Total Positions	17 / 17	19 / 19	19 / 19

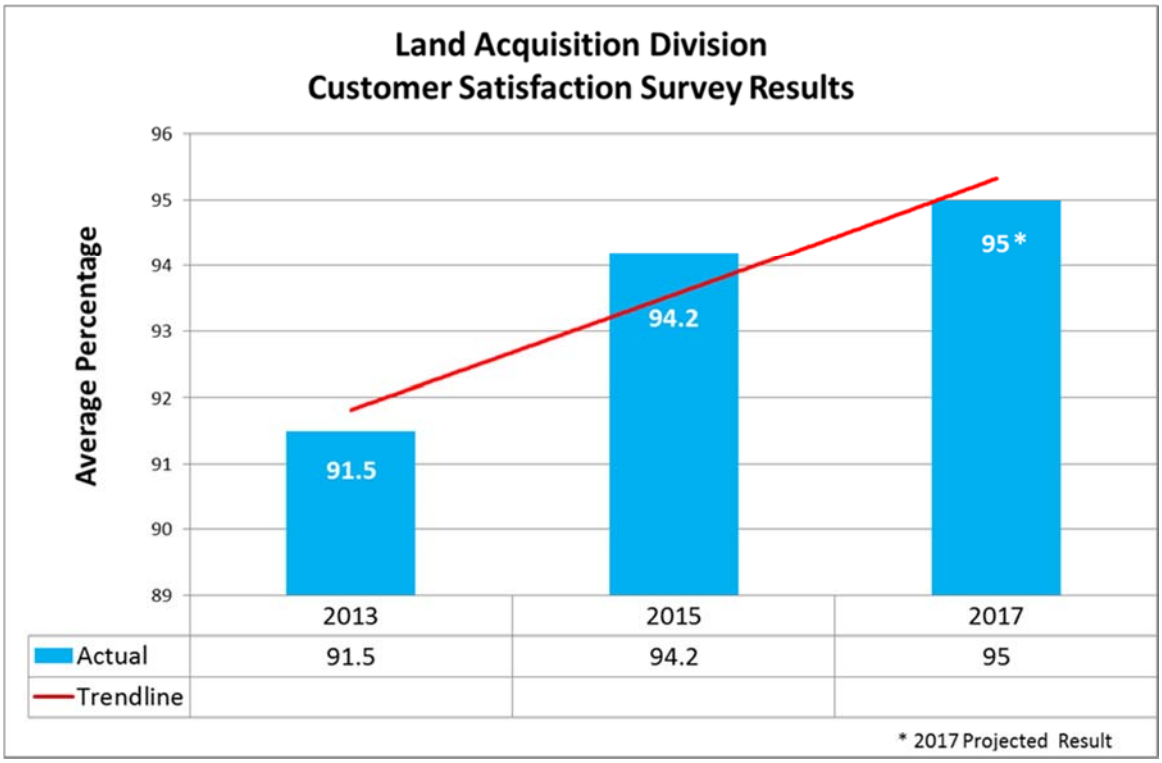
Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Customer Satisfaction Survey	91.5%	NA	94.21%	NA	95.00%
Average Number of Days to Complete Acquisition Phase by Year per Full-Time Employee/ Equivalent	20 days	13 days	12 days	12 days	12 days

Customer Satisfaction Survey

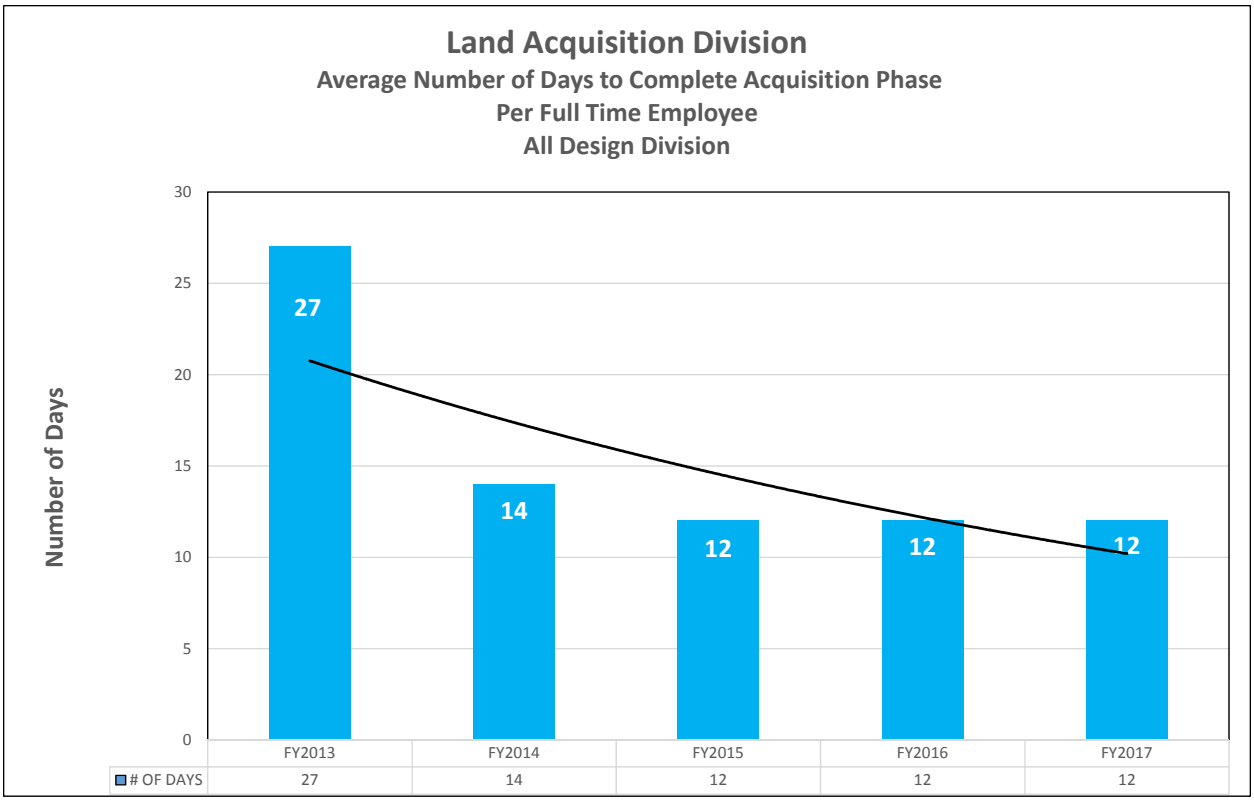
Two metrics provide direct measurement of the land acquisition line of business' efficiency and effectiveness: the customer service survey performed on a biannual basis, and the average number of days per full-time employee/ equivalent to complete the acquisition phase of county projects where land rights or acquisition are required.

The customer service survey was first implemented in FY 2013 and surveyed project management personnel involved in Transportation Design Division, Stormwater Management, Utilities Design and Construction, Wastewater Management and Building Design and Construction Division, as to the efficiency, effectiveness, and timely response to their project requirements. The intent of the survey was to provide a metric to measure ongoing initiatives within the Land Acquisition Division to improve outreach to customers who rely on acquisition of land and land rights in order to proceed with construction of capital projects. A benchmark of a 90 percent satisfaction rate was established as a goal to maintain in this effort. In FY 2013, the results of the survey measured a 91.5 percent customer satisfaction and increased to 94.21 percent in FY 2015, reflecting an improvement in service quality resulting from incorporating constructive feedback received from the last survey and incorporating changes in process to improve acquisition services. The results are summarized in the table below showing continued service quality improvement.



Average Number of Days per FTE to Complete Acquisition Phase

Land Acquisition has streamlined land title review, valuation and negotiation procedures, while adhering to state and federal mandates to provide land rights and maintain the project schedule This metric was developed as a measure of the average number of days to complete the acquisition phase per full-time employee/equivalent. As a result, the average number of days needed to complete the acquisition phase of all projects was reduced from 27 days per full-time employee/equivalent in FY 2013 to 12 days per full-time employee/equivalent in FY 2015 reflecting greater efficiency. The average number of days needed to acquire land rights is anticipated to remain steady, in order to ensure continued compliance with state and federal requirements.



LOB #58:

BUILDING DESIGN AND CONSTRUCTION

Purpose

Building Design and Construction Division (BDCD) is responsible for management and implementation of nearly all major County capital building projects including new construction and major renovations. More specifically, BDCD is responsible for: 1) providing overall project management for the planning and design for major building projects; 2) providing construction management, including quality control inspections for major building projects; and 3) providing the coordination and negotiations for major public private partnerships (PPP) and joint infrastructure developments; and for associated major real estate transactions. Approved CIP projects implemented by BDCD include facilities to support critical program needs in areas that include: police stations, fire stations, libraries, homeless shelters, community centers and senior centers, vehicle maintenance facilities, parking garages, administrative office buildings, maintenance facilities, human service treatment and service delivery facilities, and Community Services Board (CSB) facilities. Capital project funding sources include General Fund, General Obligation Bonds, EDA bonds, enterprise agency funds, and other sources including the Fairfax County Department of Transportation Commercial and Industrial (C&I) real estate tax revenue and dedicated Stormwater funds.

Description

BDCD provides professional project management, construction administration and quality control to ensure implementation of CIP building projects in a timely, safe, cost-effective, high quality and environmentally sensitive manner. In addition, BDCD provides the coordination and negotiations for major PPP and joint infrastructure developments; and for associated major real estate transactions.

Major areas of responsibility of BDCD in the implantation of the CIP program include:

- Project Development;
- Project Planning and Land Needs;
- Architectural Consultant Selection, Negotiation and Award;
- Schematic Design (15 percent Design Complete);
- Design Development (30 percent Design);
- Value Engineering;
- Construction Documents (100 percent Design);
- Permits;
- Bidding;
- Construction Management; and,
- Project Warranty.

Other Major Responsibilities:

- Implementation of best practices as recognized by the spring 2015 Office of Financial and Program Auditors report citing BDCD's compliance with industry standards.
- Preparation of budget submissions for Capital Project requirements.
- Collaboration with the Department of Management and Budget (DMB) and Department of Planning and Zoning (DPZ) in the preparation of the Annual Capital Improvement Program for all Capital Projects, including future year project estimates and prioritization.

- Managing capital project cash flow projections.
- Development and maintenance of design standards for County building projects; Guidelines for architects and engineers, and design standards for fire stations, police stations, libraries and parking garages.
- Development and maintenance of standard operating procedures; Project Management Guide, Construction Management Guide, PPP standards, and contracting procedures.
- Administration of BDCD quality assurance and safety programs.
- Implementation BOS-mandated policies such as Value Engineering and Sustainable Development (LEED), as well as Energy Modeling and Lessons Learned program.
- Preparation of regular project status reports for customers, public, BOS and senior County management.
- Management and accounting for contracts including negotiation of changes in contract scope, including change orders.
- Negotiation of PPP and joint development real estate terms, shared infrastructure development agreements, lease terms, and ongoing operations and maintenance agreements.

BDCD staff provides the overall project management and construction management for CIP building projects in all of the identified areas. BDCD has direct management responsibility for planning, management and implementation of the County's CIP program for design and construction of major building projects, and major joint development and PPP projects. BDCD utilizes an array of professional design consultants, construction contractors, and associated private sector vendors, in accordance with all applicable procurement regulations, to implement the CIP Program. BDCD collaborates closely with County agencies, stakeholders and senior County management.

Benefits

Building Design and Construction Division (BDCD) is key to fulfilling the mission of Capital Facilities to provide Fairfax County with quality, cost-effective buildings and infrastructure in a safe, timely and environmentally-sound manner. The BDCD lines of business area provides the following benefits:

- Provide assurance of quality and regulatory compliance for County building projects, including rezonings and land use entitlement, building and site permits and regulatory inspections, VDOT permits/inspections, Virginia Pollutant Discharge Elimination System (VPDES) permits, Storm Water Pollution Prevention (SWPP) plans.
- Provide a centralized area in managing major building projects (SOPs, Lessons Learned, Design Standards, Quality Assurance Processes, Contracting Procedures, Procurement and Accounting), including professional support to other design/construction agencies such as Fairfax County Department of Transportation (FCDOT) Silver Line Garages, Fairfax County Park Authority (FCPA) and Department of Housing and Community Development (Mondloch Place, Hanley Transitional Housing, Lincolnia Senior Center and Lewinsville Center).
- Provide leadership in promoting BOS Environmental Agenda and Sustainable Development Policy, including project certifications under the United States Green Building Council's LEED program, energy efficiency, and low-impact development stormwater management features in Fairfax County.
- Promote a culture of safety awareness for staff and contractors.
- Contribute to the Strategic Plan for Economic Success by maximizing value of BOS owned property, and development potential (tax base) of adjoining properties. Examples include the Wiehle Avenue Transit Oriented Development (TOD), Innovation Center Station TOD, Reston Town Center North joint-redevelopment, and the Merrifield Center joint-development with Inova.
- Proactive project budget and schedule management, and contract administration.

- Provide regular project reporting and coordination with wide array of stakeholders, including the BOS, senior County management and the community.
- Provide leadership in the preparation of the annual CIP, capital budgets, project funding strategies, and cash flow projections to support cost-effective bond sales.
- Collaborate with the community to assure awareness and support for County building projects, including Virginia Code 2232 Public Use Determinations.
- Support a wide array of County agencies by providing new and upgraded facilities necessary for the delivery of County services at the necessary levels.

Primary Correlation to County Vision Elements

Building Livable Spaces: Provide planning and development for major PPP developments such as Wiehle Avenue-Reston Station, Innovation Center Station, Reston-Town Center North, and Inova-Merrifield Center. Provide design and construction for priority County projects that become prominent facilities in the community. BDCD program has regularly achieved project awards from APWA, County Exceptional Design Awards, National Association of Industrial and Office Properties (NAIOP) and others for outstanding design and construction;

Practicing Environmental Stewardship: BDCD developed the BOS Sustainable Development Policy and is the regional leader in implementing this policy for achieving LEED Certification for County building projects. BDCD has a perfect record of meeting this BOS Policy, and has exceeded the policy targets on 73 percent of projects, over the past five years. In addition, BDCD has a successful strategic partnership with the Stormwater Planning Division-DPWES to implement stormwater enhancement projects on County building sites, exceeding minimum regulatory requirements. BDCD also collaborates with Facilities Management Department (FMD) and the County Energy Committee to assure energy efficiency in new capital building projects; and

Exercising Corporate Stewardship: BDCD implements award winning, first class facilities in the community, in close collaboration with stakeholders and the local community. BDCD outreaches to the public, and assures compliance with all regulatory requirements. BDCD provides diligent and cost-effective management of capital project budgets using Value Engineering, Quality Control, and proven accounting and contract management processes that have been recognized by the Office of Financial and Program Audit May 2015 Report on Capital Construction Project Costs that recognized the Best Practices implemented by BDCD. BDCD has a 100 percent track record of completing projects within budget over the past five years, and with the support of the BOS, has been able to fund additional projects such as the Woodrow Wilson Library using unused project balances.

Mandates

While not explicitly mandated, the following program requirements are noted:

- The Capital Improvement Program is required by Article 5 of Section 15.2-2239 of the Code of Virginia;
- Responsible for management and implementation of the Capital Improvement Program (CIP) for major building development and PPP projects as adopted by the BOS;
- All approved CIP building development projects are mandated to meet all applicable federal, state and local regulatory requirements, as well as applicable BOS Policies (Sustainable Development, Value Engineering, etc.); and
- Fulfill external County commitments for delivery of certain projects such as the VDOT Administration Building and VDOT Maintenance Facility at West Ox, Wiehle Avenue Parking Garage, Innovation Center Parking and Herndon Parking Garage.

Implementation of Capital Projects to support the requirements, service level standards and performance metrics/policies adopted for countywide agencies including: Police Department, Fire and Rescue, Library Administration, Department of Vehicle Services, FCDOT, and DPWES field operations agencies (Stormwater, Solid Waste, Wastewater Collection and Recycling).

Trends and Challenges

- Aging County infrastructure and limited funding for infrastructure renewal. The majority of current and upcoming projects consist of capital renewal and expansion of aged County facilities such as libraries, fire stations and police stations.
- Urbanization of the County exhibited in the extremely tight sites for new or renovated/expanded, stand-alone facilities such as Bailey's Fire Station, West Ox Animal Shelter, McLean Governmental Center, and the upcoming Franconia Governmental Center and the Pine Ridge-Operations Support Bureau.
- Limited, unencumbered County real estate assets. The County has virtually no buildable sites that are not currently encumbered with an existing facility that would need to be removed or renovated/expanded in order to realize greater development on the site.
- County inventory of older buildings on small sites and challenge of expanding existing buildings on tight sites while also making required site upgrades for environmental compliance. This challenge continues to be exhibited on numerous projects including Bailey's, Jefferson and Lorton Fire Stations; Woodrow Wilson, John Marshall, Pohick, and Tysons Pimmit Libraries; and the Fair Oaks, McLean and the upcoming Franconia Governmental Centers/Police Stations.
- Complexity of design and construction process and increasing regulatory obligations. This includes more rigorous site plan requirements, especially for stormwater management, and increasing stringent challenges with sustainable development certification and energy efficiency, as well as the communications and IT-related systems in new buildings.
- Increasing complexity and cost of meeting more stringent environmental regulations and policies. The next LEED sustainable development certification program will be more challenging and costly to meet under the Board of Supervisors policy.
- Increase in number of projects that require joint public-private or public-public development or real estate agreements such as Wiehle Avenue-Reston Station, Innovation Center Station, Merrifield Center, Providence Community Center, proffered public facilities in Tysons, Reston Town Center North joint-redevelopment, and redevelopment at Bailey's Crossroads and Seven Corners.
- Focus on increasing the development potential and value of County owned real estate assets, and partnering for public facilities through the DPZ proffer system, including numerous real estate exchange agreements and PPP's already noted, and proffered public facilities such as Providence Community Center and Tysons public facilities.
- Increase in more complex and varied funding mechanisms such as EDA bonds, with over $200 million for Merrifield Center, Providence Community Center and PSHQ and over $100 million in additional funding proposed for the Innovation Center and Herndon Station Silver Line Garages. The associated contract management and accounting burden increases due to the unique bond terms and accounting/payment processes required.
- TOD and urbanized centers such as Tysons, Merrifield, Reston, Springfield and Bailey's Crossroads/Seven Corners.
- Uncertainty of multi-year capital funding allocations and associated staff resource demands.
- Potential for significant swings in the regional construction industry, resulting in increases in future project costs.

- Renovation and expansion of occupied, 24/7 operational facilities on very tight sites that require phased construction and temporary facilities to maintain ongoing operations. Examples include Fair Oaks Police and Fire Station, West Ox Animal Shelter, McLean Government Center, Herndon Fire Station, and the upcoming Lorton and Jefferson Fire Stations, Pine Ridge-Operations Support Bureau and Franconia Governmental Center.
- Ongoing workload associated with County's portfolio of aging facilities and infrastructure, the CIP long-term schedule for bond supported projects, regular funding stream for priority FCDOT facilities projects.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #58: Building Design and Construction			
FUNDING			
Expenditures:			
Compensation	$3,836,169	$4,069,478	$3,738,505
Operating Expenses	114,155	102,361	32,747
Work Performed for Others	(2,685,318)	(2,848,635)	(2,536,572)
Total Expenditures	$1,265,006	$1,323,204	$1,234,680
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,265,006	$1,323,204	$1,234,680
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	42 / 42	45 / 45	45 / 45
Total Positions	42 / 42	45 / 45	45 / 45

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total CIP Program Workload Value	$820,736,000	$1,019,833,000	$906,004,700	$841,357,528	$933,707,850
Total CIP Program Workload Value per FTE	$20,518,400	$24,281,738	$20,133,438	$18,696,834	$20,749,063
Sustainable Development Policy Performance	100%	100%	100%	100%	90%
Construction Cost Benchmark	86%	95%	95%	95%	95%
Building Design Customer Satisfaction Survey	4.31	4.34	4.34	4.20	4.20

Total CIP Program Workload Value

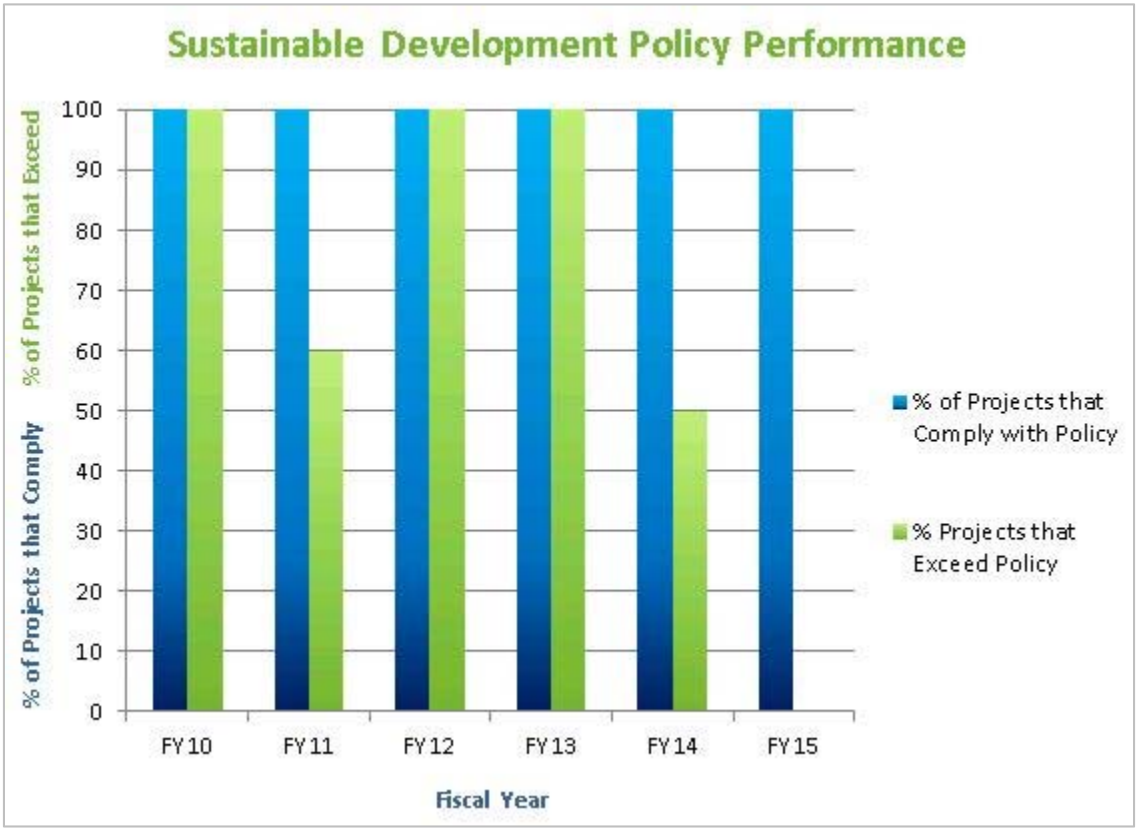
This metric measures the total value of project workload that is under active management by BDCD as a trend to reflect that value of work, and as a measure of active CIP project workload.

Total CIP Program Workload Value per FTE

This is an efficiency measure calculated as the Total Project Estimate value for all projects that are actively managed by BDCD each year in the planning, design, and construction phases, divided by the total number of approved BDCD merit positions for that fiscal year (date is measured at three month intervals). This metric is important to measure the value of active project workload that is being managed per person to identify the magnitude and the trend of workload being managed per merit position. This metric gauges staff workload levels and staff efficiency.

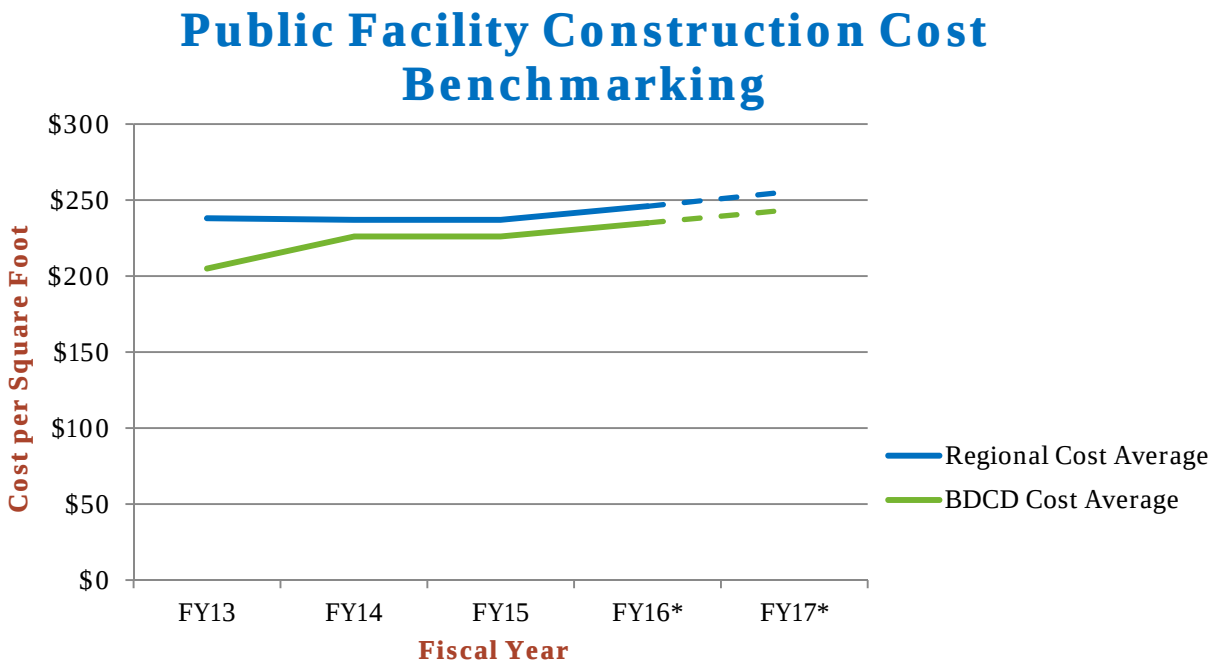
Sustainable Development Policy Performance

This metric measures BDCD's annual compliance level with the BOS Sustainable Development Policy to gauge the rolling five year average of completed BDCD projects that meet or exceed the BOS Policy for LEED certification. This measure directly reflects BDCD's success level in meeting or exceeding the BOS policy by measuring the percentage of completed projects that achieve the prescribed level of certification under LEED. This program was selected as the standard for the County's environmental/sustainability program for building projects. In FY 2014, there was one project certified, and that one project met the Policy goal. No FY 2015 project will exceed the policy goal.



Construction Cost Benchmark

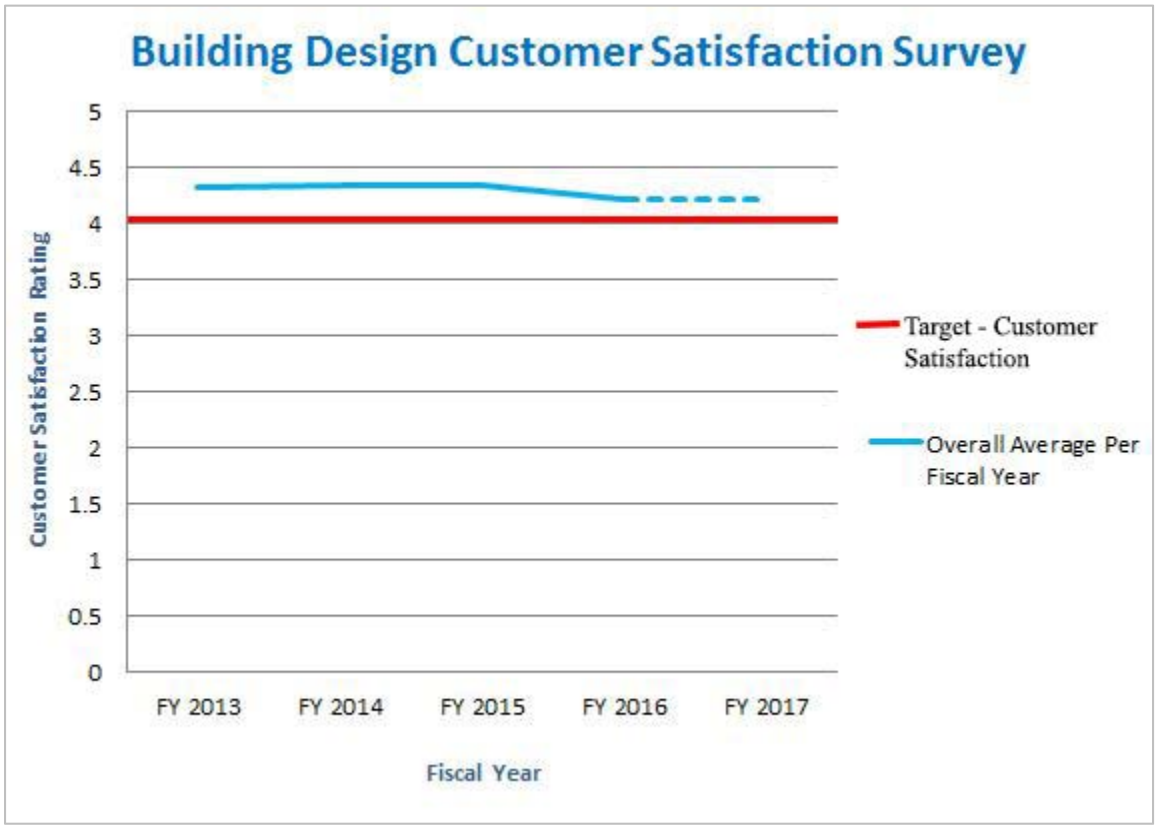
A comparative measure of the average cost per square for typical facilities (Libraries, Fire Stations, Police Stations, and Parking Structures) developed by BDCD, as a percentage to the average cost per square foot of the same facility types developed throughout the Washington Metropolitan and Northern Virginia regions. Benchmark data is compiled based on actual cost for Fairfax County facilities managed by BDCD compared to the average costs for other localities based on information gathered from a variety of sources including Independent Cost Estimating Consultants. This metric is important in measuring BDCD's cost-effectiveness in the construction cost for public projects, relative to the regional benchmark construction cost figures. The BOS Auditors have recently reviewed construction costs and have no recommendations.



Based on average construction cost per SF for Libraries, Fire Stations, Police Stations and Parking Structures.
*Future year projections based on an assumption of 4 percent annual construction cost escalation.

Building Design Customer Satisfaction Survey

BDCD conducts a biannual survey to measure the level of satisfaction of the Using Agency and project stakeholders in areas including planning/design, construction, occupancy, and BDCD staff. The survey results are ranked on a scale of 1 (Poor) to 5 (Superior), with a BDCD goal of an average response of 4.0 or higher. Customer satisfaction continues to remain above 4 and this trend is anticipated to continue. BDCD continues to strive to achieve superior customer service quality support on all projects managed by this division. This metric is important to measure the satisfaction level of our BDCD customers and stakeholder agencies with the projects and the process; and is a strong indicator of the level of overall success of the BDCD building development program, including quality of the building product.



LOB #59:

UTILITIES DESIGN AND CONSTRUCTION

Purpose

Utilities Design and Construction Division (UDCD) manages the design and construction of a wide variety of wastewater, stormwater, and transportation infrastructure projects.

Description

UDCD projects include: sanitary sewer upgrades, wastewater pump station rehabilitations, wastewater treatment plant expansions/upgrades, storm drainage improvements, transportation infrastructure projects; road improvements, trails, sidewalks, developer defaults, and bus shelters. UDCD provides professional project management, construction administration and quality control to ensure implementation of CIP projects in a timely, safe, cost-effective, high quality and environmentally sensitive manner.

Wastewater Projects:
UDCD manages all aspects of design and construction for wastewater collections system and treatment plant projects. In FY 2015, UDCD managed design and construction for wastewater projects totaling over $43 million in expenditures. Wastewater projects typically include:

- Sanitary sewer replacement/upgrade;
- Pump station rehabilitations;
- Wastewater treatment plant expansions/upgrades; and
- Emergency repair projects.

These projects are part of a robust Capital Improvement Program for significant and long-term upgrades at the Noman M. Cole, Jr. Pollution Control Plant and a growing list of pump stations and sanitary sewer lines that form the wastewater collection system for Fairfax County. For the design phase of a project, UDCD manages the selection of engineering firms, oversees scope development, ensures designs are completed to meet the needs of our customers, identifies required land rights, and obtains all required permits for projects. For the construction phase of a project, UDCD manages the bid advertisement and contract award processes, oversees all aspects of construction contract management to include inspection, testing, code compliance, and project close-out.

Transportation Projects:
UDCD manages the construction for a variety of transportation improvement projects, and the design for these projects is administered by the FCDOT. UDCD works closely with FCDOT during the design phases to ensure the construction documents are bid-ready. In FY 2015, UDCD totaled over $49 million for construction expenditures on Transportation projects. Transportation improvement projects typically include:

- Lane widening, turn lane and signalization improvements;
- Pedestrian improvements such as trails, sidewalks, and crossing;
- Commercial revitalization an streetscape improvements projects;
- Roadway re-alignment projects;
- Bicycle and multi-use trails; and,
- Traffic calming.

During the construction phase of a project, UDCD manages the bid advertisement and contract award processes, oversees all aspects of construction contract management to include inspection, testing, code compliance, and project close-out.

Stormwater Projects:
UDCD manages the construction for a variety of stormwater improvement projects. The design for these projects is administered by the Stormwater Planning Division of DPWES. UDCD works closely with Stormwater Planning Division during the design phase to ensure the construction documents are bid ready. In FY 2015, UDCD totaled over $21 million for construction expenditures on Stormwater projects. Stormwater improvement projects typically include:

- Stream restoration pond retrofits and upgrades;
- Bio-retention ponds;
- Storm sewer pipe replacement and upgrades;
- Dam rehabilitation/upgrades; and,
- Lake dredging.

For the construction phase of a project, UDCD manages the bid advertisement and contract award processes, oversees all aspects of construction contract management to include inspection, testing, code compliance, and project close-out.

Developer Default Projects:
UDCD manages the developer default program whereby a developer has been unable to complete a permitted project and the project is turned over to the County to complete. In these instances, Land Development Services, Department of Public Works and Environmental Services, coordinates with the County Attorney's office to declare a project in default and cash-in the developer's bond for the project. The bond money is transferred to UDCD and used to complete the project. UDCD determines the scope for the incomplete items, contracts with design firms as needed, obtains price quotes from vendors, awards contracts and oversees all aspects of construction to include inspection, testing, code compliance, and project close-out. Once all remaining work is complete, UDCD works to turn the completed project over to the Virginia Department of Transportation (VDOT) or other entities as needed for long-term maintenance and operation.

The overall UDCD LOB is performed with 67/67.0 FTEs and headed by a Division Director position.

Benefits

Utility Design and Construction is key to fulfilling the mission of Capital Facilities to provide Fairfax County with quality, cost-effective buildings and infrastructure in a safe, timely and environmentally-sound manner. The design and construction managed by UDCD provides vital benefits to the citizens of Fairfax County that have a direct link to the County's Vision Elements. The UDCD LOB provides the following benefits:

- Implement CIP programs for wastewater, stormwater, transportation, and developer default projects in a timely, safe, cost-effective, high quality and environmentally sensitive manner.
- Provide assurance of quality and regulatory compliance for all projects.
- Provide a centralized area of professional expertise in managing the vast majority of the County's major horizontal infrastructure projects (Standard Operating Procedures (SOPs), lessons learned, design standards, quality assurance processes, procurement and accounting).
- Provide leadership in promoting the Board of Supervisor's Environmental Agenda and Sustainable Development Policy.
- Promote a culture of safety and promote safety awareness for staff and contractors.

- Contribute to the Strategic Plan for Economic Success Goal 4 by investing in natural and physical infrastructure.
- Professional and proactive project budget and schedule management, and contract administration.
- Provide regular project reporting and coordination with wide array of stakeholders, including the community.
- Provide leadership role in preparation of annual CIP, Capital Budgets, project funding strategies, and cash flow projections.
- Collaborate with the community to assure awareness and support for County infrastructure projects.
- Support a wide array of County agencies by providing new and upgraded facilities necessary for the delivery of County services.

Primary Correlation to County Vision Elements

Maintaining Safe and Caring Communities: The wastewater projects implemented by UDCD have a direct link to public health. Fairfax County has a vast wastewater collection system that is aging rapidly. The upgrades and emergency repairs on these aging sanitary sewer lines protect the public health and improve water quality for the residents. In addition, Transportation projects include improvements such as curb cut ramps, pedestrian crossings, and bus shelters to provide safe access to mass transit for all sectors of the County's population.

Building Livable Spaces: The infrastructure to collect and treat wastewater has a direct link residential and commercial development across the County. Additionally, the transportation improvements constructed by UDCD also play an important role in providing livable spaces for residents.

Connecting People with Places: The transportation improvements constructed by UDCD allow people to drive, walk, bicycle, and have safe access to public transportation to connect with places in the County and beyond. Many transportation projects (i.e. Lorton Road Realignment) provide trails and sidewalks, bicycle lanes, and bus stops in urbanized areas of the County.

Maintaining Healthy Economies: By connecting people and places UDCD projects have a direct link to vibrant economies as residents are able to travel to business destinations with more predictable travel times.

Practicing Environmental Stewardship: Stream restoration projects (i.e., Wakefield Park Stream Restoration and Huntsman Lake Dredging projects) and other stormwater projects provide critical water quality benefits to steam, rivers and the Chesapeake Bay. Similarly, sanitary sewer collection and treatment system projects provide additional water quality and environmental improvements for the County. Additionally, many roadway improvements are targeted at public mass transportation and increased pedestrian/bicycle traffic which all help reduce the carbon footprint for the County.

Creating a Culture of Engagement: Input from residents is an essential part of the capital projects program. Public meetings are routinely conducted through the District Supervisor's offices to explain all aspects of proposed projects and seek input from residents that may modify elements of a project. Additionally, information is provided to residents during the course of project implementation.

Mandates

The projects implemented by UDCD work to support compliance with:

- UDCD implements stormwater projects that are specifically designed to improve stormwater quality across the County per mandates under the MS4 permit.
- Air and water quality permits at the Noman M. Cole, Jr. Pollution Control Plant. UDCD manages the design and construction of projects that are specifically implemented to meet current and future air and plant effluent quality permit limits.
- Many UDCD projects involve the upgrade of sanitary sewer infrastructure that ultimately reduce sanitary sewer overflows (SSOs) across the County. SSOs are closely scrutinized and impact the County's MS4 permit requirements.
- Emergency sanitary sewer repairs are implemented to repair failed infrastructure and to remediate SSOs.
- Inspectors are charged with compliance on erosion and sediment controls on each of the projects implemented in Capital Facilities. UDCD has 10 full-time site inspectors that are trained to enforce state erosion and sediment control regulations. These inspectors visit hundreds of project sites each year to enforce these requirements.

Trends and Challenges

- Aging County Infrastructure;
- Urbanization of the County;
- Increasing size and complexity of projects and limited staff and resources;
- Increase in number and size of projects;
- Complexity of design and construction processes and permits;
- Increasing and constantly changing environmental requirements for air and water quality;
- Transit Oriented Development and urbanized centers such as Tysons, Merrifield, Reston, Springfield and Bailey's/Seven Corners;
- Uncertainty of multi-year capital funding allocations and associated staff resource demands;
- Potential for significant swing in the regional construction industry that would lead to an increase in cost of future projects;
- Increasing use of Alternative Delivery Methods for project, design/build, construction management at risk, job order contracts; and,
- Increased emphasis on rehabilitation and upgrade of aging sanitary sewer system infrastructure.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #59: Utilities Design and Construction			
FUNDING			
Expenditures:			
Compensation	$4,864,901	$4,976,654	$5,445,168
Operating Expenses	114,703	96,160	41,471
Work Performed for Others	(3,433,419)	(3,652,061)	(3,661,617)
Total Expenditures	$1,546,185	$1,420,753	$1,825,022
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,546,185	$1,420,753	$1,825,022
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	67 / 67	67 / 67	67 / 67
Total Positions	67 / 67	67 / 67	67 / 67

Metrics

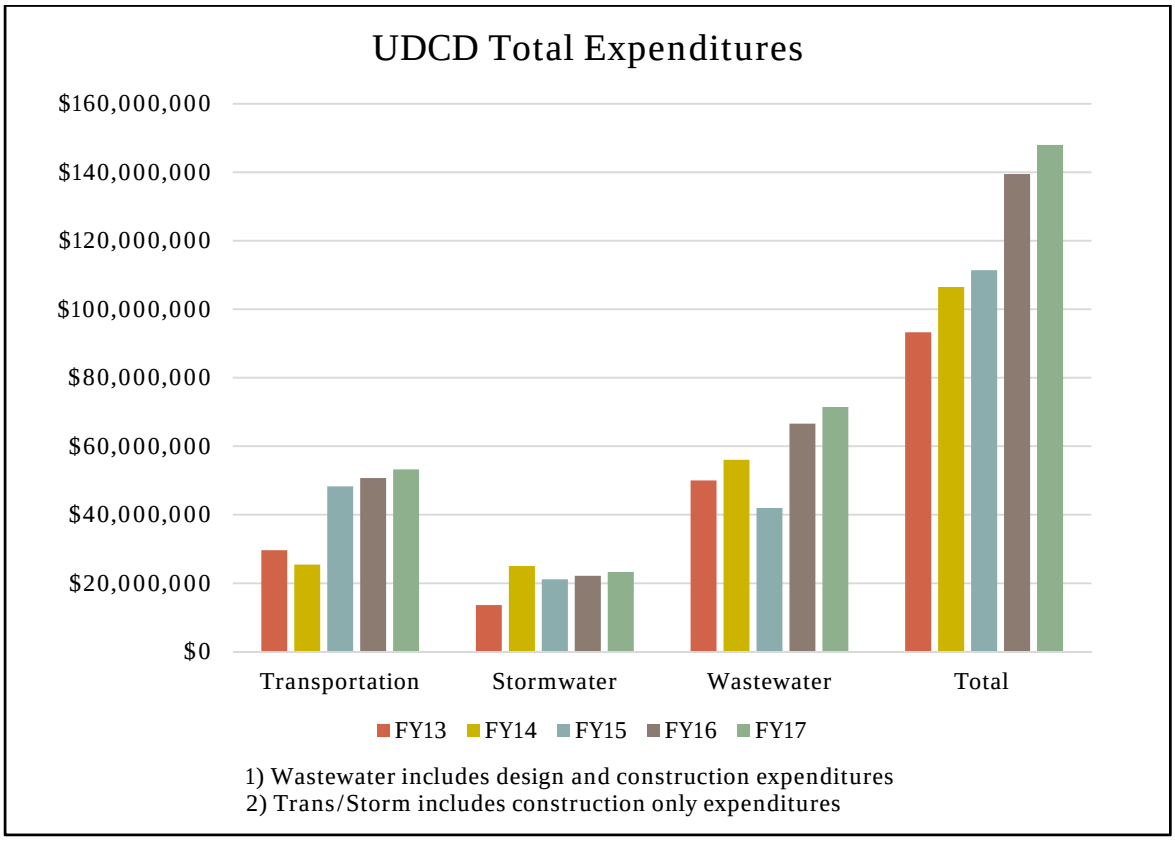
Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total Construction Value of Completed Projects or Projects in Construction per Fiscal Year	NA	NA	$154,270,000	$190,430,888	$202,009,086
Total expenditure for design and construction per fiscal year	$93,288,739	$106,500,984	$111,376,480	$139,484,991	$147,979,241
Total expenditure for design and construction per staff person	$1,392,369	$1,589,567	$1,662,336	$2,081,886	$2,208,645
Customer Service Survey	NA	85%	NA	90%	NA

Total Construction Value of Projects per Fiscal Year

This measure tracks the construction value of all active construction projects in a given fiscal year. The construction value is a reflection of the overall workload managed by this LOB. FY 2015 is the first year of tracking this number so historical data from previous years is not available. With project growth in all sectors of this LOB (wastewater, transportation, and stormwater), the workload and output by the UDCD LOB is anticipated to continue to increase. Construction value of projects has grown from $93 million in FY 2013 to $147.9 million estimated for FY 2017.

Total Expenditure per fiscal year

This output measure provides a comparison of total expenditures by UDC since FY 2013. The expenditures are a reflection of the overall workload managed by UDC. With project growth in all sectors of this LOB (wastewater, transportation, stormwater), the workload managed by the UDC is anticipated to continue to increase as project growth continues from all sectors.



Total Expenditure per FTE

This efficiency measure provides a comparison of total expenditures per FTE by this LOB during a given fiscal year. Total expenditures are divided by the total number of full-time merit employees in UDCD. Project growth continues in all sectors of this LOB (wastewater, transportation, stormwater). Contract dollars managed are increasing with project growth, resulting in increases in the dollar level managed per FTE but also complexity of project type.

UDCD Expenditures					
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Total Expenditures	$93,288,739	$106,500,984	$111,376,480	$139,484,991	$147,979,241
Expenditure $/ FTE	$1,392,369	$1,589,567	$1,662,336	$2,081,866	$2,208,645
FTE's	67	67	67	67	67

Customer Service Survey

UDCD conducts a customer service survey bi-annually to gauge the level of satisfaction for the services the agency provides. The target goal is 90 percent of responses of satisfactory or above. FY 2014 was the first year of this survey and results show an 85 percent customer service satisfaction. Efforts at all levels of the organization are ongoing to work toward achieving the 90 percent goal when the next survey is conducted in FY 2016.

LOB #60:

STREETLIGHTS (INCLUDING UTILITIES)

Purpose

Streetlights (Including Utilities) manages the Streetlight Program, including monitoring the utility expenditures to ensure streetlight issues are adequately and fairly addressed across the County and to ensure timely/accurate utility payments are made to Dominion Virginia Power (DVP) and Northern Virginia Electric Cooperative (NOVEC). Streetlight staff continues to seek upgrades to gain efficient and environmentally-sound lighting systems. The Streetlight Program is required to ensure installation of streetlights as required by the County's Public Facilities Manual (PFM) and as part of various projects constructed throughout the County. This program also handles the coordination of streetlight issues with the County Board of Supervisors' offices and residents and is the main point of contact for issues of streetlight repair and damage, outages, etc.

Description

The Streetlight Program manages utility expenditures totaling $8.2 million (4/4.0 FTE positions).

- Utility bills are paid and managed by Capital Facilities for streetlights countywide;
- New installations occur from private development activities, public development (County facilities), roadway projects, and select multiuse trails. The streetlight program works closely with DVP and NOVEC. These utility companies are responsible for streetlight installation and maintenance and the County streetlight program coordinates the work that needs to be performed; and,
- The Streetlight program manages the replacement of any non-standard special streetlight poles, fixtures and foundations due to damage.

The Streetlight program works closely with the Fairfax County Utility Coordinator and other County agencies to negotiate the Virginia Energy Purchasing Governmental Association (VEPGA) contract.

- Ensures streetlight issues are adequately and fairly addressed for utility billings.
- The Streetlight Program ensures the County adheres to the established contract which includes (a) Fuel Charge Rider A (fuel rate), (b) other applicable Riders, (c) new technology lighting schedules (i.e. LED lighting rates), (d) Terms and Conditions for repairs and maintenance, (e) responsibility for obtaining permits and easements, and (e) timelines on cost estimates and installation and construction schedules.
- The Streetlight Program staff works to ensure any price escalations for the fuel factor rate, the type of lights installed, and general contract rate increases are fair and reasonable.

The Streetlight Program reviews every development plan for the planning of streetlights and works closely with the BOS and citizens on streetlight issues.

- The Streetlight Program staff reviews all countywide streetlight installations; installations increase with the expansion of developments and roadway projects across the County.
- Provides expertise and guidance to developers on streetlight installations.
- Serves as the intermediary between DVP/NOVEC and private developers.
- Reviews development plans associated with greater urbanization and TOD. Streetlight requirements and designs are evaluated for select high volume walkways and bike trails as seen within the Tysons Corner urban redevelopment area. Illumination levels and photometrics are also

evaluated to ensure safety of the residents and communities for walkers, school children at bus stops, and crime deterrence. Provides a resource for the resolution of resident streetlight complaints and for streetlight concerns and suggestions.

The Streetlight Program further seeks environmentally-sound lighting options and seeks to install lighting that is cost beneficial and environmentally friendly.

- The Dim Bulb Program provides for upgrading of existing lights, typically older Mercury Vapor (MV) source lights. Numerous MV source lights have depreciated in effective lighting distribution and are replaced with more efficient high pressure sodium vapor (HPSV) source lights. The monthly utility rate is less with similar HPSV light then the MV light. The VEPGA contract allows for a low flat rate conversion fee for changing MV to HPSV.

Benefits

- Streetlights staff provide coordinated management of the County streetlight system to ensure consistency in lighting approach, conformance with lighting standards and prompt resolution of lighting issues.
- Streetlights enhance vehicular and pedestrian safety; deter crime deterrence, and reduce nighttime crashes.
- Streetlights aid in nighttime vehicular navigation. A well-lit intersection provides a safe environment for all vehicular movements. In addition, a well-lit intersection will allow improved visibility for oncoming motorists to better see pedestrians as well to allow the pedestrians a well-lit path to cross the roadway.
- Fairfax County adheres to ANSI/IESNA RP-8 (American National Standards Institute/Illuminating Society of North America) Standard Practices. The benefit of utilizing standard practices is to encourage good consistent lighting performance for roadways and pedestrian areas though out the County, minimize dark spots and limit unwanted glare to the motorist. The RP-8 enhances design standards that encourage night time vehicular and pedestrian safety.
- Reduce nighttime crime incidents. Improved lighting deters potential offenders by increasing the risk that they can be seen committing a crime. Police can enforce crime prevention better at night when there is improved visibility. First responders are better protected at night under lit roadways. Children required to walk to school and events during dark hours are safer when walking along roadways that have well lit roadways and pedestrian areas.

The program provides an important review of lighting as urbanization continues to grow, working closely with the development community. Lighting is becoming more important in and around dense development, including transit oriented development (TOD) areas.

Mandates

In compliance with the Fairfax County Public Facilities Manual (PFM), all developers are required to provide streetlights along the frontage of their site. Capital Facilities streetlight staff provides the review of the developer streetlight plans to ensure compliance with the PFM.

Trends and Challenges

- Utilization of LED technology provides energy efficient white light. Lesser energy inefficient streetlights such as MV emits a bluish tint color and HPSV emits a yellowish tint color. The current challenge is that the cost of LED lighting technology is still at a premium. Plus, LED lights still do

not currently have the lumens output (photometrics) required to properly light wider major roadways.

- Conversion of MV streetlights to HPSV streetlights. The United States Congress Energy Policy Act of 2005, effective January 1, 2008, mandated that the manufacturing and importation of Mercury Vapor ballasts (a key MV streetlight component) will no longer be permitted. No additional MV streetlights are being installed in the County. However, there are 21,931 existing MV streetlights countywide. Ideally, these lights should be converted to the more efficient and effective HPSV lights. The current VEPGA contract allows a flat rate conversion of $149 per light; therefore, the replacement of 21,931 lights would cost the County $3,267,719. Funding is not available for this effort. As existing MV ballasts malfunction, they are being replaced on a case-by-case basis with HPSV ballasts.
- The demand for decorative streetlights in new revitalized urban areas such as Tysons Corner has become a challenge since these lights are not a standard product offered by the VEPGA contract. Accordingly, a cost premium is required for decorative, non-standard lights. Decorative streetlight products can be used per VEPGA contract, but Dominion Virginia Power must approve the product and Fairfax County must store replacement products (10 percent of total non-standard inventory).
- Fairfax County has begun installing pedestrian lighting at select locations within Tysons. The DVP product offering is extremely limited for pedestrian lighting. In addition, DVP generally does not maintain pedestrian lighting.

Recently, there has been a new trend that is still being evaluated regarding the placement of Digital Antenna Systems (DAS) on streetlight poles. The mobile device industry has recognized the streetlight pole as a vehicle to secure small antennas to increase mobile signal strength and avoid the use of standalone monopoles. In some instances, a full streetlight pole and streetlight replacement using a non-standard proprietary pole and light has been requested. Discussion with DVP, DPWES and DPZ is ongoing to determine how to address this emerging issue.

Resources

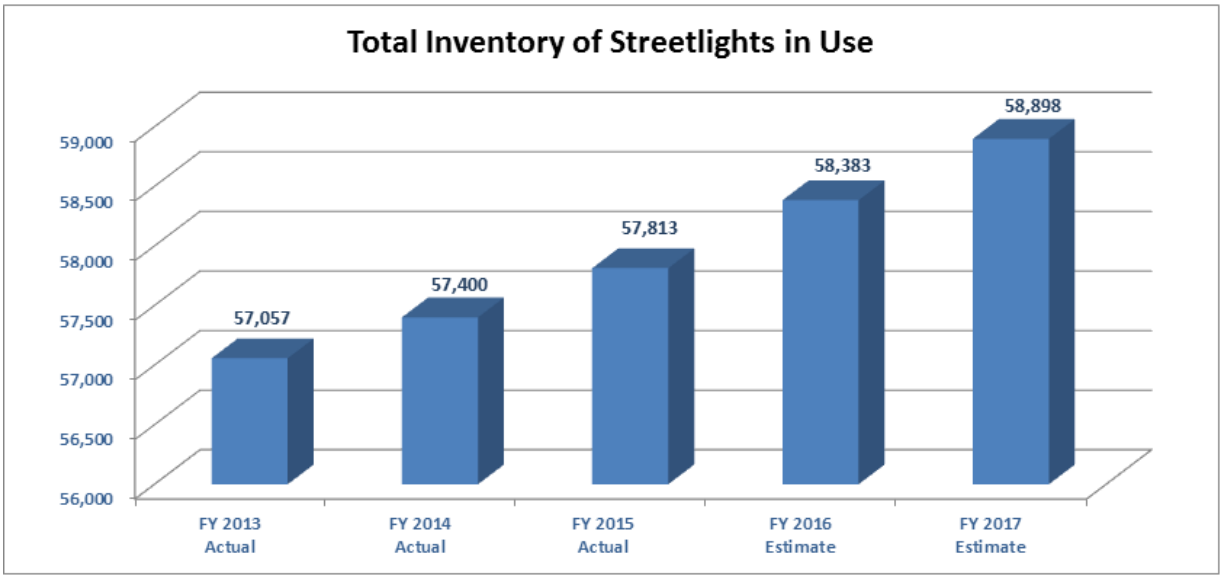
Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #60: Streetlights (including Utilities)			
FUNDING			
Expenditures:			
Compensation	$402,155	$402,154	$0
Operating Expenses	7,833,659	7,945,253	8,670,613
Total Expenditures	$8,235,814	$8,347,407	$8,670,613
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$8,235,814	$8,347,407	$8,670,613
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	3 / 3	4 / 4	4 / 4
Total Positions	3 / 3	4 / 4	4 / 4

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total Inventory of Streetlights in Use	57,057	57,400	57,813	58,383	58,898
Total Annual Utility Cost of Streetlights	$8,142,874	$8,235,813	$8,347,407	$8,564,351	$8,787,858
Cost per Streetlight	$143	$143	$144	$147	$149
Percent of increase in inventory	0.50%	1%	1%	2%	2%

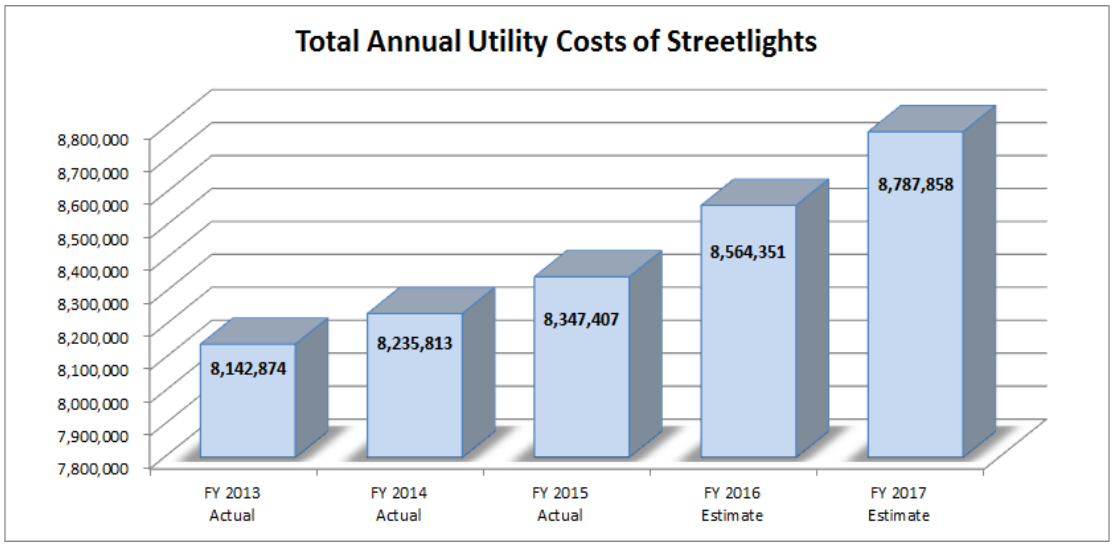
Total Inventory of Streetlights in Use

Total Inventory of Streetlights continues to increase each year with development activity across the County. Increases are primarily due to streetlights installed under the Developer Streetlight Program whereby developers are required to provide streetlights along the frontages of their sites in accordance with the Public Facilities Manual (PFM) requirements. In addition, a limited number of lights are added based on requests from residents through the Dim Bulb Streetlight Program and Board of Supervisor's request. Finally, streetlights are added to the inventory due to the completion of various County projects. Inventory estimates are projected to increase in FY 2016 and FY 2017 based on continued development primarily in the Tysons and Reston areas of the County.



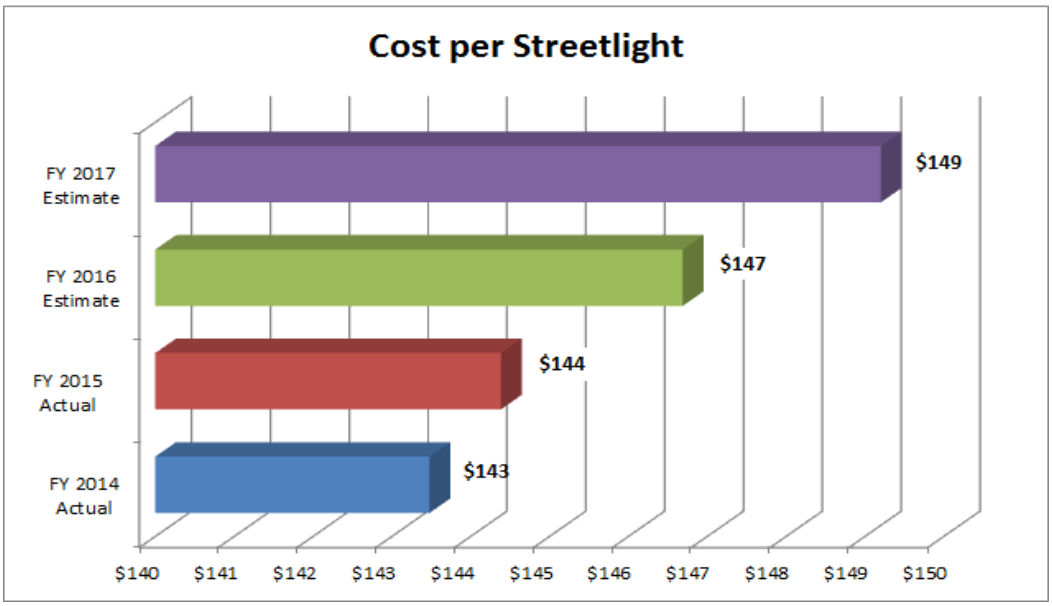
Total Annual Utility Cost of Streetlights

The Total Annual Utility Costs of Streetlights continue to rise as inventory is added each year. The majority of streetlights added each year is primarily driven by private development. Although, there has been a decrease in fuel rate, VEPGA Rider A, other smaller VEPGA Riders continue to increase which also contributes to the increase in the overall utility costs. The projections for FY 2016 and FY 2017 assume fuel costs remain relatively consistent. The graphic also reflects a steady increase in workload for the Streetlight Program staff as the inventory grows.



Cost per Streetlight

Cost per streetlight has escalated slightly from $143 per light to $144 per light and this is anticipated to increase primarily because of growing use of non-standard decorative light fixtures in dense urban centers (Tysons) as the County grows into a more urban-type environment.



Percent of increase in inventory

The information presented in the previous Metrics table demonstrates increased streetlight installations are anticipated associated with development activity. Continued development in Tysons Corner, Reston, and western areas of the County has fueled the growth in streetlight inventory. Additionally, urbanization is now driving a need for increased pedestrian lighting particularly near transit-oriented development areas (near the Silver Line).

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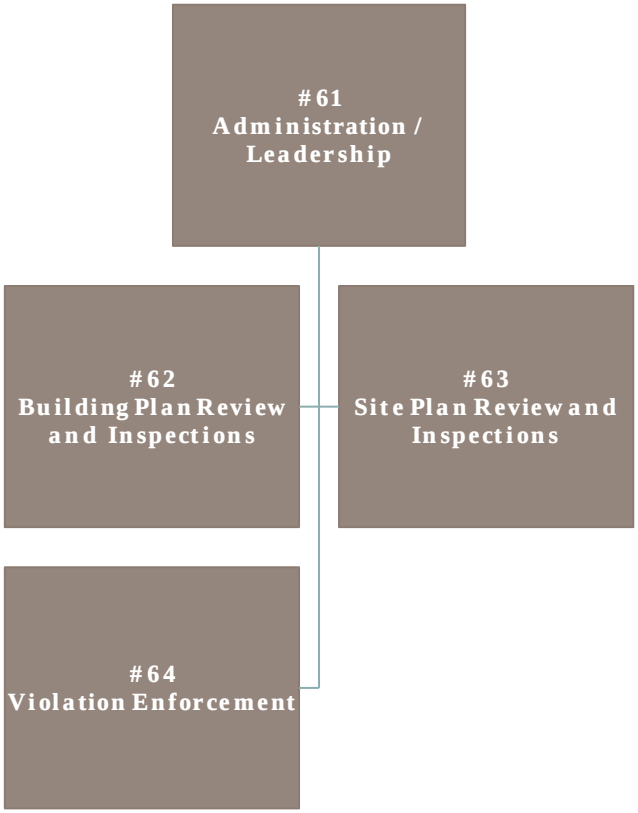


Department Overview

The Land Development Services (LDS) agency provides regulatory services to protect the health, safety, welfare, and environment for those who live in, work in, and visit Fairfax County. The agency accomplishes this mission through effectively regulating land development and building construction.

The agency, comprised of 272/272.0 FTE positions, functions through four interwoven lines of business (LOB):

- Administration / Leadership
- Building Plan Review and Inspections
- Site Plan Review and Inspections
- Violation Enforcement

LDS reviews all site and subdivision plans, inspects site development, and is responsible for the plan review, permitting, and inspection of new and existing buildings and structures to ensure compliance with applicable codes and regulations (e.g., Virginia Uniform Building Code, Chesapeake Bay Preservation Act regulations, Virginia Road and Bridge Standards, numerous provisions of the Fairfax County Code, the County Public Facilities Manual (PFM)). LDS takes action against noncompliant construction and land disturbing activities. It provides technical training and conducts customer outreach programs to help homeowners, builders, engineers and contractors comply with land development and building code regulations.

LDS evaluates recent economic activity to predict future workload and resource needs. The number of site and subdivision submissions has remained steady. There continues to be a shift in development towards more infill and redevelopment/revitalization of older communities and more complex sites (i.e., sites with

problem soils or adjacent floodplain proximity), and of more multi-use and multi-family types of buildings. The workload associated with regulating these types of developments has inherent complexities that strain resources. For example, infill development and revitalization projects are generally more complex due to stormwater management challenges, erosion and sedimentation issues, deficient infrastructure, and potential impacts on adjoining property owners.

In early 2015, the Board of Supervisors (BOS) adopted a six goal plan for economic success to ensure that the County positions itself for continued economic growth and quality communities. Goal number three of that plan seeks to "Improve the speed, consistency and predictability of the development review process." Developers have options beyond Fairfax County for siting their projects. One of the key concerns in choosing a location for development is that of the time a project will take in the permit approval process. Consequently, in support of the County's continued economic success, this goal has become a key driver for agency actions as measured by individual plan reviews and inspections to general process improvements.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$17,529,823	$18,094,393	$20,478,912
Operating Expenses	4,449,677	4,736,389	4,888,745
Work Performed for Others	(391,842)	(357,859)	(353,732)
Capital Equipment	52,987	7,318	0
Total Expenditures	$21,640,645	$22,480,241	$25,013,925
General Fund Revenue	$28,962,664	$33,705,379	$34,086,560
Net Cost/(Savings) to General Fund	($7,322,019)	($11,225,138)	($9,072,635)
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	263 / 263	274 / 274	272 / 272
Total Positions	263 / 263	274 / 274	272 / 272

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
61	Administration / Leadership	$1,379,445	15
62	Building Plan Review and Inspections	12,231,073	133
63	Site Plan Review and Inspections	10,943,593	119
64	Violation Enforcement	459,814	5
Total		$25,013,925	272

Lines of Business

LOB #61:

ADMINISTRATION / LEADERSHIP

Purpose

Administration and Leadership for Land Development Services (LDS) provides support and leadership for the three Land Development Services agency lines of service:

- Building Plan Review & Inspection
- Site Plan Review & Inspections
- Violation Enforcement

Staffs herein provide senior level management for agencywide direction and initiatives. This LOB also manages the financial accounting, human resources support and information technologies services for the agency. In addition, this LOB provides support and coordination for initiatives related to workplace safety, emergency management and preparedness, strategic planning, performance measurement, national accreditation, and awards and recognition. Housing the administrative functions within this LOB allows the other LDS LOBs to realize its full potential for service to County with limited administrative distraction. Additionally, singular leadership and unified administrative services for the agency allows coordinated and collaborative delivery of services.

Description

The Administration / Leadership LOB includes 15/15.0 FTE positions from the Director's Office, Human Resources Branch and Financial Branch. The following outlines key functions of this LOB:

Financial Services. The Financial Management Branch (FMB) provides financial management for LDS including the following agency functions:

- Agency budget development and tracking;
- Forecasting the development of revenue models, workload projections and staffing needs;
- Procurement Services to secure goods and services necessary to execute agency mission;
- Cashier Services for collection and management of development related fees for LDS and several other County agencies, accounting for approximately $54 million of receipts annually; and
- Construction Escrow Management for receipts and transfer or release of $80-$100 million in development escrows and proffer payments.

Human Resources Services. Human Resources Branch (HRB), in coordination with central Department of Human Resources, provides the following agency functions:

- Performance management and salary review coordination;
- Recruiting and hiring program;
- Vacancy management;

- Policy and procedure development related to personnel and adherence to County policies and procedures;
- Employee relations including: disciplinary actions, work plans, and civil services matters;
- Agency training and organizational development initiatives; and
- Planning for retirements, succession, and workforce organizational change.

Program Administration. Staff within the Director's Office manage the following programmatic functions:

- Emergency Preparedness including Continuity of Operations Plan (COOP), Agencywide Emergency Preparedness and Response Plan; Herrity Building Emergency Action Plan (EAP); Testing, Training and Exercise; and management of the Department Operations Center (DOC);
- Safety Program including: general safety training, vehicle safety program, job hazard analysis, reporting, and issuance of safety equipment; and
- Fleet Services including maintenance tracking and vehicle replacement.

Performance Measurements & Strategic Planning. Staff within this LOB track and monitor budgetary and performance metrics to ensure that the agency realizes its potential and meets stakeholder expectations. The metrics drive both daily decision-making and mid and long-term agency performance strategies. This agency provides the leadership necessary to foster a collective mission agencywide.

Benefits

Leadership and administrative support provided by this agency benefits the community by:

Setting a Clear and Unified Approach for the LDS Mission. With nearly 300 FTE positions in the agency and three overlapping and intertwined LOBs within the agency, clarity of mission becomes a must in order to deliver quality services in a timely manner. The leadership from this LOB provides that necessary direction and guidance.

Leveraging Resources. By centralizing financial oversight, human resources support and information technologies as well as safety and emergency preparedness programs, the County realizes efficiencies for similar LOBs. Similarly, shared computing resources, meeting spaces, etc. deliver both cost savings for the County and improved customer service.

Common Understanding. The other three LDS LOBs are intertwined through common function, customer base and staffing. Therefore, a centralized management allows for powerful management regarding shared issues/projects, enhanced internal communication and an accelerated ability to apply lessons learned across the entire agency.

Maintaining Relationships. Through regular engagement with critical internal and external stakeholders, the agency cultivates relationships that foster partnerships and common mission.

Engaging Code Development. Staff actively engage with state and national code development committees to ensure that County perspectives become a critical part of the code development dialogue.

Aligning the Costs of Development. By Board direction, the agency recovers 90 percent or more of the costs associated with the permitting process. By doing so, the burden of compliance is borne on developers and not passed to taxpayers (FY 2012 – 93 percent, FY 2013 – 95 percent, FY 2014 – 93 percent).

Mandates

There is no federal or state mandate for this LOB; however, the Administration / Leadership LOB serves three fully mandated LOBs:

- Building Plan Review and Inspections
- Site Plan Review and Inspections
- Violation Enforcement

In fulfilling these three related LOBs the LDS agency enforces the following Virginia codes:

- Virginia Uniform Statewide Building Code (USBC);
- Virginia Construction Code (VCC);
- Virginia Rehabilitation Code (VRC).

In addition, the LDS agency enforces the following Chapters of the Fairfax County Code:

- Chapter 2 – Property Under County Control;
- Chapter 61 – Building Provisions;
- Chapter 64 – Mechanical Provisions;
- Chapter 65 – Plumbing Provisions;
- Chapter 66 – Electrical Provisions;
- Chapter 67 – Sanitary Sewers and Sewage Disposal;
- Chapter 71 – Expedited Building Plan Review;
- Chapter 101 – Subdivision Provisions;
- Chapter 102 – Streets and Sidewalks;
- Chapter 104 – Erosion and Sediment Control;
- Chapter 107 – Problem Soils;
- Chapter 112 – Zoning Ordinance;
- Chapter 117 – Expedited Land Development Review;
- Chapter 118 – Chesapeake Bay Preservation;
- Chapter 122 – Tree Conservation Ordinance;
- Chapter 124 – Stormwater Management Ordinance;
- Appendix Q – Land Development Services Fee Schedule; and
- Public Facilities Manual (PFM).

Goals for such regulations include:

- Protect the health, safety and welfare of the public;
- Protect the environment;
- Adhere to industry standards;

- Meet state regulations, permit regulations and delegated authorities; and,
- Reflect Community interests and values.

Trends and Challenges

Current development and County conditions have created the following trends, challenges and opportunities within this LOB.

Goal Three of the County's Economic Success Strategies. In early 2015, the Board of Supervisors adopted a six goal plan for economic success. Goal number three of that plan seeks to "Improve the speed, consistency and predictability for the development review process." This goal drives every action that the agency takes measured from individual plan review and inspection, to general process improvements.

Complexity of Design and Regulations. As open space and easily developable property continues to diminish in the County, new development is now occurring on more complex sites, which was overlooked previously for economic reasons. The result is greater technical challenges for both the design engineers and County staff. More difficult sites require more coordination and review of the proposed construction documents as well as more special studies and reports to address special issues.

Evolving Community Fabric. The types of commercial projects in the County have grown exceedingly more complex due to the Metro's Silver Line, revitalization efforts, mixed use development, environmental stewardship and other trends in the development community. These complexities force all parties to be responsive to increased stakeholder expectation, which in turn creates projects that take more time to process, review, and inspect.

Residential Construction. Residential construction has shifted from new subdivision projects to infill lots or the tear down of existing homes and construction of new ones. This shift often requires greater scrutiny of the new constructions' impact on existing systems and response to adjacent property concerns.

Increased Customer Expectations. With an educated and wired population, customers have a high level of expectations for service delivery. Additionally, the development community demands information 24/7, precise times for inspector jobsite arrivals, expansion of online permitting capabilities, electronic plan submissions and other adaptable services that meet the work needs. There is an increased expectation for the County to facilitate and mediate solutions to problems between developers and homeowners. Complaint resolutions continue to become more complex due to multi-issues, such as the increase in unlicensed contractors and unpermitted construction activity.

Evolving Technology. Both aging technology and new technologies currently force adjustments and adoption by the agency to move to new systems. Three areas of technology that the agency is focusing on are:

1) Land Development System (LDS) database provides multi-agency application for all County agencies involved in the land development and building permitting process. A two year capital project is currently underway to modernize this system;
2) E-plan submission. The agency has launched a pilot project to fully explore electronic plan submissions to create efficiencies for County staff and developers; and
3) Increased mobile technologies for onsite inspectors, will result in greater efficiency and responsiveness for land use customers.

Resources

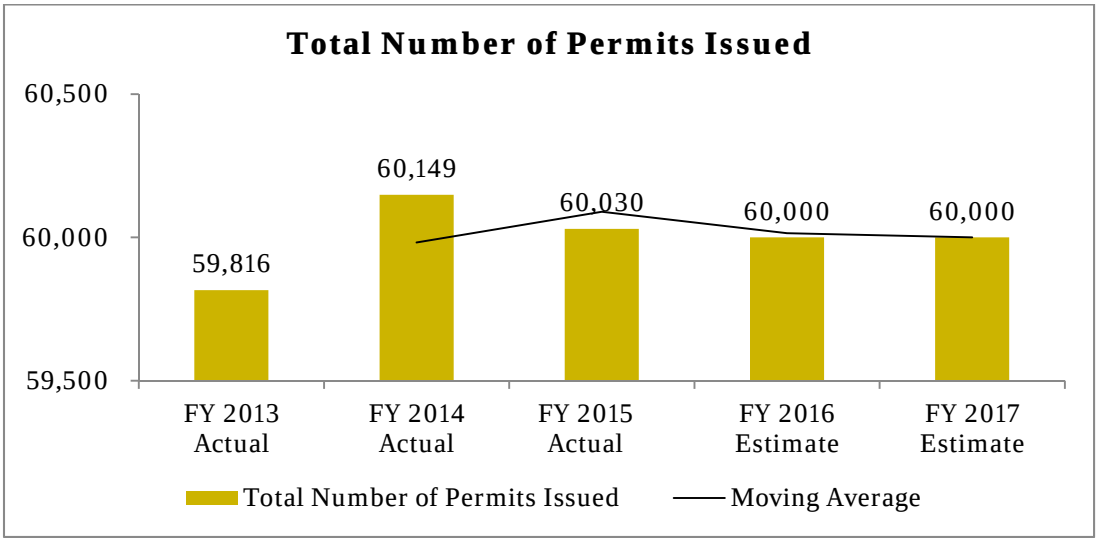
Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #61: Administration / Leadership			
FUNDING			
Expenditures:			
Compensation	$940,298	$994,198	$1,129,353
Operating Expenses	238,681	260,242	269,599
Work Performed for Others	(21,020)	(19,664)	(19,507)
Capital Equipment	2,842	402	0
Total Expenditures	$1,160,801	$1,235,178	$1,379,445
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,160,801	$1,235,178	$1,379,445
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	14 / 14	15 / 15	15 / 15
Total Positions	14 / 14	15 / 15	15 / 15

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total Number of Permits Issued	59,816	60,149	60,030	60,000	60,000
Total Revenue	$28,261,181	$28,939,640	$33,671,388	$34,086,560	$34,729,458
Revenue Per FTE	$108,697	$110,880	$123,338	$125,781	$128,153
LDS Recovery Rate	95%	93%	104%	92%	92%

Annually, LDS issues approximately 60,000 permits, which allows individual homeowners and large-scale commercial builders to build within the County. This tremendous volume of permits is challenged by limited resources and the ever-increasing complexity in design, regulatory obligation and stakeholder scrutiny.

Through Board action to approve the building safety and land development provisions of the Fairfax County Code, community values to protect health, safety and welfare of the public have been codified. Similarly, the community's desires regarding its character are articulated in the County's Zoning Ordinance. The review process managed by Land Development Services ensures adherence to these values. The permit fees paid by homeowners and builders align with the costs incurred by the agency to enforce the codes. By Board direction, the agency recovers at least 90 percent of the costs associated with the permitting process. By doing so, the burden of compliance is borne on developers and not passed to taxpayers. In FY 2015, the County, with extensive industry support, approved the "booster shot" to raise fees in order to elevate the level of service provided by the County during the permitting process. This fee increase is projected to produce over $5 million in additional annual revenue and will enable LDS to expand a fast track approach to meeting customer service needs through work plan implementation efforts and information technology initiatives.



LOB #62:

BUILDING PLAN REVIEW AND INSPECTIONS

Purpose

The Building Plan Review and Inspections LOB is responsible for the health, safety and welfare of the public through plan review and inspection of buildings under the Virginia Uniform Statewide Building Code (USBC) which incorporates by reference codes published by the International Code Council (ICC), which are summarized in the Mandates section of this LOB.

Areas of focus ensure that new buildings and alterations to existing buildings are appropriately fire protected, structurally sound, energy efficient, accessible to the disabled and equipped with functioning and safe plumbing, mechanical and electrical systems. In accomplishing this work, staff performs the following services:

- Building Permit Processing;
- Building Plan Review;
- Building Inspections;
- Elevator Permitting and Inspections;
- Safety and Prevention Inspections;
- Building Code Development and Research;
- Pre-approved, Typical Construction Details;
- Records and Information Management; and
- Information Technology Support.

Description

The Building Plan Review and Inspections LOB includes 133/133.0 FTE positions from the Building Plan Review and Inspections Division and various staff resources from the Code Development and Compliance Division of LDS. The following outlines key functions of this LOB:

- **Building Permit Processing.** Intake and process permit applications and fees for all agencies for proposed building construction in Fairfax County and the Towns of Vienna and Clifton. Annually, approximately 60,000 permits are issued and in FY 2014, the County realized over $19 million in revenue.
- **Building Plan Review.** In coordination with partner community development agencies, i.e., the Fire Marshal's Office, Planning and Zoning and the Health Department, staff regulate all building construction through plan review and permit issuance for code and engineering standard compliance. Annually, the agency reviews over 15,000 plans.
- **Building Inspections.** During construction operations, staff inspect projects for compliance with approved plans and applicable codes. Annually, staff conduct over 156,000 inspections.
- **Elevators/escalators Permitting and Inspections.** Staff manages a permit and inspection program for the nearly 5,400 elevators and over 200 escalators in the County. Annually, staff issue 350 permits and inspect 12,000 elevators through a third-party inspection service.
- **Safety and Prevention Inspections.** As required by the USBC or through agreement with Fairfax Water, the agency annually inspects over 17,500 backflow prevention devices, 1,200 commercial swimming pools and nearly 100 amusement devices (carnival rides and inflatables).

- **Building Code Development and Research.** Staff participate in an annual code development process representing County interests by reviewing approximately 1,500 code change proposals submitted to the International Code Council for consideration. Staff research specific project proposals for alternate construction methods and materials through nearly 150 code modification requests and code appeals each year.
- **Pre-approved Typical Construction Details.** The agency provides County-developed typical construction details, which allow a homeowner to bypass code review for common residential permit applications (i.e., decks, finished basements, carport enclosures and retaining walls). Every year approximately 850 permits are issued under this program.
- **Records and Information Management (RIM).** In accordance with the Library of Virginia and Virginia Freedom of Information Act (VFOIA) obligations, the agency maintains a central RIM program for permit applications and construction plans. Each year the agency responds to 450 FOIA requests.
- **Information Technology Support.** In concert with DIT, staff work on applications development and maintenance of the Fairfax Inspections Database Online (FIDO) permitting database. Staff also support numerous small to moderately sized applications directly impacting customer service and operational efficiency.

Benefits

Through the enforcement of USBC and County Ordinances related to building construction, this agency benefits the community by:

- **Ensuring the health, safety and welfare of the population.** Buildings and the systems therein are evaluated to meet minimum standards that safeguard its occupants and promote resilient construction and a sustainable community.
- **Being an advocate for effective codes.** To offset the County's inability to edit the state-mandated building code, County participation in the building code development process influences national codes to include local best practices and community needs.
- **Promoting energy conservation and green construction practices.** Staff enforce energy conservation requirements and provide for advanced energy-saving techniques in a building's design and construction.
- **Providing ideal places to live.** Homes of all types and sizes are constructed to help people live free of impediments in a structurally-sound and fire resistant buildings.
- **Evaluating new materials, methods and technologies.** Agency staff administer an adaptive process by which building owners and developers have the ability to use methods and materials not dictated by the code that can determine a building's constructability, address community needs and enable revitalization efforts.
- **Facilitating economic success.** A permit application process that balances mandated life safety with a customer's economic needs can bring a house, building or tenant space to market in time to begin earning revenue for its owners and the County.
- **Aligning the Costs of Development.** By Board direction, the agency recovers 90 percent or more of the costs associated with the permitting process. By doing so, the burden of compliance is borne on developers and not passed to taxpayers (FY 2012 – 93 percent, FY 2013 – 95 percent, FY 2014 – 93 percent).

Listed below are the primary County Vision Elements related to the LOB.

- **Maintaining Safe and Caring Communities** through the permitting process which ensures the County's population occupies code-compliant and safe building and structures.
- **Building Livable Spaces** through design, permitting and construction based on building codes that incorporate the community's changing needs as well as through customer assistance and innovative programs designed to help overcome hurdles in the regulatory process.
- **Maintaining Healthy Economies** by maintaining a fair and balanced process and by staff availability and support for customers who contribute to Fairfax County's economy when construction or rehabilitation is part of their business or personal needs the agency contributes to a robust construction sector of the Fairfax economy.
- **Practicing Environmental Stewardship** by enforcing energy conservation code provisions and providing customer process incentives when constructing green buildings.

Mandates

This LOB is state mandated through Title 36-98 of the Code of Virginia. The percentage of resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 39 and 40 for the specific federal or state code and a brief description.

The Building Plan Review and Inspections LOB is responsible for the health, safety and welfare of the public through plan review and inspection of buildings under the USBC, which incorporates by reference the following codes published by the International Code Council (ICC):

- *International Building Code;*
- *International Mechanical Code;*
- *National Electrical Code;*
- *International Fuel Gas Code;*
- *International Energy Conservation Code;*
- *International Residential Code; and*
- *International Existing Building Code.*

In addition to enforcing the USBC, staff within this LOB enforce related Chapters of the Fairfax County Code as follows:

- Chapter 61 – Building Provisions;
- Chapter 64 – Mechanical Provisions;
- Chapter 65 – Plumbing Provisions;
- Chapter 66 – Electrical Provisions;
- Chapter 67 – Sanitary Sewers and Sewage Disposal;
- Chapter 71 – Expedited Building Plan Review; and
- Chapter 107 – Problem Soils.

The mandated function is also critical to other tangential compliance for:

- Buildings meeting accessibility requirements of the Americans with Disabilities Act (ADA) and Fair Housing Act through compliance with the USBC which are considered a safe-haven for federal requirements.

- Building-related proffers, property setbacks, height certifications and other zoning enforcement.
- Remedial training to contractors through the Virginia Department of Professional and Occupational Regulation and technical training to code officials from other jurisdictions through the Virginia Department of Housing and Community Development.

Trends and Challenges

Current development and County conditions have created the following trends, challenges and opportunities within this LOB.

Complexity of Design and Regulations. Fairfax County has been experiencing a leveling in new commercial construction. However, the types of commercial projects have grown exceedingly more complex due to the Metro Silver Line, revitalization efforts, mixed-use buildings, green construction/LEED certification and other trends in the development community. These complexities take more time to process, review and inspect.

Residential Construction. Residential construction has shifted from new subdivision projects to alterations or expansions of existing homes, the construction new homes on infill lots or the tear down of existing homes and construction of new ones. This shift often requires greater scrutiny of the new constructions' impact on existing systems.

Aging Population. As baby-boomers continue to age, construction trends have changed to enable age-in-place housing, adult day care centers and assisted living facilities. Building codes now require more complex systems to accommodate people with diminished or no capability of self-preservation. Additional system installations complicate the related plan review and inspections.

Phased Construction. Contractors more frequently choose modified processing options for large construction projects, which allow footing and foundation efforts to commence prior to design completion and County-approvals for the remainder of the building. This has led to further requests to occupy portions of buildings prior to the full construction of the project and absorbed into the permitting process.

Increased Customer Expectations. With an educated and wired population, customers have a high level of expectations for service delivery. Additionally, the development community demands information 24/7, precise times for inspector jobsite arrivals, expansion of online permitting capabilities, electronic plan submission and other adaptable services that meet the work needs.

Evolving Technology. Both aging technology and new technologies currently force adjustments and adoption by the agency to move to new systems. Three areas of technology that the agency is focusing on are:

1) Land Development System (LDS) database provides multi-agency application for all County agencies involved in the land development and building permitting process. A two year capital project is currently underway to modernize this system;
2) E-plan submission. The agency has launched a pilot project to fully explore electronic plan submissions to create efficiencies for County staff and developers; and
3) Increased mobile technologies for onsite inspectors, will result in greater efficiency and responsiveness for land use customers.

Goal Three of the County's Economic Success Strategies. In early 2015, the Board of Supervisors adopted a six-goal plan for economic success. Goal number three of that plan seeks to "Improve the speed consistency and predictability for the development review process." This goal drives every action that the agency takes measured from the individual plan review and inspection to process improvements.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #62: Building Plan Review and Inspections			
FUNDING			
Expenditures:			
Compensation	$8,597,001	$8,815,217	$10,013,585
Operating Expenses	2,182,216	2,307,471	2,390,452
Work Performed for Others	(192,167)	(174,341)	(172,964)
Capital Equipment	25,986	3,565	0
Total Expenditures	$10,613,036	$10,951,912	$12,231,073
General Fund Revenue	$19,238,306	$22,744,955	$22,409,218
Net Cost/(Savings) to General Fund	($8,625,270)	($11,793,043)	($10,178,145)
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	128 / 128	134 / 134	133 / 133
Total Positions	128 / 128	134 / 134	133 / 133

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total Number of Permits Submitted	59,714	59,956	59,471	60,000	60,000
Building Inspections Performed	150,877	148,587	156,331	157,000	157,000
Number of Permits Processed per FTE	6,635	6,662	6,608	7,500	7,500
Number of Inspections per FTE	3,772	3,715	4,114	4,132	4,132
Percent of Inspections within 24 Hours	100%	100%	99.6%	100%	100%

Annually, approximately 60,000 permits are submitted to the agency and over 150,000 inspections are performed, which allow individual homeowners and large-scale commercial builders to successfully build within the County. This tremendous volume of work is challenged by limited resources and the ever-increasing complexity in design, regulatory obligation and stakeholder scrutiny. This work is expected to rise with additional economic growth in the County during this fiscal year. Managing this challenge under the Board's mandate for enhanced "speed, consistency and predictability" in the permitting process demands singular focus on the agency's broad mission and a culture driven by service.

The Building Inspection unit of this LOB intends to deliver inspections within 24 hours of customer request. On the whole, the agency has successfully delivered on this metric. Inevitably, there are circumstances beyond the control of an inspector or the agency where an inspection must be put off until the following day. Examples include:

- Delays caused by earlier inspections;
- Unexpected traffic delays; and
- Vehicle problems.

The agency goal is to conduct all inspections within 24 hours, however, due to extra workload on occasions, requested inspection services fall to the next day. With over 150,000 inspections conducted annually, less than 1 percent may be delayed to the following day.

LOB #63:

SITE PLAN REVIEW AND INSPECTIONS

Purpose

The Site Plan Review and Inspections LOB is responsible for plan review and inspections of public and private land development sites within the County under the Fairfax County Codes summarized in the Mandates section of this LOB.

In addition to ensuring that project plans and associated construction meet the appropriate codes and regulations, staff within this LOB facilitate economic development within the County by providing intake and processing services associated with land development projects. Staff within this LOB also work with the public and industry stakeholders, the Engineering Review Standards Committee, the Planning Commission and the Board of Supervisors to ensure that ordinances and regulations remain current, relevant and appropriate. Goals for such regulations include:

- Protect the health, safety and welfare of the public;
- Protect the environment;
- Adhere to industry standards;
- Meet state regulations, permit regulations and delegated authorities; and
- Reflect Community interests and values.

Description

The Site Plan Review and Inspections LOB includes 119/119.0 FTE positions from the Site Development and Inspections Division and various staff resources from the Code Development and Compliance Division of LDS. The following outlines key functions of this LOB:

- **Intake and Processing.** Staff serve as the acceptance and processing authority for proposed land development construction plans and plats and provide the overall coordination of the various reviews by other agencies and specialty fields. In FY 2014, the County realized over $9.7 million in revenue from this line of business.
- **Project Coordination.** The agency tracks progress and coalesces efforts of internal and specialty field reviewers to ensure that plans are processed within the 60 day mandated timeframe and cohesive responses to applicants result. On average, staff process 3,900 site development plans annually.
- **Code Compliance Review.** Staff review proposed land development construction plans and plats against applicable codes, regulations and engineering standards (i.e., ADA, VDOT Road and Bridge Standards).
- **Zoning Entitlements Review.** The agency provides support review for the Department of Planning and Zoning as projects work through the Zoning entitlements process.
- **Code Administration and Development.** Staff administer and amend the relevant sections of the Fairfax County Code, Zoning Ordinance and Public Facilities Manual pertaining to the land development process.
- **Inspection Services.** The agency manages inspection services for active land development construction projects and permitted landfills located within the County. In FY 2015, staff performed close to 48,000 inspections on land development projects.
- **Complaint Response.** Staff respond to complaints and provide inspection services related to land disturbance, tree preservation and drainage issues related to development activities. In FY 2015, staff responded to 283 development related complaints.

- **Project Closeout.** This agency executes project closures including final proffer compliance inspections and bond release. On average, staff process 800 project closeouts annually.
- **Outreach.** Provide technical training and outreach services to assist homeowners, builders, engineers and contractors in complying with land development and building code regulations. Through a dedicated staff position, the agency assists places of worship and non-profit community groups in the land development process.
- **Information Technology.** Provide information technology (IT) support for LDS systems, including the Plans and Waivers System (PAWS) and the Site Inspection Database (SI2K) as well as numerous small to moderately sized applications, directly impacting customer service and operational efficiency.

Benefits

Through the enforcement of County codes and industry standards related to land development, this agency benefits the community by:

- **Protecting Health, Safety and Welfare of the Population.** Compliance with County and state regulations ensure that potential natural hazards (e.g., flooding, problem soils) are mitigated to minimize flooding and drainage issues onsite and off as well as structural damage concerns. Moreover, staff review of site plans ensures that emergency services are available and include sufficient access. Additionally, compliance with road and bridge standards and the ADA ensures that projects are designed in a way that achieves expected levels of safety and universal access.
- **Ensuring Environmental Stewardship.** Land development necessarily impacts land and the environment both locally at the developing property and beyond on adjacent areas upstream and downstream. Compliance with stormwater management, problem soils and tree preservation requirements as well as other related regulations ensure that any impacts to the environment stemming from development are minimized.
- **Compliance with State and Federal Mandates.** The County is bound by numerous state and federal obligations. The work performed by the staff in this LOB helps to achieve the County's obligation for many of these high profile mandates (i.e., ADA, the Municipal Separate Storm Sewer System (MS4) Permit, Erosion and Sediment Control (E&S) Program, National Flood Insurance Program (NFIP); Chesapeake Bay Program; Total Maximum Daily Load (TMDL) Stream Protection; Freedom of Information Act (FOIA)).
- **Public Infrastructure Investment.** Much of the County's natural and manmade infrastructure is constructed and rehabilitated through private development work. By ensuring that roadways, storm sewers, sanitary sewers, trails, sidewalks, street lights, grading, trees, parking lots and proffered elements (i.e., stream restoration and open spaces) are designed and constructed in accordance with approved plans and applicable County and state requirements this LOB oversees a tremendous investment into the County's infrastructure.
- **Creating Ideal Places to Live.** Through enforcement of the Zoning Ordinance and adherence to the County's Comprehensive Plan and related master planning efforts (i.e., trails, parks, and watersheds) staff ensure that development projects meet the community's expectations for character, safety and environmental stewardship.
- **Evaluating New Materials, Methods, Technologies.** Engineering practices and technologies are constantly evolving. Through work with stakeholders and the Board, staff strive to ensure that County codes, ordinances and standard operating procedures remain relevant and reflect current industry standards.
- **Facilitating Economic Success.** A land development process that balances mandated life safety with a customer's economic needs can bring a small house or large development project to market in time to begin earning revenue for its owners and the County. Partnerships between developers and County staff to address any potential project deficiencies found in plan review ensures that those issues do not create stumbling blocks during construction or project closeout.

- **Aligning the Costs of Development.** By Board direction, the agency recovers 90 percent or more of the costs associated with the permitting process. By doing so, the burden of compliance is borne by developers and not passed to taxpayers (FY 2012 – 93 percent, FY 2013 – 95 percent, FY 2014 – 93 percent).

Listed below are the primary County Vision Elements related to the LOB.

- **Maintaining Safe and Caring Communities** through the land development process public infrastructure and private facilities are constructed to meet the diverse needs of the community.
- **Building Livable Spaces** through design and construction based on County codes and master planning, agency efforts incorporate the community's desire for livable spaces as well as through customer assistance and innovative programs designed to help overcome hurdles in the regulatory process.
- **Connecting People and Places** through design and construction based on County and state codes and master planning efforts road, trail and transit networks meet the needs of our community.
- **Maintaining Healthy Economies** by maintaining a fair and balanced process and by staff availability and support for customers who contribute to Fairfax County's economy when construction or rehabilitation is part of their business or personal needs the agency contributes to a robust construction sector of the Fairfax Economy.
- **Practicing Environmental Stewardship** by enforcing the environmental code provisions of County and state codes the County realizes it environmental stewardship goals.

Mandates

This LOB is state mandated. The percentage of resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 39 and 40 for the specific federal or state code and a brief description. The Site Plan Review and Inspections LOB is responsible for plan review and inspections of land public and private development sites within the County under the following Chapters of the Fairfax County Code:

- Chapter 2 – Property Under County Control;
- Chapter 101 – Subdivision Provisions;
- Chapter 102 – Streets and Sidewalks;
- Chapter 104 – Erosion and Sediment Control;
- Chapter 107 – Problem Soils;
- Chapter 112 – Zoning Ordinance;
- Chapter 117 – Expedited Land Development Review;
- Chapter 118 – Chesapeake Bay Preservation;
- Chapter 122 – Tree Conservation Ordinance;
- Chapter 124 – Stormwater Management Ordinance;
- Appendix Q – Land Development Services Fee Schedule; and
- Public Facilities Manual (PFM).

Trends and Challenges

Current development and County conditions have created the following trends, challenges and opportunities within this LOB.

Complexity of Design and Regulations. As open space and easily developable property continues to diminish in the County, new development now routinely occurs on more complex sites, which previously were less economically favorable. Considerations include problem soils, proximity to flood plains, inadequate infrastructure, and densely developed surrounding neighborhoods. As land values have increased, the economics to develop these areas have now become viable. The result is greater technical challenges for both the design engineers and County staff. More difficult sites require more coordination and review of the proposed construction documents as well as more special studies and reports to address special issues.

In addition, Fairfax County is experiencing a leveling in new commercial construction. However, the types of commercial projects have grown exceedingly more complex due to the Metro Silver Line, revitalization efforts, mixed use development, environmental stewardship and other trends in the development community. These complexities take more time to process, review and inspect.

Residential Construction. Residential construction has shifted from new subdivision projects to infill lots or the tear down of existing homes and construction of new ones. This shift often requires greater scrutiny of the new constructions' impact on existing systems.

Increased Customer Expectations. With an educated and wired population, customers have a high level of expectations for service delivery. Additionally, the development community demands information 24/7, precise times for inspector jobsite arrivals, expansion of online permitting capabilities, electronic plan submission and other adaptable services that meet the work needs. Separately, there are now increased expectations to facilitate and mediate solutions to problems between developers and homeowners. Complaint resolutions continue to become more complex due to multi-issues, such as the increase in unlicensed contractors and unpermitted construction activity.

Evolving Technology. Both aging technology and new technologies currently force adjustments and adoption by the agency to move to new systems. Three areas of technology that the agency is focusing on are:

1) Land Development System (LDS) database provides multi-agency application for all County agencies involved in the land development and building permitting process. A two year capital project is currently underway to modernize this system;
2) E-plan submission. The agency has launched a pilot project to fully explore electronic plan submissions to create efficiencies for County staff and developers; and
3) Increased mobile technologies for onsite inspectors, will result in greater efficiency and responsiveness for land use customers.

Goal Three of the County's Economic Success Strategies. In early 2015, the Board of Supervisors adopted a six goal plan for economic success. Goal number three of that plan seeks to "Improve the speed, consistency and predictability for the development review process." This goal drives every action that the agency takes measured from the individual plan review and inspection to process improvements.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #63: Site Plan Review and Inspections			
FUNDING			
Expenditures:			
Compensation	$7,656,704	$7,953,579	$8,959,524
Operating Expenses	1,943,536	2,081,929	2,138,827
Work Performed for Others	(171,149)	(157,300)	(154,758)
Capital Equipment	23,144	3,217	0
Total Expenditures	$9,452,235	$9,881,425	$10,943,593
General Fund Revenue	$9,724,358	$10,960,424	$11,677,342
Net Cost/(Savings) to General Fund	($272,123)	($1,078,999)	($733,749)
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	116 / 116	120 / 120	119 / 119
Total Positions	116 / 116	120 / 120	119 / 119

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Plans Processed	3,889	3,874	4,013	4,200	4,200
Number of Inspections Performed	48,319	45,475	47,784	48,000	48,000
Number of Reviews Per FTE	185	185	223	233	233
Number of Inspections per FTE	1,726	1,624	1,838	1,920	1,920
Average Days to Process Major Plans Per Submission	83	63	59	60	60

Annually, the Site Plan Review and Inspections LOB processes roughly 4,000 plans. These plans range from small infill residential lot projects to large-scale, mixed-use developments. As part of the LDS service improvement efforts, Site Review staff spends more time with applicants and developers to assist in resolving issues and addressing stakeholder concerns.

In addition, the agency conducts approximately 48,000 inspections, to insure environmental stewardship and sound investment in the County's infrastructure. The majority of inspections conducted under this LOB are not customer driver but are performed as an integral facet of the County's regulatory framework and are mandated by provisions of the Fairfax County Code or state or federal obligations. As the number of approved site plans increased in FY 2015, the increased workload was borne across existing staff. The Site Plan Review and Inspections staff processes roughly 4,000 plans ranging from small infill residential lot projects to large-scale, mixed-use developments. Regardless of plan type the state mandates a 60 day turn around for plan review. The agency has worked diligently to meet this metric which is made possible through additional positions and enhanced training. Furthermore, the agency significantly beats the 60 day timeframe on subsequent submission for single family home infill plans and plans submitted under the County's expedited plan review program, "Designated Plan Examiner" (DPE).

LOB #64:

VIOLATION ENFORCEMENT

Purpose

The Violation Enforcement LOB is responsible for the intake, review, resolution or prosecution of complaints and violations of the Virginia Construction Code, Code of Virginia §36-105 and §36-106. In addition, through this LOB staff provide County enforcement for the Fairfax County Codes highlighted in the Mandates section of this LOB.

Goals for such regulations include:

- Protect the health, safety and welfare of the public;
- Protect the environment;
- Adhere to industry standards;
- Meet state regulations, permit regulations and delegated authorities; and,
- Reflect Community interests and values.

Description

The Violation Enforcement LOB includes 5/5.0 FTE positions from the Code Development and Code Compliance Division. The following outlines key functions of this LOB:

- **Complaint Response.** Staff intake and investigate complaints received from the public regarding potential violations associated with land disturbances, Resource Protection Areas (RPA), new construction activity (both structural and land development), stormwater/drainage, buildings code violations (Post Occupancy), and unlicensed contractors. On average, staff respond to 300 complaints annually. Staff have maintained a response time (i.e., the time between receipt of the complaint, usually by phone, and initial inspection) of 72 hours or less 98% of the time.
- **Stormwater and Land Disturbance Violations.** As mandated by the Commonwealth, the agency enforces code provisions of Fairfax County Code Chapter 104 (Erosion and Sediment Control), Chapter 118 (Chesapeake Bay Preservation), and Chapter 124 (Stormwater Management) producing on average over 240 violation cases annually (i.e., FY 2013 – 282; FY 2014 – 214; and FY 2015 – 228).
- **Unlicensed Contractor Enforcement.** This agency administers the Home Improvement Contractor Licensing Program, including the enforcement of the unlicensed contractor regulations. The agency handles approximately 20 cases per year. Since 2012, work performed by this agency has resulted in sending four individuals to jail for offenses and recovering over $200,000 for victims of unlicensed work.
- **Residential Building Code Violation Remedy.** This agency resolves building code violations for homeowners during the residential building's construction and post-occupancy. On average the agency successfully reaches resolution for remedial repair work for 45 homes annually.
- **Coordinate Multi-issue Complaints.** This agency coordinates and coalesces cross agency code violations for all of LDS including: performing onsite inspections, mediating complaint issues, and preparing/presenting criminal court cases on behalf of the County. It also reviews and compiles evidence to in support of criminal summons or warrant actions.

- **Criminal Case Support.** This agency coordinates with and provides technical expertise for the County Attorney's Office regarding criminal cases, including preparing necessary court documents and witnesses, also representing the County in criminal court prosecution of building code post occupancy, land disturbing, RPA and unlicensed contractor violations.
- **Extra-agency Support.** In addition to working with the Commonwealth Attorney's Office, LDS routinely coordinates with other state and County agencies including Police and Fire Marshal's offices to resolve contractor issues and health and zoning issues. Additionally, staff coordinates with and provides technical expertise for the Department of Professional and Occupational Regulation, the Federal Bureau of Investigation (FBI), and the Secret Service on unlicensed contractor complaints.
- **Mediation and Resolution Monitoring.** LDS facilitates equitable resolution to complex technical code compliance issues, through inspection, mediation, negotiation, and enforcement by court order. The agency also monitors court orders to ensure compliance with court decrees and pursues further legal action, if necessary.

Benefits

Through the enforcement of County codes and industry standards related to land development and building construction, this agency benefits the community by:

- **Protecting Health, Safety and Welfare of the Population.** Compliance with County and state regulations ensure that potential natural hazards (i.e., flooding, problem soils) are mitigated to minimize flooding and drainage issues as well as structural damage concerns. Moreover, compliance with applicable codes and regulations ensures availability of emergency services and public infrastructure and that private facilities achieve expected levels of safety and quality and provide universal access.
- **Ensuring Environmental Stewardship.** Enforcing compliance with code provisions regarding stormwater management, tree preservation, Chesapeake Bay preservation and other similar codes and state regulations; this agency minimizes adverse impacts to the environment stemming from wayward development.
- **Compliance with State and Federal Mandates.** The County is bound by numerous state and federal obligations. The work performed by staff in this LOB helps to achieve the County's obligation for many of these high profile mandates (i.e., ADA, Stormwater MS4 Permit, Erosion and Sediment Control (E&S) Program, National Flood Insurance Program (NFIP); Chesapeake Bay Program; Total Maximum Daily Load (TMDL) Stream Protection; Freedom of Information Act (FOIA).
- **Unlicensed Contractor Enforcement.** Through the work of this agency, the County guides homeowners to avoid unlicensed contractors and assists those who have been taken advantage of by unlicensed contractors.

Listed below are the primary County Vision Elements related to the LOB.

- **Maintaining Safe and Caring Communities** through defense of the land development and building permitting process public infrastructure and private facilities are constructed to meet the diverse needs of our community.
- **Building Livable Spaces** through customer assistance and innovative programs designed to help overcome hurdles in the regulatory process. In addition, by supporting customers when construction or rehabilitation is part of their business or personal needs. Additionally, enforcement of the land development and building safety codes ensures fairness and confidence in construction sector of Fairfax County's economy.
- **Practicing Environmental Stewardship** by enforcing the environmental code provisions of County and state codes the County realizes it environmental stewardship goals.

Mandates

The Violation and Enforcement LOB is responsible for the intake, review, resolution or prosecution of complaints and violations of the Virginia Construction Code, Code of Virginia 36-105 and 36-106. In addition, through this LOB staff provides County enforcement for the following Chapters of the Fairfax County Code:

- Chapter 61 – Building Provisions;
- Chapter 64 – Mechanical Provisions;
- Chapter 65 – Plumbing Provisions;
- Chapter 66 – Electrical Provisions;
- Chapter 71 – Expedited Building Plan Review;
- Chapter 101 – Subdivision Provisions;
- Chapter 104 – Erosion and Sediment Control;
- Chapter 107 – Problem Soils;
- Chapter 117 – Expedited Land Development Review;
- Chapter 118 – Chesapeake Bay Preservation; and
- Chapter 124 – Stormwater Management Ordinance.

Trends and Challenges

Current development and County conditions have created the following trends, challenges and opportunities within this LOB.

Rate of Received Complaints on the Rise. Both land disturbance (Chapter 104 and Chapter 118) and unlicensed contractor complaints have begun to increase, resulting in an increased number of branch issued Notices of Violation. In the Fairfax County Code, Chapter 61, Section-7-2 regarding unlicensed contractors was created to assist County residents in dealing with unlicensed contractors who represent themselves as a licensed contractor. As this section was adopted by the BOS on July 30, 2014, it is likely that the number of cases handled by the Violation and Enforcement staff will increase as residents contact the agency on this issue.

Complexity of Complaints. Residential Post Occupancy complaints are typically complex and multifaceted owing to the varied issues uncovered when County staff arrive on site to conduct the response inspection. Notwithstanding, Post Occupancy complaints have decreased over the last couple of years likely due to outreach efforts with County partners.

Impassioned Complainants. Owing the high value the community places on environmental stewardship, land disturbance complainants are extremely impassioned when reaching out to the County and hold a very high level of service expectation regarding response time, thoroughness of work and rate of successful resolution.

Balancing Resources and Expectations. The cases managed by this agency are complex and involve careful coordination with the County Attorney's Office. The balance between staffing resources and case load/customer expectations requires managerial finesse.

Stormwater Enforcement. The Stormwater Enforcement Program is an increasing commitment stemming from the new MS4 Stormwater Permit, the adoption of the Stormwater Ordinance and the shift of stormwater program administration responsibility from the state to the County. As this program is in its infancy it will require many hours to bring it to fruition with a yet to be known workload once the program is finally established.

Resources

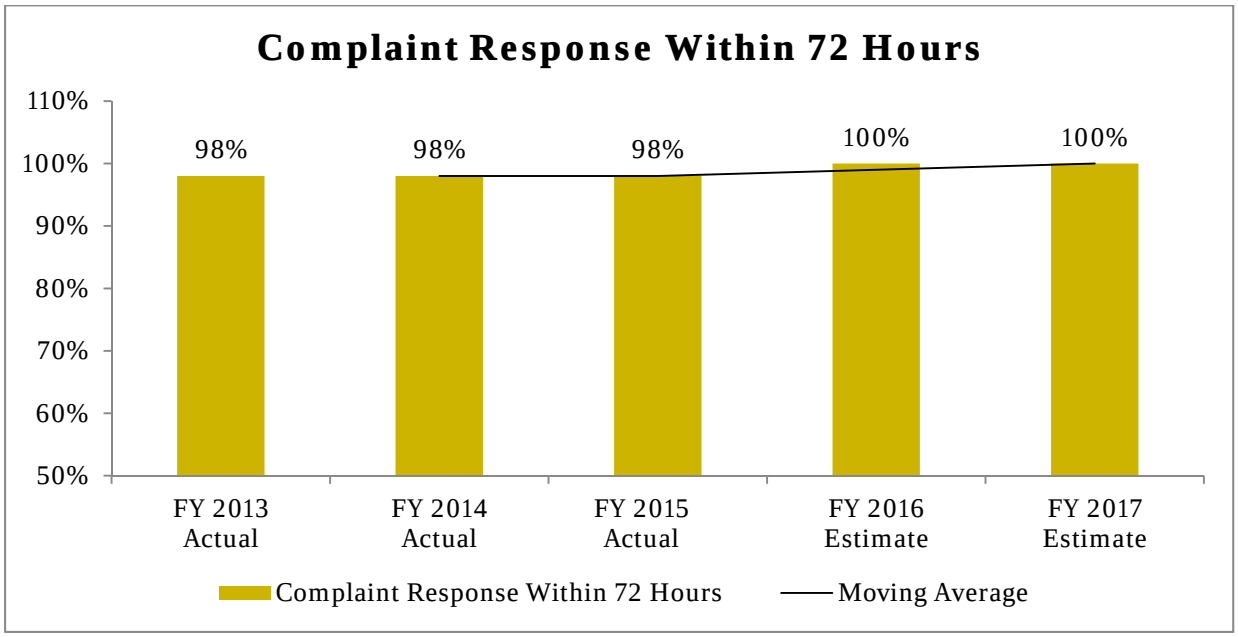
Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #64: Violation Enforcement			
FUNDING			
Expenditures:			
Compensation	$335,820	$331,399	$376,450
Operating Expenses	85,244	86,747	89,867
Work Performed for Others	(7,506)	(6,554)	(6,503)
Capital Equipment	1,015	134	0
Total Expenditures	$414,573	$411,726	$459,814
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$414,573	$411,726	$459,814
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	5 / 5	5 / 5	5 / 5
Total Positions	5 / 5	5 / 5	5 / 5

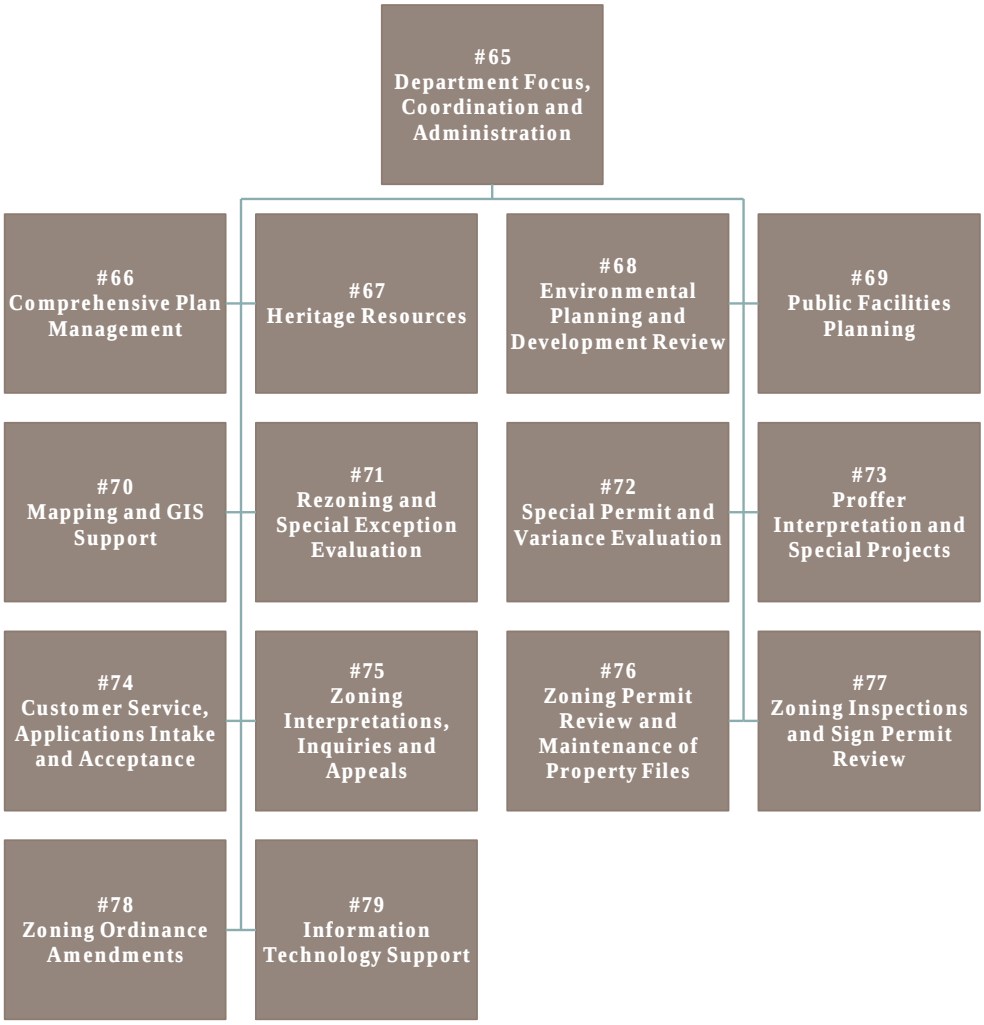
Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Complaint Response Within 72 Hours	98%	98%	98%	100%	100%
Number of Complaints	371	261	283	290	300
Number of Unlicensed Contractor Cases	19	17	20	25	25

LDS receives complaints from the public regarding potential violations associated with land disturbances, Resource Protection Areas (RPA), new construction activity (both structural and land development), stormwater/drainage, buildings code violations (Post Occupancy), and unlicensed contractors. On average, staff respond to 300 complaints annually. Staff review and compile evidence and interview witnesses to determine if there is sufficient probable cause to issue criminal summons or warrant. Staff have maintained a response time (i.e., the time between receipt of the complaint, usually by phone, and initial inspection) of 72 hours or less 98 percent of the time.

This LOB administers the Home Improvement Contractor Licensing Program including the enforcing the unlicensed contractor regulations. The agency handles approximately 20 cases per year. During the last three years work by this agency has resulted in sending four individuals to jail for their offenses and recovering over $200,000 for victims of unlicensed work. Cases are expected to rise in FY 2016.





Department Overview

The primary mission of the Department of Planning and Zoning (DPZ) is to provide proposals, advice and assistance to those who make planning and zoning decisions and to engage in activities which enhance the County's natural and man-made environments for present and future generations. The four divisions in the Department are Administration, Zoning Administration, Zoning Evaluation and Planning. These distinct divisions work to fulfill the mission and carry out the identified Lines of Business (LOB) of the Department.

In an effort to provide a better understanding of the various activities within the Department, 15 LOBs have been identified and outlined in the attachments.

DPZ is a part of the Economic Development Core Team as presented to the Board of Supervisors at the March 18, 2013 Budget Committee meeting as part of the presentation on “Building & Sustaining Community by Leveraging our Economic Development Opportunities.” This team is committed to the support of the County’s economic development and revitalization goals, the improvement of development process timelines, and addressing the rising workload requirements to ensure that the capacity exists to meet customer expectations and respond to development opportunities.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$9,172,090	$9,211,564	$9,987,710
Operating Expenses	828,006	684,999	682,986
Total Expenditures	$10,000,096	$9,896,563	$10,670,696
General Fund Revenue	$2,718,254	$3,015,749	$2,784,114
Net Cost/(Savings) to General Fund	$7,281,842	$6,880,814	$7,886,582
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	130 / 130	133 / 133	133 / 133
Total Positions	130 / 130	133 / 133	133 / 133

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
65	Department Focus, Coordination and Administration	$490,525	5
66	Comprehensive Plan Management	1,176,546	15
67	Heritage Resources	235,310	3
68	Environmental Planning and Development Review	705,928	9
69	Public Facilities Planning	705,928	9
70	Mapping and GIS Support	313,746	4
71	Rezoning and Special Exception Evaluation	1,351,192	17
72	Special Permit and Variance Evaluation	635,855	8
73	Proffer Interpretation and Special Projects	476,891	6
74	Customer Service, Applications Intake and Acceptance	953,783	12
75	Zoning Interpretations, Inquiries and Appeals	997,891	13
76	Zoning Permit Review and Maintenance of Property Files	997,891	13
77	Zoning Inspections and Sign Permit Review	537,326	7
78	Zoning Ordinance Amendments	307,043	4
79	Information Technology Support	784,841	8
Total		$10,670,696	133

Lines of Business

LOB #65:

DEPARTMENT FOCUS, COORDINATION AND ADMINISTRATION

Purpose

The purpose of the Department of Planning and Zoning Focus, Coordination and Administration LOB is to provide agency direction, strategic and workforce planning, administrative support and the necessary resources for staff to effectively serve the needs of the community.

Description

The Department of Planning and Zoning Focus, Coordination and Administration LOB consists of the Director and four administrative support positions, which provide a wide variety of managerial and administrative support to agency staff. This includes the coordination of ongoing strategic and workforce planning efforts; employee development; managerial support and consultation related to employee relations; organization of board items; processing of all required human resources documents; management of fiscal activity; procurement of necessary supplies; and the payment of funding responsibilities for the department.

Benefits

The primary benefit of this LOB is that the efforts of DPZ staff are coordinated in a consistent and efficient manner to maintain the high standards of the department in serving the needs of the community. The indirect benefits of this LOB are related to providing the administrative support to staff while making high level customer service a priority at every level of the organization. This operation is extremely versatile, efficient and responsive to the needs of agency staff.

Mandates

Although this LOB is not mandated, there are multiple regulations and policies with which it is required to comply as services are provided. This includes compliance with all financial, procurement, budgetary, and human resources policies, procedures and regulations. Additionally, periodic audits are conducted to ensure compliance.

Trends and Challenges

Economic Development Initiatives

- The department is actively working with consultants, customers and other County agencies to evaluate and streamline processes to provide timely and accurate assessments of applications and requests for information, etc.
- This LOB provides support and direction for the implementation of new procedures and coordination of efforts to create efficiencies in departmental processes.

Retirements and Succession Planning

- One of the most significant challenges facing the department is the existing and anticipated high rate of turnover, primarily resulting from retirements.
- This LOB provides consultation and direction for workforce and succession planning efforts within the department in an effort to minimize the impact of anticipated and unexpected turnover.

Inexperienced managerial and senior level staff

- As the aforementioned turnover is taking place, a number of managers and senior level staff have been appointed in recent years.
- This LOB provides consultation and training for staff to assist them with the transition to new roles and responsibilities and to prepare employees for professional growth within the organization.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #65: Department Focus, Coordination and Administration			
FUNDING			
Expenditures:			
Compensation	$419,152	$471,476	$464,849
Operating Expenses	31,846	25,752	25,676
Total Expenditures	$450,998	$497,228	$490,525
General Fund Revenue	$6,954	$8,187	$8,582
Net Cost/(Savings) to General Fund	$444,044	$489,041	$481,943
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	5 / 5	5 / 5	5 / 5
Total Positions	5 / 5	5 / 5	5 / 5

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Merit Positions Supported	124	130	133	133	133
Number of Financial and Procurement Entries Processed per Financial Staff FTE	3,079	3,138	3,133	3,100	3,100
Average Number of County Employee Development Classes Completed per Staff Member	NA	NA	3.57	4.00	4.00
Percentage of Career Management Plans Completed with Employee Annual Evaluations	NA	NA	96.74%	95.00%	95.00%

The staff assigned to the Human Resources function of this LOB is responsible for ensuring timely payment of employee paychecks by evaluating, reconciling and confirming that all hours worked are entered into the FOCUS system in a timely fashion. They also initiate all necessary personnel action requests and position control forms in order to ensure that the organizational structure is arranged accurately, which provides supervisors with the ability to access the appropriate personnel records and timesheets for their specifically assigned employees. This output metric is reflective of the amount of work that is processed by the Administrative staff within the department.

The staff assigned to the Financial Processing and Procurement functions of this LOB are primarily responsible for ensuring that department employees have the resources needed to effectively meet job requirements in serving the needs of the public. They also are responsible for ensuring compliance with financial, procurement and budgetary policies and regulations as all procurement and financial transactions are processed and reconciled by Administrative staff to include revenue, expenditures, inter-fund bills and appropriate distribution of funds. This efficiency metric is reflective of the amount of work that is processed by the Administrative staff within the department.

The average number of County Employee Development courses completed represents only those classes that employees take through general the County Learning Center, as this number is easily obtained via the Learning Center computer application. In addition, the department supports employee development by making a wide range of other opportunities available to staff, to include assistance for work related memberships, attendance at conferences, in-house recertification training opportunities and webinars. Future efforts will be made to identify these opportunities and include them in the compilation of this metric in order to illustrate the department's commitment to employee development.

The percentage of Career Management Plans completed and submitted with employee evaluations also illustrates the department's commitment to employee development. Management actively encourages employees to evaluate career goals and take steps toward achieving them. The department is also working toward providing opportunities for employees to obtain a broad knowledge base by allowing lateral transfers from one division to another when an employee expresses an interest in learning more about the organization by taking on new roles, responsibilities and assignments. The department also encourages a collaborative approach by creating interdivisional teams to work together on projects whenever appropriate. These steps are seen by management as some of the building blocks to growing viable leaders for the future success of the department.

LOB #66:

COMPREHENSIVE PLAN MANAGEMENT

Purpose

The purpose of Comprehensive Plan Management is to prepare, maintain, and implement the Comprehensive Plan for the physical development of Fairfax County and the protection of natural and cultural resources. Staff is responsible for conducting a cyclical Plan review process, organized through a Comprehensive Plan Amendment Work Program, and any additional amendments authorized by the BOS. These amendments may involve site-specific redevelopment proposals, special projects, and policy review and analysis of issue areas. Additional activities include providing technical and administrative expertise to community task forces; participating in regional programs for long-range forecasting of employment; undertaking historic preservation planning activities; and conducting research and analysis related to land use litigation.

Description

Staff manages and updates the Comprehensive Plan through the following activities: 1) a pilot cyclical Comprehensive Plan review process, organized through a Comprehensive Plan amendment work program; 2) additional Board-authorized amendments; and 3) planning studies of major areas within the County. The activities listed above result in planning and land use recommendations for consideration by the Planning Commission and the BOS. Other activities include: 4) providing technical and administrative support to BOS appointed task forces; and 5) preparing requests for managing consultant services; and 6) providing planning and land use information to the general public and business community through written materials, presentations, and responses to inquiries.

Major amendments underway include studies of the Richmond Highway Corridor, Fairfax Center Area, the Dulles Suburban Center, and the Lincolnia Planning District, and updates of sections to reflect implementation, including the Tyson Urban Center and Merrifield Suburban Center plans. Major amendments recently adopted by the Board of Supervisors include the Reston Master Plan and the Seven Corners Community Business Center study. Additional activities include coordinating Plan amendments for smaller, site-specific developments within areas such as the Dulles Suburban Center and the Baileys Crossroads Community Business Center, special projects including the Bicycle Master Plan, and policy review and analysis of issue areas.

In addition, staff researches, analyzes, and makes recommendations to the Planning Commission and BOS on Plan implementation tools such as historic overlay districts, impact fees, and special tax districts. Staff also reviews proposed Zoning Ordinance Amendments, such as the workforce dwellings and historic overlay districts for Plan implications in response to BOS requests. Staff also provides planned land use data for new parcels to the Department of Systems Management for Human Services (DSMHS) for use in population and housing forecasting program updates, a critical component in developing long-range forecasts for Fairfax County; reports to BOS on proposed boundary adjustments with adjacent jurisdictions (e.g. Falls Church, Fairfax City and Vienna); provides research support to the County Attorneys' Office on land use-related litigation; and administers historic preservation programs and activities. Staff also provides data (primarily land use and employment forecasts) and other support for regional and state planning efforts conducted under the auspices of groups like the Metropolitan Washington Council of Governments (COG); the Transportation Coordinating Council of Northern Virginia (TCC) and the Virginia Department of Rail and Public Transportation (DRPT).

Benefits

The County is able to promote sustainable growth and economic development while preserving stable neighborhoods and enhancing valuable natural and cultural resources through the Comprehensive Plan management. The plan establishes long-range guidance for growth and redevelopment of land concentrated in areas where community and regional services, transit, and other amenities are available such as the Tysons Urban Center, Seven Corners, and other development centers. In these areas, the County is positioned to take advantage of existing public infrastructure and emerging growth opportunities through guidance that articulates goals and priorities, created in collaboration with the community and other stakeholders. In this manner, the County is adaptable to growth while the stable residential communities that represent the majority of land uses within the County are protected and preserved.

These activities in this LOB support the agency's strategic plan initiatives which are to:

- Maintain safe and caring communities through major planning studies such as Reston, Seven Corners, and other revitalization areas, development review and public facility planning activities;
- Build livable spaces through support of mixed use development in the Comprehensive Plan;
- Connect people and places through transit oriented development policies, Bicycle Master Plan, and the Countywide Trails Program;
- Maintain healthy economies through workforce housing policies and the revitalization incentives; and
- Practice environmental stewardship through sustainable green building.

Mandates

Comprehensive Planning is mandated by Virginia Code § 15.2-2223.

Trends and Challenges

Over the long-term Comprehensive Plan Management has continued to encourage sustainable development in the County, preserving the environment, and improving the quality of life for the County's residents. As greenfield opportunities diminish and the County builds out, interest in more intense redevelopment of the County's mixed-use centers areas has become a prominent trend in planning, particularly along mass transit corridors such as the Metro Silver Line. The new and existing Metro stations as well as the established commercial revitalization areas are well-situated to accommodate future housing and employment growth as the Plan offers greater flexibility in land use intensity, mixture of uses, and access to transit and community services. The County must do all that it can to capitalize on the trend toward walkable mixed use communities served by transit.

The high vacancy rate and changes in the office market will continue to be a challenge for the foreseeable future. There has been increasing interest in amending the Plan to incorporate alternative plans for existing and planned office use. These types of proposals should be examined closely for future employment growth opportunities. In addition, the evaluation of development impacts to the surrounding residential communities, environmental sensitive areas, underlying infrastructure, and supporting services is a priority to ensure the development occurs in a prudent manner. The challenges of minimizing and offsetting these impacts, balancing new development with redevelopment, and maintaining and improving the high quality of life for residents will likely continue to become more complex.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #66: Comprehensive Plan Management			
FUNDING			
Expenditures:			
Compensation	$1,016,782	$989,395	$1,099,518
Operating Expenses	95,541	77,257	77,028
Total Expenditures	$1,112,323	$1,066,652	$1,176,546
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,112,323	$1,066,652	$1,176,546
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	15 / 15	15 / 15	15 / 15
Total Positions	15 / 15	15 / 15	15 / 15

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of land use/transportation Comprehensive Plan amendments receiving Board action	5	8	14	15	15
Number of editorial Plan amendments receiving Board action	4	3	2	8	8
Number of project specific web pages prepared for in-process Plan amendments	NA	11	16	23	23

Three metrics are presented for Comprehensive Plan Management. Staff is responsible for conducting a cyclical Comprehensive Plan review process, organized through a multiyear Comprehensive Plan Amendment Work Program, as well as processing any additional amendments authorized by the Board of Supervisors (BOS). These amendments may involve site-specific redevelopment proposals, special projects, and/or policy review and analysis of issue areas.

- Number of land use/transportation Comprehensive Plan amendments receiving Board action
- Number of editorial Plan amendments receiving Board action

The metrics for the Comprehensive Plan Management LOB considers the number of Comprehensive Plan amendments receiving Board action. The Plan amendments are categorized as land use/transportation or editorial in order to differentiate the type of Plan amendment and acknowledge the different resources required to process the amendments. Land use/transportation amendments often involve greater public outreach and in-depth analysis, which can result in longer time frames due to its more complex nature. Of equal importance, editorial Plan amendments are needed to ensure factual data and information is relevant and up-to-date. In addition, Editorial Plan amendments provide an opportunity to reconcile text with development that has occurred since the last Plan adoption as appropriate.

Goals regarding the number of Comprehensive Plan amendments receiving action by the Board of Supervisors will be developed in the next fiscal year, as this is a new metric. The number of amendments completed is dependent on a number of factors including the degree of public outreach, complexity and scope, staff resources and timing preferences of the Planning Commission and Board of Supervisors.

- Number of project specific web pages prepared for in-process Plan amendments.

This metric is intended to provide a snapshot of public outreach through electronic media. The goal is to create a web page for 100 percent of plan amendments authorized.

LOB #67:

HERITAGE RESOURCES

Purpose

The purpose of this LOB is to plan for the preservation of heritage resources in the County, including historic, architectural and archeological elements. To maintain and update the County Inventory of Historic Sites, perform heritage resource surveys, and provide support to the Board-appointed Architectural Review Board (ARB) and History Commission.

Additional activities include providing technical and administrative expertise to task forces and community groups and participating in cross-agency efforts related to heritage and cultural resources.

Description

Staff reviews and manages the heritage resource planning efforts for the County by 1) providing input related to impacts to resources affected through Plan amendment and zoning case proposals, 2) maintaining the Comprehensive Plan as related to heritage resources, 3) maintaining the County Inventory of Historic Sites, and 4) reviewing proposals in the County's Historic Overlay Districts. Staff performs heritage resource surveys to identify yet-unknown resources throughout the County, and provides support to the Board-appointed ARB and History Commission. Staff is responsible for conducting reviews of development proposals that will impact heritage resources on a site-specific level, and also for providing heritage resource planning and analysis for long-range planning studies. Staff is responsible for participating in Section 106 reviews as related to heritage resources and maintaining Fairfax County's certification with the state and federal governments as a Certified Local Government (CLG). Additional activities include providing technical and administrative expertise to task forces and community groups and participating in cross-agency efforts related to heritage and cultural resources.

Staff supports the ARB, appointed by the Board of Supervisors to administer the provisions of Part 2 of Article 7 (Historic Overlay Districts), of the Zoning Ordinance and to advise and assist the Board of Supervisors in its efforts to preserve and protect historic, architectural, and archaeological resources in the County. Staff administers the work of the ARB, including assisting applicants in preparation for monthly meetings, providing professional input to the BOS related to review and actions, and reviewing and approving plans submitted to the County by applicants after action by the ARB.

The Fairfax County Inventory of Historic Sites was established in 1969. The Inventory itself is a catalog of historically significant sites within Fairfax County. Currently, there are over 350 sites on the Inventory. These resources range from the internationally-known Mount Vernon to more anonymous churches, bridges, houses, burial grounds, and objects. Equally significant are twentieth-century sites such as Holmes Run Acres and Hollin Hills. At least 60 of these sites have been demolished since the creation of the Inventory. Inclusion on the Inventory is an honorary designation, and does not impose restrictions or limits as to what an owner can do with his property. The Fairfax County Comprehensive Plan recognizes these sites, and lists them by area in the Heritage Resources sections. Staff supports efforts of the History Commission by reviewing Inventory nominations prior to History Commission action, and updating the Comprehensive Plan on an annual basis as new sites are added to (or removed from) the list.

Benefits

The Comprehensive Plan's Policy Plan outlines the Board's goals for heritage resources. The County is able to promote sustainable, economic development within the County, while ensuring that the preservation of heritage resources plays an important part of the planning and review processes. Recent reviews and cases include a commitment to preserving the Silas Burke House, while allowing for development on the remainder of the property; rezoning, site plan, and building permit reviews in support to the Laurel Hill Adaptive Reuse Area, the former 80-acre prison site listed in the National Register of Historic Places as part of a County-developer partnership, and the establishment of a Resident Curator Program, an effort to revitalize County-owned historic properties.

Mandates

The Architectural Review Board is appointed by the Board of Supervisors to administer the provisions of Part 2 of Article 7 (Historic Overlay Districts) of the Zoning Ordinance and to advise and assist the Board of Supervisors in its efforts to preserve and protect historic, architectural, and archaeological resources in the County.

General requirements for maintaining CLG certification are identified by federal law; specific requirements for Virginia were established by the Department of Historic Resources. These include: maintenance of the ordinance, appointment of professional ARB members, and maintenance of a system for survey and inventory of historic and cultural resources.

Trends and Challenges

Trends:

Mid-20th century resources are being recognized nationwide for their importance in the fabric of our built environment. With the large number of mid-20th century properties countywide, the need for survey and evaluation has intensified.

Challenges:

- Keeping ahead of surveying needs with ongoing development pressures is a challenge with limited staff to get ahead of development efforts in the County. The Policy Plan identifies the need for survey and evaluation. The department is currently trying to address survey needs as part of the implementation of the Fairfax Forward work program.
- Loss of and deterioration of designated resources, both public and private, due to owner inability to maintain and rehabilitate these properties. Identifying initiatives such as incentives, easements or public-private partnerships to facilitate owner ability to care for historically designated properties.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #67: Heritage Resources			
FUNDING			
Expenditures:			
Compensation	$203,357	$197,879	$219,904
Operating Expenses	19,108	15,451	15,406
Total Expenditures	$222,465	$213,330	$235,310
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$222,465	$213,330	$235,310
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	3 / 3	3 / 3	3 / 3
Total Positions	3 / 3	3 / 3	3 / 3

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of zoning, public facility review and plan amendment comments provided	14	17	21	17	17
Number of Architectural Review Board items	47	44	77	55	50
Number of permits issued	22	21	16	19	19
Number of sites reviewed by the History Commission for the Inventory of Historic Sites	0	2	2	2	2

Four metrics are identified for Heritage Resources:

1. Number of comments provided for zoning, public facility review, and plan amendments. This metric measures the number of formal comments provided in response to development review requests reviewed through different processes; zoning reviews (rezoning, proffer condition amendment, special exception, special permit, etc.), public facility review (2232), and Comprehensive Plan amendments and studies. The goal is to complete review requests by the stated deadline in at least 85 percent of cases. Staff is responsible for conducting reviews of development proposals that will impact heritage resources on a site-specific level, and also for providing heritage resource planning and analysis for long-range planning studies.

2. Number of Architectural Review Board (ARB) items. This metric measures the number of items reviewed by the ARB. Typically the ARB will review a proposal for property within a Historic Overlay District at least twice; once in a workshop session which provides an opportunity for discussion between the ARB and the applicant and once for action by the ARB. For more complicated development cases, the number of meetings at which a case is considered will be higher as development proposals are further reviewed and refined. Staff administers the work of the ARB, including assisting applicants in preparation for monthly meetings, providing professional input to the ARB related to review and actions, and reviewing and approving plans submitted to the County by applicants after action by the ARB.

3. Number of permits issued. This metric measures the number of permits issued administratively by staff for development in Historic Overlay Districts for proposals that do not require ARB review under the Zoning Ordinance.

4. Number of sites reviewed by the History Commission for addition to or removal from the Inventory of Historic Sites. This metric measures the number of sites reviewed by the History Commission for addition to or removal from the Inventory of Historic Sites. Staff supports efforts of the History Commission by reviewing Inventory nominations prior to History Commission action, and updating the Comprehensive Plan on an annual basis as new sites are added to (or removed from) the inventory. This process is community-driven and in some instances proffer-driven; the number of nominations submitted for consideration to History Commission is not controlled by staff.

LOB #68:

ENVIRONMENTAL PLANNING AND DEVELOPMENT REVIEW

Purpose

The purpose of Environmental Planning and Development Review is to help ensure that growth and development occurs in a manner that is consistent with the adopted Comprehensive Plan. With respect to the environment, the objective is to protect and preserve the County's valuable environmental features. A cornerstone of DPZ's environmental planning efforts is the identification and preservation of Environmental Quality Corridors (EQC) in addition to encouraging green building commitments where appropriate as part of the development review process. This LOB encourages sound land use and environmental decisions that are in conformance and/or in harmony with the Comprehensive Plan and Land Use and Environmental Policy Plans.

Description

Staff conducts environmental policy studies; participates in regional efforts to meet Chesapeake Bay Preservation Ordinance requirements and federal standards for ozone attainment levels; and develops policies on various environmental matters such as aviation noise abatement, stream protection, and sustainable green building design and construction. Staff further provides technical and administrative expertise to the Environmental Quality Advisory Committee (EQAC), the Wetlands Board, the Airports Advisory Committee, and the Planning Commission's Environmental Committee. Staff also prepares comments on Environmental Impact Statements submitted for state and federal projects including evaluation of plans at Dulles Internationals Airport, George Mason University, Fort Belvoir and the Engineering Proving grounds, and energy and gas pipeline proposals. Selective review and comment to neighboring jurisdictions are provided as part of the Interjurisdictional Review Process. Finally, staff supports and provides service to the County Executive's Environmental Coordinating Committee and its efforts concerning the Cool County Program Initiative, Watershed Management Plans, Air Quality Management Plan, Tree Action Soil Survey update, and Ecological Data Management Plans in support of the Board of Supervisors' Environmental Agenda and Environmental Implementation Plan.

Benefits

The work provided by the Development and Environmental Review Branch directly benefits the efforts to practice environmental stewardship by promoting the protection, conservation and restoration of natural resources in the County; and by promoting development that fosters livable spaces with distinctive and accessible town centers, neighborhoods, streets, walkways and open spaces, all of which serve to maintain and promote Fairfax County as a desirable place to work and live.

The ongoing work of the Development and Environmental Review Branch also benefits efforts to maintain healthy economies through revitalization and redevelopment applications to promote community business centers and affordable and workforce housing. The goal to connect people and places is implemented through the application of the Bicycle Master Plan, the Countywide Trails program, and transit oriented design in the development review process. Outlets to promote a culture of engagement are provided with outreach to communities and peer professionals in support of the Planning Commission's Environmental Committee, the Wetlands Board, the Environmental Quality Advisory Council, the Potomac Watershed Roundtable, the Council of Governments, and Green Breakfast program, among others.

Mandates

The work and function of the Wetlands Board are mandated under Virginia Code § 28.2-1300, Chapter 13.

Trends and Challenges

Since much of the County is largely built out, much of the development review land use and environmental analyses focuses on redevelopment in special planning areas such as Transit Station Areas (TSAs), Community Business Centers (CBCs) and Suburban Centers with consideration for increased land use options and flexibility to foster economic vitality and growth. Retrofitting the built environment to meet higher stormwater management water quality and quantity standards and public acceptance and evaluation of emerging technologies to address green building and energy conservation policies has become more challenging.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #68: Environmental Planning and Development Review			
FUNDING			
Expenditures:			
Compensation	$610,070	$593,638	$659,711
Operating Expenses	57,323	46,353	46,217
Total Expenditures	$667,393	$639,991	$705,928
General Fund Revenue	$600	$900	$600
Net Cost/(Savings) to General Fund	$666,793	$639,091	$705,328
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	9 / 9	9 / 9	9 / 9
Total Positions	9 / 9	9 / 9	9 / 9

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of requests for pre-application information processed	25	31	41	42	45
Number of green building commitments reviewed	36	28	25	31	35
Number of interjurisdictional and NEPA review requests reviewed	13	6	12	6	8
Number of zoning applications reviewed	NA	86	91	90	90

Four metrics are presented for Environmental Planning and Development Review. The LOB metrics measure the evaluation of land use and environmental issues, review zoning applications and other development proposals. The purpose is to encourage sound land use and environmental decisions that are in conformance and/or in harmony with the Comprehensive Plan's land use and environmental policies.

1. Number of requests for pre-application information processed
   This metric provides an overview of service provided in anticipation of a formal zoning request. This service is offered by the Zoning Evaluation Division. The purpose of a pre-application meeting is to familiarize applicants with the development review process and assist in issue identification and resolution prior to formal submission. For the potential applicant, this feedback provides information that can speed application submission and review as well as avoid costly application errors. For all meetings in which participation is requested, Environment and Development Review staff research applicable Comprehensive Plan guidance, create aerial and environmental assessment maps, identify potential land use and environmental issues and mitigation measures.

2. Number of green building commitments reviewed
   Consistent with adopted Policy Plan guidance, green building commitments address policy encouraging green building certification throughout the County, especially where there is an expectation for green building commitments (LEED certification or equivalent), such as for zoning proposals for nonresidential development and for multifamily residential development of four or more stories in the Tysons Urban Center, Suburban Centers, Community Business Centers and Transit Station Areas when the zoning proposals seek one of the following: development in accordance with Plan options, development involving a change in use from what would be allowed under existing zoning, development at the Overlay Level, or development at the high end of the planned density/intensity range.

3. Number of interjurisdictional and National Environmental Protection Act (NEPA) review requests
   Review of a myriad of development proposals is requested consistent with local policies, state law and the NEPA. For each proposal an assessment of impact is made and those proposals distant from county boundary or with no impacts, staff does not provide comments. Proposals not meeting this criteria are reviewed by environmental staff with consulting assistance from other agencies as appropriate. Comments on major undertakings such as the Fort Belvoir Master Plan are presented to the Board of Supervisors for review and comment.

4. Number of zoning applications reviewed
   This metric measures the number of zoning applications for which environmental or land use comments are prepared. For each application, the assigned staff prepares relevant background information, participates in internal staff meetings, as well as meeting with the applicant. In consultation with senior staff and after review of 1) applicable Comprehensive Plan guidance, 2) land use design and environmental issues, 3) suggested mitigation measures and 4) a finding of the extent that the proposal addresses land use design and environmental issues, a memorandum is prepared. Revised reports may be necessary to adequately reflect substantive application revisions.

   As these are new metrics, goals will be established when sufficient data have been collected.

LOB #69:

PUBLIC FACILITIES PLANNING

Purpose

The Public Facilities LOB exists to 1) develop and maintain a long-range program and plan for meeting the County's public facility needs, 2) coordinate the review and analysis of requested new and expanded public facility, telecommunications, and utility proposals, and 3) assist the public, appointed boards and commissions, and the Board of Supervisors in understanding the impacts of these proposals.

The Public Facilities Branch ensures that executed proposals are in conformance with the Comprehensive Plan as it pertains to location, character, and extent, as described in the Code of Virginia.

Description

Activities within this Line of Business include:

- Staff review of all public capital proposals, including those proposed by the wireless telecommunications industry, for general conformance with the Comprehensive Plan;
- Evaluations and recommendations related to proposed sites for new public and telecommunication facilities;
- Long-range facility planning, including alternative site and impact analyses, to promote the efficient use of capital funds;
- Staff review of special studies and Plan amendments to assess impacts and ensure the accommodation of public facilities;
- Evaluation of proposed expansions to the County's Approved Sewer Service Area (ASSA);
- Assistance with County agencies such as Fire and Rescue and Libraries in development of service area estimates and location standards;
- Evaluation and comments on the proposed Federal Capital Improvement Program (CIP);
- Assistance with the preparation of the County's five-year CIP; and
- Coordination and oversight of the Exceptional Design Award Program.

Benefits

Activities in this LOB support the strategic plan initiatives to Maintaining Safe and Caring Communities through major planning studies, revitalization, development review and public facility planning activities; Building Livable Spaces through support of mixed use development in the Comprehensive Plan; Connecting People and Places through transit oriented development policies and the Countywide Trails Program; Maintaining Healthy Economies through workforce housing policies and the CIP; and Practicing Environmental Stewardship through sustainable "green" building and stream protection policies.

Mandates

The 2232 Review Process is codified in Virginia Code § 15.2-2232 and, indirectly, § 15.2-2223, Comprehensive Planning. All proposed public facilities and select telecommunication facilities are subject to the provisions of these sections.

The Middle Class Tax Relief and Job Creation Act of 2012 (6409(a) became law in February 2012, with final rulemaking issued in February 2015. Telecommunication facilities that wish to co-locate, remove, or replace transmission equipment are accorded review provisions under this act.

County staff maintains review procedures and protocols for adherence to these state and federal laws.

Trends and Challenges

The need for public services will continue to increase as populations increase and diversify, as facilities age or become obsolete, and as available open or undeveloped space becomes scarce. The need for increased telecommunication infrastructure will continue to expand with the rise in popularity of personal computing and communication devices category, reduced cost, and increased performance capacity.

Facility challenges include siting constraints – for schools, public safety buildings, and telecommunication infrastructure in particular – in areas of the County with shrinking land availability. Creative planning, co-location opportunities, and public-private partnerships must be a part of this LOB. Telecommunication challenges include the ability to stay abreast of changing telecommunication market demands and provide the necessary infrastructure for an array of private carriers. Additionally, proposals to construct, expand, or modify facilities require timely reviews and action – including some legally mandated timelines – in response to service needs, master planning efforts, and property transactions.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #69: Public Facilities Planning			
FUNDING			
Expenditures:			
Compensation	$610,070	$593,638	$659,711
Operating Expenses	57,323	46,353	46,217
Total Expenditures	$667,393	$639,991	$705,928
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$667,393	$639,991	$705,928
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	9 / 9	9 / 9	9 / 9
Total Positions	9 / 9	9 / 9	9 / 9

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of 2232 Public Facility applications processed to conclusion	76	93	97	95	95
Percentage of 2232 Telecommunication applications approved within 90 days of acceptance.	92	88	85	85	85
Percentage of 6409 Telecommunication applications approved within 60 days of acceptance.	NA	NA	NA	100	100

- Number of 2232 Public Facility applications processed to conclusion.
- Percentage of 2232 Telecommunication applications approved within 90 days of acceptance.
- Percentage of 6409 Telecommunication applications approved within 60 days of acceptance.

The three metrics for Public Facilities planning group are based on responsiveness to state and federal statutes. Specifically, these statutes are Virginia Code § 15.2-2232 and, indirectly, § 15.2-2223 Comprehensive Planning. At the federal level, conformance to the Middle Class Tax Relief and Job Creation Act of 2012 (6409(a)). Telecommunication applications must conform to review and decision time parameters, often referred to as a "shot clock."

The Public Facilities group also measures output for non-telecommunication facilities. These applications fall under less-stringent shot clock rules and primarily serve the County's schools, police and fire stations, libraries, parks, and utilities.

LOB #70:

MAPPING AND GIS SUPPORT

Purpose

The purpose of the Mapping and Geographic Information Systems (GIS) Support LOB to create and maintain Plan-related maps, graphics, and data bases used for depiction, analysis, and consideration by BOS, staff, and citizens. The LOB includes maintenance of accompanying GIS data bases. Specific products include creating or regular updates of:

- the Comprehensive Plan wall map,
- over 600 maps in the Comprehensive Plan five-volume text,
- the Inventory of Historic Sites wall map,
- detailed maps of 13 Historic Overlay Districts,
- a 450-page Planner-of-the-Day map reference book,
- detailed maps of 33 County development centers,
- detailed maps for all Environmental Quality Corridors (EQC) and Wetlands determinations, and
- detailed maps for ongoing Comprehensive Plan amendments, of which there are currently 31 in progress.

Description

This Mapping and GIS Support LOB is provided by a dedicated section which has a wide range of responsibilities in support of the planning staff. Some Geographic Information Systems (GIS) products are also created by other staff not a part of the dedicated section. This Mapping and GIS Support LOB includes building maps and graphics for the Web and for paper publication. These include all the maps and graphics in the Comprehensive Plan, which has become a Web-based document where it formerly was a paper publication. In addition, this LOB includes making the required maps and graphics for all Plan amendments, Public Facilities items, and EQC and Wetlands determinations. Aerial photos with supplemental line work and type callouts and titling are put together by the section.

Other products produced under this Mapping and GIS Support LOB include books, booklets, posters, PowerPoint presentations, magazine type publications, large wall maps and multi-page atlases. The Graphics and GIS Section also coordinates printing efforts with the County Print Shop.

An important aspect of the responsibilities of this Mapping and GIS Support LOB is the creation, analysis, and maintenance of databases of all the planning-related shapes, such as the boundaries of development centers, planning sectors, special studies, and Plan amendments. This LOB is also includes the creation of large free-standing displays, for example, for the design awards program.

To facilitate this Mapping and GIS Support LOB, the agency uses and maintains a wide range of high tech equipment including various GIS, publishing, and illustration software administered by the Administrative Section's IT branch.

Benefits

Benefits of the Mapping and GIS Support LOB include providing a visual interface to enhance the community's access to information about the land use planning process and the delivery of land use information. Maps and graphics effectively communicate information to the public about current usage, Board adopted plans for future use, and proposals being evaluated for new scenarios.

Maps and graphics are used in both the County's website and in published paper materials. This use of Web and hard copy publications is in support of the jurisdiction's goal of coordinated countywide presentation of data in a transparent and timely manner.

Other benefits which accrue from the use of GIS are the maintenance of permanent records of use-related boundaries and quantification of land use attributes.

Mandates

All efforts undertaken in the Mapping and GIS Support LOB are in support of three major program areas:

- Comprehensive Plan Management
- Environmental Planning and Development Review
- Public Facilities Planning

Each of these areas, in turn, are mandated by local state, and federal requirements.

Trends and Challenges

Trends:

- Development of new applications allowing non-GIS staff and citizens to analyze data and create presentations.
- GIS will move beyond the simple display and query of online mapping to development of technology that provides more analytical and data processing capabilities via the cloud.
- Use of data brought in via the Web.

Challenges:

- Maintenance of databases in as close to real time as possible.
- Making assess to GIS data more user-friendly.
- Coordination with other County agencies who participate in the Plan amendment process.
- Timely updates of map images on the County website.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #70: Mapping and GIS Support			
FUNDING			
Expenditures:			
Compensation	$271,142	$263,839	$293,205
Operating Expenses	25,477	20,601	20,541
Total Expenditures	$296,619	$284,440	$313,746
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$296,619	$284,440	$313,746
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	4 / 4	4 / 4	4 / 4
Total Positions	4 / 4	4 / 4	4 / 4

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Percent of digital Comprehensive Plan maps and Plan Amendment layers completed within 10 working days of adoption by the Board of Supervisors	NA	NA	98	99	99
Number of graphics prepared in support of Comprehensive Plan maintenance	NA	NA	815	850	850

Two metrics are identified for DPZ Mapping and GIS support.

1. **Percent of digital Comprehensive Plan maps and Plan Amendment layers completed within 10 working days of adoption by the Board of Supervisors**
   This metric reflects the timeliness of Comprehensive Plan map and GIS layer updates. Sixteen Comprehensive Plan amendments were adopted by the Board of Supervisors within the last year. These include major revisions to recommendations guiding the redevelopment of activity centers such as Seven Corners Community Business Center, as well as editorial amendments that updated several sections of the Comprehensive Plan. The timely update of accompanying maps and GIS layers is imperative in providing reliable information to residents and those contemplating development investments in the County. Updates of the approximately 100 digital layers maintained on the Spatial Data Engine, and other layers maintained for Planning Division uses and shared with County counterparts is also essential to the work of other County agencies.

2. **Number of graphics prepared in support of Comprehensive Plan maintenance**
   Unique deliverables are created for a wide-variety of planning studies, reports, reviews, presentations, and public handouts. Some of these discrete images may run into the hundreds of pages, i.e., the Planner of the Day atlas may run to 450 pages, each with a separate map image. Deliverables can include both maps and other graphics such as charts and perspective drawings. The increased complexity of Plan Amendments over time and the addition of Web publishing results in the need for many more maps and graphics for each planning effort.

LOB #71:

REZONING AND SPECIAL EXCEPTION EVALUATION

Purpose

The purpose of the Rezoning and Special Exception Line of Business is to provide the public, the development community and the appointed and elected officials with objective analysis and recommendations regarding the potential development impacts of land use proposals that propose rezoning, a modification to a previously approved rezoning, or the establishment of uses that may be allowed within a zoning district with approval of a Special Exception by the Board of Supervisors.

Description

Staff within DPZ engaged in this LOB coordinate the comprehensive review of land development proposals for compliance with the provisions of the Zoning Ordinance, for conformance with the recommendations of the Comprehensive Plan and for potential conflicts with other land development regulations and/or adopted policies. Written comments and in person participation by staff from multiple County agencies takes place during the review process, resulting in a comprehensive written staff analysis of each land use proposal. These reports are available to the public and used by the Planning Commission and Board of Supervisors during deliberations.

Products of this line of business include:

- Interagency coordination among the land development agencies
- Staff support at land use committee, Homeowners Association (HOA) and other community meetings
- Direct and immediate staff support to appointed and elected officials
- Written staff reports for each land use case
- Public Hearings before the Planning Commission and the Board of Supervisors
- Guidance through the land development process (applicants and citizens)
- Proffers and development conditions to mitigate development impacts

Benefits

The benefits of this line of business include the following:

- Development entitlements enabling applicants to proceed to site plan and building permit approval
- Implementation of County policies and land development regulations
- Public notification/outreach regarding opportunities to provide direct input at public hearings
- Proffers and development conditions that mitigate land development impacts
- Support to elected and appointed officials
- Community education (public and development community)

Mandates

The Comprehensive Plan provides guidance and the Zoning Ordinance regulates land use in Fairfax County in accordance with the Code of Virginia.

Trends and Challenges

Fairfax County is urbanizing particularly within the Transit Station Areas and identified activity centers. The mixed-use development pattern that is encouraged to occur in these areas has necessitated changes in County Policy and zoning regulations to accommodate a flexible mix of uses and more urban development pattern. It is expected that policy changes that have been enacted in Tysons regarding such items as parking requirements, mixed use and flexibility in urban form and design will be extended to other areas of the County where a more urban form is also desired.

Residential and commercial infill development continue as trends that present challenges as the agency accommodates this type of growth while protecting and minimizing impacts on the surrounding residential communities. While the amount of land included in such plans and rezoning applications may be small in acreage, the analysis required to provide informed recommendations to the Planning Commission and Board of Supervisors can be complex and time consuming, and requires sensitive negotiations with all parties involved. Implementation of stormwater management regulations presents particular challenges on smaller development sites; infill development in general provides challenges in areas lacking adequate storm sewerage. Other policies and regulations as they pertain to parking and open space, for example, originally adopted for large suburban areas, require careful consideration in its application.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #71: Rezoning and Special Exception Evaluation			
FUNDING			
Expenditures:			
Compensation	$1,151,123	$1,094,452	$1,263,893
Operating Expenses	108,278	87,556	87,299
Total Expenditures	$1,259,401	$1,182,008	$1,351,192
General Fund Revenue	$1,163,402	$1,336,261	$1,205,672
Net Cost/(Savings) to General Fund	$95,999	($154,253)	$145,520
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	17 / 17	17 / 17	17 / 17
Total Positions	17 / 17	17 / 17	17 / 17

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Applications Accepted for Scheduling	116	163	195	180	180
Number of Staff Reports Published	NA	NA	189	175	175
Number of BOS Final Actions	80	74	118	92	92
Average Time (in months) from Application Acceptance to BOS Final Action	11.0	11.3	9.6	10.0	10.0
Average Number of Staff Team Meetings Held with the Applicant Team Per Case	NA	NA	NA	3.2	3.2
Number of Expedited Zoning Cases	NA	NA	25	30	30
Number of Pre-Application Meetings Held by Branch Chiefs (Non-BZA Cases)	NA	NA	65	75	75

Seven metrics are identified for DPZ Rezoning and Special Exception Evaluation:

1. **Number of Applications Accepted for Scheduling**
   The number of applications accepted during the fiscal year indicates the number of new applications that staff is actively evaluating. This number does not include cases where the evaluation process continues from the prior fiscal year due to factors such as proposal complexity, deferrals due to additional community outreach or other factors.

2. **Number of Staff Reports Published**
   This metric indicates the volume of zoning cases that staff is actively evaluating during the fiscal year as evidenced by the publication of a staff report. This metric does not account for those applications that may have been actively evaluated during the year, but deferred or withdrawn prior to publication of a staff report.

3. **Number of BOS Final Actions**
   This metric indicates the number of zoning cases for which the Board of Supervisors has reached a final decision during the fiscal year.

4. **Average Time (in months) from Application Acceptance to BOS Final Action**
   This metric indicates the average amount of time (in months) for those cases that have been decided during a fiscal year to complete the zoning review process. The measure begins from the date of application acceptance to date of final action by the Board of Supervisors. The processing timeframe is significantly lower in FY 2015 due to the larger than normal number of Special Exception applications processed which generally have a shorter processing time.

5. **Average Number of Staff Team Meetings Held with the Applicant Team per Case**
   This metric indicates the level of comprehensive coordination that occurs between the staff team and the applicant team per case as measured by the number of face to face meetings held with the applicant team where there are at least three staff representatives from different agencies present to address land use concerns directly with the applicant team. This coordination is in addition to phone conversations, email correspondence and one-on one meetings or single topic meetings.

6. **Number of Expedited Zoning Cases**
   This metric is an indicator of cases identified for priority review by the Board of Supervisors. It is intended that these cases receive accelerated review during each stage of the zoning process and accelerated scheduling of the Planning Commission and Board of Supervisors public hearing dates. This metric excludes cases where a Planning Commission date has been scheduled and the expedited action directs scheduling of the BOS date prior to an upcoming BOS recess period.

7. **Number of Pre-Application Meetings Held by Branch Chiefs (Non-Board of Zoning Appeals (BZA) Cases)**
   This metric is an indicator of the number of meetings held with prospective applicants prior to filing a zoning application with the purpose of providing early guidance on the policies of the Comprehensive Plan, the regulations of the Zoning Ordinance, and other relevant information applicable to the prospective proposal.

LOB #72:

SPECIAL PERMIT AND VARIANCE EVALUATION

Purpose

The purpose of the Special Permit and Variance Evaluation LOB is to provide the public, the development community and the appointed members of the Board of Zoning Appeals (BZA) with objective analysis and recommendations regarding the potential development impacts of land development applications that propose a variance of the provisions of the Zoning Ordinance or a specific use within a particular zoning district that may be allowed subject to the approval of a special permit by the Board of Zoning. This line of business also provides the Clerk to the Board of Zoning Appeals function that manages communication with individual members and the body as a whole and maintains the official public meeting record including, minutes and legal notice verification for each of the public hearings held by the Board of Zoning Appeals. When BZA decisions are challenged in court, the Clerk prepares official returns of record during trial preparation.

Description

Staff within the Department of Planning & Zoning engaged in this LOB coordinate the comprehensive review of land development proposals for compliance with the provisions of the Zoning Ordinance, for conformance with the recommendations of the Comprehensive Plan and for potential conflicts with other land development regulations and/or adopted policies. Written comment and participation from multiple County agencies is obtained during the application review process resulting in a comprehensive written staff report on each land use proposal. Staff reports are available to the public and used by the Board of Zoning Appeals and the Planning Commission and the Board of Supervisors, when applicable, during deliberations.

Products of this line of business include:

- Interagency coordination among the land development agencies
- Written staff reports for each land use case
- Public Hearings before the BZA, Planning Commission, and Board of Supervisors
- Guidance through the land development process (applicants and citizens)
- Development conditions to mitigate development impacts
- Preparation of official meeting minutes for adoption by the BZA
- Maintenance of the official case file and video record of the zoning case
- Coordination of all official communication to and with members of the BZA

Benefits

The benefits of this line of business include the following:

- Implementation of County policies and land development regulations
- Public notification/outreach regarding opportunities to provide direct input at public hearings
- Special outreach and assistance to applicants unfamiliar with land development, such as homeowners and non-profit institutions
- Development conditions that mitigate land development impacts
- Support to the appointed members of the BZA
- Community education (public and development community)

Mandates

The Zoning Ordinance regulates land use in Fairfax County in accordance with the Code of Virginia; the Comprehensive Plan is required to provide for these regulations.

Trends and Challenges

Fairfax County zoning regulations delegate the review authority for a variety of uses to the Board of Zoning Appeals. Zoning applications that propose the addition of an accessory dwelling unit for an older adult or disabled person, home child care facilities, increases in fence height, and places of worship are among the Special Permit uses that are under the purview of the Board of Zoning Appeals. As the volume of certain Special Permit applications increase and/or the associated case analysis becomes routine, it will be increasingly more important to review these uses to determine whether process changes may be warranted to ensure the review times stipulated by the Code of Virginia are routinely satisfied. A recent policy change by the Virginia Department of Social Services requires the Zoning Administrator to certify that home child care facilities comply with local zoning regulations. This has resulted in over 250 applications for special permits for home child care facilities over the past two years, many of which had been in operation for years. As state licenses require renewals, it is anticipated that applications for these special permits will continue in high volumes of applications as compared with years prior to 2014. Further, for many home child care providers, English is not their native language; this has led to increased demands on staff to provide guidance through the application process.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #72: Special Permit and Variance Evaluation			
FUNDING			
Expenditures:			
Compensation	$541,705	$515,036	$594,773
Operating Expenses	50,954	41,203	41,082
Total Expenditures	$592,659	$556,239	$635,855
General Fund Revenue	$477,090	$505,055	$474,841
Net Cost/(Savings) to General Fund	$115,569	$51,184	$161,014
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	8 / 8	8 / 8	8 / 8
Total Positions	8 / 8	8 / 8	8 / 8

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Applications Accepted for Scheduling	116	225	261	200	200
Number of Staff Reports Published	NA	NA	275	280	280
Number of BZA Final Actions	102	136	247	258	258
Average Time (in months) from Application Acceptance to BZA Final Action	3.1	4.6	6.0	6.8	6.8
Number of Pre-Application Meetings Held by Branch Chiefs (BZA Cases)	NA	NA	4	6	6

Five metrics are identified for DPZ Special Permit & Variance Evaluation:

1. **Number of Applications Accepted for Scheduling**
   The number applications accepted during the fiscal year indicates the number of new applications that staff are actively evaluating. This number does not include cases where the evaluation process must carry-over beyond the fiscal year of acceptance due to factors such as proposal complexity, deferrals due to additional community outreach or other factors are not acted upon by the BZA within the year of acceptance.

2. **Number of Staff Reports Published**
   This metric indicates the volume of zoning cases that staff is actively evaluating during the fiscal year as evidenced by the publication of a staff report. This metric does not account for those applications that may have been actively evaluated during the year, but deferred or withdrawn prior to publication of a staff report.

3. **Number of BZA Final Actions**
   This metric indicates the number of zoning cases for which the BZA has reached a final decision during the fiscal year.

4. **Average Time (in months) from Application Acceptance to BZA Final Action**
   This metric indicates the number of zoning cases for which the BZA has reached a final decision during the fiscal year.

5. **Number of Pre-Application Meetings Held by Branch Chiefs (BZA Cases)**
   This metric is an indicator of the number of meetings held with prospective applicants prior to filing a zoning application with the purpose of providing early guidance on the policies of the Comprehensive Plan, the regulations of the Zoning Ordinance, and other relevant information applicable to the prospective proposal.

LOB #73:

PROFFER INTERPRETATION AND SPECIAL PROJECTS

Purpose

The purpose of the Proffer Interpretation and Special Projects LOB is to provide the development community, internal staff, the public and the appointed and elected officials with verbal clarification or written responses to interpretation requests of approved proffers and development conditions.

Description

Staff within the Department of Planning and Zoning engaged in this line of business evaluate proffers, development conditions and plans associated with approved zoning applications to: 1) respond to written requests from the development community to determine whether proposed modifications are in substantial conformance with the approved zoning case; 2) evaluate requests for additional time to commence construction of approved special exception and special permit uses; 3) provide zoning interpretations upon the request of the Department of Public Works and Environmental Services (DPWES) during its review of various aspects of final engineering and construction drawings; and 4) provide zoning analysis for telecommunication facility proposals that are processed administratively.

Products of this line of business include:

- Interagency coordination among the land development agencies
- Written interpretations of approved proffers and development conditions
- Annual proffer report to the State
- Additional Time Request staff reports for the Board of Supervisors and Board of Zoning Appeals
- Guidance regarding minor modifications

Benefits

The benefits of this line of business include the following:

- Implementation of approved proffers and development conditions
- Public notification/outreach regarding minor building additions that may be proposed for administrative review
- Ability to track changes to approved development applications over time, providing both a historical record and consistency of interpretations
- Administrative review process to allow for minor modifications rather than a public hearing

Mandates

Once approved, proffers and development conditions become part of the Zoning Ordinance as they pertain to specific properties, and as such are subject to enforcement action.

Trends and Challenges

Each year numerous requests for interpretation of approved proffers and development conditions are received from internal County agencies (primarily DPWES), elected and appointed officials, the development community, homeowners associations and individual citizens. When possible requests from internal sources are responded to verbally for efficiency. As the complexity of proffer language has increased over time, so too has the complexity of interpretation questions. Also, it has become common for there to be multiple distinct questions included within a single interpretation request letter. Providing timely written responses to interpretation requests is an ongoing challenge. It is expected that the establishment of two "booster shot" positions to assist DPWES with proffer review and compliance during site plan and building plan review stage of the development process will enable developers to deliver to market sooner, and will free remaining staff to focus on addressing those interpretation requests that require a written response.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #73: Proffer Interpretation and Special Projects			
FUNDING			
Expenditures:			
Compensation	$270,852	$386,277	$446,080
Operating Expenses	25,477	30,902	30,811
Total Expenditures	$296,329	$417,179	$476,891
General Fund Revenue	$350,487	$383,748	$361,668
Net Cost/(Savings) to General Fund	($54,158)	$33,431	$115,223
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	4 / 4	6 / 6	6 / 6
Total Positions	4 / 4	6 / 6	6 / 6

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of site and building plan review cases per year that required informal interpretation staff support	NA	NA	NA	35	35
Percentage of assigned proffer/condition interpretations completed within 30 working days of receipt (RZ=Rezoning; SE=Special Exception)	52 (RZ) 34 (SE)	33 (RZ) 26 (SE)	31 (RZ) 37 (SE)	33 (RZ) 33 (SE)	33 (RZ) 33 (SE)
Percentage of interpretation requests per year that ask more than one question	NA	NA	NA	30	30
Number of completed written responses to inquiries, excluding interpretations	126	93	155	160	160
Number of completed responses to proffer/condition interpretations	162	150	116	100	100

Five metrics are identified for DPZ Proffer Interpretation & Special Project:

1. **Number of site and building plan review cases per year that required informal interpretation support.**
   With the establishment of two booster shot positions within DPZ, this new metric is intended to measure the level of zoning support provided to DPWES to resolve zoning questions that arise during the engineering phase of the land development process.

2. **Percentage of assigned proffer/condition interpretations completed within 30 working days of receipt.**
   This metric indicates the proportion of requests that due to its straightforward nature or urgency, staff was able to respond within 30 working days of receipt.

3. **Percentage of interpretation requests per year that ask more than one question.**
   This new metric indicates the level of complexity and research effort required to respond to requests that pose multiple questions.

4. **Number of completed written responses to inquiries, excluding interpretations.**
   This metric indicates the number of written responses to inquiries related to complete zoning cases, including inquiries from other County agencies or divisions within the department. For example, included within this measure are telecommunication facility reviews and additional time requests.

5. **Number of completed responses to proffer/condition interpretations.**
   This metric indicates the volume of proffer/condition interpretations that are completed per fiscal year.

LOB #74:

CUSTOMER SERVICE, APPLICATIONS INTAKE AND ACCEPTANCE

Purpose

The purpose of this LOB is to provide direct personal customer service to any person who calls or visits the Zoning Evaluation Division. Typical customers include the public seeking general zoning or specific zoning application information, applicants seeking appointments with planners to discuss pending or future cases in addition to applicants who have filed zoning applications seeking case status information on meeting the minimum submission requirements of the Zoning Ordinance.

Description

This LOB consists of administrative staff who serve as the first point of contact to callers and visitors to the Division, staff who maintain the zoning case files both electronic and hard copy versions, staff who process Division correspondence, and staff who review all submitted zoning applications to determine if the minimum submission requirements of the Zoning Ordinance are satisfied.

Staff at the front counter also provide guidance to individuals who are unsure of what agency/division to contact. In addition, staff schedules pre-application meetings for customers who wish to discuss the viability of rezoning proposals prior to submitting a completed application, including payment of fees. Staff also conducts preliminary research on properties for use in pre-application meetings.

Benefits

This LOB provides customers with immediate contact with a planner or other knowledgeable staff to answer general questions. Based upon the nature of the customer inquiry, this line of business serves to re-route the customer to the appropriate land development agency or division. When more in-depth research is needed to respond to a customer inquiry, staff will refer the customer to the planner of the day or initiate the appropriate procedures to request a pre-application meeting with a senior staff person. When an applicant has submitted a zoning application, multiple staff contacts are provided to assist the applicant understand the nature of minimum zoning application submission requirements and eliminate application deficiencies.

Mandates

None of the components of this LOB are mandated. However, there is a zoning ordinance compliance component to the line of business in that the minimum zoning application submission requirements are stipulated by the Zoning Ordinance. Zoning Applications are not accepted for review and scheduled for public hearing until it is determined that the application satisfies the minimum requirements.

Trends and Challenges

The increased use of technology is becoming more prevalent in this LOB, particularly the self-service aspects of new and improved land development databases and application forms. Increasingly more land use information is becoming available to the public and applicants via the County website. While this trend has resulted in a reduction in visits to the office to obtain general information, an increase in the number of telephone inquiries regarding where to find information and forms on the website is evident. As the County land development submission process moves forward with electronic submission and review of zoning applications, the organization and maintenance of the County website and other information

technology resources will become more critical to the County staff users, the public and the development community. It will also require direct assistance to applicants less familiar with the technology involved.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #74: Customer Service, Applications Intake and Acceptance			
FUNDING			
Expenditures:			
Compensation	$812,557	$772,554	$892,160
Operating Expenses	76,431	61,804	61,623
Total Expenditures	$888,988	$834,358	$953,783
General Fund Revenue	$290,087	$333,588	$301,268
Net Cost/(Savings) to General Fund	$598,901	$500,770	$652,515
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	12 / 12	12 / 12	12 / 12
Total Positions	12 / 12	12 / 12	12 / 12

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Average number of phone calls per month to the main phone line for the Division	NA	NA	NA	1,000	1,000
Average number of visitors per day	NA	NA	7.5	8	8
Number of applications received per year	283	535	327	280	280

Three metrics are identified for DPZ Customer Support, Applications Intake and Acceptance:

1. **Average number of phone calls per month to the main phone line for the Division**
   This new metric is an indicator of the volume of inquiries from all customers and includes those requests that can be resolved over the phone through immediate response, website assistance and/or redirection to appropriate staff.

2. **Average number of visitors per day**
   This metric is an indicator of the number of walk-in customers seeking zoning application information generally without a scheduled appointment. Applicant teams and other customers with an appointment to meet with a planner are generally excluded from this metric.

3. **Number of applications received per year**
   This metric indicates the number of zoning applications reviewed per year for compliance with the submission requirements of the Zoning Ordinance.

LOB #75:

ZONING INTERPRETATIONS, INQUIRIES AND APPEALS

Purpose

The Fairfax County Zoning Ordinance is intended to promote the public health, safety and general welfare and to implement the Comprehensive Plan for the orderly and controlled development of the County. It is the duty and responsibility of the Zoning Administrator to implement and enforce the Zoning Ordinance, including its interpretation and administration. The administration of the Zoning Ordinance includes responding both verbally and in writing to citizens, business owners, staff and other stakeholders about requests for zoning interpretations and information, as well as making Zoning Administrator determinations as specified in the Zoning Ordinance, such as minimum yard requirements (setbacks) for a given property and the issuance of food truck permits.

The ability to appeal either determinations made by the Zoning Administrator or Notices of Violation (NOVs) issued for Zoning Ordinance violations allows County residents, business owners, or other aggrieved stakeholders to exercise due process through a Board of Zoning Appeals public hearing process.

Description

The Zoning Interpretations, Inquiries and Appeal LOB is performed by staff in the Ordinance Administration Branch. This LOB is responsible for several tasks and functions which are designed to help in the administration and implementation of the Zoning Ordinance. The primary functions include:

- Zoning Compliance Letters: provide property-specific zoning history and compliance status;
- Use Determinations: identify what a particular use is within the Zoning Ordinance and what may be required to establish that use in a particular location;
- Accessory Structures/Use Determinations: clarify what size and location of accessory uses/structures are permitted on a given property;
- Vested Rights Determinations: analyze whether the provisions of Virginia Code § 15.2-2307 are applicable to a noncompliant structure, thereby giving it legal right to remain even though such structure does not meet the current requirements;
- Yard Determinations: clarify the minimum yard requirements (setbacks) for a given property;
- Setback Certifications: determine whether the required setbacks were met during certain residential construction projects;
- Zoning Verification for State Licensing: family day homes, junk yards, vehicles sales and certain other uses require a license from the Commonwealth of Virginia before establishment of the use. Prior to issuing the license, the Commonwealth requires confirmation from the local jurisdiction that local zoning requirements have been satisfied;
- Food Truck Permits: issue food truck location and operator permits;
- Virginia Code § 15.2-2232 Application Reviews - provide guidance to Planning and Zoning Evaluation Division staff on whether the Zoning Ordinance requirements are met for proposed telecommunications facilities and public facilities; and
- Lot Validation Requests: provide guidance on whether a specific property is buildable from a zoning and subdivision perspective.

The processing of appeal applications is mandated by state code provisions, and allows County residents, business owners, or other aggrieved stakeholders to appeal Notice of Violations (NOVs) issued for Zoning Ordinance violations, as well as to appeal determinations made by the Zoning Administrator. The processing of an appeal includes the acceptance of the application, legal advertisement, historic research and coordination with the appellant and appropriate staff. A staff report outlining the Zoning Administrator's position is prepared and staff presents its position at the Board of Zoning Appeals (BZA) public hearing. The BZA makes the final decision on the appeal. For appeal applications that are based on NOVs, the primary emphasis is placed on trying to obtain compliance by seeking other remedies, such as site plan or special permit approval. The appeals process also includes the maintenance and update of the appeals database and files.

Benefits

Benefits of the LOB include:

- Promotes the public health, safety and welfare;
- Provides citizens and business owners with certainty and guidance on how property can be developed, thereby allowing financial and business decisions to be made concerning property;
- Allows certain uses to be established, thereby promoting economic development within the County; and
- Allows County residents, business owners, or other aggrieved stakeholders to appeal NOVs issued for Zoning Ordinance violations, as well as to appeal determinations made by the Zoning Administrator; thereby, exercising the right to due process.

Mandates

Pursuant to Sect. 18-103 of the Zoning Ordinance, the Zoning Administrator shall administer and interpret the Zoning Ordinance. All of the functions of this LOB are directly involved in the administration and interpretation of the Zoning Ordinance.

Zoning Appeals are mandated by Virginia Code §§ 15.2-2308 (Boards of Zoning Appeals to be Created; Membership, Organization, etc.) and 15.2-2309 (Powers and Duties of Boards of Zoning Appeals). The County's implementation of these requirements is governed by the Zoning Ordinance provisions of Part 3 of Article 18 of the Zoning Ordinance.

Trends and Challenges

The following trends and challenges have been identified:

- Changes in state and federal regulations and court rulings have reduced the localities ability to regulate certain uses or activities. For example, changes to the Code of Virginia have resulted in more uses to be vested as nonconforming uses and have limited almost all local regulations for agricultural uses including farm wineries, farm breweries and farm distilleries. In addition, changes in federal telecommunication regulations have allowed more expansions of telecommunication facilities to be permitted without local jurisdiction review. Becoming familiar with and understanding the practical applications of the new state and federal regulations and court rulings is a challenge for the County.
- Economic development and the facilitation of new business is a County goal; however, a strict interpretation of the zoning regulations may at times make it difficult to promote economic development. The challenge is to promote economic development while maintaining consistency in interpretation and adherence to the zoning regulations.

- There is increasing demand to update outdated land uses and definitions to reflect changing development trends. Examples include: micro-breweries; changes in the restaurant industry; and new types of housing that serve the aging and disabled.
- The number of setback certifications and zoning compliance letters has increased over the past several years. Given the expected short turnaround on these requests, staff is required to spend a disproportionate time on these requests and is unable to spend time on other functions.
- Increase in staff turnover due to retirements and cross agency promotional opportunities. As such, the challenge is to find qualified new staff and to provide the appropriate training.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #75: Zoning Interpretations, Inquiries and Appeals			
FUNDING			
Expenditures:			
Compensation	$864,879	$906,140	$931,133
Operating Expenses	76,431	66,955	66,758
Total Expenditures	$941,310	$973,095	$997,891
General Fund Revenue	$80,714	$104,655	$86,234
Net Cost/(Savings) to General Fund	$860,596	$868,440	$911,657
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	12 / 12	13 / 13	13 / 13
Total Positions	12 / 12	13 / 13	13 / 13

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number. of Compliance Letters completed	276	264	339	340	340
Percent of Compliance Letters completed within 30 days of receipt	96%	81%	73%	80%	95%
Number of Setback Certifications completed	679	611	709	730	700
Percent of Setback Certifications completed within 7 days of receipt	88%	81%	75%	94%	85%
Number of Appeals accepted	37	16	32	20	20
Number of Appeals completed	14	13	17	20	20

The metrics for the Zoning Interpretations, Inquiries and Appeals measure the number of compliance letters and setback certifications completed, the percentage of compliance letters that are completed within 30 calendar days from receipt, the percentage of setback certifications that are completed within 7 calendar days of receipt, and the number of appeals accepted and completed. Although the desired goal is to complete 100 percent of compliance letters within 30 days from the receipt of the request and to complete 100 percent of setback certifications within 7 days from the receipt of the request, these goals are unattainable for a variety of reasons, including staff workloads and the amount of time and research that is required to complete certain complicated compliance letters and setback certifications. Therefore, the goal of the compliance letter metric, which is the same as an existing performance measure, is to complete 95 percent of the compliance letters within 30 calendar days. The goal of the setback certification metric is to complete 85 percent of the setback certifications within 7 calendar days.

There is a direct correlation between the economy and the number of compliance letters and setback certifications. Setback certifications are required for those new single family detached dwellings (SFD) or additions to SFDs when such structure is within 2 feet of a minimum required setback. Banks and other lending institutions typically require compliance letters prior to real estate transaction. As the economy and real estate market improve, the number of compliance letters and setback certifications also increases. The improved economy reflects the 23 percent increase in the number of compliance letters in FY 2015 from the previous two fiscal years and the 16 percent increase in the number of setback certifications between FY 2014 and FY 2015. However, there is some economic uncertainty in the Washington metropolitan area due to the potential loss of Federal government jobs and Federal government contracts in the area. Given the current economic conditions, it is anticipated that the number of compliance letters and setback certifications should remain fairly constant through FY 2017.

Due to the increased volume of setback certifications, compliance letters, and the fact that the same staff do both the setback certifications and compliance letters, the percentage of compliance letters that have been completed within 30 days of receipt has declined from 96 percent in FY 2013 to 73 percent in FY 2015. The percentage of setback certifications completed within 7 days of receipts has declined from 88 percent in FY 2013 to 75 percent in FY 2015. The decline can also be attributed to the increase in staff turnover due to retirements and cross agency promotional opportunities. It is anticipated that as vacancies are filled and the staff becomes more experienced, compliance letters and setback certifications will be completed in a shorter time frame and the percentage of compliance letters completed within 30 days of receipt and the percentage of setback certifications completed within 7 days of receipt should increase.

Given that over 90 percent of Appeal Applications are associated with NOVs, the number issued by the Department of Code Compliance is the biggest factor in determining the number of appeal applications accepted in any given year. The number of appeals accepted in a given year can vary significantly. For example, there were 16 appeals submitted in FY 2014, and 37 appeals submitted in FY 2013. Based on the number of appeals that have been submitted thus far in FY 2016, it is anticipated that the number of appeals in FY 2016 and beyond will remain consistent. An appeal is considered completed when the Board of Zoning Appeals makes a determination on the appeal or when the appeal is withdrawn. The primary goal in all appeals that involve NOVs is to obtain compliance, and such compliance may be obtained by obtaining site plan, special permit, special exception, or some other sort of zoning approval. If the reason for the appeal is resolved, the appeal becomes moot and the appeal can be withdrawn. However, it can take a considerable amount of time to gain compliance, particularly if the appellant is uncooperative. Given the number of current active appeals and the amount of time it typically requires to process an appeal, it is anticipated that the number of completed appeals for the next two fiscal years should be consistent, but slightly higher than the FY 2015 number of completed appeals.

LOB #76:

ZONING PERMIT REVIEW AND MAINTENANCE OF PROPERTY FILES

Purpose

The Zoning Permit Review Branch (ZPRB) is responsible for the administration and implementation of the Zoning Ordinance, to promote the health, safety and general welfare of the public and the orderly development of the County. The ZPRB reviews Building Permits that are issued by the County to ensure the permits comply with the Zoning Ordinance. ZPRB also ensures compliance with the Zoning Ordinance through the review and issuance of Home Occupation Permits, Non-Residential Use Permits (also known as Occupancy Permits), and Temporary Special Permits. Property Files containing zoning approvals, Building Permits, site plans, interpretations and general correspondence pertaining to individual properties, dating to the 1940s, are maintained. These records are critical to aiding staff in verifying compliance with the Zoning Ordinance for individual properties. Such records are a tremendous resource for various County agencies, property owners, developers and development industry representatives, to conduct research as part of due diligence when considering purchasing properties. The records are available for inspection by the public, at the public counter and phone line provide valuable information to customers pertaining to the Zoning Ordinance and the development processes. These records and the Zoning reviews of permits are critical to ensure that development occurs in accordance with the County Zoning Ordinance, and thus the Board's policies and the County Vision Elements.

Description

This LOB is performed by staff in the Zoning Permit Review Branch and consists of several tasks and functions which are designed to ensure or verify that development within the County complies with the Zoning Ordinance.

- Zoning review of Building Permits: to ensure structures comply with the Zoning Ordinance and proffers or development conditions associated with any zoning approvals. These reviews are performed on building permits for new home construction, new commercial buildings, additions to residential and commercial structures, New Tenant Layout permits for new commercial tenants, and new accessory structures such as decks, sheds, garages, pools, etc.
- Non-Residential Use Permit (Non-RUP) issuance: Whenever a new tenant occupies a commercial space, an existing tenant changes their name, or there is a change of ownership, a Non-RUP must be obtained.
- Home Occupation Permit Issuance: to ensure that home-based businesses are in compliance with the Home Occupation use limitations, thus ensuring the residential character of the neighborhood.
- Temporary Special Permit (TSP) Issuance: administrative approval and issuance of TSPs for temporary uses, such as fairs, festivals, carnivals, seasonal sales, construction trailers, etc.
- As-Built Height Certification Approvals: review the As-Built Height Certifications required of any new single family dwelling proposed to be built within 2 feet of the maximum permitted building height. This review and approval is required before a Residential Use Permit (RUP) or Occupancy Permit for residences can be issued.

- Special Exception, Special Permit and Variance Application Tracking/Extensions: ZPRB maintains a tracking system to monitor the status of special permit, special exception and variance approvals. Maintenance of the system requires research to determine if there has been any approval or issuance of site plans, building permits, Non-RUPs, or requests for extensions of time. Each month, staff researches the cases due to expire within a few months, to see what level of activity has commenced on the site and/or arranges an inspection of the property by a zoning inspector to determine if the use is operating in compliance with the conditions of approval. As warranted, staff sends a warning letter to the applicant to alert them that their approval is about to expire, and whether they have options to request additional time or other extensions.
- Maintenance of Property Files: Copies of all Zoning Reviews of Building Permits, Non-RUPs, Height Certifications, TSPs, and varied correspondence and reports from other Branches within DPZ, as well as copies of site plans and parking approvals are filed within the Property Files. When a new site plan or subdivision is approved by the Department of Public Works and Environmental Services (DPWES), ZPRB staff creates a new file to reflect the subdivision name or address for the commercial site, properly labels the file, and annotates the front of the file with any Rezoning approval and relevant proffers that must be checked prior to any approvals. Upon construction of a single family detached dwelling and the issuance of a RUP, the submission of a final House Location Plat is required. ZPRB staff reviews the House Location Plat by comparing the plat to the approved grading plan, and verifying that the constructed house complies with the Zoning Ordinance requirements, and any proffers associated with the development. Once approved, the plat is filed in the Property Files. Staff also routinely repairs the aging and heavily used files to maintain them in good condition.

Digitization of the Property Files: Since 2013, DPZ has been digitizing the ZPRB Property Files. This effort is prompted by the physical constraints of maintaining the volume of records which date back 70 years and the deteriorating condition of older paper files. Digitization of these records will preserve these records in perpetuity, eliminate misfiling and missing records, and ultimately make the records much more accessible to County staff and the public. Digitization is a long-term effort, due to the volume of records to be digitized. ZPRB staff, with the assistance of the DPZ IT staff, are entering, scanning, and indexing all the new permits reviewed and issued on a daily basis. The task of scanning historic records is being handled by the DPZ IT branch. Historic records must first be reviewed before they can be scanned and indexed. Reviewing files can take up to 6 hours per file. As a result, the reviewing, scanning and indexing tasks are time consuming and labor intensive.

Benefits

- Property Files – The Property Files are the most comprehensive repository of records regarding development on individual properties that are maintained by the County. The files are utilized by property owners, development industry representatives and staff from several County agencies.
- ZPRB staff are the only County staff that compares the Building Permit application with the grading plans, the building plans and the Zoning Ordinance. Discrepancies are detected and sister agencies are alerted to ensure that all parts of the permit application are accurate.
- Non-RUP Issuance – Verify that the applicant has obtained all necessary building permits and inspections prior to the opening of a business.
- Home Occupation Permits – Home Occupation Permits for home-based businesses benefit the community by allowing people to work out of their homes, thus reducing traffic on local roadways.
- Tracking of Special Exceptions, Special Permits and Variance Applications – Informs an applicant/property owner of the status of special exception, special permit and variance approvals.
- Provision of Information – Zoning and development process information is provided to customers both in person and over the phone.

Mandates

Pursuant to Sect. 18-103 of the Zoning Ordinance, the Zoning Administrator shall administer and interpret the Zoning Ordinance. All of the functions of this LOB are directly involved in the administration and interpretation of the Zoning Ordinance.

Trends and Challenges

Trends:

- Speed up processing – In response to requests from the development industry, the County is seeking ways to shorten the time it takes to process various development plans and permits.
- Digitization – There is a growing expectation by both the public and staff that information should be available in digital form and on the web. As such, a growing presence on the web, the acceptance of electronic applications, and the digitizing of historic records and current applications are underway.
- Volume of Applications – has slowly increased over the past several years.

Challenges:

- Staff turnover – It takes approximately one year to fully train a new Planning Technician in ZPRB policies, procedures and responsibilities, so that they can fully and independently perform job duties. As the Planning Technician position is often seen as an entry level planning position, especially for recent college graduates, new hires often only stay 1 to 2 years and subsequently move on to professional level planning positions. As a result, much time is spent in the interviewing and training processes.
- Complexity of Applications – With more properties involving mixed uses and subject to complex proffers or development conditions, it is more time consuming to verify whether a particular permit complies with the relevant approved proffers.
- Accuracy of Work by Staff – Reviews are very detailed, and each type of use, business or building permit is subject to different Zoning regulations and/or processes. It is a major challenge for ZPRB staff to apply all the proper reviews or regulations, especially when such regulations periodically change.
- Inaccurate or Incomplete Applications – Often ZPRB staff encounter Permit Expediters, Architects or property/business owners who are unable to provide all the necessary information needed in order to allow the Zoning review to be completed or a permit to be issued. Common deficiencies include: incorrect property address, incorrect building permit number, missing information such as number of seats and employees in a restaurant, the number of students and staff in a school, square footage they are attempting to occupy, etc.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #76: Zoning Permit Review and Maintenance of Property Files			
FUNDING			
Expenditures:			
Compensation	$936,952	$906,140	$931,133
Operating Expenses	82,801	66,955	66,758
Total Expenditures	$1,019,753	$973,095	$997,891
General Fund Revenue	$209,650	$213,490	$208,525
Net Cost/(Savings) to General Fund	$810,103	$759,605	$789,366
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	13 / 13	13 / 13	13 / 13
Total Positions	13 / 13	13 / 13	13 / 13

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Zoning Reviews on Building Permits	10,257	10,053	10,081	10,250	10,250
Number of Zoning Reviews on Building Permits for single family detached residences	NA	NA	780	1,020	1,000
Percent of Zoning Reviews for new single family dwelling Building Permits that are performed within 5 business days	NA	NA	91%	87%	90%
Number of Non-RUP reviews	2,513	2,327	2,648	2,600	2,600
Number of Building Height Certifications	307	247	250	250	250

The metrics for the Zoning Permit Review and Maintenance of Property Files LOB measure the number of zoning reviews for Building Permits, Building Permits for single family detached residences, Non-Residential Use Permits (Non-RUPs) and Building Height Certifications. Although the goal is always to complete 100 percent of zoning reviews within 5 business days from the receipt of the request for a single family detached single family dwelling, that goal is unattainable due to staff workloads, staff turnover, and the amount of time and research that is required to complete certain complicated building permit reviews. Therefore, the goal of this LOB is to complete 85 percent of the zoning reviews for building permits for single family dwellings within 5 business days of receiving the permit.

The number of building permits, building permits for single family detached residences, Non-RUPs and Building Height Certifications is a significant means of showing the amount of construction activity in the County, and therefore the economic condition of the County. Large numbers of issued permits indicate robust construction activity and economic vitality. Generally, construction activity has increased in the last five to ten years as the overall economy has improved. However, there is some economic uncertainty in the Washington metropolitan area due to the impacts of sequestration. As a result, the number of building permits, building permits for single family residences, Non-RUPs and Building Height certifications has remained fairly constant since FY 2013. It is anticipated that the volume of permits should remain fairly constant through FY 2017, and it is projected the Branch will generally maintain the same volume of workload.

The output metrics discussed above show the overall workload for the Zoning Permit Review Branch. However, in order to measure the service quality of the Zoning Permit Review Branch, the metric also measures the percentage of single family detached Building Permit reviews that are done within 5 business days of receiving the request. It is critical that this review be done expeditiously as this review is required before a Building Permit can be issued and delays in approval can result in additional costs to the homeowner. Since ZPRB staff are the only County staff comparing the site related plans (Infill Lot Grading Plans, Subdivision Grading Plans, Conservation Plans) to the architectural building plans, to ensure that the plans match and comply with the Zoning Ordinance, the zoning review is rather detailed. As such, these permits are required to be dropped off for assignment to a technician for review. Additionally, a Secondary Supervisory Review is required for houses reviewed by new technicians. Customers are advised that it can take 10 business days, but typically such reviews take only a few days if coordination with other agencies or other complications do not arise. Although this metric has not been tracked in prior years, approximately 91 percent of the reviews were completed within 5 business days in FY 2015 and approximately 87 percent of the reviews have occurred within 5 business days in FY 2016 to date. It is noted that 4 new planning technicians have recently been hired in ZPRB, and it is anticipated that the review time should decrease in the future as no supervisory review would be required.

LOB #77:

ZONING INSPECTIONS AND SIGN PERMIT REVIEW

Purpose

Article 12 of the Zoning Ordinance sets forth specific regulations on size, location and illumination of signs in the County. The stated purpose of this Article is to regulate all exterior signs and interior signs placed for exterior observance so as to protect property values, to protect the character of the various communities in the County, to facilitate the creation of a convenient, attractive and harmonious community, to protect against danger in travel and transportation and to improve and protect the public health, safety, convenience and general welfare. In addition, legislative actions, such as Comprehensive Sign Plans, may modify the requirements of Article 12 with input from the community through public hearing processes. The purpose of the sign permit review process is to ensure that the provisions of Article 12 or legislative actions related to signs are administered and enforced in accordance with those regulations or approvals.

Zoning inspections are performed for a wide variety of reasons, but are typically tied to compliance with legislative actions such as special exceptions or special permits. The inspections occur when conditions are imposed that require specific actions or events to occur through development conditions or proffers and the zoning inspection ensures that the conditions or proffers have been fulfilled. Inspections are also often performed to verify the status of a property or use on the property, prior to issuance of a permit for occupancy.

The stated purpose of the Noise Ordinance is to promote an environment for the citizens of Fairfax County that is free from noise that jeopardizes a person's health or welfare or degrades the quality of life. The Zoning Inspections Branch assists in the implementation of the Noise Ordinance through the issuance of noise waivers. The purpose of the noise waiver review is to ensure that the noise from the requested waiver does not endanger the public health, safety or welfare; and compliance with the Noise Ordinance from which the waiver is being sought would produce serious hardship without producing equal or greater benefit to the public.

Description

The Zoning Inspections Branch of the Zoning Administration Division is responsible for the review and issuance of sign permits. Sign permits require completion of an application form, accompanied by renderings of the proposed sign, and a copy of a site plan if the sign is freestanding. Additionally, documentation is required from the property owner to ensure that the applicant has permission to erect the sign. Further, either a copy of an occupancy permit or an issued building permit for a new tenant layout for the sign tenant is required before the sign can be issued, to ensure that signs are not erected for uses that are not lawfully permitted.

Once a sign permit is submitted, it is carefully reviewed by staff to determine if it meets the requirements of Article 12 or other pertinent regulations, such as Comprehensive Sign Plans. Some signs require inspections prior to issuance, and these inspections may require further action by the property owner or sign permit applicant to remedy zoning violations prior to issuance of the sign permit. Once all the submission requirements are received and the property is cleared of zoning violations, the sign permit may be issued.

The Branch also provides to the Zoning Evaluation Division an analysis of the Article 12 requirements for all proposed comprehensive sign plans and other modifications of the sign provisions that require special permit or special exception approval.

Zoning inspections may occur when a sign application is submitted to ensure that the property conforms to the Zoning Ordinance, or in the form of a request from another branch in the agency tasked with determining if the development conditions or proffers have been accomplished. Usually this takes the form of a written request. Once the inspection has been performed, staff provides a written response to the

requestor stating the findings of the inspection. If violations are found, the property owner is advised at the inspection and provided information on how to remedy the issue.

The Branch assists in the administration of the Noise Ordinance by the review and approval of Noise Waiver requests which involve research of previous violations/complaints and history of the property, coordination with other staff and often the District Supervisor, site inspections, the taking of noise measurements and the development of approval conditions that mitigate the impacts of the waiver request on adjacent properties.

Benefits

The benefits of the sign permit review are very tangible and evident. When a sign is erected without a sign permit review, it may be located in areas that prevent adequate traffic sight distance thereby causing a safety issue, the sign may be oversized, or it may otherwise become an eyesore in the community and cause visual blight. The sign permit review process ensures that signs are only issued permits when they are in compliance with Article 12 or sign related legislative actions. The review process also provides the additional benefit of ensuring that the property where the sign will be located is free of zoning violations.

The benefits of zoning inspections are the ability to demonstrate that conditions and proffers, vetted through public hearing processes, are implemented as required. Zoning inspections also provide an opportunity to educate property owners on potential safety concerns identified during the inspection.

The benefits of the noise waiver process is to allow certain short term activities to occur and property owners to enjoy the use of their property while ensuring that the noise impacts of such activities on the adjacent properties has been minimized to the greatest extent possible. For example, allowing nighttime road construction to occur allows the road improvement to be completed in a shorter timeframe and to minimize the impact of the construction on the commuting public.

Mandates

The issuance of sign permits must be done in accordance with Article 12 of the Zoning Ordinance. Par. 2 of Sect. 18-102 of the Zoning Ordinance allows the Zoning Administrator to conduct inspections of buildings, structures and other uses to determine compliance with the Zoning Ordinance.

Trends and Challenges

The following trends and challenges have been identified for sign permits:

- There are legal challenges to sign ordinances throughout the country, based on content neutrality issues. Given that the Fairfax County sign regulations are not fully content neutral, the Fairfax County sign regulations must be amended to be content neutral in order to be able to withstand a legal challenge.
- The submission of more comprehensive sign plans (CSPs) can benefit the community and the applicant, as such plans can provide for an overall uniform sign design for a site, flexibility, and the ability to receive approval for signs that are larger and/or would otherwise not permitted under Article 12. CSPs allow for more creativity and a greater variety of sign design in the County. However, CSPs and other modifications of the sign ordinance are more difficult to implement and enforce than signs allowed by right, as each approval is unique and requires more research and monitoring/tracking than a sign that is permitted under Article 12.
- Sign technology and design are changing through the use of more LED lighting, incorporation of changing or movable copy and videos, and the proliferation of temporary signs, such as feather or banner signs. The sign regulations have not been comprehensively updated since 1984 and, as such, the regulations do not reflect the latest trends in sign technologies and design.

- As the County is becoming more urbanized, there are more mixed use developments of both residential and commercial uses. However, the current sign regulations do not accommodate such mixed use development and the issuance of sign permits in these areas, absent a comprehensive sign plan, is problematic.
- Ensuring submission of complete sign permit applications. Sign permit applications are frequently submitted by sign companies that conduct business in multiple states and jurisdictions and/or permit runners, and these individuals are unfamiliar with the Fairfax County sign regulations and submission requirements. In most cases, these individuals are unaware of the applicable CSP and/or special permit or special exception development conditions pertaining to signage for a particular site, and therefore, it is difficult to gain compliance. This situation results in multiple submissions and site inspections by staff.
- Fairfax Inspections Database Online (FIDO) is the current computer system used in the process of issuing sign permits. Many steps are required in the computer system before a sign permit can be issued; however, the process of replacing the FIDO system is underway.

The following trends and challenges have been identified for zoning inspections and sign permits:

- There has been a high staff turnover in the Zoning Inspections Branch, including the departure of individuals with many years of inspection and sign permit experience. As such, the challenge is to find qualified new staff and to provide the appropriate training.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #77: Zoning Inspections and Sign Permit Review			
FUNDING			
Expenditures:			
Compensation	$504,513	$487,921	$501,379
Operating Expenses	44,585	36,053	35,947
Total Expenditures	$549,098	$523,974	$537,326
General Fund Revenue	$139,270	$129,865	$136,724
Net Cost/(Savings) to General Fund	$409,828	$394,109	$400,602
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	7 / 7	7 / 7	7 / 7
Total Positions	7 / 7	7 / 7	7 / 7

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Sign Permits	2,277	2,475	2,119	2,300	2,300
Number of zoning/noise inspection requests	1,678	1,729	1,738	1,750	1,750
Percent of zoning inspections conducted within 15 calendar days of the inspection request	75%	84%	81%	80%	80%

The metrics for the Sign Permit Review and Zoning Inspections LOB include the number of sign permits, the number of zoning/noise inspection requests, and the percentage of inspections that occur within 15 calendar days of the inspection request.

The issuance of sign permits is associated with changes in tenants, upgrades to existing sites and new construction. Therefore, the number of sign permits issued is an indicator of economic activity in the County. The total number of sign permits includes those sign permits that have been issued/approved, failed or determined to be incomplete. Typically, one sign permit is required for each tenant or business in a development, such as a shopping center or business park. However, the applicant may choose to obtain separate permits for certain signs, such as one permit for a freestanding sign and a separate permit for building mounted signs. The number of sign permits has been relatively consistent between FY 2013 and FY 2015, and it is anticipated that the number of sign permits should remain fairly constant for the next two fiscal years assuming that the economic conditions remain the same.

The Zoning Inspections Branch performs a variety of inspections in order to determine whether the property complies with the Zoning Ordinance and/or the conditions of zoning approval. Requests for zoning inspections may come from other staff in DPZ. The past 12 to 18 months have seen an increase in staff-requested zoning inspections due to the large volume of home child care Special Permit applications. The influx of home child care special permit applications is the result of changes in the state licensing process that went into effect in 2012. In addition to staff-requested inspections, inspections are also conducted in conjunction with the review of Dance Permits, certain sign permits, fence height waivers, noise waivers and the review of sign modifications. Given that these inspections are typically associated with the review of a zoning application, and the applicants desire expeditious processing of their applications, it is incumbent on staff to perform the zoning inspections as quickly as possible. Although it would be desirable for all zoning inspections to occur within 15 days of the request, there are instances where highly complex reviews may take longer, or when workloads adversely affect the ability of staff to meet this timeframe. As such, the goal of the inspection metric is to conduct 80 percent of the inspection requests within 15 days of the inspection request. This goal has been met since FY 2014. It is anticipated that both staffing levels and the number of inspection requests should remain consistent; therefore, it is projected that an 80 percent inspection rate within 15 days of the request should be maintained going forward.

LOB #78:

ZONING ORDINANCE AMENDMENTS

Purpose

The Zoning Ordinance of Fairfax County is intended to promote the public health, safety and general welfare and to implement the Comprehensive Plan for the orderly and controlled development of the County. Fairfax County has had a Zoning Ordinance since 1941 and the current Zoning Ordinance was adopted in 1978. The Zoning Ordinance consists of a text, map and includes approved rezonings and all proffered conditions accepted as part of any approved rezoning. To be effective, Zoning Ordinances need to reflect the views of how land within a jurisdiction can or should be used at the present time as well as the future. Therefore, amendments to the text of the Zoning Ordinance are necessary to reflect changes in state codes, land use development patterns, new uses and policies that need to be accommodated within the County's land use regulations. These legislative changes require significant research, analysis and legal review to ensure that the County develops in a manner consistent with the Comprehensive Plan guidance and is reflective of the Board's policies and the County Vision Elements.

Description

This LOB is performed by staff in the Ordinance Administration Branch under the direction of the Zoning Administrator/Division Director. It is noted that the Ordinance Administration Branch is also responsible for the Zoning Interpretations, Inquiries and Appeals lines of business.

Amendments to the Zoning Ordinance text can range from the very simple editorial revisions to reflect changes in state code or other minor edits for clarification purposes, to a multi-year effort to create a new Zoning District to implement the Tysons Plan. Staff has recently concluded a multi-year effort to adopt a new Noise Ordinance, which is also administered by the Zoning Administration Division. The processing of a Zoning Ordinance amendment includes background research, coordination with the applicable stakeholders, drafting of the proposed amendment text and staff report, vetting of the proposed text with appropriate individuals and groups, public hearings before the Planning Commission and Board of Supervisors, Board approval, file close out, implementation, and potential monitoring activities. Implementation activities may include, but are not limited to, the training of the public and staff about the adopted amendment, updating websites and any applicable applications, publishing brochures and handouts, and the development of new procedures.

Requests for amendments to the Zoning Ordinance are generated from the Board, the Planning Commission, the Board of Zoning Appeals, staff, citizens, and industry representatives. In order to manage and prioritize these requests, staff prepares a Zoning Ordinance Amendment Work Program which is approved annually by the Board. The Work Program is comprised of two lists: Priority 1 and Priority 2. The Priority 1 list includes those items to be addressed in the up-coming year and the Priority 2 list includes items to be retained for future Priority 1 consideration. The 2015 Priority 1 Work Program adopted by the Board of Supervisors on July 28, 2015 contains a total of 37 amendments broken down as follows:

- 5 amendments previously authorized and scheduled for public hearings
- 21 amendments in various stages of research and analysis that have been carried over from the 2014 Work Program
- 11 amendments that are new to the Priority 1 Work Program

In addition to processing the text amendments, this LOB is responsible for maintaining the compiled text of the Zoning Ordinance and all amendments adopted through the preceding year. Staff is required to provide an up to date copy of the Zoning Ordinance for review by the public and to prepare certified copies of specific provisions upon request for use by other County agencies and the public. A current copy of the

Zoning Ordinance, as amended, is maintained on the Department's website, along with copies of the Staff Reports for all authorized amendments. Staff maintains a List Serve Account for all adopted amendments.

Benefits

Benefits of this LOB include:

- Promotes the public health, safety and general welfare.
- Implements the County's Comprehensive Plan and other County policies such as affordable housing.
- Provides the regulatory guidance to boards, commissions, task forces, citizens and development industry on zoning and land development regulations.
- Responds to changing land use trends, policies and conditions with appropriate regulations to foster the development of healthy, attractive and safe communities.

Mandates

Part 2 of Article 18 of the Zoning Ordinance allows the text of the Zoning Ordinance to be amended and outlines the Zoning Ordinance amendment process.

Trends and Challenges

The following trends and challenges have been identified:

- The current Zoning Ordinance was adopted in 1978 and was designed to implement a more suburban land use model with distinct districts for residential, commercial and industrial development. However, the future growth of the county is taking place in mixed use activity centers around transit station areas as well as in the older Community Business Centers in a more urban form. The Zoning Ordinance is one of several regulatory codes that should facilitate this type of urban mixed use development by providing the appropriate regulations for the evolving nature of development and urban structures.
- There is increasing demand to update outdated land uses and definitions to reflect changing development trends. Examples include: micro-breweries; food service operations that are not quite fast food but not full service restaurants; and innovative types of housing products including live/work units.
- Amendments to the Ordinance are continually needed to address state code changes and court decisions. Elements of both the County's Noise Ordinance and Sign provisions are based on outdated model ordinances that have been deemed unenforceable by the Courts and full rewrites of these codes are required.
- A number of surrounding jurisdictions, including Arlington County, Fairfax City, and Montgomery County, Maryland have undertaken major updates of their Zoning Ordinances and presented them in a more user friendly web based format.

While there is increasing pressure to undertake a major update of the Zoning Ordinance, such an undertaking will entail a significant commitment of financial and staff resources to accommodate what is usually a long multi-year effort with extensive outreach to property owners, the community and other stakeholders followed by legislative approval by the Board.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #78: Zoning Ordinance Amendments			
FUNDING			
Expenditures:			
Compensation	$288,293	$278,812	$286,502
Operating Expenses	25,477	20,601	20,541
Total Expenditures	$313,770	$299,413	$307,043
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$313,770	$299,413	$307,043
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	4 / 4	4 / 4	4 / 4
Total Positions	4 / 4	4 / 4	4 / 4

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Zoning Ordinance Amendments processed	10	8	12	12	12
Percent of Zoning Ordinance Amendments on the Priority 1 ZOAWP processed each year	37%	25%	38%	37%	37%

The metrics for this LOB measures the number of adopted Zoning Ordinance Amendments (ZOAs) processed and the percentage of ZOAs on the adopted Priority 1 ZOA Work Program (ZOAWP) processed each year. The objective of this metric is to process 50 percent of the amendments on the Priority 1 ZOAWP within the year. The number of ZOAs adopted each year is a quantifiable output for this LOB that can be used to compare output from year to year. However, the percentage metric is based on the number of Priority 1 items on the ZOAWP, which can vary from year to year. The more items on the Priority 1 ZOAWP, the harder it is to achieve a high percentage of completion. For purposes of the metric, processing a Zoning Ordinance amendment includes:

- Authorization of public hearings by the BOS
- Presentation and discussion of a proposed amendment to the BOS Development Process Committee (which is a Committee of the whole Board)
- Determination that a particular amendment is no longer necessary (Issue can be resolved by Zoning Administrator interpretation or change in circumstance)

Since FY 2013, the average number of amendments processed has been 10, and the percentage of amendments processed is approximately 37 percent. Many of the amendments on the Work Program require significant staff research, analysis and outreach to stakeholders as well as multiple meetings with the Board's Development Process Committee prior to even being authorized. More often than not, these amendments become multi-year efforts which can impact the amount of staff resources available to process other amendments. Amendments are subject to legislative approval by the Board and obtaining consensus from stakeholders on these amendments prior to authorization has been expressed by some Board members as a prerequisite for authorization to advertise public hearings. This trend will make it increasingly difficult to process amendments within a year's time frame and will limit the number of amendments that can be completed each year. In addition, the staff assigned to the Zoning Ordinance Amendments LOB is also the same staff involved in the Zoning Interpretations, Inquiries and Appeals LOB. Due to the long-term nature of the amendment process, work on amendments is often delayed in order to process the more immediate requests from the public for compliance letters, use determinations and other interpretation requests.

LOB #79:

INFORMATION TECHNOLOGY SUPPORT

Purpose

DPZ Information Technology supports the Department of Planning and Zoning Lines of Business and citizens directly on land development and administration activities. These activities rely on timely information dissemination and exchange via web and other technologies such as GIS, 3D modeling, ePlans, database and reports. These technologies facilitate input, analysis, collaboration, citizen outreach, and ultimately the communication of BOS/BZA/PC public hearing information, process, and decision.

Description

The DPZ-IT staff provides daily operational support, training, and coordination as a means to meet land use technology requirements for the department towards the end of serving the public interests with maps, graphics and webpage content and information. Often meeting these needs involves deadlines that are driven by public meetings, public hearing dates, and information requests by BOS, BZA, and PC. In addition, the role of DPZ-IT is to plan, design, and execute solutions, automation, and modernization in support of efforts to improve the speed and efficiency of the planning and development review processes.

Currently, the department is involved in automating input and manual processes as well as digitizing the County land records in order to increase efficiency and eventually reduce evaluation and processing times in support of economic development initiatives. The scope of this effort involves close to 400,000 parcels and their related plats, permits, and other documents being converted, cataloged, and eventually web published. Progress so far has reached 15 percent of historical residential land records being converted and made accessible via the WebTop system. The automation and digitization process will also facilitate making these resources available to the public online.

ePlans is another key project that the department is piloting. This technology allows for the submission, upload, and review of plans that will facilitate the migration of a paper-based, labor intensive, costly processes into digital form. It will enable land application web submission as well as building and site review, automating these processes and facilitating County staff and developer collaboration. The department is also working on modernization efforts to replace the legacy FIDO and Land Development Services (LDS) systems that are overdue for upgrade. The department will coordinate aspects of business needs as selection and implementation of a modern system is achieved.

Benefits

Benefits are directly realized in staff labor savings, printing material costs, self-service of information for citizens mitigating trips to government offices, transparency, and better analytical and communication tools in use by a more technically savvy department. Most of the land use and administration information is posted on the DPZ website for citizen and applicant in a self-service form.

The DPZ website is used as a clearing house for land application and use information, analysis information, public outreach, and hearings and decision information. Formerly, print media, telephone calls, and walk-in visits were standard venues for obtaining land application information. For the last five years, DPZ-IT has aggressively moved most of its public information to the DPZ website in an easy to use, self-service format. The success of this has been demonstrated in a decrease in walk-ins and telephone calls by citizens seeking this information. Over the last year, DPZ-IT has been involved in automating the production of this information via web reports and programming enhancements so that this information can be published with minimal staff intervention.

As land use applications have grown in complexity due to infill and revitalization type environments, the need to use GIS and 3D modeling technology has become vital in envisioning and communicating the intended development and its impact on neighboring parcels. The use of this technology has made it easier for officials and the public to consider ramifications of development options; better analyses and decisions are rendered than without the use of these tools. DPZ-IT supports many of these land use cases for the BOS, PC, and BZA via pictorials, maps, and oblique imagery 3D scenarios.

ePlans is a key factor in supporting the County's economic development initiative and is highly desired by the development industry. Key returns on investment include expedited development review, staff labor savings, printing cost savings, higher quality graphics, and collaboration via current technology.

Mandates

Land development, administration, and management are regulated by state and federal law, the Fairfax County Comprehensive Plan, and the Zoning Ordinance. Changes in the regulatory land development and management process need to be implemented in computer systems, and communicated via the web. These often require system changes in fees, process, and policy. Some legislative level changes require public hearing and decision. Mandates create tasks for programming staff to accomplish in the core land development and administration systems FIDO and LDS, the DPZ Web Applications. These updates include Standard Operating Procedures (SOP) to support the creation and updates to website pages. These programming changes are made by DPZ IT staff and are coordinated with DIT for their implementation. These computer changes and web updates are performed in a timely manner to meet the demand for current information while tending to the agency's business needs and ensuring compliance with Information Security, Public Affairs, and legislative requirements.

Trends and Challenges

Significant challenges facing DPZ are large inventories of paper-based records, manual business processes that do not make full and efficient use of technology (and produce greater need for storage space). These feed into antiquated core systems and their manual processes that are often overdue for redesign and replacement, and are staff labor intensive.

Additional challenges exist in the form of complex requirements and law that is sometimes difficult to translate into automation, pockets of culture that are resistant to change, and the increasing demand by industry for more automation and decreased review timeframe that may encourage the skipping of checks and balances in place to counteract mistakes.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #79: Information Technology Support			
FUNDING			
Expenditures:			
Compensation	$670,643	$754,367	$743,759
Operating Expenses	50,954	41,203	41,082
Total Expenditures	$721,597	$795,570	$784,841
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$721,597	$795,570	$784,841
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	8 / 8	8 / 8	8 / 8
Total Positions	8 / 8	8 / 8	8 / 8

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
ePlans land-use applications submitted online	NA	NA	NA	30	180
Land-use, litigation, workload indicator, and other ad-hoc report requests	195	136	147	150	160
Land record pages digitized, indexed, and catalogued	NA	150,000	275,000	500,000	700,000
DPZ website visits	235,990	268,651	273,924	275,000	300,000

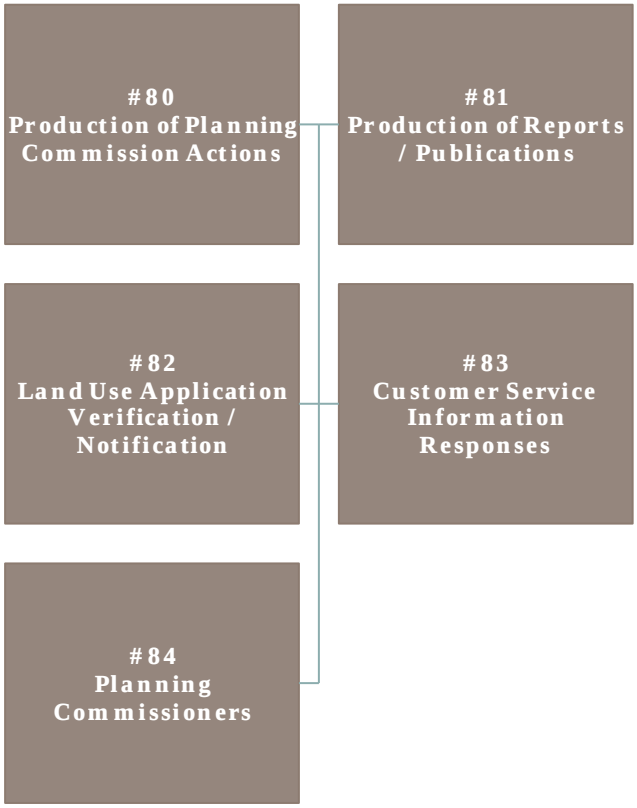
Staff members of the information technology branch directly support DPZ staff in their activities relating to information exchange, analysis, and dissemination for the Board, Planning Commission, Board of Zoning Appeals, and developers. Much of this work is time sensitive, some is on an ad-hoc basis and needs to be expedited, and some is routine. The metrics above are a sampling of relevant services rendered in support of the agency mission and its efficient operation.

ePlans is a key project that the department is piloting and is considered a factor of economic development. This technology will enable submission, upload, and review of plans that will facilitate the migration of a paper-based, labor intensive, costly process into digital form. It will allow for land application web submission as well as building and site review, automating these processes and facilitating County staff and developer collaboration. The metric of number of cases processed through ePlans will be an indicator of progress from a manual labor-intensive process to an automated process saving staff labor, printing costs, and citizen time.

Report requests are received both from within the agency and externally from other County agencies or board offices and involve retrieval and analysis of data. They may encompass data snapshots from several web applications, permit and other transactions, GIS and map information, complex queries for historical and current types of rezoning, special permits, and other land use cases, Freedom of Information Act (FOIA), and statistical data on topics such as workload or staff performance level. This report request metric measures the output level of this effort in providing information services to DPZ and its related business agencies.

Staff in this LOB is also involved in an aggressive initiative to digitize and catalog into a database, all land records for the entire County, currently contained in degrading paper form. The scope of this effort involves approximately 366,000 County addresses and their related plats, permits, and other documents. This metric will measure percent completion of the whole, and database mining value (as it starts to capture a comprehensive portion of land records only contained on paper). The availability of this information on the Local Area Network (LAN), will increase staff efficiency in quickly finding and retrieving lot and parcel information for research, violation and compliance issues, setback certifications, land development, and permitting information. Once the project is completed, these land records will be made available to citizens via the web for permitting and other services.

The DPZ website, both internal and external, are becoming a primary means of information exchange for DPZ. The internal website also provides staff work-tools that yield greater efficiency. The external website provides land use case and process information formerly only obtained via phone calls, walk-ins, brochures, pamphlets, print media, and other static communications methods. This metric is measuring the effectiveness of this transition for DPZ and is related to efficiency and service quality in that it enables self-service of information for the user in a timely and effective fashion.



Department Overview

The Planning Commission (PC) supports the Board of Supervisors (BOS) in matters relating to the County's land use policy development. The PC ensures that interested residents' reactions are obtained on County plans, ordinance amendments, and land use applications by conducting public sessions weekly, eleven months per year, and forwarding recommendations on these matters to the BOS in a timely fashion. The agency is also mandated by the BOS to perform notifications and verifications for abutting and adjacent property owners in all land use cases heard before the BOS as well as the PC. Moreover, through public outreach activities, including the monthly Channel 16 PC Roundtable program, quarterly *PC Communicator* newsletter, and annual *Report of Activities*, the agency continues its efforts to educate the general public on the land use process and pertinent land use issues facing the County.

The PC, through its public hearing and committee processes, provides a forum for community residents to make recommendations on the County's Comprehensive Plan, both in terms of policy and specific site requests, as well as other land use applications mandated by state and County codes, and policy issues.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$676,647	$596,499	$725,224
Operating Expenses	24,651	37,201	29,163
Total Expenditures	$701,298	$633,700	$754,387
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$701,298	$633,700	$754,387
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	7 / 7	7 / 7	7 / 7
Total Positions	7 / 7	7 / 7	7 / 7

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
80	Production of Planning Commission Actions	$180,721	3
81	Production of Reports / Publications	194,315	2
82	Land Use Application Verification / Notification	81,136	1
83	Customer Service Information Responses	64,383	1
84	Planning Commissioners	233,832	0
Total		$754,387	7

Lines of Business

LOB #80:

PRODUCTION OF PLANNING COMMISSION ACTIONS

Purpose

The Production of Planning Commission Actions LOB ensures that citizen reactions and input are obtained on all land use-related applications by conducting weekly public sessions, 11 months per year; holding committee sessions as deemed necessary by the PC membership; and maintaining PC recommendations approved by the BOS at 99 percent or better.

In addition, this LOB also captures PC actions for the public record by preparing meeting minutes and verbatim transcripts of Commission meetings and meeting minutes for Commission Committee meetings.

Description

The PC is responsible for holding public hearings on all land use applications except variances and special permits, and forwarding its actions to the BOS and/or the Board of Zoning Appeals, as applicable, for subsequent public hearings. The Commission also holds various committee meetings, many with other Boards and Commissions, to jointly discuss issues of mutual concern.

This LOB provides the primary administrative support for all meetings and is responsible for the maintenance of all public records; preparation of verbatim transcripts from each regular Commission meeting; and preparation of minutes for each regular and committee meeting. In addition, senior staff, primarily the Executive Director and Management Analyst III, are responsible for attendance at all Commission and Committee meetings, as well as preparation of all reports and memorandums to the BOS on land use recommendations from the Commission, as well as any Committee/Commission special reports.

Benefits

The Production of Planning Commission Actions is key to engaging the community on proposed land use and development opportunities, including the comprehensive planning process as well as capturing actions of the PC as public record. As a direct result of this effort, the BOS is provided information and materials necessary to vote on proposed applications and policies as the governing authority approved by the state.

Mandates

Pursuant to Virginia Code § 15.2-2200, localities are encouraged to “improve the public health, safety, convenience, and welfare of their citizens and to plan for the future development of communities to the end that transportation systems be carefully planned; that new community centers be developed with adequate highway, utility, health, educational, and recreational facilities; that the need for mineral resources and the needs of agriculture, industry, and business be recognized in future growth; that the concerns of military installations be recognized and taken into account in consideration of future development of areas immediately surrounding installations and that where practical, installation commanders shall be consulted on such matters by local officials; that residential areas be provided with healthy surroundings for family life; that agricultural and forestal land be preserved; and that the growth of the community be consonant with the efficient and economical use of public funds.”

Specifically, Virginia Code § 15.2-2210 stipulates that "Every locality shall by resolution or ordinance create a local planning commission in order to promote the orderly development of the locality and its environs. In accomplishing the objectives of Virginia Code § 15.2-2200, the local planning commissions shall serve primarily in an advisory capacity to the governing bodies."

Additionally, Virginia Code § 2.2-3707 related to public meetings, record keeping, and transparency of government.

Trends and Challenges

- Obtaining citizen input on pending land use applications and/or policy issues; and,
- Increased planning activity as the economy continues to recover and the complexity of land use and policy issues resumes. The frequency of Public Hearings and Committee meetings has increased by more than 25 percent over the past two years. As complex and controversial projects continue, the Planning Commission continues efforts of sound management of County resources and assets, reflected in the utilization of best practices and maintaining a minimal operating budget.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #80: Production of Planning Commission Actions			
FUNDING			
Expenditures:			
Compensation	$148,060	$168,908	$174,888
Operating Expenses	4,930	7,440	5,833
Total Expenditures	$152,990	$176,348	$180,721
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$152,990	$176,348	$180,721
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	3 / 3	3 / 3	3 / 3
Total Positions	3 / 3	3 / 3	3 / 3

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Commission public sessions held	37	47	59	73	91
Committee meetings held	31	38	43	48	54
Verbatim pages completed	447	384	538	602	674
Minute pages completed	618	672	883	946	1,088
Average Cost per public session	$2,527	$2,500	$1,865	$2,800	$2,800
Average hours to complete verbatim transcript	5	6	3	3	3
Average hours required for completion of set of minutes	36	23	14	14	14
Verbatim transcripts completed within three working days	100%	100%	100%	100%	100%
Percent of Commission sets of minutes completed within two months of meeting date	0%	60%	100%	100%	100%
Percent of committee minutes completed within two months of meeting date	20%	25%	85%	100%	100%

Obtaining citizen input on pending land use applications and/or policy issues continues as a key driver for the PC and its staff. The Commission held 102 public meetings this year, allowing residents many opportunities to formally provide input at both public hearings and committee meetings. Moreover, over the past several years, committee meetings have continued to serve as a major forum for input on policy issues. Hundreds of County residents have taken advantage of such opportunities and their input is highly valued and utilized by the Commission in its recommendations to the Board of Supervisors.

In FY 2014 the completion of minutes within two months of the meeting date was brought up from 25 percent to 60 percent. In FY 2015 the completion of minutes within that same time frame was brought up to 100 percent. This remains to be a goal of the Commission.

Statistics continue to indicate that the Board of Supervisors maintains a 99 percent or better concurrence rate on recommendations forwarded by the PC, a trend that has remained consistent over the past decade. This high rate demonstrates the level of commitment undertaken by the Commission in ensuring that all major issues raised by applicants and surrounding neighborhoods are resolved prior to consideration by the Board of Supervisors.

LOB #81:

PRODUCTION OF REPORTS / PUBLICATIONS

Purpose

The purpose of the Production of Reports/Publications LOB is to develop and distribute multiple forms of media with the goal of educating and informing the public on land use matters and Planning Commission activity.

Description

The Production of Reports/Publications provides the BOS, County Executive, and the public with information regarding land use and Planning Commission activity. Reports and information including the quarterly newsletter, Planning Commissioner's Handbook, Annual Report of Activities, public hearing information for the Weekly Agenda, public outreach materials including the Planning Commission Roundtable television program, and Commission website.

Benefits

Production of Reports/Publications' priority is to engage the community on proposed land use and development proposals and the overall planning process as reviewed by the PC. This continues the dialogue between the PC and the community by informing residents of the actions of their local government as related to land use and development and current topics and trends in Fairfax County planning.

Mandates

Pursuant to Virginia Code § 15.2-2200, localities are encouraged to "improve the public health, safety, convenience, and welfare of their citizens and to plan for the future development of communities to the end that transportation systems be carefully planned; that new community centers be developed with adequate highway, utility, health, educational, and recreational facilities; that the need for mineral resources and the needs of agriculture, industry, and business be recognized in future growth; that the concerns of military installations be recognized and taken into account in consideration of future development of areas immediately surrounding installations and that where practical, installation commanders shall be consulted on such matters by local officials; that residential areas be provided with healthy surroundings for family life; that agricultural and forestal land be preserved; and that the growth of the community be consonant with the efficient and economical use of public funds."

Specifically, Virginia Code § 15.2-2221 requires that the local planning commission:

1. Exercise general supervision of, and make regulations for, the administration of its affairs;
2. Prescribe rules pertaining to its investigations and hearings;
3. Supervise its fiscal affairs and responsibilities, under rules and regulations as prescribed by the governing body;
4. Keep a complete record of its proceedings; and be responsible for the custody and preservation of its papers and documents;
5. Make recommendations and an annual report to the governing body concerning the operation of the commission and the status of planning within its jurisdiction;
6. Prepare, publish and distribute reports, ordinances and other material relating to its activities;
7. Prepare and submit an annual budget in the manner prescribed by the governing body of the county or municipality; and

8. If deemed advisable, establish an advisory committee or committees.

Trends and Challenges

The demand for current and relevant information continues to grow. Increasing numbers of individuals are interested and involved in the land use processes in the County, as evidenced by the growing number of speakers at PC public hearings. Additional public outreach methods including up to the minute information and online access will be critical in maintaining current and accessible information for the public.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #81: Production of Reports / Publications			
FUNDING			
Expenditures:			
Compensation	$208,453	$176,342	$188,482
Operating Expenses	4,930	7,441	5,833
Total Expenditures	$213,383	$183,783	$194,315
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$213,383	$183,783	$194,315
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	2 / 2	2 / 2	2 / 2
Total Positions	2 / 2	2 / 2	2 / 2

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Annual Report	1	1	1	1	1
Planning Commission Seminars	0	0	1	0	1
Agendas Processed	37	47	59	73	91
PC Newsletters	3	3	4	4	4
PC Roundtable Programs	10	7	8	9	9

The mission of the PC office includes the provision of accurate and timely information to citizens about land use public hearings and actively supporting and encouraging public participation in the land use process. The outreach materials that are prepared by the PC office, including the Planning Commission Roundtable program and the quarterly newsletter foster public participation and provide current land use information. The mission also includes providing information about actions of the Commission. The Annual Report of Activities documents these actions in a way in which trends can be identified both for the current year and over a period of several years.

LOB #82:

LAND USE APPLICATION VERIFICATION / NOTIFICATION

Purpose

The Land Use Application Verification and Notification LOB performs verifications and notifications on pending land use applications before both the PC and the BOS that must be accomplished to enable scheduled hearings to proceed before both bodies.

Description

There are three different types of application "processing": (1) notice of hearings sent by applicants via certified mail that are verified by Commission staff; (2) notice of hearings mailed by Commission staff; and, (3) notice of deferred hearings mailed by Commission staff.

As part of the verification process, this LOB certifies that notification has properly occurred and hearings may proceed. Commission staff detects and corrects errors made, when filed timely, thereby avoiding the need for improper notification deferrals which are costly in terms of time and money.

For applications that are not concurrently scheduled for Commission and Board hearings, the verification process must be undertaken twice for each application. Also each time the Commission and Board defer an application, this LOB mails first class letters to those previously noticed to inform them of subsequent changes.

Benefits

This LOB specifically supports the County's Economic Success Strategic Initiative by allowing the land use process to proceed as quickly as possible with regard to state-mandated requirements.

Mandates

The Land Use Application Verification/Notification involves state-mandated requirements for the notification of surrounding property owners in land use applications. Errors in this process cause the delay of public hearings on such applications, which in turn delay the development process in Fairfax County.

Pursuant to Virginia Code § 15.2-2200, localities are encouraged to "improve the public health, safety, convenience, and welfare of their citizens and to plan for the future development of communities to the end that transportation systems be carefully planned; that new community centers be developed with adequate highway, utility, health, educational, and recreational facilities; that the need for mineral resources and the needs of agriculture, industry, and business be recognized in future growth; that the concerns of military installations be recognized and taken into account in consideration of future development of areas immediately surrounding installations and that where practical, installation commanders shall be consulted on such matters by local officials; that residential areas be provided with healthy surroundings for family life; that agricultural and forestal land be preserved; and that the growth of the community be consonant with the efficient and economical use of public funds."

Specifically, Virginia Code § 15.2-2204, Advertisement of plans, ordinances, etc.; joint public hearings; written notice of certain amendments; and Virginia Code § 15.2-2225, Notice and hearing on plan; recommendation by local planning commission to governing body; posting of plan on website.

Trends and Challenges

As the County becomes increasingly urbanized, the notification process is affected by the establishment of higher density development. The notification process becomes more complex and costly when the areas that are abutting and adjacent to a subject application include multiple family dwellings, higher density commercial development, or a mix of uses. The PC continues to work closely with the Department of Information Technology GIS staff to ensure appropriate notification in these highly complex projects.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #82: Land Use Application Verification / Notification			
FUNDING			
Expenditures:			
Compensation	$60,509	$62,646	$75,303
Operating Expenses	4,930	7,440	5,833
Total Expenditures	$65,439	$70,086	$81,136
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$65,439	$70,086	$81,136
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	1 / 1	1 / 1	1 / 1
Total Positions	1 / 1	1 / 1	1 / 1

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Notifications verified for PC & BOS	171	183	276	358	465
Average cost per notification processed for PC/BOS hearings	$391	$391	$256	$256	$256
Verifications processed within 17 days prior to hearing dates for PC/BOS public hearings	$171	$183	$276	$358	$465
Percent of notifications verified within 17 days of PC/BOS hearing	100%	100%	100%	100%	100%

As required by regulation of the Code of Virginia and the Fairfax County Zoning Ordinance, this LOB continues to verify the accuracy of public notices for public hearings by the PC and the BOS. As in previous years, staff continue to process 100 percent of verifications within the regulated time frame and with a high level of diligence so that there are no deferrals for public hearings due solely to notification problems. In FY 2015, notifications for the PC and BOS increased 51 percent; however, efficient processes have allowed the Commission to reduce the actual cost per notification by 34 percent.

LOB #83:

CUSTOMER SERVICE INFORMATION RESPONSES

Purpose

The purpose of the Customer Service Information Responses LOB is to reply to information requests promptly and efficiently, while maintaining customer satisfaction in all service delivery methods.

This includes all staff members, in varying degrees, who provide administrative assistance and information on Commission actions and responses to information requests, whether through office visits, telephone, mail, or web requests. The difficulty level of the information request, or individual knowledge of the staff member, determines, in large part, who responds to various customer service information requests.

Description

The Customer Support and Communications Services sections encompass all necessary administrative support to Commission members and staff as well as questions/requests for information on the PC and land development. Requests for information come in routinely from Board offices, Commission members, County staff, the development community, and County citizens, and vary in difficulty level from simple requests on Commission operations to more extensive requests into archived Commission records dating back to 1938.

Benefits

Customer Service Information Responses' primary function is to provide outstanding customer service in all areas of service delivery, create a culture of engagement by encouraging participation and opportunities for public input in the land use and planning processes for Fairfax County.

- Update the Commission website with pertinent Commission actions in an accurate and timely manner. This allows users 24/7 access to the Commission's monthly schedule, meeting agendas, verbatim transcripts, meeting and committee minutes, staff reports, and various land use and planning records, resources, and maps online.
- Coordinate the schedule of all land use applications heard by the PC. This ensures the website calendar reflects accurate information and timely recommendations to the BOS and communication to the public that encourages public participation and input on land use and planning decisions.
- Coordinate program schedules and provide technical oversight for the PC Roundtable program on Channel 16. This allows the Commission to inform and educate the public on land use, planning challenges and accomplishments.
- Prepare the annual budget and manage related updates to maintain fiscal accountability and exercise corporate stewardship of County resources and assets.
- Prepare all requested management/personnel/statistical reports which provide important statistical data to the County Executive and BOS as it relates to land use planning and growth for Fairfax County.
- Manage financial and human resources functions within FOCUS while maintaining a minimal operating budget to best meet the demands of the PC.
- Manage the administrative functions and preparation of all correspondence/reports for all Commission members.
- Provide training for new PC members and staff. Training is essential for the learning of complex land use terminology and processes, and to ensure public meetings are held free of distractions.

- Coordinate and conduct public outreach programs to educate the public on the land use planning process to encourage public participation and seek valuable input to best understand and address the communities' needs and possible opportunities.

Mandates

Pursuant to Virginia Code § 15.2-2200, localities are encouraged to "improve the public health, safety, convenience, and welfare of their citizens and to plan for the future development of communities to the end that transportation systems be carefully planned; that new community centers be developed with adequate highway, utility, health, educational, and recreational facilities; that the need for mineral resources and the needs of agriculture, industry, and business be recognized in future growth; that the concerns of military installations be recognized and taken into account in consideration of future development of areas immediately surrounding installations and that where practical, installation commanders shall be consulted on such matters by local officials; that residential areas be provided with healthy surroundings for family life; that agricultural and forestal land be preserved; and that the growth of the community be consonant with the efficient and economical use of public funds."

Trends and Challenges

- The Planning Commission Office will continue to adapt its processes and outreach in a way that informs the public of the activities of the Planning Commission and encourages maximum participation in land use decisions.
- New Planning Commission members and staff will continue to participate in the Virginia Planning Commissioner Certification Program.
- Increasingly complex development proposals in recent years have led to more involved negotiations between residents, Commissioners, staff, and applicants; contributing to frequent deferrals of both public hearings and decisions at the Planning Commission and the Board of Supervisors.
- Maintaining a minimal operating budget while continuing to provide the high level of service expected by the Board of Supervisors and the citizens of Fairfax County will always be a challenge. However, the Planning Commission Office staff and Commission members are committed to exercising corporate stewardship of both financial resources and staffing allocations.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #83: Customer Service Information Responses			
FUNDING			
Expenditures:			
Compensation	$79,046	$12,640	$58,551
Operating Expenses	4,931	7,440	5,832
Total Expenditures	$83,977	$20,080	$64,383
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$83,977	$20,080	$64,383
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	1 / 1	1 / 1	1 / 1
Total Positions	1 / 1	1 / 1	1 / 1

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Information requests processed within one day or less	13,742	13,037	6,451	6,000	6,000
Average time (in minutes) spent per website inquiry	2	2	2	2	2
Average time (in minutes) spent per telephone or in-person inquiry	6	5	6	6	6
Information requests processed within one day or less	13,742	13,037	6,451	6,000	6,000
Number of Regular meetings scheduled	55	70	70	70	70
Number of Committee meetings scheduled	30	39	46	50	55

This LOB takes great pride in providing outstanding customer service to citizens, Board members, Commission members, County staff, and the development community with accurate and timely responses to their requests. In FY 2015 the PC responded to all requests for information within one day or less. Freedom of Information Act requests and requests for documents maintained by the County archivist were promptly processed within the guidelines established.

In FY 2015, the PC website was redesigned to afford a more user friendly approach to locating information. As such, telephone and in person requests for information were reduced significantly while the complexity of the requests has increased.

LOB #84:

PLANNING COMMISSIONERS

Purpose

Planning Commissioners review and provide recommendations to the BOS and/or the Board of Zoning Appeals on land use policies and plans that will result in orderly, balanced and equitable County growth.

Description

Planning Commissioners are responsible for thorough review and interpretation of Land Use applications in order to provide recommendations to the Board of Supervisors for approval or denial. The PC evaluates each application against all applicable plans, codes and ordinances.

Planning Commissioners actively participate in public sessions up to twice weekly, eleven months per year, through both public hearings and committee meetings. Through its public hearing and committee processes, Planning Commissioners provide a forum for the public to provide input into the County's Comprehensive Plan, both in terms of policy and specific site requests, land use applications mandated by state and County codes, and policy issues as they arise. Obtaining citizen input on pending land use applications and/or policy issues continues as a key driver for the PC.

The PC was founded on July 6, 1938 and has carried out its mission to provide the Board of Supervisors and the Board of Zoning Appeals recommendations on land use policies. The recommendations provided by the PC help Fairfax County fulfill its highest potential to be a safe and thriving community. The Planning Commission consists of 12 members appointed for four year terms by the Board of Supervisors; 9 representing the Magisterial Districts and three at-large members.

Benefits

The Planning Commissioners priority is to engage the community on land use and development proposals and the comprehensive planning process. As a direct result of this effort, residents, businesses, visitors, and employees working within Fairfax County will enjoy a unique and desirable place to live, work, shop, and connect with others. Residents will have the ability to access places and resources in a timely, safe, and convenient manner. Neighborhoods and businesses will be designed and built with a focus on environmental stewardship and sustainability.

The Planning Commissioners lines of business area provides the following benefits:

- Prepare for the future;
- Manage the present;
- Respond to legislative changes;
- Maximize community strengths;
- Minimize community weaknesses;
- Provide for community input and coordination;
- Build a sense of community; and,
- Provide for the community's public, health, safety, and welfare.

Mandates

Pursuant to Virginia Code § 15.2-2200, localities are encouraged to "improve the public health, safety, convenience, and welfare of their citizens and to plan for the future development of communities to the end that transportation systems be carefully planned; that new community centers be developed with adequate highway, utility, health, educational, and recreational facilities; that the need for mineral resources and the needs of agriculture, industry, and business be recognized in future growth; that the concerns of military installations be recognized and taken into account in consideration of future development of areas immediately surrounding installations and that where practical, installation commanders shall be consulted on such matters by local officials; that residential areas be provided with healthy surroundings for family life; that agricultural and forestal land be preserved; and that the growth of the community be consonant with the efficient and economical use of public funds."

Specifically, Virginia Code § 15.2-2210 stipulates that "Every locality shall by resolution or ordinance create a local planning commission in order to promote the orderly development of the locality and its environs. In accomplishing the objectives of § 15.2-2200 the local planning commissions shall serve primarily in an advisory capacity to the governing bodies."

Additionally, Virginia Code § 2.2-3707 related to public meetings, record keeping, and transparency of government.

Trends and Challenges

- The Planning Commission maintains two standing committees: Policy and Procedures and Personnel and Budget. In addition, there are ad hoc committees which include: Housing, Environment, Tysons, Capital Improvement Program, Schools, Parks, Land Use Process Review, Transportation, and Telecommunications. Several of these committees are joint efforts with the Fairfax County School Board, the Park Authority Board, the Redevelopment and Housing Authority Board, the Transportation Advisory Commission, and the Environmental Quality Advisory Commission. The committees respond to directives by the BOS to further analyze certain issues including electric vehicle charging stations or area-specific plans which will further impact planning and zoning processes.
- In addition, the Planning Commission has seen a growing trend with regard to meetings, actions and public participation. In FY 2015, the Planning Commission held 59 public meetings, an increase of more than 20 percent from FY 2014 and more than 50 percent from FY 2013. FY 2015 also saw 331 speakers, compared to the 247 from FY 2014 and the 200 from FY 2013, and 240 actions, compared to the 207 in FY 2014 and 222 in FY 2013. These trends present challenges in staffing, meeting frequency and length, and complexity of analysis and review.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #84: Planning Commissioners			
FUNDING			
Expenditures:			
Compensation	$180,579	$175,963	$228,000
Operating Expenses	4,930	7,440	5,832
Total Expenditures	$185,509	$183,403	$233,832
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$185,509	$183,403	$233,832
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	0 / 0	0 / 0	0 / 0
Total Positions	0 / 0	0 / 0	0 / 0

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Commission public sessions attended	37	47	59	73	91
Committee meetings attended	32	38	43	48	54
Planning Commission Actions recommended to the Board	246	207	240	240	240
Percent of Planning Commission Actions supported by the Board of Supervisors	99%	99%	99%	99%	99%

Statistics continue to indicate that the BOS maintains a 99 percent or better concurrence rate on recommendations forwarded by the PC, a trend that has remained consistent over the past decade. This high rate demonstrates the level of commitment undertaken by the Commission in ensuring that all major issues raised by applicants and surrounding neighborhoods are resolved prior to consideration by the Board of Supervisors.

1742

#85
Independent Reviews of County Operations As Directed By the Board of Supervisors through its Audit Committee

Department Overview

The Board of Supervisors defines the role of independent audit function to assist in determining the manner in which policies, programs, and resources authorized by the Board are being deployed by management, and whether they are consistent with the intent of the Board and in compliance with all appropriate statutes, ordinances, and directives.

The Office of Financial and Program Auditor (OFPA) came into existence in March 1997. The three-person office is under the direction of the Audit Committee of the Board of Supervisors. The Audit Committee determined that it would meet quarterly, and that the Office of Financial and Program Auditor would submit four status reports annually, timed to coincide with the quarterly Audit Committee meetings. Working together, the Audit Committee and the Office of Financial and Program Auditor determine the areas to be reviewed by the OFPA.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$225,560	$215,769	$335,797
Operating Expenses	12,707	15,095	32,166
Total Expenditures	$238,267	$230,864	$367,963
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$238,267	$230,864	$367,963
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	3 / 3	3 / 3	3 / 3
Total Positions	3 / 3	3 / 3	3 / 3

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
85	Independent Reviews of County Operations As Directed By the Board of Supervisors through its Audit Committee	$367,963	3
Total		$367,963	3

Lines of Business

LOB #85:

INDEPENDENT REVIEWS OF COUNTY OPERATIONS AS DIRECTED BY THE BOARD OF SUPERVISORS THROUGH ITS AUDIT COMMITTEE

Purpose

Working under the guidance and direction of the Audit Committee, the Financial and Program Auditor provides an independent means for determining the manner in which policies, programs and resources authorized by the Board of Supervisors are being deployed by management and whether they are consistent with the intent of the Board and in compliance with all appropriate statutes, ordinances and directives.

Description

In this LOB, OFPA plans, designs, and conducts audits, surveys, evaluations and investigations of County agencies as assigned by the Board of Supervisors, or the Audit Committee acting on behalf of the Board of Supervisors. For each audit it conducts, the agency focuses primarily on the County's Corporate Stewardship vision element. The agency does this by developing, whenever possible, information during its audits that can be used to maximize County revenues or reduce County expenditures.

Benefits

As part of its annual performance measurement goals, OFPA strives to save money amounting to at least 200 percent of its budget. The savings achieved by audits will vary depending on the type of audits undertaken and the conditions found. During FY 2015, the agency completed 25 studies which contained 27 recommendations. All recommendations were accepted by the Audit Committee and Board of Supervisors. The agency's studies resulted in the identification of $5.6 million in additional fiscal resources/cost mitigation.

OFPA also conducts follow-up work on studies previously performed. The objectives of the after program are:

- Identify findings that require immediate management attention, as well as any other findings for which follow up is necessary, and inform management.
- Identify and provide status of each recommendation:
    - Implemented: Auditee fully implemented the recommendation, either as described in the report or in a manner that resolved the underlying issue.
    - In Progress: Auditee has specific plans to begin, or has begun, to implement and intends to fully implement the recommendation.
    - Partially Implemented: Auditee implemented the recommendation in part, but is not making efforts to fully implement it.
    - Not Implemented: Auditee has not implemented the recommendation and indicates that it will not do so.

The methodology includes working with management, prior to completion of the study, to develop a timeline for the implementation any corrective actions related to the audit recommendations. As part of the follow-up work conducted, OFPA reviews the management's action plan.

Mandates

This Line of Business is not mandated.

Trends and Challenges

Identify that policies, programs and resources authorized by the Board of Supervisors are being deployed by management consistent with the intent of the Board and in compliance with all appropriate statutes, ordinances and directives.

Resources

As this line of business encompasses all activities of the agency, please refer to the table in the Department Resources section above.

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Quarterly Reports Issued to the Board	4	4	4	4	4
Fiscal Resources/Cost Mitigation Identified as a Percent of Agency Expenditures	2,976%	2,728%	2,438%	200%	200%

As part of its performance measurement goals, the Office strives to save money amounting to at least 200 percent of its own budget. The amount saved as a result of the Office's reviews since March 1997 is approximately $36.71 million. In FY 2015, the cost of operating the Office was just under $231,000, while savings/cost mitigation of $5.6 million was achieved during that timeframe, resulting in nearly $25 in savings/cost mitigation for every $1 spent.

Below details a table which summarizes savings between fiscal years 2011 and 2015.

OFFICE OF FINANCIAL AND PROGRAM AUDIT - SAVINGS AND FINANCIAL RESOURCES IDENTIFIED
Fiscal Years 2011 through 2015

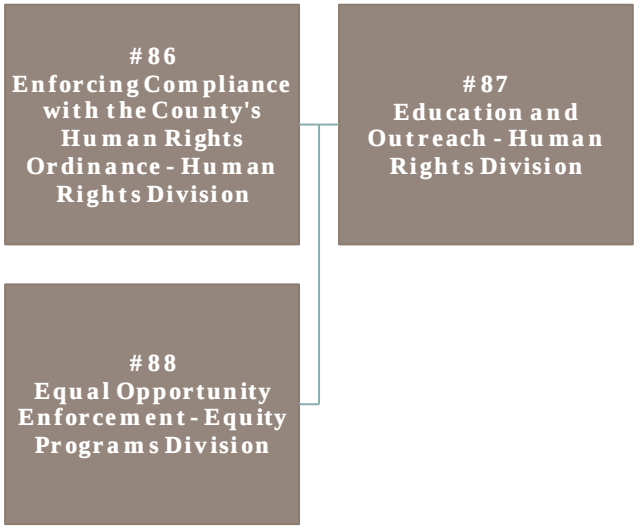
Report Date	Study Topic	Cost Savings/Additional Financial Resources Identified
May 2015	Library Department Gift Fund	$2,386
May 2015 *(Follow-Up)*	Housing Cash Proffers (Remaining Balance)	$568,942
November 2014	General Fund Cost Allocations	$1,500,000
May 2013 *(July 2015 Follow-Up)*	County Rate of Return on Investments	$1,359,816
November 2012	Park Authority Budget Review	$3,463,002
October 2012 *(January 2013 Follow-Up)*	General Fund Cost Allocations	$5,000,000
February 2012 *(Follow-Up)*	Future Construction Escrows	$4,494,539
March 2011	Cable Communications Fund Review	$1,358,981
May 2013 *(Follow-Up)*	Cable Revenue Verifications	$458,888
November 2011	Technology Infrastructure Fund	$1,000,000
March 2011	Solid Waste Funds Reserves Review	$1,700,000
November 2011	Telecommunications Budget Review	$1,500,000
	TOTAL	**$22,406,554**

Additionally, some other areas of which monetary impact has not extrapolated but are of importance to the Board and management stewardship of the County include, but are not limited to:

- Virginia Freedom of Information Act (FOIA) Request Management;
- Fairfax County Relocation Package Agreement;
- Safety and Claims/Risk Management;
- Implementation of Fairfax County Unified System (FOCUS) Modules; and,
- Participants Covered Under Fairfax County Sponsored Health Plans.

OFPA staff will continue to work with the full Board of Supervisors and management to identify areas of concerns and address process gaps for timely remedy.

1742



Department Overview

In July 1974, the Fairfax County Board of Supervisors adopted the Fairfax County Human Rights Ordinance (Ordinance), establishing the Human Rights Commission "to institute an affirmative human rights program of positive efforts to eliminate discrimination and provide citizen recourse for discriminatory acts." By passing and enforcing the Human Rights Ordinance, Fairfax County established itself as an innovative leader and makes a positive impact on some of the most vulnerable members of the Fairfax County community. The original Ordinance was amended in October 2003 and again in November 2010.

The vision of the Office of Human Rights and Equity Programs (OHREP) is to promote justice, equal opportunity, diversity and inclusiveness by protecting the civil rights of all in Fairfax County. OHREP is broken into two Divisions: the Human Rights Division (HRD) and the Equity Programs Division (EPD). HRD enforces the Fairfax County Human Rights Ordinance and EPD manages the County's Equal Employment Enforcement (EEO) Program.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$1,206,126	$1,255,317	$1,415,783
Operating Expenses	120,294	127,136	118,995
Total Expenditures	$1,326,420	$1,382,453	$1,534,778
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,326,420	$1,382,453	$1,534,778
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	17 / 17	17 / 17	16 / 16
Total Positions	17 / 17	17 / 17	16 / 16

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
86	Enforcing Compliance with the County's Human Rights Ordinance - Human Rights Division	$1,212,152	12
87	Education and Outreach - Human Rights Division	71,437	1
88	Equal Opportunity Enforcement - Equity Programs Division	251,189	3
Total		$1,534,778	16

Lines of Business

LOB #86:

ENFORCING COMPLIANCE WITH THE COUNTY'S HUMAN RIGHTS ORDINANCE - HUMAN RIGHTS DIVISION

In July 1974, the Fairfax County Board of Supervisors adopted the Human Rights Ordinance, establishing the Human Rights Commission "to institute an affirmative human rights program of positive efforts to eliminate discrimination and provide citizen recourse for discriminatory acts." The Human Rights Ordinance was amended in October 2003, and reaffirmed and amended by the Board of Supervisors on November 16, 2010.

The Human Rights Division (HRD) promotes and enforces the Fairfax County Human Rights Ordinance. This includes accepting and investigating complaints of discrimination, providing technical expertise, working to ensure compliance with federal, state, and local laws, and the endeavor to prohibit acts of discrimination, both intentional and unintentional in violation of the County's Human Rights Ordinance.

OHREP has work-sharing agreements with both the U.S. Equal Employment Opportunity Commission (EEOC) and the U.S. Department of Housing and Urban Development (HUD).

Description

In July 1974[1], the Fairfax County Board of Supervisors adopted the Fairfax County Human Rights Ordinance, establishing the Human Rights Commission "to institute an affirmative human rights program of positive efforts to eliminate discrimination and provide citizen recourse for discriminatory acts." OHREP is the investigative branch for the Human Rights Commission.

Caseload resolution is the primary focus of work performed by OHREP. OHREP achieves these goals by receiving and investigating each complaint filed by a person who believes that he/she has been discriminated against in Fairfax County by a private business or organization in violation of the County's Human Rights Ordinance. Anyone can file a complaint with OHREP at no charge and an attorney is not necessary. On average, 467 cases were processed over the past three fiscal years.

Article 1 prohibits discrimination in the areas of employment, credit, public accommodation, private education, and limited housing matters not covered in Article 2. The protected classes for cases of discrimination under Article 1 are race, color, national origin, disability, age (40 years of age or older), sex, race, and marital status.

The majority of complaints, approximately 78 percent, received by OHREP are employment discrimination complaints filed under Article 1. As it pertains to employment, OHREP is a Fair Employment Practices Agency (FEPA) – meaning OHREP has a contract with the U.S. Equal Employment Opportunity Commission (EEOC) because the Ordinance is substantially equivalent to investigate claims of discrimination which are jurisdictional and fall within the protected categories of Title VII of the Civil Rights Act (Title VII), the Americans with Disabilities Act (ADA), and the Age Discrimination in Employment Act (ADEA). The EEOC currently has approximately 90 FEPAs throughout the country.

The second most common case, approximately 13.5 percent, filed with OHREP involves housing discrimination. Article 2 provides for fair housing throughout the County, to all its citizens, regardless of race, color, religion, national origin, sex, elderliness, familial status, or handicap, and to that end to prohibit discriminatory practices with respect to residential housing by any person or group of persons, in order that

[1] The Human Rights Ordinance was amended in October 2003, and reaffirmed and amended by the Board of Supervisors on November 16, 2010.

the peace, health, safety, prosperity, and general welfare of all the inhabitants of the County may be protected and insured.

As it pertains to housing, OHREP is a Fair Housing Assistance Program (FHAP) – meaning OHREP has a contract with the U.S. Housing and Urban Development (HUD) because our Ordinance is substantially equivalent to investigate claims of discrimination which are jurisdictional and fall within the protected categories of The Fair Housing Act. HUD currently has approximately 89 FHAPs throughout the country.

Intake

The role of OHREP in a discrimination investigation is to fairly and accurately assess the allegations in a charge of discrimination and then make a finding as to whether there is sufficient evidence to support that a violation of the law has occurred. OHREP does not represent either party when a complaint of discrimination is filed. Rather, we act as an unbiased fact-finder.

OHREP process begins with the employee contacting an Intake Specialist within 365 days of the alleged discrimination. The Intake Specialist will ask about the details of the incident, and will be the first gateway through which the claim of discrimination must pass. The Intake Specialist will advise the person of his or her rights, and, when necessary, draft a complaint on the complainant's behalf. The charge will provide information explaining the allegations, the unlawful employment practice, who is involved, and what law(s) are involved. For allegations over which the intake specialist/management determines OHREP does not have jurisdiction, the specialist provides referral information. If accepted as a viable complaint, the intake process is completed within 5 business days.

Jurisdiction

Under Article 1, OHREP staff will analyze the complaint itself, first to establish jurisdiction. There are three jurisdictional requirements prescribed by the Ordinance. (1) the violation must have occurred by a private entity, (2) within the geographic boundaries of Fairfax County; and (3) the last known discriminatory act must have occurred within the past 365 days. This is the first important distinction offered by OHREP not afforded by the federal government. Specifically, EEOC requires that a case be filed within 180 days if a FEPA such as OHREP did not exist. OHREP provides necessary services to employees within Fairfax County who would otherwise be excluded from civil rights protections in the area of employment due to the limited filing deadline imposed by EEOC.

Another important distinction from federal jurisdiction under Article 1 of the Ordinance, is the definition of "employer." Under the Ordinance, an employer is an entity that employs four or more employees who are not related to one another. This is different from the EEOC, which requires a minimum of 15 employees under the federal laws: Title VII or the Civil Rights Act, The Americans with Disabilities Act, and the Pregnancy in Discrimination Act. In the case of the Age Discrimination in Employment Act, federal law requires an employer to have a minimum of 20 employees. OHREP provides necessary services to employees within Fairfax County who would otherwise be excluded from civil rights protections in the area of employment due to the size of the employer.

The OHREP Director may dismiss a claim if, from the given facts, the complaint is non-jurisdictional or it fails to state a claim upon which relief can be granted.

Case Processing

The next step is for OHREP to launch an investigation into the alleged incident(s) of discrimination. How we investigate a charge depends on the facts of the case and the kinds of information we need to gather. In investigating a charge, OHREP may make written requests for information, interview witnesses, review documents, and as needed visit the facility where the alleged discrimination took place.

ARTICLE 1

Article 1 relates to any direct or indirect exclusion, distinction, segregation, limitation, refusal, denial or any other act or failure to act or any other differentiation or preference of or for any person or any other difference in treatment which adversely affects such person because of their race, national origin, disability, age, sex, or retaliated against because a person engaged in an activity covered under Article 1 of the Ordinance. The diversity of the Fairfax County community is reflected in the types of cases filed with OHREP. For example cases filed over the past two fiscal years reflect that the protected classes represented were: race - 18.5 percent; national origin - 11 percent; disability - 16.5 percent; age - 11.5 percent; sex - 16 percent; and discriminatory retaliation - 22 percent.

Notification and Request for Information

Once a formal complaint has been filed, the investigator is required to notify both parties of the formal complaint and requests information from the respondent to begin an investigation. The investigator creates a Letter of Notification and Request for Information (LON/RFI) within one business day. The RFI includes information requests for witness statements, document review and production, and scheduling onsite visits when necessary. The LON-RFI is reviewed by management, given to the Director for approval, signature, and mailing; completing the LON-RFI process within 10 days after the complaint was filed.

Investigation

The formal investigation is conducted via interviews, review of documents, fact-findings, on-sites, requests for supplemental information, etc. After gathering all the necessary evidence, the investigator prepares a rebuttal letter (or schedules a rebuttal meeting) in which all the evidence gathered during the course of the investigation is outlined for the complainant and he/she is given 14 days to respond and provide additional information. Any additional investigation is conducted based on any new information.

Once the investigation is complete, a Final Investigative Report (FIR) is drafted and submitted for review. The FIR includes the Statement of the Allegations, The Respondent's Position, all documentary evidence, and all witness testimony. This information is analyzed against the prevailing standard of law established by the Human Rights Ordinance.

The FIR involves a three tier level of review; first the compliance supervisor, next the Deputy Director, and finally the Director issues the FIR. If at the conclusion of the investigation, the evidence does not support the issuance of a Probable Cause Finding, the Director issues a No Cause FIR. The FIR includes all of the evidence gathered during the course of the investigation. If a No Cause FIR is issued, the complainant has the opportunity to challenge the determination by a Reconsideration and/or an Appeal of the FIR.

Reconsideration and Appeal

The complainant is given 10 business days to request an Appeal or a Reconsideration of the No Cause FIR. If a Reconsideration is requested, the request and the file is given to the Deputy Director. The Deputy Director reviews the investigative file and makes a determination whether to uphold the No Cause FIR or to request additional investigation.

If an appeal is requested, the appeal request is given to the investigator to schedule the appeal with the Human Rights Commissioners. Over the past 3 fiscal years, OHREP has averaged only 5 appeal requests annually. This is an indicator that the complainant understands the investigative process and the outcome, even if they are not necessarily happy with the outcome.

If the appeal is successful, the Commissioners will outline the next step(s). If the appeal is unsuccessful, the investigator will prepare the closure letters to both parties.

Probable Cause Findings

If at the conclusion of the investigation, the evidence supports that a violation of the Fairfax County Human Rights Ordinance has occurred, the Director issues a Probable Cause Finding FIR.

The respondent and complainant are provided with the Probable Cause FIR and the respondent is given 10 business days to contact the Director to schedule the conciliation. The investigator coordinates the scheduling of the conciliation with the assigned attorney from the Office of the County Attorney, Deputy Director, Director, and the parties. During conciliation, a staff facilitator works with the parties, in an attempt to develop an appropriate remedy for the discrimination. The parties are encouraged to take advantage of this final opportunity to resolve the charge prior more formal, lengthy and costly litigation. If the conciliation is successful, the investigator prepares the conciliation justification, the conciliation agreement, and facilitates the process steps for signatures. If the conciliation is unsuccessful, the investigator prepares the internal memorandum requesting the Commissioners' approval to hold a public hearing.

Public Hearing Held by Human Rights Commissioners

The Human Rights Commission created by the Fairfax County Board of Supervisors consists of 12 county residents. The 12 member board has one representative for each Supervisor's District. Each member serves a three-year term. Three positions are appointed by the Chairman of the Board of Supervisors. The Commission is charged with making determinations at Public Hearings whenever the Director has issued a Probable Cause finding and the parties are unable to reach a conciliation agreement.

The investigator works to schedule a public hearing and a pre-hearing conference coordinating with the Office of the County Attorney, the parties, the Deputy Director, and the Director. A Court reporter is hired for the public hearing and a public notice is placed by administrative staff. The Commission will either dismiss the complaint in whole or in part, or find that a violation of the Ordinance has occurred. If the Commission finds that there has been a violation, it shall issue a recommendation that may require the respondent to cease and desist from unlawful practices, or to take remedial action the Commission sees as necessary to overcome the effects of past discrimination.

The Commission will notify the complainant and respondent of its decision, recommendations, and provide the parties another opportunity to conciliate. During conciliation, a staff facilitator works with the parties, in an attempt to develop an appropriate remedy for the discrimination. The parties are encouraged to take advantage of this final opportunity to resolve the charge prior to more formal, lengthy, and costly litigation. If the conciliation is successful, the investigator prepares the conciliation justification, the conciliation agreement and facilitates the process steps for signatures. If the conciliation is unsuccessful, the Commission may request the County Attorney to seek enforcement of the Ordinance in the appropriate court. Public Hearings are not common as OHREP is able to amicably resolve most complaints prior to the public hearing stage.

Mediations

OHREP is firmly committed to using alternative methods for resolving disputes in all of its activities, where appropriate and feasible. Used properly in appropriate circumstances, alternative dispute resolution (ADR) can provide faster, less expensive and contentious, and more productive results in eliminating workplace discrimination. Mediation is a form of Alternative Dispute Resolution (ADR) that is offered by OHREP as an alternative to the traditional investigative and litigation processes. Mediation is an informal process in which a trained mediator facilitates and assists the parties to reach a negotiated resolution of a charge of discrimination. The mediator does not decide who is right or wrong and has no authority to impose a settlement on the parties. Instead, the mediator helps the parties to jointly explore and reconcile their differences.

One of the biggest benefits of mediation is that it allows the parties to resolve the matters in dispute in a way that is mutually satisfactory to them and meets their needs. In addition, mediation is faster than the traditional investigative process. For instance, in fiscal year 2015, successfully mediated cases were resolved in an average of 74 days in comparison to the over 270 days it took for a case to go through the traditional investigative process. Since FY 2012, OHREP's mediation program has averaged $976,647 in settlements annually.

Participants in OHREP's mediation program indicate a high degree of satisfaction with the program. It is a fair and efficient process that can avoid a lengthy investigation and the possibility of unnecessary litigation. The process may also allow the parties to preserve or repair the employment relationship. The parties have nothing to lose by participating in mediation. If a resolution is not reached, the charge will be investigated like any other charge. Although voluntary, those who have participated have expressed a great deal of satisfaction with the agency's mediation program. In FY 2014, 87 percent of those who participated in the mediation program expressed satisfaction in the scheduling and utilization of mediation services. Those satisfied with the program rose in FY 2015, when 92 percent reported a positive experience and indicated that they would use it again.

In addition to monetary settlements, a number of mediated cases were resolved with non-monetary awards such as company policy changes, training, accommodations (disability and religious), and job references. For many complainants, a non-monetary resolution may be more important than a financial settlement.

The final agreements reached in mediation often include, in addition to any monetary relief for the complainant, a commitment by the respondent to take deliberate corrective action that improves the environment for all of the employees in a company or tenants in an apartment complex. A corrective action may result in a simple policy change with regard to an employment practice that was found to be in violation of the Ordinance. Another type of corrective action may involve training of the company's management personnel in matters relating to the kinds of employment decisions permitted under the law. Such actions are viewed as "public benefit," as it affects all of the employees or tenants and improves fairness regarding the terms, conditions, and benefits of employment or tenancy.

ARTICLE 2

The U.S. Department of Housing and Urban Development (HUD) has certified the Human Rights Ordinance as substantially equivalent to Title VIII of the Civil Rights Act of 1968 (Fair Housing Act). This means that the fair housing protections provided for under the Ordinance mirror those afforded under the federal Fair Housing Act. As such, OHREP is one of only 89 Fair Housing Assistance Programs (FHAP) nationally and is thus eligible to file and investigate complaints under Fairfax County jurisdiction that are dual-filed with HUD. All staff members who investigate fair housing cases complete a five week training certification with the National Fair Housing Training Academy (NAFTA). Training costs are paid for by HUD. NAFTA training certification ensures that investigators become uniquely qualified to enforce federal, state, and local fair housing laws.

Under the Fair Housing Act, discrimination is prohibited on the basis of race, color, national origin, religion, handicap, marital status, elderliness, familial status, and sex. Housing discrimination cases includes failure to rent or sell housing, refusal to negotiate for housing, setting different terms, conditions, or privileges associated with housing, segregation of tenants or homebuyers, refusing to make reasonable accommodations or modifications to a dwelling for a disabled resident, failure to make dwelling accessible for persons with disabilities, discriminatory advertising in connection with housing or any real-estate related transaction, discriminatory or predatory lending or requiring sexual favors as a condition of housing or housing related services.

Unlike in employment and other cases investigated by OHREP, the Commission issues the final determination in housing cases. Thus, they hear all complaints filed. During 2012, OHREP investigated 22 housing cases. In 2013 the number of cases received by OHREP was 29, with 15 cases resolved. In 2014, 12 cases were received by this office with 15 cases closed, and in 2014 OHREP received 15 housing cases and investigated 15 cases. As of July 2015, OHREP is on track to double the number of housing cases from the 2014 closure number.

Article 2 Conciliations

Conciliation is a dispute resolution process utilized in OHREP's housing enforcement program. Much like mediation, it is a voluntary process that requires the consent of all parties. Conciliation is offered throughout the course of an investigation and is extended to the parties by investigative staff at least twice. A key mandate under the Conciliation is a dispute resolution process utilized in OHREP's housing enforcement program. Much like mediation, it is a voluntary process that requires the consent of all parties. Therefore, the Fairfax County Human Rights Commission is a party to all negotiated agreements and seeks meaningful public interest relief in the form of mandatory training, monetary or service donations to non-profit organizations that promote fair housing, alteration or creation of policies that promote fair housing, dissemination of information regarding fair housing rights and responsibilities and other such relief. In addition to the public interest relief, in some conciliated agreements, monetary relief for the complainant is obtained.

As is the case with mediation, a significant benefit of conciliation is that it allows the parties to reach a mutually satisfactory resolution regarding their matter. Housing cases may be conciliated prior to the issuance of a finding or once a reasonable cause determination has been made. Investigative staff facilitates conciliation efforts and advance the public interest on behalf of the Commission.

Fair Housing Testing

Since 2010, OHREP has conducted approximately 300 (299) fair housing tests in the rental (267) and sales (32) housing markets. Protected classes covered included disability (audio, visual, mobility: regarding willingness to rent and requests to provide reasonable accommodations or modifications) and compliance with design and construction requirements; familial status; race; national origin; and religion.

Testing methods used involved both in-person tests (including paired testing), and telephone paired testing. Paired testing involves two testers, a control tester and a protected tester, matched in every way (for example, similar income, employment, and rental history but with the protected tester always slightly more qualified for the housing than the control tester). The only significant difference between the two testers is the protected class variable. The tests are designed to make any differences in treatment attributable to the protected characteristic.

Forty-eight of the above tests were conducted in FY 2015, they included 48 matched pair, in-person tests, which were part of a series of 168 tests conducted since 2013. Twenty-two of the 48 were rental tests: 11 based on disability, 9 based on race and 2 based on national origin/religion. The remaining 26 were sales tests, they included 15 based on national origin and 11 based on race. It should be noted that generally, all fair housing testing is paid for with either federal grants and or Community Development Block Grant funding.

CONCLUSION

Protection of civil liberties and civil rights is one of the most fundamental values in American society. Under the Fairfax County Human Rights Ordinance, OHREP is the only local governmental entity in Fairfax County charged with investigating cases of discrimination. Fairfax County's OHREP is a forward-looking effort to eliminate barriers to equality.

Benefits

Fairfax County has become a more diverse community in recent years. Harmonious relations among all people who live and work in Fairfax County are essential to the welfare, health, and safety of everyone. Fairfax County must continue to be a place where people want to live. However, individuals will seek other options to live and work if Fairfax County is perceived to be a safe haven for inequity and discrimination. It is critical that all people feel welcome to live, work, and visit this community.

Everyone is a member of a protected class and benefits from the enforcement of anti-discrimination laws. While most of the clear and overt discrimination is gone, less obvious and often covert discrimination in society continues. The most obvious way to promote integrated communities is through enforcement of anti-discrimination laws. OHREP is charged with providing individuals recourse for discriminatory acts in employment, housing, public accommodation, private education, and credit by exercising all available means and every power at its command to redress and prevent discrimination. Everyone who visits, lives, and works in Fairfax County is served and benefits by OHREP's enforcement of the Human Rights Ordinance.

Diverse suburbs represent one hope for realizing the dream of equal opportunity. These integrated communities and neighborhoods seek to eliminate disparities in economic opportunity that have persisted for decades. Living in a location such as Fairfax County can afford people from different cultures access to better schools and resources, a clear path to living-wage employment, while fostering a sense of community that encourages civic engagement and a host of other benefits. People that grow up in diverse communities are comfortable living and working in a multicultural society. Diverse communities help to eliminate disparities in education and economic opportunity and promote positive perceptions of others in the community. OHREP's enforcement of anti-discrimination laws offer protection for people of all races and ethnicities, allowing them to participate and succeed in the educational and economic mainstream.

Mandates

With the adoption of the Human Rights Ordinance (Chapter 11, Article 1 and Article 2 of the Fairfax County Code, as amended), Fairfax County instituted an affirmative human rights program of positive efforts to provide individuals recourse for discriminatory acts. In order to secure and promote the health, safety and general welfare of individuals who work, live, and visit the county, "it is declared to be the policy of the County to ensure that all persons be afforded equal opportunity to participate, on the basis of personal merit, in the social, cultural, economic, and other phases of community life free from any discrimination..." To that end, Section 11-1-10 established the Human Rights Commission and the Office of Human Rights and Equity Programs (OHREP) Director and staff to "secure effective compliance with this Chapter."

Employment

OHREP is one of only 90 established Fair Employment Practice Agencies (FEPA). As a FEPA, OHREP has a contractual obligation with the United States Equal Employment Opportunity Commission (EEOC) to investigate cases of alleged employment discrimination under the Human Rights Ordinance (Chapter 11, Article 1), which is substantially equivalent to Title VII of the Civil Rights Act of 1964, as amended, the Americans with Disability Act (ADA), as amended, and the Age Discrimination in Employment Act (ADEA), as amended. OHREP's current contract with the EEOC pays the office $700 per case investigated. In 2012 OHREP resolved 191 cases of employment discrimination, in 2013 OHREP resolved 189 employment cases, and OHREP closed 175 employment cases in 2014.

All employment complaints that meet the jurisdictional requirements of the EEOC are cross-filed with that agency to preserve the federal rights of the charging parties. Because the EEOC requires each respondent employer to have a minimum of 15 employees, the only option for a charging party who has allegedly been subjected to discrimination by a respondent with 14 or fewer employees is OHREP (which, pursuant to the Human Rights Ordinance, will accept complaints if the respondent has four (4) or more employees). In addition to the protected classes covered by the above-referenced federal laws (race, color, religion, sex, national origin, disability, and age), the Human Rights Ordinance provides added protection on the basis of marital status, which is not covered under federal law.

Housing

OHREP is also one of only 89 Fair Housing Assistance Programs (FHAP). This designation positively affects the federal funds Fairfax County receives under the Community Development Block Grant program (CDBG). As a FHAP, OHREP has contractual obligations with the United States Department of Housing and Urban Development (HUD) to investigate complaints of alleged discrimination in housing under the Human Rights Ordinance (Chapter 11, Article 2), which is substantially equivalent to Title VIII of the Civil Rights Act of 1968 (Fair Housing Act). Eligible housing complaints taken in by OHREP are dual-filed with HUD. In addition to the protected classes covered by Title VIII, (race, color, religion, sex or national origin, disability, and familial status), the Human Rights Ordinance provides added protection on the basis of elderliness and marital status, neither of which are covered under federal law. HUD currently pays OHREP a range of $1,400 to $3,100, depending on the outcome of a case. During 2012, OHREP investigated 22 housing cases.

Public Accommodation, Private Education & Credit

In addition to employment and housing complaints, OHREP also investigates cases of alleged discrimination in public accommodation, private education, and credit. The following allegations of public accommodation, private education, and credit were resolved:

2012: Twelve (12) cases of alleged discrimination in public accommodation and two cases of discrimination in private education and credit were resolved.
2013: Nine (9) cases of alleged discrimination in public accommodation and one case of discrimination in private education and credit were resolved.
2014: Eleven (11) cases of alleged discrimination in public accommodation and no cases of discrimination in private education and credit were resolved.

Conclusion

As a FEPA with EEOC and a FHAP with HUD, OHREP is contractually substantially equivalent to the federal government in the enforcement of anti-discrimination laws with respect to employment and housing.

Without OHREP and enforcement of the Human Rights Ordinance, individuals who feel that they have been subjected to discrimination in public accommodation, private education, and credit have limited options when seeking redress. Moreover, many people who wish to file complaints of alleged discrimination prefer to contact a local office and have direct contact with the individual investigating his/her case without having to travel to the District of Columbia and interact with a federal department.

Trends and Challenges

To permit discrimination to exist unabated is a threat to the peace and positive order of Fairfax County and adversely affects the physical, economic, and social well-being of every individual. To that end, it is essential that Fairfax County continue to address the consequences of denials of equal opportunities, prevent denials of these opportunities in the future, and eliminate the underlying causes of discrimination.

Seventy percent of complaints in FY 2013 and 86 percent of complaints filed in FY 2014 were cases alleging employment discrimination. Housing complaints consisted of 19 percent of complaints filed in FY 2013 and 8 percent of cases filed in FY 2014. In FY 2013, complaints alleging public accommodation discrimination were 11 percent of the total number of cases filed and in FY 2014, 6 percent of cases involved public accommodation discrimination. Thus, these statistics demonstrate that the effects of discrimination are far reaching; not only does it have a negative impact on those individuals who reside in Fairfax County, but also those who work and visit the County.

Fairfax County is growing in population and diversity. In FY 2013, a majority of allegations of discrimination were filed on the bases of race, disability, and national origin. During FY 2014, a majority of discrimination complaints were filed on the bases of race, disability, and sex. Numerous complaints alleging discrimination on the basis of age, religion, color, familial status, marital status, and retaliation were also filed with OHREP. While this diversity has been a source of great strength, a society plagued by inequity and intolerance will challenge the community's overall stability and cohesiveness. Multicultural communities are not only some of the most desirable places to live for people from all backgrounds, but they also have strong, resilient economies. Given these trends, ensuring successful multi-cultural and diverse communities represents the best policy path for the County's educational, economic, and social success.

Not so long ago in the United States, discrimination and segregation were out in the open and were sanctioned by the laws and official policies of the federal government. Today, discrimination is much more subtle. The mission of OHREP is to promote justice, equal opportunity, diversity, and inclusiveness by promoting the civil rights of all in Fairfax County by enforcing compliance of the county's Human Rights Ordinance. In addition the Human Rights Division provides technical expertise, education, and outreach services, training to private employers and works to ensure compliance with federal, state, and local laws. The challenge ahead is to continue the work of eradicating discrimination throughout the County via education regarding the benefits of diversity to individuals and the community as a whole. OHREP is the only agency that addresses these needs within Fairfax County.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #86: Enforcing Compliance with the County's Human Rights Ordinance - Human Rights Division			
FUNDING			
Expenditures:			
Compensation	$935,377	$974,508	$1,140,797
Operating Expenses	75,043	82,655	71,355
Total Expenditures	$1,010,420	$1,057,163	$1,212,152
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$1,010,420	$1,057,163	$1,212,152
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	13 / 13.5	13 / 13.5	12 / 12.5
Total Positions	13 / 13.5	13 / 13.5	12 / 12.5

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Cases processed	488	429	484	450	450
Decrease in the number of cases over 270 days old	5%	(3%)	29%	10%	10%
Average investigative staff hours per case closed	28	44	38	44	44
Cases processed per investigator	98	107	136	120	120

LOB METRIC INDICATOR – HRD CASES PROCESSED

The number of cases processed in OHREP has increased from 429 (FY 2014 Actual) to 484 (FY 2015 Actual). As Fairfax County continues to grow and its population becomes more diversified, discrimination continues to be an ever present problem in the county. In addition, the number of dual filed employment cases that were transferred from the EEOC to OHREP has increased and the number of Housing cases filed directly with OHREP has grown.

LOB METRIC INDICATOR – DECREASE IN THE NUMBER OF HRD CASES OVER 270 DAYS OLD

The decrease in the number of cases of 270 days old has gone from -3 percent (FY 2014 Actual) to a reduction of 29 percent (FY 2015 Actual). This dramatic decrease in the number of aged cases is due, in part, to the investigative staff focusing on completing older cases. In addition, the number of Housing cases filed in the office, with the 100 day target to complete those investigations as mandated by HUD, contributed to the reduction.

LOB METRIC INDICATOR – AVERAGE INVESTIGATIVE STAFF HOURS PER HRD CASE CLOSED

The average number of staff hours per case closed decreased from 44 hours (FY 2014 Actual) to 38 (FY 2015 Actual). This reduction was the result of staff retention; as the staff gains more experience, they are able to utilize methods to reduce time spent on the investigatory process, i.e. reviewing documents, interviewing witnesses, weeding out irrelevant information, etc. In addition, the staff has become more adept at writing the Final Investigative Report, a skill that improves with experience.

LOB METRIC INDICATOR – HRD CASES PROCESSED PER INVESTIGATOR

The number of cases processed per investigator has increased from 107 (FY 2014 Actual) to 136 (FY 2015 Actual). In addition to the explanation regarding the "Average investigative staff hours per case closed," this can be explained by the internal training that is conducted at regular intervals by management staff to review, update, and coach the investigators with respect to all aspects of the internal process, investigations, and writing clear and comprehensive Final Investigative Reports. In addition, the intake process has been changed to provide standardized complaints that articulate well-defined issues, which, in turn, provide distinct guidance for the investigation and the Final Investigative Report.

LOB #87:

EDUCATION AND OUTREACH - HUMAN RIGHTS DIVISION

Purpose

As part of its affirmative efforts to eliminate discrimination through enforcement of the Fairfax County Human Rights Ordinance and ensure equal opportunity within Fairfax County, the Office of Human Rights and Equity Programs (OHREP's) conducts outreach and provides education services to the public.

Description

OHREP has established a robust education and outreach program to ensure that those who live, work, and visit Fairfax County are aware of the rights afforded to them and those who employ others, operate businesses within the county, or serve as housing providers, are aware of their responsibilities under the Fairfax County Human Rights Ordinance. In that regard, OHREP continues to build a broad network of outreach partners and participates in a variety of outreach activities. OHREP has conducted 200 outreach events since 2012. A summary of the different types of outreach activities is described below.

Presentations

Since 2012, agency staff has conducted, facilitated and participated in approximately 65 presentations about discrimination. Our fair housing presentations were designed to educate residents; vulnerable populations; housing providers; representatives from the private, non-profit and public sectors working in the housing field; and others in the community about fair housing laws and related issues. Presentations were also made to those involved with employment matters. Information about the role of the agency in fair housing enforcement, and the educational services and outreach activities available were also provided.

Specific activities included providing and facilitating training and workshops about fair housing laws to housing providers and other professionals operating in real estate and related markets; housing counselors working with residents in transitional housing to obtain permanent residences; local civic organization concerned with issues of discrimination; participants at workshops organized by local non-profits that provide members of the minority community with information on rental and home ownership opportunities; builders, developers, architects, code inspectors, and other professionals and individuals impacted by or concerned with fair housing accessibility requirements and related issues; members of local minority business groups; representatives of various County Boards and Commissions who represent a variety of populations and groups who have an interest in or concerns about fair housing and related matters; and members of the Virginia Bar Association. OHREP also facilitated training provided to job seekers, employment and labor law attorneys, service providers who serve clients seeking employment opportunities and other such groups on equal employment laws and the enforcement activities of the agency.

To further promote the resources and services available and to increase awareness about the agency, staff members participated in 59 resource fairs held throughout the County since 2012. Agency staff members managed booths, interacted with attendees, distributed brochures and other informational materials, and answered questions. Resource Fairs are a core element of OHREP's outreach and engagement efforts. OHREP has used resources fairs as a means to gain direct access to those in the community that are most likely to require the agency's services and to meet those individuals in their own communities. OHREP has provided resource information at Community Days and multicultural celebrations, Back to School Fairs, Job Fairs, Fair Housing Expos, Health Fairs and at religious gatherings and services.

Brochures/Publications

A key component of OHREP's outreach efforts are providing printed materials that provide an overview of the Human Rights Ordinance and the services the office provides. OHREP provides such materials in eight languages (English, Amharic, Arabic, Chinese, Korean, Somali, Spanish, and Vietnamese). OHREP makes available three main brochures, a general brochure providing a broad overview of all of the areas in which OHREP receives and investigates complaints, a Fair Housing brochure focused on housing discrimination and an Employment Discrimination brochure that provides an overview of discrimination in employment.

OHREP has partnered and worked closely with The Equal Rights Center to develop three new fair housing publications designed to educate and empower individuals about their fair housing rights, and to promote self-advocacy in the County. The publications included: A disability toolkit, "Fair Housing: Know Your Rights, Fairfax County Office of Human Rights and Equity Programs Reasonable Accommodations and Modifications Self-Advocacy Toolkit;" an informational sheet, "Fair Housing for People with Disabilities;" and a brochure "Harassment Free Housing It's Your Right." One thousand copies of each publication were printed and distributed to a variety of County agencies, non-profit groups, organizations that work closely and interact with communities and individuals who might benefit from the information, and other venues.

All brochures are available for download on OHREP's website.

In addition to distributing brochures at resource fairs, training sessions and workshops, meetings and other venues, OHREP regularly responded to requests for brochures for distribution in a variety of languages from a wide range of organizations, agencies, schools, and centers located in the County. Examples included but were not limited to requests from a local housing authority, a community group serving the Hispanic community, a parent liaison for a local high school, and an Islamic center. Brochures were also provided for distribution at several planned homebuyer education classes conducted on behalf of the Virginia Housing Development Authority.

Fair Housing Display/Proclamation/Annual Fair Housing Month Forum

As part of efforts to educate the public on fair housing laws and to further promote the role of the agency and the services and resources available, each year OHREP staff members organize and participate in a number of fair housing month activities in April. Undertakings included erecting a fair housing display in the main lobby of the Fairfax OHREP.

Other activities sponsored by the agency during Fair Housing Month included OHREP's Annual Fair Housing Forum. In 2013 and 2014, the event was offered in collaboration with Northern Virginia Association of Realtors (NVAR) and the Equal Rights Center (ERC). Both organizations worked with the agency to promote the event and NVAR sponsored the prizes for the high-school winners of the fair housing Art/Poster and Essay contests held by the Student Human Rights Commission that are awarded at the event. The annual fair housing month event includes a fair housing training session in the morning, and a luncheon program and keynote address. Officials from the U.S. Department of Housing and Urban Development were in attendance and addressed the audience about current enforcement activities and emerging issues. Over 160 individuals attended the event each year, approximately 120 of whom also attended the morning fair housing training sessions.

Media

The agency collaborated with Channel 16 to produce a short Public Service Announcement (PSA) on fair housing and group homes. The PSA broadcasts regularly and is available for viewing anytime with video on demand and via OHREP's website. In addition, the station continues to broadcast several public service announcements, interviews, and other programs designed to educate the public, housing providers, housing seekers, real-estate professionals, housing counselors, and others about fair housing laws and related issues, produced in cooperation with OHREP. The broadcasts include:

- PSA: Fair Housing. The program includes information about the protected classes covered under Fairfax County fair housing law, describes fair housing protections accorded all citizens, and gives examples.

- PSA: Human Rights Commission. A public service announcement about the role and resources available through the agency, including information about fair housing laws, as well as the complaint and enforcement processes, education and outreach, and other services and resources offered.
- An interview titled "Fair Housing for Seniors with Disabilities" featuring a member of the Human Rights Commission, the Deputy Director and a Fair Housing Specialist.
- Know Your Rights *"Vea Conozca Sus Derechos."* An interview conducted entirely in Spanish with one of the agency's Fair Housing Specialists. The HUD Regional Director for the agency also participated in the interview.
- "No Place Like Home: The Foreclosure Crisis and Predatory Loans."

In addition to the above, the agency's director provided interviews, including a segment on Channel 16's Rotary Times TV Program.

In 2014 OHREP was awarded a federal grant to partner with El Tiempo Latino, the Washington, D.C. Metropolitan area's leading Spanish-language newspaper, in an effort to increase awareness and knowledge about fair housing discrimination within the Hispanic community. As part of the partnership, OHREP worked with El Tiempo Latino to create four (4) print advertisements on fair housing which were published and disseminated in El Tiempo Latino's printed newspaper. A total of twenty nine (29) print advertisements ran from June 6, 2014, through May 28, 2015. The advertisements were also included as rotating links on El Tiempo Latino's website from June 2014 through May 2015. In addition to the advertisements, OHREP worked with El Tiempo Latino to create two (2) public service announcement videos, both in English and Spanish, which ran on El Tiempo Latino's website from November 8, 2014 through May 2015. Links for the Spanish version of the PSA's are as follows:

Yo Soy el Condado de Fairfax:
http://eltiempolatino.com/videos/2014/nov/08/2784/

La Renta Perfecta
http://eltiempolatino.com/videos/2014/nov/08/2783/

El Tiempo Latino also conducted an interview (in Spanish) on OHREP and its Fair Housing activities which aired as a video link on El Tiempo Latino's website on November 23, 2014, and was included in Asi Es Mi Gente, a program that is broadcast by CentroAmerica TV, Saturdays at 5pm Eastern time (Channels: DirectTV 428, Xfinity 661, Comcast 588, Dish Latino 832, Verizon 1703, Cox 432) on November 29, 2014.

OHREP and its fair housing enforcement efforts were also featured in an article in El Tiempo Latino's December 5, 2014, print edition, on its Facebook page during December 2014 and on its website.

As a result of the partnership, El Tiempo Latino also distributed OHREP's General and Fair Housing Brochures at its kiosk during the Peruvian Festival on July 27, 2014, the Bolivian Festival on August 31, 2014, and the Salvadorian Festival on September 14, 2014.

In June 2014, OHREP began running fair housing ads in both English and Spanish on Fairfax Connector, Fairfax County's local transit bus service. These ads continue to run throughout 2015.

Fairfax County Human Rights Commission Awards Ceremony

Annually, the Human Rights Commission holds an awards ceremony to recognize those who have made significant strides to advance human rights within Fairfax County throughout the year. While honoring the efforts of others, the event also serves as another opportunity to develop new partnerships and further enhance existing relationships with individuals and organizations whose missions and activities are closely aligned with those of the agency. It also serves to provide greater exposure to the issues of discrimination and the work of the agency.

Other Outreach Activities/Meetings

As part of OHREP's efforts to establish relationships and opportunities to conduct outreach and promote equal opportunity, agency staff continued to meet with community leaders and representatives from organizations serving minority populations, participated on committees, and attended neighborhood meetings throughout the community. OHREP staff members also facilitated and attended the Human Rights Commission's Fair Housing Taskforce meetings. The taskforce generally convenes on a quarterly basis. Members include stakeholders from the housing industry; representatives from community associations, non-profit groups and the public sector; and County residents. The meetings ensure that regular contact and working arrangements are created and maintained with those with an interest in fair housing and provides a forum for discussion and clarification of the fair housing needs of various communities and organizations operating in the County that is helpful to the work of OHREP and the Commissioners. In addition, agency representatives participated in the Fairfax Building for All Committee (BFAC) meetings, which meet monthly. BFAC comprises a coalition of County agencies and groups concerned with accessibility issues both in terms of new renovations and new construction. The group has a wide range of networks and has been helpful in assisting the agency with its efforts to provide information, promote workshops, disseminate information on fair housing accessibility requirements, and related issues to professionals in the housing and building industry.

OHREP also participated in service provider partnership meetings and community dialogues held in the Culmore community, one of the most diverse communities in Fairfax County. Through its participation in the partnership, OHREP is able to ensure that other service providers serving this community understand discrimination and how to assist clients that may be in need of OHREP's services. Ongoing participation also provides an opportunity to interact with and learn directly from community members their self-identified needs and to explore and share how OHREP can be a resource.

OHREP also hosted Heritage Month Proclamations to recognize and celebrate the contributions of various ethnic groups to the Fairfax community.

Fairfax County Student Human Rights Commission

The Fairfax County Student Human Rights Commission is the region's first commission comprised entirely of high school students with the mission of:

- Promoting dialogues on diversity among youth;
- Fostering a greater understanding and appreciation of differences;
- Creating exposure to human and civil rights laws, such as the Fairfax County Human Rights Ordinance and the Fair Housing Act; and
- Encouraging leadership and active participation in government.

OHREP, in partnership with Fairfax County Public Schools, launched the Student Human Rights Commission (SHRC) program over 6 years ago, and the program continues to grow year after year. Each school year, the SHRC meets on a bimonthly basis and hosts events, plans activities, and facilitates campaigns at their schools in support of its mission.

Benefits

OHREP is committed to providing training, technical assistance, outreach and education programs to assist employers, employees, housing providers, and stakeholder groups understand and prevent discrimination. Education and outreach is also designed to inform individuals of their rights to live and work in a community free of discrimination. An informed public via education and outreach is a critical component to developing strategies to combat discrimination. Further, strong community partnerships aid in the effort of ensuring equal opportunity within Fairfax County.

OHREP's work with the Student Human Rights Commission promotes diversity, equal opportunity, community engagement and active participation in government among the youth within Fairfax County. OHREP must institute an affirmative human rights program of positive efforts to eliminate discrimination through education and outreach. The Human Rights Ordinance (Chapter 11, Article 1 and Article 2 of the Fairfax County Code, as amended).

As one of only 90 Fairfax Employment Practice Agencies and one of 89 Fair Housing Assistance Programs (signifying the Fairfax County Human Rights Ordinance is substantially equivalent to the Federal Fair Housing Act), OHREP has contractual obligations with its federal partners, the United States Equal Employment Opportunity Commission and the U. S Department of Housing and Urban Development to conduct education and outreach in Housing discrimination and Employment discrimination. Fairfax County has been designated as a Fair Housing Assistance Program, which positively affects the federal funds Fairfax County receives under the Community Development Block Grant program.

Trends and Challenges

As Fairfax County continues to gain population and diversify, the greater the need for additional education and outreach. New and creative methods for engaging our more insulated and new immigrant communities will need to be developed. The use of social media as a means of providing information and communicating with the public has become essential. OHREP will have to work on developing a greater social media presence as part of its outreach efforts. Additionally, as OHREP's current outreach achievements demonstrate, partnerships with community groups, nonprofit service providers, housing industry professionals and other such organizations is essential to spreading the message that discrimination in Fairfax County will not be tolerated. OHREP will have to maintain and build upon its current network of outreach partners to reach a broader spectrum of the population.

Enforcement data shows that complaints filed on the basis of disability are on the rise and is the number one basis of discrimination in housing complaints. Increased outreach with a focus in this area is needed to address this trend. The data also shows that outreach efforts will also need to focus on insulated communities in order for members to receive information, learn about their civil rights, and pursue enforcement of their civil liberties. These efforts will continue to increase the demand on OHREP's budget and staff time.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #87: Education and Outreach - Human Rights Division			
FUNDING			
Expenditures:			
Compensation	$40,905	$43,236	$47,652
Operating Expenses	25,015	27,552	23,785
Total Expenditures	$65,920	$70,788	$71,437
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$65,920	$70,788	$71,437
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	1 / 0.5	1 / 0.5	1 / 0.5
Total Positions	1 / 0.5	1 / 0.5	1 / 0.5

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Outreach activities/meetings	49	38	59	45	45
Number of participants/attendees	1,570	2,538	2,004	2,000	2,000

LOB METRIC INDICATOR – OUTREACH ACTIVITIES/MEETINGS

The number of outreach activities/meeting has increased from 38 (FY 2014 Actual) to 59 (FY 2015 Actual). As the staff has been able to make inroads with new and different cultural communities in the County, the office has been able to schedule and staff more outreach events and cultural fairs. These efforts are focused on providing educational information to members of these communities as well as responding to inquiries about the role of OHREP. As people become more educated about their rights through the outreach events, they are learning to protect those rights by contacting OHREP and exploring their options if they feel they have been discriminated against. In addition, OHREP routinely provides outreach and education to the business community in an effort to reduce instances and/or allegations of discrimination.

LOB METRIC INDICATOR – NUMBER OF PARTICIPANTS/ATTENDEES

Actual number of participants/attendees at outreach events in which the Agency participated.

LOB #88:

EQUAL OPPORTUNITY ENFORCEMENT - EQUITY PROGRAMS DIVISION

Purpose

The hallmark of every great organization is its capacity to attract and retain a diverse workforce. OHREP is committed to ensuring that the County's work environment is free from discrimination and dedicated to the principles of equity and diversity for all its employees.

Description

Education and Training

OHREP provides County managers and employees with comprehensive EEO and diversity training. These trainings are mandatory and are designed to help managers and employees understand and prevent discrimination and harassment in the workplace by ensuring they know what is considered discrimination, how to report suspected discrimination, and that discrimination will not be tolerated. OHREP staff conduct the following live trainings:

- ADA Customer Service Workshop for Employees – this course is designed for frontline employees and focuses on the "Spirit of the ADA" and the County's role and responsibility in providing good customer service to persons with disabilities.
- ADA Workshop for Managers and Supervisors – this two hour training course focuses on the "Spirit of the ADA" and the County's role and responsibility related to the employment and the provision of services to persons with disabilities.
- Prevention of Sexual Harassment for Employees – this two hour workshop is designed to inform employees about the legal definition of sexual harassment and the responsibility of preventing and correcting this conduct.
- Prevention of Sexual Harassment for Managers and Supervisors – this two hour workshop is designed to inform managers about the legal definition of sexual harassment and management's responsibilities in responding to complaints of sexual harassment.
- Overview of EEO laws and policies for Managers and Supervisors – this course focuses on managers' and supervisors' roles and responsibilities for identifying, eliminating and preventing discrimination in the workplace. The material outlines the federal laws and the County's antidiscrimination policies.
- A Diversity Workshop – this two hour interactive workshop is designed to provide an overview of the principles and the definition of diversity. Participants also learn how a culturally diverse workforce affects everyone on a daily basis.

In 2015, and in collaboration with Human Resources' Office of Development and Training, OHREP began offering online alternatives to its live mandatory trainings. This increased the number of County employees that received EEO and diversity training by 19 percent from 2,838 in FY2014 to 3,382 in FY 2015. OHREP continues to conduct live trainings for agencies seeking a more thorough understanding of EEO laws and principles. In FY 2015, OHREP conducted 55 live trainings for 1,311 County employees. OHREP also updates agency ADA and EEO representatives on any changes to antidiscrimination policies annually. Through comprehensive education and training, OHREP has been able to significantly reduce the number of non-sexual harassment complaints filed.

Narrative Reports and Statistical Analysis

OHREP analyzes EEO workforce distribution data to determine under representation and/or underutilization of diverse groups in the workforce. This includes identifying employment patterns, and uncovering problems/barriers that impede equal employment opportunities.

OHREP also maintains and provides ongoing assessment and evaluation of agency-specific diversity plans. The objective of diversity plans are to:

- Provide an analysis of the Department's workforce by race and gender for each of the eight EEO categories.
- Identify, analyze, develop, and implement goal setting target dates for action steps that will attempt to improve the equality and diversity of employment.

Goals include appropriate action steps addressing the underutilization of minorities and women, and the encouragement of workplace diversity.

The use of diversity plans have resulted in the recruitment and retaining of a workforce that more closely reflects the changing demographics of the customers served by the County.

Additionally, in accordance with reporting requirements under Title VII of the Civil Rights Act of 1964, OHREP reports to the EEOC biennially the County's employment totals, employees' job category and salary by sex and race/ethnic groups to indicate the composition of the County's work force by sex and by race/ethnic category.

Investigations

OHREP conducts prompt, thorough, and impartial investigations of discrimination complaints filed by County employees, applicants and citizens. OHREP's anti-discrimination policies and complaint procedures identify the investigation process, including where to file the complaint, who will conduct the investigation, and who will make the decision for corrective action. OHREP investigative reports are written clearly and comprehensively, reflecting all of the evidence gathered and providing a basis for a determination. OHREP is aggressive in resolving EEO complaints; conducting an average of 25 EEO investigations, annually and closing nearly all of its investigations in less than 30 days.

ADA-DOJ Compliance Efforts

OHREP leads the DOJ-ADA Compliance Team to support the County's efforts to improve access to all aspects of civic life for persons with disabilities. OHREP has effectively leveraged the ADA-DOJ Compliance Team's expertise and resources to make significant progress towards achieving full ADA compliance. The ADA-DOJ Compliance Team's many achievements include:

- Ensuring parking, routes into the building entrances, service areas and counters, restrooms, and drinking fountains accessible to individuals with disabilities.
- Implementing a comprehensive plan to improve the accessibility of the County's sidewalks and pedestrian crossings by installing accessible curb ramps throughout Fairfax County.
- Ensuring that the County's official website and other web-based services are accessible to individuals with disabilities.
- Ensuring equal, integrated access to emergency management for individuals with disabilities, including emergency preparedness, notification, evacuation, sheltering, response, clean up and recovery.
- Ensuring that County programs for victims of domestic violence and abuse are accessible to individuals with disabilities.

- Providing accessible polling places, including curbside voting for seniors and individuals with disabilities pursuant to Virginia Code §24.2-649 and ensuring that individuals with disabilities also have the option of voting by absentee ballot pursuant to Virginia Code §24.2-700(4).
- Providing auxiliary aids and services to ensure effective communication with individuals who are blind, including publications in alternative formats (e.g. Braille, large print, audio formats).
- Providing auxiliary aids and services to ensure effective communication with individuals who are deaf or hard of hearing, including the use of sign language interpreters and/or assistive listening devices.

Agency Guidance

- OHREP works closely with the Office of the County Attorney (OCA) and the Department of Human Resources (DHR) to provide agencies with leadership, guidance, and technical assistance on EEO workplace issues, including the County's policy and procedures for responding to reasonable accommodation requests from employees and applicants with disabilities to assure that agencies remain compliant with all EEO laws and the County's anti-discrimination policies.

Grievances

OHREP works closely with DHR and OCA to timely respond to requests to grieve complaints before the Civil Service Commission.

Benefits

An organization's success and competitiveness depends upon its ability to embrace diversity and realize the benefits. When organizations actively assess their handling of workplace EEO issues, and develop and implement diversity plans, multiple benefits are reported such as:

Increased adaptability

Organizations employing a diverse workforce can supply a greater variety of solutions to problems in service, sourcing, and allocation of resources. Employees from diverse backgrounds bring individual talents and experiences in suggesting ideas that are flexible in adapting to fluctuating markets and customer demands.

Broader service range

A diverse collection of skills and experiences (e.g. languages, cultural understanding) allows the County to identify, assess, and evaluate its customer's needs.

Variety of viewpoints

A diverse workforce that feels comfortable communicating varying points of view provides a larger pool of ideas and experiences enabling the County to draw from that pool to meet its strategic needs and the needs of its customers more effectively.

More effective execution

Companies that encourage diversity in the workplace inspire all of their employees to perform to their highest ability. Company-wide strategies can then be executed; resulting in higher productivity, profit, and return on investment.

Additionally, preventing discrimination from occurring in the first place is preferable to remedying the consequences of discrimination. By addressing EEO issues before they happen or at the initial stages of a complaint, OHREP reduces litigation and court costs expended by the County to defend against civil actions. Moreover, failure to take strong action to address discrimination can reduce productivity when employees feel disheartened, resulting in a drop in morale, trust and confidence in employers. People with exceptional talents, skills, and abilities are not attracted to work at jobs where they may be subjected to discrimination.

Mandates

Fairfax County Policies and Procedures:

- Memorandum 39-01 Policy and Procedure of Sexual Harassment
- Memorandum 39-02 Policy and Procedure Relating to Pregnancy and Childbirth
- Memorandum 39-03 Policy and Procedure for Religious Accommodation in the Workplace
- Memorandum 39-04 Policy and Procedure for the Reasonable Accommodation Process in Employment
- Memorandum 39-05 Policy and Procedure for Reasonable Accommodation of Services and Devices
- Memorandum 39-06 Policy and Procedure on Harassment
- Memorandum 39-07 Equal Employment Opportunity Reporting Requirements

Trends and Challenges

Taking full advantage of the benefits of diversity in the workplace is not without its challenges. Some of those challenges are:

- Communication - Perceptual, cultural and language barriers need to be overcome for diversity programs to succeed. Ineffective communication of key objectives results in confusion, lack of teamwork, and low morale.
- Resistance to change - There are always employees who will refuse to accept the fact that the social and cultural makeup of their workplace is changing. The “we’ve always done it this way” mentality silences new ideas and inhibits progress.
- Implementation of diversity in the workplace policies - This can be the overriding challenge to all diversity programs. Armed with the results of employee assessments and research data, they must build and implement a customized strategy to maximize the effects of diversity in the workplace for their particular organization.

Additionally, as Fairfax County continues to train employees, applicants, and citizens about their civil rights, it is anticipated that the number of complaints filed with OHREP will continue to increase. As a result, there will need to be a greater focus and allocation of resources towards resolving EEO issues including, requests for and issues surrounding ADA accommodations, including access to services, buildings, and public events.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #88: Equal Opportunity Enforcement - Equity Programs Division			
FUNDING			
Expenditures:			
Compensation	$229,844	$237,573	$227,334
Operating Expenses	20,236	16,929	23,855
Total Expenditures	$250,080	$254,502	$251,189
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$250,080	$254,502	$251,189
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	3 / 3	3 / 3	3 / 3
Total Positions	3 / 3	3 / 3	3 / 3

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Employees trained	2,355	2,934	3,382	3,000	3,000
Training programs/sessions presented	94	96	61	20	20
Percentage satisfied with quality of training	N/A	98%	96%	85%	85%

LOB METRIC INDICATOR – EMPLOYEES TRAINED

The number of employees trained increased from 2,934 (FY 2014 Actual) to 3,382 (FY 2015 Actual) in part because county employees now have easier access to take training classes online at their convenience.

LOB METRIC INDICATOR – TRAINING PROGRAMS/SESSON PRESENTED

The number of training programs/sessions presented has decreased from 96 (FY 2014 Actual) to 61 (FY 2015 Actual). Online alternatives to the county's live mandatory trainings were made available to county employees beginning on January 1, 2015. Consequently, many county employees opted to satisfy their mandatory training requirements by completing the online training. OHREP continues to provide agencies with live trainings when requested.

LOB METRIC INDICATOR – PERCENTAGE SATISFIED WITH QUALITY OF TRAINING

The percentage of employees satisfied with the quality of training went from 98 percent (FY 2014 Actual) to 96 percent (FY 2015 Actual), but is still far above the targeted 85 percent level.

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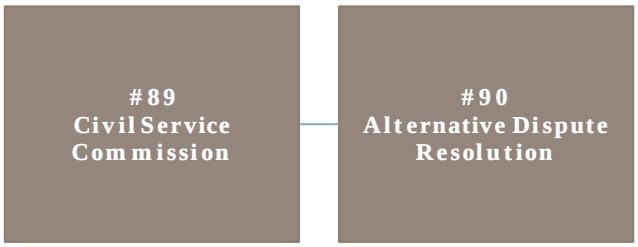

Department Overview

The Civil Service Commission (CSC) oversees the process in which employees can grieve workplace issues as defined by the County's *Personnel Regulations*. While the number of appeals received by the Commission is outside its control, the Commission endeavors to provide efficient and effective service to all parties involved in the grievance process. This includes assisting the parties in finding resolutions prior to the hearing if possible. The Commission also provides feedback to the County on issues before the Commission and recommendations for the County on improving personnel management and employee relations; as such the Civil Service Commission conducts public hearings for the Board of Supervisors on proposed changes to the *Personnel Regulations*.

The Alternative Dispute Resolution (ADR) program, under the auspices of the Civil Service Commission, is an integrated conflict management system, linking employees to a continuum of services which offer employees many opportunities to appropriately address conflict in the workplace and to obtain conflict competency skills to successfully prevent and resolve conflict in their work environments. Beginning in 1998, with the launching of the pilot program, the ADR program has strived to respond to the dynamics of a diverse workplace, adapting to a more collaborative decision making/problem solving model requiring ongoing improvement in communication and conflict resolution skills. The ADR program offers conflict prevention and resolution skill training, as well as third party neutral intervention processes, as an alternative to more traditional resolution processes such as the grievance process or litigation.

Looking forward, the ADR program seeks to create a conflict competent workforce in Fairfax County. All ADR Services encourage acquisition of conflict management skills through education, training, workshops and third party conflict resolution processes such as mediation and conflict coaching. Building on informal and formal conflict resolution processes, as well as projects and partnerships, the ADR office seeks to create a conflict competent culture of engagement and support corporate stewardship.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$348,745	$334,380	$362,702
Operating Expenses	41,073	35,833	66,386
Total Expenditures	$389,818	$370,213	$429,088
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$389,818	$370,213	$429,088
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	3 / 3	3 / 3	3 / 3
Total Positions	3 / 3	3 / 3	3 / 3

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
89	Civil Service Commission	$283,573	2
90	Alternative Dispute Resolution	145,515	1
Total		$429,088	3

Lines of Business

LOB #89:

CIVIL SERVICE COMMISSION

Purpose

The purpose of the grievance procedure is to provide a fair, detailed process whereby employees may voice complaints concerning issues related to their employment with the County. The objective is to improve employee-management relations through a prompt and fair method of resolving problems. Once an employee has completed steps 1 through 4 in the grievance process, and the County Executive has ruled the complaint is grievable, then the employee files a Petition on Appeal (POA) with the Civil Service Commission (CSC). Upon receipt of the POA, the Commission schedules a hearing, and other relevant submission dates, for exhibits, witnesses, etc. The Commission encourages resolution at any point in the process, believing that a negotiated solution can be a "win-win" for the parties.

The Commission also conducts public hearings for the Board of Supervisors on proposed changes to the County's *Personnel Regulations*. After the public hearing, the Civil Service Commission makes recommendations to the Board of Supervisors regarding the proposed changes.

Description

The CSC serves as an appellate hearing body to adjudicate employee grievances. The Commission also reviews and conducts public hearings on proposed revisions to the County's Personnel Regulations. The Commission fosters the interests of civic, professional and employee organizations and the interests of institutions of learning in the improvement of personnel standards.

Staff provides guidance and support for employees and supervisors who are facing difficult situations at work. The Commission endeavors to resolve grievances at the earliest possible opportunity, encourages mediation and settlement, and identifies and supports opportunities for delivery of training to employees and management on Commission processes.

The CSC was created in 1957 to represent public interest in personnel administration within Fairfax County. In 1980, the Commission hired its first Executive Director; prior to that appointment, the Commission was staffed by the Director of the Office of Personnel.

The role of the CSC has evolved over the past decade. With more grievances filed than in the earlier years, the focus has shifted from being an advisory board regarding personnel management to more emphasis on the adjudication of employee grievances.

The relocation of the ADR program to the CSC in 2007 also reflects the CSC's role as a resource for employees and supervisors who are experiencing difficulty in the workplace. While the grievance process remains, there is additional emphasis for addressing issues in the workplace as early as possible, to avoid the formalized discipline process if feasible.

Benefits

There are many benefits for both the supervisor and employee. A formalized grievance process allows for and encourages employees to raise concerns without fear of reprisal. It also provides a fair and speedy means of dealing with complaints with consistency and transparency. Along with the Alternative Dispute Resolution program, a grievance process can help prevent minor disagreements developing into more serious disputes. It provides a mechanism for employees to raise concerns initially with their direct supervisor or manager and, failing agreement at that level, to bring the matter to the attention of individuals that are normally higher up in the management structure. The process and office serves as an outlet for supervisors and employees to express frustrations and discontent. In the long run, it saves time and money as solutions are found for workplace problems. The cost to both parties for a grievance filed, is far less than the cost of litigation.

Additionally, the CSC supports an organizational climate based on openness and trust because it demonstrates a commitment by the County to resolve internal matters openly and thoroughly.

Mandates

The grievance process and Civil Service Commission is state mandated under the Code of Virginia § 15.2-1506, 1507.

Trends and Challenges

Trends

- Many County agencies are being asked to do "more with less" and are seeking assistance in working through conflict associated with change or other workplace situations.
- Over the past five years, the number of grievance appeals (Petition on Appeals) has held relatively steady; however, the number of earlier interventions and resolutions has increased, both from the ADR program and employee groups. This has increased workload.

Challenges

- A sustainable way to gather data and evaluative information.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #89: Civil Service Commission			
FUNDING			
Expenditures:			
Compensation	$207,576	$198,513	$217,187
Operating Expenses	41,073	35,833	66,386
Total Expenditures	$248,649	$234,346	$283,573
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$248,649	$234,346	$283,573
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	2 / 2	2 / 2	2 / 2
Total Positions	2 / 2	2 / 2	2 / 2

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Appeals settled before the hearing date	7	6	8	5	5
Number of Petitions on Appeal received	21	19	18	20	20
Average time (in weeks) from receipt of the Petition on Appeal to the scheduled prehearing conference date	2	2	2	2	2

In conjunction with the ADR program, where the goal is a workplace culture of conflict competent employees, the CSC encourages parties in a grievance to acknowledge differences and work towards a resolution that is mutually agreeable. The CSC recognizes that not all discipline or appeals can be settled; however, the goal is to encourage the parties to recognize that a mutually agreed upon settlement, can be more beneficial to the parties, and in the cases of discipline that is not termination, assist in the workplace that resulted in the conflict to begin with.

LOB #90:

ALTERNATIVE DISPUTE RESOLUTION

Purpose

The Alternative Dispute Resolution (ADR) Program is an Integrated Conflict Management System (ICMS). The ADR Program envisions a workplace culture where employees at all levels are conflict competent and able to manage conflict well toward increased understanding and appreciation of a diverse and complex workplace. A conflict competent workforce produces teams that maintain high levels of productivity and respectful relationships between team members, and collaborate to effect and implement positive change aligned with County and departmental values. All ADR services are tailored to not only prevent and resolve conflict, but also increase conflict competencies of all involved parties. In addition, ADR services support departments through partnerships and projects by providing a conflict prevention and resolution lens to planning and implementation phases of change initiatives. Alternative conflict resolution processes are accessible and utilized freely by all employees.

Description

ADR provides confidential, fair, and voluntary conflict intervention processes in which neutral, impartial facilitators/mediators assist County employees and/ or supervisors to explore potential resolutions to workplace conflicts. The program coordinator conducts intake sessions with every employee requesting services. The coordinator and the parties explore and analyze the situation and together select appropriate services that result in resolution of the conflict situation. Depending on the issue or issues, services could be comprised of one or a combination of the following: mediation, conflict coaching, team peace building sessions, restorative circle, targeted workshops or conflict resolution skills training.

In addition to supporting employees to resolve existing or emerging disputes in their workplaces, the ADR Program offers tools and skills training to prevent and resolve conflict. Existing workshop modules, as well as new ones designed to optimally target a specific situation, are either presented by ADR staff or the requesting employee. ADR staff strives to empower employees, supervisors and managers to address conflict in their work environments toward the most productive outcome, to acquire conflict competency skills in the process and to model the learned proficiency.

Third party processes: Mediation is a multi-party forum for employees and management to discuss difficult issues for mutual benefit. In a peer mediation setting, each individual is given the opportunity to address their concerns and offer solutions. Mediators aid the participants in the understanding of each other's interests and positions, identifying common ground and goals for a shared future and the development of solutions and improved interaction in the future.

The County ADR program utilizes peer mediators and facilitators. These are employees who have been trained in mediation and conflict coaching skills. The three day mediation training presented by the ADR staff is accredited by the Judicial Council of Virginia.

In addition to mediation, informal consultations and conflict coaching sessions are offered to employees and managers to prevent or address workplace conflict in a timely fashion at the lowest possible level. In a conflict coaching process, a personal conflict coach assists the employee in discovering productive strategies and behaviors to manage conflict toward a positive result.

Projects: ADR is involved in a variety of projects that facilitate the creation of a conflict competent workforce. Currently, ADR is partnering with several departments including the Fairfax County Department of Transportation (FCDOT) to develop a handbook for best practices in planning and implementing public participation meetings using a conflict prevention and resolution lens. In addition, a handbook for supervisors to effectively run team meetings to prevent misunderstandings, ensure participation and move teams to collaborative decision making and problem solving has been developed by the ADR staff. An internship program has also been developed in partnership with George Mason's School of Conflict Analysis and Resolution.

ADR staff strives to serve all employees with the goal to offer opportunities to improve employee morale and teamwork, enhance work performance and productivity, and aid employees in the development of the skills necessary to resolve future disputes in a safe, non-judgmental environment. This type of program is recognized as a cost-effective tool towards resolving some of the most common and difficult conflicts, including those involving communication, trust and respect concerns, personality or cultural discords, misunderstanding of work expectations, and differences between management and employee work styles.

Benefits

A conflict competent workforce communicates well, provides excellent customer service, demonstrates good problem solving skills and cooperates toward the implementation of positive change. Conflict is an everyday occurrence when individuals disagree. Conflict affects not only those involved, but also those who work with them. Improperly managed conflict leads to increased stress levels, health problems, loss in productivity and absenteeism due to sick leave. ADR services support employees to manage conflict, increase their conflict competency skills and prevent and respond to conflict productively toward increased learning and lasting solutions.

All ADR processes provide a forum for learning how to manage workplace conflict and acquire conflict competency skills. A conflict competent workforce results in overall increased productivity, a healthier work environment and decreased sick leave and employee turnover. In addition, citizens are better served by conflict competent employees.

There are many benefits to mediation and other ADR conflict resolution processes. Outcomes are usually mutually satisfactory and sustainable when the parties had a part in the solution versus solutions that are imposed by a third party decision-maker or manager. Parties generally are more likely to claim ownership of the agreement, follow through and comply with the terms for fundamental and longer lasting change.

In addition, ADR processes provide a forum for learning competency skills about managing workplace conflict and improving work relationships. These skills are taken back into the environment and are modeled in future conflict situations.

When ADR processes are used in lieu of the formalized grievance process, parties are able to preserve their work relationship more easily. A mediated settlement that addresses all parties' interests can often preserve a working relationship in ways that would not be possible in a win/lose decision-making procedure. Studies show that interest-based facilitated discussions, when appropriate, can result in settlements or outcomes that are more satisfactory to all parties than decisions imposed during a binding grievance process.

Mandates

This Line of Business is not mandated.

Trends and Challenges

Trends

- Many County agencies are being asked to do "more with less" and are seeking assistance in working through conflict associated with change or other workplace situations.
- The number of requests from individual employees or referrals from supervisors, for individualized conflict coaching has increased in the last three years.
- The number of requests for targeted facilitated group discussions, with teams and groups experiencing conflict in the workplace, has increased in the last three years.
- Performance evaluations can only be appealed if an employee receives three "does not meet's"; however, many employees are dissatisfied with performance evaluations. Requests to facilitate difficult conversations in connection with performance evaluations have increased.
- Dispute situations reflecting unfulfilled hopes in terms of promotional possibilities have increased.
- There is an increase in requests to partner with departments on projects to address conflict prevention and resolution needs dealing with County employees and/or citizens.

Challenges

- Given the increase in requests for assistance, coupled with flat staffing levels, the ability to respond in a timely manner has been adversely impacted.
- A sustainable way to gather data and evaluative information.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #90: Alternative Dispute Resolution			
FUNDING			
Expenditures:			
Compensation	$141,169	$135,867	$145,515
Total Expenditures	$141,169	$135,867	$145,515
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$141,169	$135,867	$145,515
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	1 / 1	1 / 1	1 / 1
Total Positions	1 / 1	1 / 1	1 / 1

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Employees participating in at least one aspect of the ADR Program	NA	1,476	1,500	1,500	1,500
Percent of employee participation in conflict management process	NA	0	10%	10%	10%
Percent of trainees reporting increase in conflict competence	NA	NA	75%	75%	75%
ADR Services sessions performed	NA	NA	350	350	350
Peer Conflict Resolution Specialists trained	NA	NA	50	50	50
Percent of employees satisfied with services	NA	NA	85%	85%	85%
Percent of employees reporting improved work relationships	NA	NA	75%	75%	75%

The overall objective of the ADR program is to provide at least 10 percent of Fairfax County employees per year with information, training and neutral party services to prevent and resolve conflict in the workplace. The measures provided attempt to reflect performance of specific parts of the ADR program that reflect output, efficiency, service quality and outcome.

In FY 2014, under the leadership of the Civil Service commission, the ADR staff developed a new program evaluation plan. The new evaluation plan will examine the effectiveness and efficiency of the program and its individual services. Ongoing data analysis will provide information to assess performance of the program as well as implement necessary changes to address the ever changing needs of the organization.

The ADR program has developed into an Integrated Conflict Management Program that provides many different processes to all employees at all levels of management in order to obtain conflict management skills. A conflict competent workforce will excel in the ability to implement positive change and provide superior customer service to citizens.

It is difficult to measure efficiency and effectiveness of ADR processes that are applied in order to navigate and prevent conflict, because the expected outcome is the absence of unwanted activities or events. Especially cost efficiency is difficult to prove since cost associated with conflict, although reported to be high according to research, are almost impossible to track. Anecdotal evidence collected by ADR staff suggests that approximately 80 percent of employees dealing with conflict take sick leave to avoid going to work. Close to 100 percent of ADR clients report that they spend a significant amount of time dealing with the conflict instead of working. Time absent from work and work time spent dealing with disputes are unproductive and reflect a loss of revenue. It is, however, difficult to translate this loss into a reliable dollar amount.

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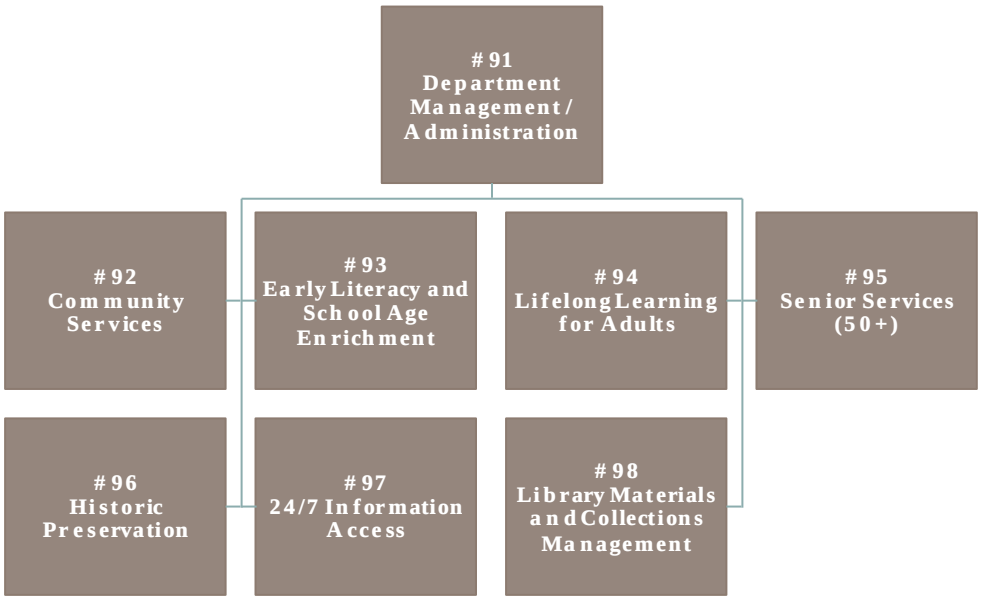

Department Overview

Fairfax County Public Library (FCPL) is the educational institution at the center of many neighborhood communities across the County. Residents value their public libraries. Frequently residents have fond memories from their childhood of time spent in a library or bookmobile, and in other cases the idea of a free public library is a totally new concept.

Today the library serves as one of the most visible County services, offering free access to a myriad of opportunities for self-improvement and enrichment, education, entertainment, learning, gathering and meeting, communal and self-directed personal activities. It is one of the dynamic links that connects County residents to resources locally and globally. The library provides services to a wide array of residents ranging from preschoolers to self-employed small businesses. In the execution of its mission, the library strives to provide a high quality array of services available in 23 locations and online. There are opportunities to borrow library materials for both recreational reading and educational endeavors; to use computers with free Internet access; to conduct research; to meet in free community rooms; to learn to use the latest platforms for mobile computing and reading; to collaborate using free Wi-Fi access; to receive help completing homework assignments; to attend a program to build literacy skills or discuss books, or prepare for kindergarten. The population served through library services range from pre-school to older adults as well as those with visual impairments and other physical disabilities, non-native English speakers, children with autism, and individuals of various economic means.

The library is comprised of 22 individual branch locations; eight larger regional and 14 smaller community library branches. In addition, the County archives, the Virginia Room, the historical and genealogical unit, Access Services serving the people with disabilities, the technical operations center where materials are ordered, received and processed and library administration are all part of the library.

The library's Lines of Business are aligned with the above mentioned services and include:

1) **Department Management/Administration** – encompasses the library leadership including the library's foundation;
2) **Community Services** – encompasses the library's mission to enrich individual and community life;
3) **Early Literacy and School Age Enrichment** – supporting the educational and intellectual advancement of children, ages preschool through high school;
4) **Lifelong Learning for Adults** – providing resources and events for adults to meet their educational, informational and recreational needs;
5) **Senior Services (50+)** – specialized services for those with disabilities and those unable to travel to a library;
6) **Historic Preservation** – collecting and maintaining the history and information of our community;
7) **24/7 Information Access** – a wide range of services is available online increasing access during closed library hours;
8) **Library Materials and Collection Management** – the selection, ordering, maintenance and shelving of library resources.

The library supports all County vision elements, with special emphasis on the following:

1) **Maintaining Safe and Caring Communities –** libraries are safe community spaces, provide volunteer opportunities (volunteer hours total close to 10,000 hours/month);
2) **Connecting People and Places** – the library website is consistently one of the top accessed websites in the County and maintains a robust online presence;
3) **Creating a Culture of Engagement** – the library is strongly tied to this vision element, across the County multiple, free programs are offered to engage residents in current events and community needs; and
4) **Exercising Corporate Stewardship** – public libraries buildings are a place people go knowing they will receive individualized customer service and unbiased information, accessible 24/7, while maintaining and handling resources in a responsible manner.

FCPL strives to provide resources to all residents, in a multitude of formats and across genres. Accurate and current information is provided one-on-one in library branches at the same time resources are available online.

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$19,733,567	$19,537,275	$21,697,368
Operating Expenses	6,292,759	7,271,699	5,971,756
Capital Equipment	550,933	40,205	0
Total Expenditures	$26,577,259	$26,849,179	$27,669,124
General Fund Revenue	$2,048,647	$1,862,611	$1,958,448
Net Cost/(Savings) to General Fund	$24,528,612	$24,986,568	$25,710,676
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	400 / 379	400 / 379	386 / 365.5
Total Positions	400 / 379	400 / 379	386 / 365.5

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
91	Department Management / Administration	$4,391,320	50
92	Community Services	6,630,445	146
93	Early Literacy and School Age Enrichment	3,044,099	54
94	Lifelong Learning for Adults	3,965,639	65
95	Senior Services (50+)	559,186	8
96	Historic Preservation	585,451	9
97	24/7 Information Access	2,982,509	25
98	Library Materials and Collections Management	5,510,475	29
Total		$27,669,124	386

Lines of Business

LOB #91:

DEPARTMENT MANAGEMENT / ADMINISTRATION

Purpose

The Department Management/Administration LOB encompasses the leadership necessary to run a multi-million dollar agency, from day-to-day operational functions to implementing the library's strategic plan. Various subsets of this LOB use the framework of the strategic plan to establish the policy, priorities, guidelines, strategies and procedures within County standards to carry out Library Board policies and meet customer expectations. Staff in this LOB produce and maintain proper County and agency documents, develop and manage budgets and financial matters, manage human resources and payroll functions, coordinate maintenance and renovation of facilities, manage 23 off-site locations, and raise private funds to enhance the library system. In addition to managing day-to-day operations, this LOB provides support to its governing body, the Library Board of Trustees.

Description

This LOB is comprised of four discrete programs: Branch Leadership, Support Services Administration, Administration, and the Fairfax Library Foundation. The programs are bundled together because the primary purpose of these programs is to ensure the successful operation of the Library through the administration of policy and procedure and to provide support functions to ensure branches have the resources needed to serve the public.

1. Branch Leadership. At each of the 22 community and regional library branches, a Branch Manager is responsible for day-to-day operations of a 6 or 7 day-per-week service, including the management of the staff, implementing collection policies and guaranteeing top-notch public service. Direct supervision and leadership of the branch management teams and managers responsible for information and circulation services is administered by branch managers. They also administer system priorities including the planning, development, and implementation of branch goals, objectives, and program plans. Branch managers monitor community demographics and customer expectations to help identify needed changes in service delivery.

   This program is provided in the library branches. The work is performed during hours when the library is open, on weekdays, in the evenings, and on weekends.

   Branch leadership consists of County staff. It has been a provided service since the Fairfax County Public Library was established in 1939.

2. Support Services Administration. Support services provide direct branch support in order to maintain continuity of operations. Financial services provides the full range of fiscal services including budgeting, revenue collection, procurement, accounts payable, management of the library's robust donation process, and financial reporting. Human resources supports over 500 merit and exempt employees, providing a full complement of services such as payroll, administration of Family Medical Leave, support for the County's diversity program, employee relations including Americans with Disability Act (ADA) compliance, disciplinary actions, administration of the volunteer management program, and staff and organizational development. The Facilities Coordinator works on multiple facility projects initiated within the FCPL or through bond referendums and works to ensure that buildings are safe, secure, and in line with facilities management building policies.

These programs act as the Library's liaison to the County's partner support agencies: the Department of Management and Budget, the Department of Procurement and Material Management, the Department of Finance, the Department of Human Resources, Facilities Management and Capital Facilities.

This program is provided from a central office in the government center and is usually performed during regular business hours.

This program is performed by County staff and has been operational since the Fairfax County Public Library was established in 1939.

3. Administration. Under the broad policy guidance of the Library Board, Library Administration develops management policy, provides Library Board of Trustee support, and develops strategic and workforce plans, objectives, and goals for the agency. This program administers and analyzes library services and monitors industrywide trends and provides general agency direction to offsite locations. It ensures that the agency's leadership, direction, and focus are consistent with the Library's vision, mission, values, and strategic planning.

   This program is provided from a central office in the government center and is usually performed during regular business hours though may include extended hours for Library Board and County and community meetings.

   The program is performed by County staff and has been operational since the Library was founded in 1939.

4. Fairfax Library Foundation. The Foundation is a 501(c) (3) nonprofit organization that exists to raise supplementary funds for the Fairfax County Public Library. Its mission is to seek financial gifts from individuals, organizations, foundations, businesses and corporations who have a vested interest in the quality of life in Fairfax County and to encourage continued and increased public tax-based support for the Library. It exists solely to enhance the programs, services, and collection of FCPL. Gifts to the Foundation supplement public funding to help the Library expand its reach to children and adults in every corner of the community.

   This program is provided from a central office in the government center and is usually performed during regular business hours.

   The program is performed by library staff and volunteers. The Foundation was established in 1999.

Benefits

This LOB provides the necessary support to all library operations to help the Library achieve its goals and fulfill its strategic mission. Without agency management, branches and departments would lack policy, procedure, fiscal and personnel resources, thereby impacting library services to customers. Libraries provide: a unique collection of materials with which residents can be educated and entertained; research assistance; programs for adults and children of all ages on a wide range of subjects; and access to the Internet that would not otherwise be available.

The Department Management/Administration LOB supports all the Vision Elements that the Library supports; including Maintaining Safe and Caring Communities, Building Livable Spaces, Connecting People and Places, Maintaining Healthy Economies, Creating a Culture of Engagement, and Exercising Corporate Stewardship.

Mandates

This Line of Business is not mandated.

Trends and Challenges

Trends: As an industry, libraries are continually searching for their niche in the modern era. The industry is evolving with all types of new ideas for services. The Library still considers its foundation to be educational, both in supporting formalized educational opportunities and in recreational opportunities for customers. This is evidenced in the Library's collection of materials, but also in its efforts to provide free programs for all ages in further support of this wide range of educational endeavors. In addition to providing traditional services, libraries have morphed into technologically creative spaces where customers may explore technology such as 3-D printing or on demand book printing, adopting mobile devices and e-readers or through Maker's Spaces. Also, as society becomes more mobile, libraries can provide temporary work spaces for entrepreneurs and businesses and can even provide available technology on loan similar to books and materials.

Challenges: As with many County agencies, reductions in the funding for the Library have been impactful to overall operations, reducing open hours, reducing staffing to support open hours and library resources, and a reduction to the library collection. The Library has experienced significant budget reductions over the last seven fiscal years. While the staff has made adjustments to operate with the resources provided, they continue to be challenged to provide a full complement of services for the number of open hours customers are requesting. At current staffing levels, branch coverage is, at best, adequate, but the Library does not have the resources to react to changes in staffing caused by vacancies, long-term absences, and even the routine granting of sick and or annual leave. Also, without adequate funding, the Library is unable to expand program offerings for high profile programs such as early literacy programs for non-English speaking families, the popular Changing Lives Through Literature series, Head Start support and others beyond current levels.

Recruitment to fill vacancies has been challenging as the Library's workforce retires at a rapid pace. Finally, with rapid changes in technology, it is a struggle to keep staff trained with the functionality of the many devices customers have at their disposal. Customers also have expectations that staff are trained to demonstrate the use of many available formats.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #91: Department Management / Administration			
FUNDING			
Expenditures:			
Compensation	$3,644,701	$3,370,001	$4,047,063
Operating Expenses	252,982	310,043	344,257
Total Expenditures	$3,897,683	$3,680,044	$4,391,320
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$3,897,683	$3,680,044	$4,391,320
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	50 / 50	50 / 50	50 / 50
Total Positions	50 / 50	50 / 50	50 / 50

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Visits Per Capita	4.59	4.37	4.20	4.03	3.87
Registered Cardholders	471,028	473,411	456,806	440,750	425,300
Number of Registered Library Users Served per FTE	1,231	1,246	1,205	1,206	1,164
Percent of Variance Between Revised Budget and Actual Expenditures	0.58%	0.77%	0.16%	0.16%	0.16%
Percent of Payments Made to Vendors by Required Date	99.4%	100%	99.6%	99.6%	99.6%

Since library visits reached an all-time high in FY 2009, three key factors have combined to decrease library visits per capita since that year. Continued budget constraints have limited the libraries ability to purchase materials which attract visitors to the library while at the same time, the library was forced to reduce its hours of operations in both FY 2010 and FY 2011 limiting customer access to the library. In addition, the service area population continues to increase (an average of 1.4 percent annually since FY 2009). While statistically the library seems to be declining, this experience is echoed with other systems nationally, according to the 2012 survey by the Institute of Library and Museum Services (IMLS). According to this survey, FCPL's visits per capita in 2012 of 4.7 was equal to the national average for libraries serving populations of more than 25,000 people. Though there is a slight downward trend, FCPL has utilized its resources well effectively managing to stay at the top of similarly sized metropolitan systems in most major industry standards; collection size, circulation, program attendance and library visits.

The library has nearly half a million registered cardholders and though a library card is not required for the use of library resources and services, it does provide value added access to a variety of online and other resources that are not available to nonregistered users. The number of registered cardholders has been declining in recent years, as has the percentage of the population that number represents. This is partly due to the enhanced efficiency with which the library purges its database of inactive records. Though the library expects the number of registered cardholders to continue to decline over the next several years, it is working to better market the value of being a registered cardholder as well as making it easier to become one through the use of an online application process and increasing awareness of the resources available to cardholders. Further, a communitywide survey will provide valuable data on customer needs which will allow the system to best direct its resources to obtain optimum results.

The Fairfax County Public Library strives to exercise responsible corporate stewardship of the County's library and financial resources by being accessible, responsible and accountable. As a result, actions are responsive, providing superior customer service and reflecting sound management of County resources and assets. As such, the library reported only a slight percentage variance between the FY 2015 Adopted Budget Plan and actual expenditures. This percentage variance is expected to remain consistently low over the next several years. Further, the system maintains a high-level of on time payment performance. Further, while the library is losing a steady stream of long-tenured employees, it has also worked hard to recruit new employees maintaining a high vacancy fill rate, surpassing similarly sized local jurisdictions.

LOB #92:

COMMUNITY SERVICES

Purpose

The Community Services LOB demonstrates that the community is at the heart of FCPL. Personal interactions in library branches, targeted publicity designed to reach both current and future customers, participation in assessing satisfaction, and planning for future needs are all encompassed in this customer centric LOB. Residents using FCPL require and expect direct customer service from staff during all open hours. Materials must be processed efficiently and made quickly available and customers need to identify and be aware of the services, policies, and programs the Library offers. FCPL surveys and gathers data from users and from other libraries to aid in identifying and developing concrete plans for FCPL's future. It is the Library's mission to provide what the community needs and wants for work, school and pleasure.

Description

This LOB is comprised of three discrete programs: Circulation Services, Marketing and Communications, and Strategic Planning. These three programs are bundled because the focus is on reaching and planning for community needs. The information world is a fast-paced, complex organism, and FCPL must plan for and reach the community through in-person, traditional print, and online interactions.

1. Circulation Services. Staff in the circulation services program provides direct public service interacting with customers on issues related to library accounts and library cards including issues related to fines and fees. Staff ensures materials are managed accurately and within an industry standard timeframe, staff processes materials customer requests, and provides directional assistance and account assistance at the payment kiosk. In FY 2015, the Library checked in and checked out 1,075,037 materials, and managed approximately 500,000 library card holder accounts.

   This program is provided in the libraries, both in the public areas and in the work rooms. The majority of work is performed during open library hours. Quick turnaround in checking in borrowed materials and putting them back on shelves is a necessity to ensure materials circulate among customers frequently.

   The program is performed by library staff and volunteers. It has been a provided service since the Fairfax County Public Library was formally established in 1939.

2. Marketing and Communications. Staff in the marketing and communication program develop strategies and materials that directly support FCPL resources, programs, services, and mission thereby expanding the use of these resources by existing and new customers. Strategies employed include, but are not limited to, print, the library's website, and various social media platforms. Staff in this program also provide direct services to library staff, the Library Board, library friends' groups, and the Library Foundation related to internal and external communications, promotion, and community events.

   The service is provided from a central office and may include extended hours where matters involving the press or other events are concerned.

   The program is performed by library staff and has been operational since the 1980s.

3. Strategic Planning. The staff in this program capture and analyze statistics for the agency, County, state, and federal programs plus researches best practices and library trends; coordinates and prepares strategic plans, mission, vision and value statements for the agency; measures use of identified core services; anticipates and monitors community demographics to assist in prioritizing resources and services and anticipating needs; and works with the Library Board on statistical and survey questions and the interpretation of surveys.

   The service is provided from a central office and is usually performed during regular business hours.

   The program is performed by library staff and has been operational since the 1980s.

Benefits

The Library performs this LOB in order to meet its mission of enriching individual and community life by making library materials freely available to every resident of Fairfax County. Fairfax County is a diverse County including varied income levels, demographic and language backgrounds. FCPL's community service LOB helps to equalize access to print, audio, and visual materials to people from all backgrounds. Further, libraries are an integral piece of a larger complement of quality services that promote the quality of life enjoyed by County residents. The Library's customer service standards promote a professional and welcoming experience with every customer interaction. This LOB customizes materials and services based on strategic planning and customer assessment, makes books available on branch shelves, and ensures County residents are eligible to access materials and services by providing Library cards. In addition, this LOB keeps County residents informed of the materials, services, and branches they can access as residents of Fairfax County.

The Community Services LOB supports the following Vision Elements: Maintaining Safe and Caring Communities, Building Livable Spaces, Connecting People and Places, Maintaining Health Economies, Practicing Environmental Stewardship, and Creating a Culture of Engagement.

Mandates

This Line of Business is not mandated.

Trends and Challenges

Trends: The current trend, especially in the Washington, D.C. area, of people connecting through personal devices, contributes to the sense of information overload. While user's can stay connected to the larger world, much of the connection is impersonal, leaving people to search for personal connections. Libraries are considered to be centers of the community, places where people make connections to their neighbors, government, and civic organizations. Residents expect personalized service and need one-on-one assistance to make connections to information and to the community. Other trends include the inclusion of library cards on mobile devices and ever expanding information portals used to reach customers and including new technology and social media.

Challenges: The largest challenge, for FCPL and libraries across the country, is how libraries will change to meet future demands and remain relevant. Fairfax County is increasingly diverse and as plans for future library services are formulated, it must be recognized that each person's ideal library is different. The Library's customer base is a dynamic, divergent constituency which is constantly changing. Also, providing library marketing information in multiple formats is difficult with limited resources. There is extensive manual labor involved with physically managing millions of books. County residents will continue to have high expectations for quality library services and expect the libraries to be open longer hours.

As technology platforms change, customer expectations continue to increase. For example, even while the Library continues to maintain robust circulation of its print collection, technologically savvy users demand access to electronic materials on a variety of different platforms. Managing the challenges of providing a full complement of services from the traditional to the modern in order to meet customer expectations will be key to success.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #92: Community Services			
FUNDING			
Expenditures:			
Compensation	$6,354,861	$6,029,115	$6,271,248
Operating Expenses	327,400	362,691	359,197
Capital Equipment	21,103	0	0
Total Expenditures	$6,703,364	$6,391,806	$6,630,445
General Fund Revenue	$1,369,482	$1,167,049	$1,277,251
Net Cost/(Savings) to General Fund	$5,333,882	$5,224,757	$5,353,194
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	160 / 155	160 / 155	146 / 141.5
Total Positions	160 / 155	160 / 155	146 / 141.5

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Circulation per Capita	11.5	11.3	10.6	10.1	9.6
Library Internet Website User Visits	4,342,332	4,764,081	4,757,428	4,751,000	4,748,000
Holds Filled	1,084,224	1,085,794	1,289,963	1,309,000	1,329,000
Percent of Employees Satisfied with Internal Communications	NA	NA	85%	85%	85%

Since library circulation reached an all-time high in FY 2009, two key factors have combined to decrease library circulation: continued budget constraints have limited the libraries ability to purchase materials while at the same time, the service area population continues to increase (an average of 1.4 percent annually since FY 2009). This downward trend is reflected in public libraries nationally according to a 2012 survey of public libraries in the United States by the Institute of Library and Museum Services (IMLS). The library's circulation per capita in FY 2015 was 10.6 and is expected to decrease in FY 2016 and FY 2017 for the two key factors outlined above.

The volume of library Internet website user visits has remained high for the past several years. With nearly 5 million user visits in FY 2015 (4,757,428), the library's website is consistently among the most visited of Fairfax County government's websites. FCPL provides access to a number of online services and resources through its website including the online catalog which recorded nearly 10 million hits alone in FY 2015. FCPL expects visits to its website to remain high in the future.

The library's holds policy allows customers to reserve an item in the collection and have it delivered to their preferred branch library for pickup anywhere in the system. Library staff filled nearly 1.3 million holds placed by customers on library materials in FY 2015. The number of holds filled by library staff is expected to continue to increase over the next several years as customers continue to take advantage of this very popular service.

FCPL strives to keep staff informed of library and Fairfax County government news and information on a regular and ongoing basis. A recent survey of library staff showed that 85 percent of employees reported being satisfied with the library's internal communication. FY 2015 was the initial year for the library's internal communication survey which will be conducted annually moving forward. Employee satisfaction with the library's internal communication is expected to remain high over the next several years.

LOB #93:

EARLY LITERACY AND SCHOOL AGE ENRICHMENT

Purpose

The Early Literacy and School Age Enrichment LOB focuses on children and their families from birth to grade 12. Fairfax County Public Library promotes the love of books and the importance of reading by providing programs and services that support the educational and intellectual advancement of children and teens. The Early Literacy component validates FCPL's commitment to ensuring that children learn to read and enter school prepared to learn. In addition, this component connects to a pivotal mission shared by FCPL, Fairfax County Public Schools (FCPS) and private educational institutions: building the future child-by-child. The Library is committed to its public and private school partners. The School Age Enrichment component focuses on homework support, staff-administered programs to reduce knowledge loss during the summer break and enrichment during the school year, and assistance with reading recommendations and direct outreach to schools. Academic institutions are typically only open during school hours so FCPL is integral to student success providing evening, school holiday, and summer access to educational materials.

Description

This LOB encompasses the Youth Services program, including Early Literacy Outreach. FCPL's programs and services for children from birth to age 12 are designed to teach information literacy, create a love for books and reading, and provide a stable foundation for lifelong learning.

Youth Services staff focuses on early literacy skills during story times. These skills are modeled for parents and caregivers to increase their ability to create a strong interaction between adult and child during future reading sessions. Youth Services staff members find age appropriate books and resources to help children develop a love of reading. Staff members provide library tours, visit community preschools and attend community events. In addition, FCPL has a dedicated outreach staff in the early literacy department. These specialists present interactive story times to preschool children in child care centers, Head Start classrooms and family child care homes; promote the importance of making books a part of everyday life by encouraging the use of library services; develop early literacy professional development workshops for teachers who work with children from birth to age 5; and design early literacy publications to assist teachers and caregivers to develop early literacy skills and provide necessary resources. These elements of the Early Literacy Program show FCPL's deep commitment to empowering children (and their families) with the academic tools to become productive, innovative citizens – a goal that is shared by FCPS and private educational institutions.

Youth Services staff members provide services and programs during all library hours, including nights and weekends. They also represent the library at preschools and community events. Early Literacy Outreach programs deliver story times on weekday mornings in Head Start classrooms, childcare centers, and family childcare homes. To ensure teachers can attend, professional development workshops are presented in branches on Saturday mornings or weekday evenings.

The program is performed by County staff and volunteers. It has been a provided service since the 1980s.

Benefits

This LOB helps to prepare preschoolers to be ready to read and ready for the formal education setting. Early literacy programming helps those for whom English is not their primary language, helps to close the information gap among preschoolers from different backgrounds and also provides tools for parents to encourage learning. Among school age students, library programs provide homework support, assistance with research techniques and readers' advisory. This program also encourages a love of reading which correlates to success in academic settings. Library usage can impact a student's success throughout their K-12 school years and beyond.

The Early Literacy component of the LOB validates FCPL's commitment to ensuring children learn to read and enter school prepared to learn, an essential skill that enables them to successfully start on the path to become lifelong learners. FCPL promotes the love of books and the importance of reading by providing programs and services that support the educational and intellectual advancement of children from birth to age 12 in public, private, and home school settings. These resources stimulate children's imaginations, engages them in the world of reading, ensures they enter school ready to read, and teaches them how to access and effectively use information. The Early Literacy Outreach Program visits approximately 110 child care centers, Head Start classrooms and family child care homes for story time programs. The early childhood community appreciates this invaluable service.

The Early Literacy and School Age Enrichment LOB supports the following Vision Elements: Maintaining Safe and Caring Communities, Building Livable Spaces, Connecting People and Places, Maintaining Healthy Economies, and Creating a Culture of Engagement.

Mandates

This Line of Business is not mandated.

Trends and Challenges

Trends: FCPL continues to see an increasingly diverse population, and children are relying more heavily on electronic materials and online materials and textbooks.

Challenges: The challenges facing the LOB include dealing with an increasing number of children who are with caregivers who are not the parents, more developmentally challenged children, and the popularity of the Library's programs makes it challenging to maintain a high quality of service.

While many children and their families take advantage of the free programs the library offers, there are a number of children unavailable to attend story times at a branch in their neighborhood because they are in preschool and their parents are working. Other children remain on long wait lists to enter Head Start programs. As preschool teachers look for additional resources to support the learning of children in their care, there is a demand for more story times in other locations throughout Fairfax County.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #93: Early Literacy and School Age Enrichment			
FUNDING			
Expenditures:			
Compensation	$2,517,741	$2,676,816	$2,861,811
Operating Expenses	158,552	174,270	182,288
Total Expenditures	$2,676,293	$2,851,086	$3,044,099
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$2,676,293	$2,851,086	$3,044,099
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	54 / 53	54 / 53	54 / 53
Total Positions	54 / 53	54 / 53	54 / 53

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Early Literacy Programs					
Branch Libraries	1,319	1,324	1,399	1,400	1,400
Early Literacy Office	252	426	614	675	742
Percentage of FCPS Elementary Schools Visited	86%	86%	79%	80%	80%
Summer Reading Program Participants as a Percentage of Public School Enrollment	27%	28%	28%	28%	27%
Countywide Preschool Demographics	74,479	75,051	69,536	69,172	68,914
Number of Headstart Classroom Visits					
Branch Libraries	20	56	19	20	21
Early Literacy Office	301	449	920	966	1,014

The Early Literacy and School Age Enrichment LOB focuses on children and their families from birth to age 12. FCPL promotes the love of books and the importance of reading by providing programs and services that support the educational and intellectual advancement of children. The Early Literacy component validates Fairfax County Public Library's commitment to ensuring that the community's children learn to read and enter school prepared to learn. In addition, this component connects to a pivotal mission shared by FCPL, FCPS and private educational institutions: building the future child-by-child. FCPL's Early Literacy component demonstrates the Library's high level of support for its public and private school partners. The School Age Enrichment component focuses on homework support, staff-administered programs to reduce knowledge loss during the summer break, and trained staff to assist with reading recommendations and direct outreach to schools. Academic institutions are typically only open during school hours so FCPL is integral to student success by providing evening, school holiday, and summer access to educational materials. From FY 2014 to FY 2015, the library's Office of Early Literacy Services increased its workload, providing a significant increase in the number of early literacy offerings. It is

expected that over the next couple of years the number of early literacy programs provided will increase as the need in Fairfax County for this service continues to grow.

In FY 2015 library staff visited 79 percent of all FCPS elementary schools providing presentations to multiple classrooms at each school. These visits provide students with an introduction to library services, resources and summer reading. The number of elementary schools visited by the library is expected to increase slightly over the next couple of years as the library strives to visit every County elementary school.

The library's annual Summer Reading Program (SRP) provides school students a critical bridge between school years. In FY 2015, the library reported that more than 51,000 kids participated in the summer reading program, or 28 percent of FCPS total reported student enrollment of more than 185,000. Many studies have found that reading for pleasure is beneficial for kids which include keeping up their reading skills over the summer and helping them succeed in school. FCPL helps make reading fun by providing tools, access and incentives during its Summer Reading Program. Held in cooperation with FCPS, the Summer Reading Program invites students from preschool to high school to read for fun over the summer. To participate, kids can register online or visit any neighborhood library branch. Preschoolers through sixth graders read 15 books (kids can have books read to them), and teens in grades 7-12 read six books. Kids can read any books they choose and kids and teens can even read free eBooks available through the library on Nooks, Kindles, iPads and other devices, as well as listen to eAudio books on CD. Kids can track their reading online or through a reading log they can pick up in any Fairfax County Public Library branch. Those who want a list of reading suggestions can find them on the library's website or pick up lists of suggested authors at a branch. The library offers lots of fun events for kids all summer long as well as special events for teens. In FY 2015 the library hosted nearly 200 programs specifically for teens including author visits, book discussion groups, essay contests, and volunteer information events.

Each year, the library's Early Literacy Outreach Program reaches preschoolers, parents, caregivers and others in HeadStart centers in Fairfax County. The Early Literacy Outreach Manager and expert volunteers, many former teachers and public librarians, present story times to help children and caregivers learn the skills preschoolers need to get ready to read. Early literacy is what children know about reading and writing before they can actually read and write. Research shows that children get ready to read years before they start school. The library's Early Literacy Outreach Program helps preschoolers learn important skills now so they can become good readers. Reliable studies have found resoundingly favorable long-term effects on grade repetition, special education and high school graduation rates for Head Start children, as well as a host of economic, health and social benefits. The number of visits to Head Start classrooms provided by the library has been increasing and is expected continue to increase over the next several years. Services include:

- **Love of Books - Print Motivation**. Being interested in and enjoying books;
- **Use Books - Print Awareness**. Noticing print is being read and not the pictures, knowing how to handle a book, how to follow the written word on a page and recognizing print has meaning;
- **Learn New Words – Vocabulary**. Knowing the names of things and understanding feelings and concepts;
- **Tell a Story - Narrative Skills**. Being able to describe things and events and tell stories;
- **See and Know Letters - Letter Knowledge**. Knowing letters are different from each other, knowing their names and sounds and recognizing them everywhere; and
- **Hear and Make Sounds - Phonological Awareness**. Being able to hear and play with the smaller sounds that make up words.

LOB #94:

LIFELONG LEARNING FOR ADULTS

Purpose

The Lifelong Learning for Adults LOB demonstrates Fairfax County Public Library's commitment to providing free services, resources and events for adults to meet educational, informational and recreational needs. These services and programs reflect the interests, activities and concerns of FCPL's customers and enhance their daily lives. The mission of this LOB is twofold: 1) to provide trained staff to assist with informational needs of customers on a range of topics, and 2) to provide system opportunities to draw audiences to the Library and provide recreational and educational opportunities.

Description

This LOB is comprised of two discreet programs; Information Services (in-person at library branches) and Program and Educational Services (which includes large scale programs and special events.) These two programs are bundled together based on their adult focus.

1. Information Services. Information Services staff perform varied job duties including: providing technology assistance, language tutorials, readers' advice to assist customers in selecting materials, assistance with public computers, research support, expertise at programs and outreach events, and print and online resources they need for educational, vocational or recreational pursuits. Customers range in age from older teens (after high school age) through seniors, and present with a variety of needs, proficiency levels and skills. Staff must be aware of a multitude of information sources, community resources, and technological advances. In some cases, staff are members of community-focused project task groups.

   This program is performed at 22 library branches all hours when the Library is open, including daytime, evening and weekend hours.

   The program is performed by library staff and volunteers and has been operational since the founding of the Library in 1939.

2. Programming and Educational Services. The Programming and Educational Services staff coordinate special events for adults as well as provide frequent support and resources for staff members who plan and host events for adults at library branches. Large scale events may include presentations by bestselling authors, book club conferences, political speaker panels, health talks, book festivals and other events that contribute to the quality of life in the County. Support and assistance to branch staff may include help with planning and presenting eBook and technology workshops, presentations by local authors, book clubs, writers' groups, English conversation classes and workshops focusing on consumer, job hunting, and health information. In addition, this program area is where Fairfax County Public Library performs the management of other library programming countywide.

   The tasks involved in planning and coordinating events include forming community partnerships, securing presenters and venues, purchasing supplies, assisting with marketing and communicating with customers. Events often take place during evening or weekend hours when more adult customers are available to attend. Events occur in meeting rooms at library branches or larger spaces including auditoriums and theaters at locations such as Fairfax County Government Center, George Mason University, Northern Virginia Community College (NVCC) Annandale, the McLean Community Center, Inova Fairfax Hospital and the Reston Community Center.

The program is performed by library staff and volunteers and has been operational since the founding of the Library in 1939. Prior to 2011, the Program and Education Services Department was called the Programming Department.

Benefits

This LOB allows for free access to information, recreational reading, research sources, programs and expert assistance for pursuing creative, career, and intellectual goals. According to a Pew Research Center study (2013), Americans ages 16 and older believe borrowing books, having reference service, and providing free access to computers are very important services for libraries to provide. As identified in the "Strategic Plan to Facilitate the Economic Success of Fairfax County," superior libraries help give Fairfax County the reputation as a place where people want to live, work and play. Libraries provide free opportunities for community engagement that enhance quality of life and helping adults stay intellectually active. Life-long learning and high quality information services keep older adults engaged and knowledgeable about evolving technology, current events and social media.

The Lifelong Learning LOB supports the following Vision Elements: Maintaining Safe and Caring Communities, Building Livable Spaces, Connecting People and Places, Maintaining Healthy Economies, and Creating a Culture of Engagement.

Mandates

This Line of Business is not mandated.

Trends and Challenges

Trends: The County population is increasing in diversity, information technology is rapidly changing and significant parts of the community are "aging in place." More people stay at home and alone, disconnected from other people except through programming that provides opportunities to engage and stay active. Librarians are acting less like gatekeepers of information and more like facilitators or guides, or even interpreters as research resources become more accessible. As customers embrace e-books and technology, many still find they need assistance with their devices, along with the need to find reliable information. While self-service is a trend across varying outlets, FCPL recognizes there is a need for personal assistance too.

Challenges: The LOB challenges include budget and staffing challenges, changes in the way residents want to access information and changes in the way information is delivered. In order to provide the products and services that customers want, funding is needed for new technologies including 3D printers, editing software, and video conferencing. An additional challenge is the unknowns related to the publishing industry, including what materials are available for libraries to purchase. These changes and developments challenge the notion of what the public library needs to be in the future.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #94: Lifelong Learning for Adults			
FUNDING			
Expenditures:			
Compensation	$2,344,130	$2,344,059	$3,744,351
Operating Expenses	175,995	192,390	221,288
Total Expenditures	$2,520,125	$2,536,449	$3,965,639
General Fund Revenue	$178,650	$194,620	$180,378
Net Cost/(Savings) to General Fund	$2,341,475	$2,341,829	$3,785,261
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	65 / 50	65 / 50	65 / 50
Total Positions	65 / 50	65 / 50	65 / 50

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Adult Program Attendance	33,482	31,818	41,259	43,118	44,400
Percentage of Total Circulation by those 18+	78%	78%	78%	78%	78%
Number of Information Questions Addressed	2,286,534	2,185,650	2,108,216	2,110,000	2,105,000
Staff Expenditures Associated with Providing Information Technology Assistance to Customers	$455,162	$532,136	$527,389	$524,775	$524,000

The library provides a variety of programming for different audiences. Lifelong Learning has been one of the library's long-term goals for several years as well as a key strategic initiative. In FY 2015 more than 41,000 adults attended library programs (not including the popular author events hosted by the library's Center for the Book). Lifelong Learning for Adults is the ongoing, voluntary, and self-motivated pursuit of knowledge either for personal or professional reasons. It not only enhances social inclusion, active citizenship, and personal development, but also self-sustainability. Nearly three out of every four residents in Fairfax County is an adult. In 2013, 60 percent of residents ages 25 and older were college graduates with a bachelor's degree or higher education. By providing a variety of program offerings for adults such as book discussion clubs, writer's workshops, technology and research instruction, and English conversation classes, to name a few, the library is able to help keep residents of Fairfax County challenged and engaged. The volume of attendance at adult library programs is expected to increase over the next several years.

In FY 2015 78 percent of the library's circulation was completed by adult customers age 18 and older, consisting of nearly 9.5 million items. The percentage of the library's collection that is checked out by adults has remained constant since FY 2013 and is expected to remain so over the next several years.

Library staff address information questions asked by library users on a daily basis. The library's information and reference desks are intended to provide customers with an easy and obvious way to interact with staff in order to receive answers to their many questions. In FY 2015 it is estimated that library staff addressed more than 2 million information questions asked by customers. Since the advent of the Internet, the volume of these questions has decreased while their complexity has increased. Customers no longer rely as heavily on staff to provide information they now find readily available themselves online. Consequently, the information questions staff address tend to be more complex and more detailed, requiring more staff time to answer on average than ever before. Complicating this basic library service are two factors that are only going to increase in coming years; constantly changing technology and the diversity of County residents. Advances in technology have demanded that library staff not only be experts at finding information, but also at accessing that information through an ever expanding array of electronic devices, as well as being able to sift through the avalanche of data retrieved by these devices. In an increasingly diverse Fairfax County, library staff navigate language and cultural hurdles that provide barriers to service. More than 170 different languages are spoken in the homes of FCPS children complicating library staff attempts to assist with homework help and answering basic information questions. The library expects the volume of information questions addressed by staff to continue to decrease over the next several years, a trend that is reflected nationally.

Technology is one of the library's cornerstones of service. It is pervasive, whether troubleshooting one of the library's public Personal Computers (PCs) or helping customers navigate personal handheld devices, technology is everywhere in the library. Technology has changed and is continuing to change the way the library does business. Library staff expenditures associated with providing information technology assistance to customers in FY 2015 amounted to more than $500,000, or about 3 percent of the library's total personnel expenditures. As technology continues to evolve and become more prevalent, it is expected that these expenditures will remain high over the next several years.

LOB #95:

SENIOR SERVICES (50+)

Purpose

This LOB provides information, programs and special access technologies for older persons, special outreach and access for those people with disabilities and provides outreach services for those in the community who are unable to travel to a library branch. The Senior Services (50+) LOB anchors the Library's comprehensive approach to literacy services and information access for every person to thrive at any age at every stage by removing barriers to library services for people with disabilities. Senior Services ensures disabled and senior customers continue to have access to programs and information available to the rest of the population.

Description

This LOB consists of the Access Services program which provides specialized staff and services for those in the community with vision impairment or who are otherwise unable to use traditional printed books and information or access a library branch.

The Access Services program serves people with vision disabilities and other disabilities that prevent the reading of standard print, and provides audio books and equipment to them via the Library of Congress' Talking Books Program. While not limited to the older adult population, the program is heavily used by those aged 62 and older. Access Services provides home delivery service for users unable to travel to a local library to borrow materials due to a disability, frailty or illness. Its deposit collection delivers rotating collections of large print and regular print books to 22 sites throughout Fairfax County including older adult living facilities, retirement communities, senior centers, nursing homes and adult care centers.

Access Services facilitates 16 book discussion groups that meet at senior centers, in retirement communities and in senior residential facilities by gathering, sending, even selecting titles in the formats (regular print, large print and audio) requested by participants in each group. Access Services provides administrative support for volunteer-led self-help discussion groups for adults coping with vision loss at Patrick Henry Library in Vienna and Reston Regional Library.

Access Services also makes available screen reader software, screen magnification software and text to speech reading equipment designed for those with blindness and low vision. It refers customers to reliable research and consumer resources and attends outreach events. Access Services participates in, advises and supports services for seniors and those with disabilities countywide through participation on countywide committees, and with other similar agencies, such as the Area Agency on Aging and Equity Programs.

The service is delivered by the FCPL in the Access Services branch in the Fairfax County Government Center, through U.S. mail, customer phone calls, e-mails and walk-in service.

The program is performed by library staff and volunteers. The program began as the Talking Books Service in 1972. Since then, the scope of services has expanded to include the current suite of services.

Benefits

This LOB ensures access to reading for all in Fairfax County regardless of age or disability. This is a unique service offered by FCPL that directly impacts the quality of life, independence, and intellectual growth of older adults and others with vision or physical disabilities who have difficulty reading standard print or getting to a library.

The Senior Services (+50) LOB supports the following Vision Elements: Maintaining Safe and Caring Communities, Building Livable Spaces, Connecting People and Places, Maintaining Healthy Economies, and Creating a Culture of Engagement.

Mandates

This Line of Business is not mandated.

Trends and Challenges

Trends: Fairfax County projects a huge increase in its population of adults 50 years of age and older. Between 2010 and 2030 the 50+ population will increase by approximately 19 percent, the 65+ population by 51 percent and the 70+ population by 55 percent. Impairments in vision, hearing and mobility become more common as people age. Important goals include providing assistance and resources for seniors to thrive and stay in place, receive appropriate services in retirement communities and continue to be an active participant in society.

Challenges: Access Services will need to maintain staffing to meet the increase in demand for its services in light of the increase in the number of seniors who will be eligible for them. Advancing technologies will likely be available and funding to keep up with these will also be key.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #95: Senior Services (50+)			
FUNDING			
Expenditures:			
Compensation	$487,348	$492,739	$537,982
Operating Expenses	18,146	7,533	21,204
Total Expenditures	$505,494	$500,272	$559,186
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$505,494	$500,272	$559,186
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	8 / 8	8 / 8	8 / 8
Total Positions	8 / 8	8 / 8	8 / 8

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Circulation of Large Print Collection	90,580	87,631	85,570	85,140	85,565
Number of Outreach Visits and Offsite Collection Deliveries	157	144	126	125	125
Number of Assistive Materials	21,722	22,204	27,959	27,958	27,955

The Library's large print collection refers to books in which the font is considerably larger than usual, to accommodate people who have poor vision. Among librarians, large print is defined as print that is at least a point size of 18. In FY 2015 more than 85,000 large print items were checked out of the library, approximately 1 percent of the library's total circulation.

The Access Services branch removes barriers to library services for people with permanent and temporary disabilities. These services include: providing opportunities to learn about assistive technology and equipment, providing books in alternative formats to people with vision impairments and delivering books to readers who cannot visit a local library. Access Services also provides rotating collections of large print and regular print library books to senior centers, retirement communities, hospitals and other eligible organizations located in Fairfax County. Titles are selected to match reading interests of clients in each institutional setting. Deposit sites are located throughout the County and consist mainly of Senior Centers and retirement communities. The library exchanges books with these sites 4 times a year. Books are kept at these locations for three months at a time, enhancing the site's own library collection. Materials are exchanged with these sites in one of three ways; items are physically delivered to about half the sites using a County vehicle; items are sent through the U. S. Post Office; and items are sent to other branch libraries where the site arranges their own pick-up. The number of deposit sites can fluctuate as the site's activities directors come and go and their personal enthusiasm for books and the library ebbs and flows. The number of Outreach Visits and Offsite Collection Deliveries fluctuates slightly from year to year. In FY 2015, the library provided 126 outreach visits and offsite collection deliveries. It is expected that this number will remain steady over the next several years.

The library has nearly 28,000 items in alternative formats including Talking Books and books in braille. The Talking Books program benefits individuals who are unable to read or use standard print due to permanent or temporary blindness, visual impairment, or physical limitations. The Access Services library provides specially recorded books, magazines and players to residents of Fairfax County, the City of Fairfax, the City of Falls Church and the Town of Herndon through the free Talking Book Program of the Library of Congress National Library Service for the Blind and Physically Handicapped. Materials and machines may be borrowed and returned by mail at no cost to the user. The Disability Awareness Collection offers books and other materials related to learning about and managing disabilities. The Audio-Described DVDs are classic, popular and award-winning movies containing special descriptive narration for people with low vision or blindness. FCPL also lends a variety of multimedia nostalgia kits designed for use by groups of older adults. The number of items in the library collection of assistive materials is expected to increase over the next several years and is expected to receive increased usage as the County's population continues to age.

Library staff welcome invitations to present informational programs and participate in community events. Readers in Fairfax County who are unable to travel to a local library due to disability, illness, or frailty may be eligible for free home delivery of library materials. The library's Access Services branch also sponsors support groups and assists book discussion groups for adults who are coping with the loss of sight. Groups meet at libraries and other locations throughout Fairfax County. The library is also able to provide access to assistive technology many residents need in order to take advantage of these assistive materials. Visitors to the library's Access Services may use a variety of assistive devices/services including:

- FM, infrared or loop systems for meetings and events. JAWS®: Screen–Reading Software screen-reading program that uses a voice synthesizer operated with keyboard commands;
- Juliet Pro: Braille Embosser. Printer with grade 2 braille output from Duxbury Translator;
- Magnifiers available for loan;
- myReader2, an auto reader and magnifier;
- PhonicEar®: Personal Listening FM System, augments speech through headphones with the presenter using a small microphone;
- Pico: Lightweight and portable video magnification device;
- Reading EdgeT: Scanning & Reading Device, converts text to speech. The text can be saved to a storage device;
- Sara Scanning and Reading Appliance, a scanner that recognizes text, translates it into speech then reads the text aloud;
- Smart View: Video Magnifier, a system that magnifies print placed on its display board up to 60x with different text and background colors;
- Tieman Braille Voyager: Braille Display Device that translates text into electronically raised pins simulating braille;
- Victor Reader Stream, a DAISY (Digital Audio Information System) and MP3 player; and
- ZoomText®: Screen–Magnifying and Reading Software that combines magnification with optional screen-reading voice. Provides access to Microsoft® Windows and the Internet.

LOB #96:

HISTORIC PRESERVATION

Purpose

The Historic Preservation LOB enriches the County by collecting and properly maintaining the history and information of the community. Historical preservation is one of the tools that allows and encourages individuals and small groups to learn to identify as larger communities. Throughout recorded history, libraries and archives have been the primary vehicle whereby historical knowledge is preserved, and more importantly, made available to people. Legal research, case law, and historical uses of property and background on historical and archeological resources have both social and financial impacts on the community. This LOB also assists and advises agencies in the appropriate management and disposition of organizational information.

Description

This LOB is comprised of two discrete programs: Archives and Records Management and the Virginia Room located at the City of Fairfax Regional Library. The entities approach the goal in separate, yet interlocking ways. The goal of both Archives and the Virginia Room is to enrich the lives of County residents by providing a sense of community and providing historical information in a timely manner. In addition, the Archives and Records Management branch provides records management training and advice and services to County agencies in order to increase efficiency of service, reduce costs and control legal liabilities.

Records Management. The Archives and Records Management Branch was established by Fairfax County Procedural Memorandum 100 in 1980 to assist and advise agencies in the management and disposition of organizational information (i.e., Public Records). The Virginia Public Records Act (VPRA) requires local jurisdictions to designate at least one records officer to serve as a liaison to the Library of Virginia for the purposes of implementing and overseeing a records management program and coordinating legal disposition, including destruction, of obsolete records. The County Archivist is the Designated Records Officer for Fairfax County. In addition to records retention and disposition, the VPRA also covers issues relating to the security of and access to public records including efficient business delivery by County agencies, compliance with legal mandates, liability protection for the County, protection of the integrity of public records and preservation of history.

Archives supports the Historic Preservation role by identifying public records of historical value, preserving them from loss, and making them available for use by both government agencies and the public. It is an official repository of public records created under the auspices of the Board of Supervisors and subordinate agencies. It appraises, identifies, and preserves County records for their evidential and informational content; maintains preservation and storage of original records; recreates and maintains archival repositories for electronic records; and works cooperatively with other County agencies to enhance public access to historical resources and reduce redundancy in services.

The program is provided through the Fairfax County Records Center located at the Springfield Warehouse. Educational programs for county employees are offered and consulting services are provided by telephone, email and onsite with County agencies.

The program is performed by library staff and has been operational since 1980.

Virginia Room. The Virginia Room is the largest and most comprehensive collection of historical and genealogical information in Northern Virginia. In addition, this program maintains extensive legislative and governmental documents on Fairfax County. The reference collection focuses on the history and government of the Commonwealth of Virginia with particular emphasis on Northern Virginia. The collection contains unique photographs, manuscripts, maps, newspapers, and other materials. Subscriptions to online genealogical and historical resources are supplemented by locally produced finding aids and research tools. The Virginia Room has staff experts in genealogical and historical research who also possess deep knowledge of the local region and are equipped to handle casual inquiries, provide homework level support, make available advanced genealogical and historical studies, and professional researchers, archeologists, and historians.

The program is performed from the second floor of the City of Fairfax Regional Library. This facility was built specifically for the collection. The facility contains a climate controlled storage vault for the preservation of valuable and delicate materials.

The program is performed by library staff and volunteers. The program has been operational since 1962.

Benefits

The Virginia Room's local history collections (manuscripts, photographs, and print) and the Archives preserved public records are a unique cultural resource available nowhere else. Historic Preservation contributes to building livable spaces by making it possible to study the people, forces, and events that created them. Historic districts and landmarks allows residents to connect the past and present. The personal knowledge of the environment lends a depth that elevates a "place" to a "community." A relationship with the past allows those in the present to imagine the future.

Archives offers records management services to all County agencies. Training in basic records management, electronic records, email and electronic communications strategies and skills, and Freedom of Information Act (FOIA) issues are offered to the entire County through EmployeeU and to individual departments on request. Archives offer expert consultations to assist agencies to maintain compliance with the numerous laws covering the collection, retention, security, and dissemination of public records. These services benefit the County through compliance with legal mandates, decreased liability, increased efficiencies, and savings on management and storage costs. These services benefit the County through compliance with legal mandates, decreased liability, increased efficiencies, and savings on management and storage costs.

The Historic Preservation LOB supports the following Vision Elements: Building Livable Spaces, Connecting People and Places, Creating a Culture of Engagement, and Exercising Corporate Stewardship.

Mandates

The Records Management Function is mandated. The Virginia Public Records Act (VPRA) (Code of Virginia §42.1-76 ff.) requires local jurisdictions to designate at least one records officer to serve as a liaison to the Library of Virginia for the purposes of implementing and overseeing a records management program and coordinating legal disposition, including destruction, of obsolete records. The County Archivist is the Designated Records Officer for Fairfax County. In addition to records retention and disposition, the VPRA also covers issues relating to the security of and access to public records including efficient business delivery by County agencies, compliance with legal mandates, liability protection for the County, protection of the integrity of public records, and preservation of history.

Trends and Challenges

Trends: Due to readily available online information, libraries and archives offering special collections must move more quickly to keep pace with modern technology that provides immediate, direct and unfettered access to special collections. Local historians and genealogists are digging deeper to find original source materials, creating more demand for fragile materials such as photographs and manuscript collections. Trends in managing reference and archival collections are pointing staff to solutions such as providing access to special collections via a single unified interface for customers and staff. Special collection materials include photographs, manuscript collections, and file collections. A unified interface will simultaneously increase access to and reduce pressure on physical items.

Challenges: To a greater degree than in the past, modern researchers expect content that is immediately accessible including special collection materials, such as photographs and fragile manuscript materials, which must be managed with care and specificity in order to preserve irreplaceable and valuable objects. With limits to the current capacity to digitize information imposed by resource constraints, such information is not always retrievable. It is also challenging to provide resources to researchers looking for non-local family history information.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #96: Historic Preservation			
FUNDING			
Expenditures:			
Compensation	$445,187	$471,417	$523,870
Operating Expenses	42,841	50,570	61,581
Total Expenditures	$488,028	$521,987	$585,451
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$488,028	$521,987	$585,451
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	9 / 9	9 / 9	9 / 9
Total Positions	9 / 9	9 / 9	9 / 9

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Items in the Virginia Room Collection	NA	NA	44,911	45,000	45,000
Number of Outreach/Training Visits (Archives & Records Management)	16	16	18	18	18
Document Requests Shipped Within 24 Hours per FTE (Archives & Records Management)	10,106	10,479	9,938	8,900	8,900

The Fairfax County Public Library's Virginia Room maintains a collection rich in local, regional, and Virginia history and genealogy focused on Virginia and Fairfax County, as well as local and state government information and legal resources. A particular strength is Confederate Civil War military history, including a complete microfilmed set of service records for Confederate soldiers (from all states, not just Virginia). The Virginia Room's collection includes maps, an extensive photographic archive, manuscripts, a large microform collection of local newspapers, rare books, Virginia election materials (brochures, fliers and sample ballots from state and local races from 1960 to the present), and online databases numbering approximately 45,000 items. This collection includes many items that are not included in the library's catalog such as the 51 boxes in the Beth Mitchell collection and the 206 boxes of the Mackall Library. With limited resources available for the purchase of new materials, it is expected that the number of items within the Virginia Room collection will remain stable over the next several years. However, an effort is underway to better document the Virginia Room's entire collection which will help better inform the actual size of the collection. Located on the upper floor of the City of Fairfax Regional Library, staff and volunteers assist with searches of specific pieces of property in the County, help make sense of the Census, and access Social Security death records. Customers can search the Virginia Room's website: www.fairfaxcounty.gov/library/branches/vr.

The Archives and Records Management Branch provides professional assistance and advice to County agencies on the management, retention and storage of their records. Archives staff ensures that legally mandated retention schedules, preservation standards, security measures and levels of access are followed for both permanent and non-permanent records regardless of the physical format or location of such records. The Archives and Records Management Branch conducted 18 outreach visits in FY 2015 along with daily telephone consult/training sessions with county agencies. It is expected that the number of outreach/training visits will continue over the next several years as agencies have become more familiar with County records retention standards are better at carrying out retention policies.

It is the responsibility of each individual agency to assure that they maintain compliance with the Virginia Freedom of Information Act (VFOIA) (Code of Virginia §2.2-3700, et. seq.) and provide appropriate and timely access to public records. Not all County records are maintained at the Records Center. Most current records are retained by the creating agency. Additional records are either created electronically or converted to a digital format for retention by the agency. Therefore, any citizen requesting access to material that may be stored in the Records Center must contact the originating agency first in order to do so. The Records Center strives to provide requested materials within 24 hours. For FY 2015 the Records Center reported 99 percent of all document requests were shipped within 24 hours, with nearly 10,000 requests per FTE. Though the volume of these requests can spike at any given time, the projection is for the number of requests to decrease slightly over the next several years as agencies become better trained and more familiar with records management and preservation.

LOB #97:

24/7 Information Access

Purpose

FCPL offers a wide range of services, and residents are able to conduct library business 24 hours per day, seven days a week, and from any location. In order for this to be possible, the system's infrastructure must be constantly monitored and upgraded regularly. The way residents access and use information is changing and as a result demand on the Library's technological services is increasing. The Library provides access to print and electronic materials and databases which must be cataloged and processed accurately and quickly so that the information is readily and easily accessible in a timely fashion. Library cardholders can access the Library website, catalog, events database, and their accounts from any device at any time.

Description

This LOB is comprised of two discrete programs: Cataloging and Processing (C&P) and Library Information Technology (LIT). These programs are bundled because both rely heavily on technical resources and both programs are essential to provide customers with access to the library's information. LIT provides the framework used by both customers and staff. C&P makes it possible for customers and staff to locate information. Cataloging identifies all of the pertinent and searchable information for a specific title, enters the information into a readable form. This ensures an effective and accurate search when customers browse library holdings so customers can quickly and easily find the item they are looking for.

1. Cataloging and Processing (C&P). This program organizes purchased and donated library materials and resources so residents can access them. Cataloging Services physically prepares items for customer use and borrowing, performing a variety of tasks including identifying items with FCPL ownership branding, barcode, and special shelving labels on each individual item. Staff identify and route customer requests for holds on newly received, cataloged, and processed items to customers at the pick-up branches of their choice. The Cataloging Services group trains and educates staff and customers about cataloging issues and procedures as well as services such as interlibrary loan for requesting items not owned by the Fairfax County Public Library System. There were 183,084 items processed in FY 2015.

   Cataloging and Processing are based in the Library's Technical Operations offices in the Chantilly Regional Library building. Cataloging services are performed using trained librarians. Receiving and processing are primarily performed hands-on through a series of specified manual tasks.

   This program is performed by library staff and volunteers. This program has been operational since the Fairfax County Public Library was formally established in 1939.

2. Library Information Technology. This program maintains and supports the infrastructure systems that serves library customers such as the catalog, self-service payment kiosks, the meeting room scheduling and event registration tool, the FCPL website, 600 public PC's and online electronic subscriptions, such as Value Line financial services and Mango foreign language programs. LIT provides indirect service to the public by monitoring and administering the Library's highly integrated systems and creating new tools on enterprise platforms such as SharePoint. Information Technology supports the library branches all the hours they are open and to customers 24/7.

   The Library Information Technology program is based at the Government Center and uses a variety of tools to monitor the systems mentioned above during all library operating hours. The majority of time is spent working with branch staff in direct support of customer needs and requests and monitoring and responding to issues.

   This program is performed by library staff and has been operational since 1995.

Benefits

Cataloging and Processing ensures an efficient and accurate browsing experience for customers and staff searching for desired material holdings owned by the Library as well as materials available to customers via interlibrary loan. Cataloging and Processing provides accountability for materials purchased with taxpayer funding. In receiving and processing new materials, customer demands are met quickly and accurately.

The Library Technology Program supports the Library IT systems both in branches and online. Customers and staff have high expectations for the performance of these systems. In close coordination with the Department of Information Technology (DIT), Library IT serves and supports FCPL staff, who in turn serve and support customers. Since members of this group have both library and technology skills, they are uniquely positioned to maintain current resources and identify and implement new resources. The Library Technology Program ensures that library services are available 24 hours per day, seven days per week.

Indirectly, the Library Technology Program provides a significant amount of value to the community by supporting a vast array of technological resources such as Wi-Fi, wired Internet access, the library catalog, printing and copying, self-service checkout, self-service payment options, mobile apps that provide access to library resources, email account reminders, online meeting room booking, online program registration, online library card registration, and telephone renewal.

The 24/7 Information Access LOB supports the following Vision Elements: Maintaining Safe and Caring Communities, Building Livable Spaces, Connecting People and Places, Maintaining Healthy Economies, Practicing Environmental Stewardship, and Creating a Culture of Engagement.

Mandates

This Line of Business is not mandated.

Trends and Challenges

Trends: Customers throughout the County expect more online and self-service options in both professional and personal environments. This expectation is driving an increased demand for FCPL's technical resources. Library metrics demonstrate the use of eBooks and Wi-Fi is increasing.

There is a drive toward hosted solutions. In many cases, moving the library's resources to the "cloud" has significant benefits for service provision in terms of flexibility and variety of offerings.

Challenges: The push for self-service options has increased interest in mobile technology. Customers want online, remote, and self-service access to as many collections and resources as possible. Not all of the collections and resources are available remotely for a variety of reasons. For many customers, a mobile device is their primary device, or in some cases, the only device they use to access library services.

The movement toward hosted solutions is costly to implement in a time of budget challenges.

Interoperability/interdependence are increasing. FCPL systems are highly interdependent, allowing information to flow from one location to another. This includes the integration of ILS (catalog) and the electronic fine and fee payment system. This brings challenges because when more services are added to the Library, new tools must integrate with existing functions, and sometimes limits purchasing opportunities.

The Library serves a wide range of customers, from those with many technical resources to those who have no technical resources at all, other than what FCPL provides. It is challenging to serve both ends of the spectrum, as well as those in the middle, in a technological marketplace that is increasingly complex and expensive.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #97: 24/7 Information Access			
FUNDING			
Expenditures:			
Compensation	$1,299,715	$1,385,839	$1,518,582
Operating Expenses	1,773,280	1,649,777	1,463,927
Capital Equipment	529,830	40,205	0
Total Expenditures	$3,602,825	$3,075,821	$2,982,509
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$3,602,825	$3,075,821	$2,982,509
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	25 / 25	25 / 25	25 / 25
Total Positions	25 / 25	25 / 25	25 / 25

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Library Internet Website User Views	8,647,440	8,818,995	8,454,924	8,110,000	7,785,000
Materials Processed per Staff Hour	70	70	70	70	70
Holds Processed per FTE at Technical Operations	NA	NA	23,809	24,275	24,855
Percentage of Customer Self-Checkout of Materials	80%	81%	81%	82%	82%
WiFi Client Usage	1,819,043	2,174,371	2,580,551	2,658,000	2,738,000

The library's website is routinely one of the most used among all County government sites, as well as the Library's catalog. Customers are able to sign-up for library programs, reserve meeting room space, apply for a library card, and access online resources through the library's website. In FY 2015 the library reported approximately 8.5 million user views of its website. This is a slight decrease from FY 2014 as users began to bypass the site and go directly to the library's online catalog without navigating the website first. Also, website navigation has been improved, and the ease of use makes it increasingly easy to access information with fewer clicks. The volume of user views of the library's website is expected to decline over the next several years as the trend of navigating directly to the catalog continues.

Cataloging and Processing creates the access tools necessary for the Library's customers and staff to locate information. Cataloging identifies all of the pertinent and searchable information for a specific title, enters the information into a readable form ensuring an effective and accurate search when customers browse library holding ensuring customers can quickly and easily find the item they are looking for. Staff in this office processed more than 180,000 items in FY 2015, approximately 70 items per staff hour. It is expected that the number of items processed per staff hour will remain flat over the next several years as a constrained budget limits the number of new items that can be purchased for the collection.

The Library also utilizes a 'holds' system, where customers anywhere in the County can request materials (online or in person) and have them delivered to their local branch library. The Library's Technical Operations division also uses this process to balance the collection, moving items to branches where items are more accessible to the communities that are most likely to use them.

The library's Technical Operations division also uses this process to balance the collection, moving items to branches where they are more accessible to the communities that are most likely to use them. In FY 2015 nearly 24,000 holds were processed per FTE by Technical Operations staff. The volume of holds processed is expected to remain fairly stable over the next several years as a constrained budget limits the number of items available in the collection.

The library strives to make its services and resources as customer friendly as possible through a variety of self-service opportunities. One of the ways the library does this is through the use of express checkout. Of the more than 12 million items that were checked out of the library collection in FY 2015, 81 percent were done through express or 'self' checkout. Since customers enjoy the convenience of being able to check items out themselves, the library expects this percentage to increase over the next several years.

Since FY 2012, the library offers WiFi access in branch libraries, and in FY 2015 more than 2.5 million clients took advantage of the library's WiFi capability, an increase of 19 percent from FY 2014. Analysis of the data shows that the busiest day of the week in terms of the volume of use of the library's WiFi is Tuesday; in terms of per hour usage the busiest day of the week is Saturday. The busiest hour of the day is from 3-4 pm, accounting for 13 percent of all access. As handheld devices capable of accessing the Internet grow in number, it is expected that the volume of client use of the library's WiFi capability will continue to increase over the next couple of years.

LOB #98:

LIBRARY MATERIALS AND COLLECTIONS MANAGEMENT

Purpose

The Library Materials and Collection Management LOB ensures that all Fairfax County residents have access to books, magazines, newspapers, and electronic resources that can best meet evolving educational, recreational, and informational needs. Library materials are selected, organized, and made accessible in order to anticipate and meet these diverse needs.

Description

The Library Materials and Collection Management LOB is comprised of three discrete programs; Materials Selection, Assistant Branch Managers and Library Pages. The Library's largest operational asset, the collection of library materials, is the foundation of traditional library services and contains over 2.3 million items. The collection (books and other items available to be borrowed from the Library) requires many library staff at varying levels across the organization to keep it available yet secure, topical yet timeless, contemporary yet classical and traditional. Materials regularly move around the County to customers at various branches and requires many checks and balances to ensure its long life and consistent inventory levels.

1. Materials Selection. Staff in the Materials Selections program are trained librarians who build and maintain appropriate collections for customers of all ages in multiple formats. New materials are reviewed and selected for purchase while existing materials are monitored and tracked to determine its viability. Using professional level expertise, selectors are tasked with providing materials in complex technical and foreign language genres. Selectors also remove outdated and inaccurate material in accordance with removal guidelines. Policy and guidelines for the maintenance and development of the existing collection are prepared by material selectors who provide guidance to branch staff on how to maintain a fresh, accurate and worthwhile collection. Training in collection policies is provided centrally by library selectors. Also, resident queries and requests for information regarding the collection are fielded by selection staff.

   This program is at the Library's Technical Operations Center during regular business hours.

   The program is performed by County staff. It has been a provided service since the Fairfax County Library was formally established in 1939.

2. Assistant Branch Managers. The overall responsibility for the collection housed at each branch location rests with the Assistant Branch Manager who serves as the branch expert on collection issues. Collection movement within each branch is managed utilizing reports and statistics, such as the holds report (customer requests), transfers report (which contains requests for books from other branches) and reports identifying items that are pulled to check for condition. Assistant Branch Managers liaison with selections staff in Technical Operations regarding suggested purchases and perform priority reporting. Materials selected for review are considered for removal, addition or transfer. Magazine selections are requested based on local customer usage, and displays within branches are prepared to highlight special segments of the collection within branches.

   This program is located within the branches during open library hours, including evenings and weekends.

   The program is performed by County staff. It has been a provided service since the Fairfax County Library was formally established in 1939.

3. Library pages. Library pages are a contingent of exempt library staff employed at library branches throughout the system. Pages are employed specifically to provide support for the collection and perform a variety of collection duties such as accurately sorting and shelving and reshelving materials in a timely fashion, ensuring visibility and availability to customers. Pages also maintain the collection's appearance by removing books in poor condition for review.

   This program is located at library branch locations during open library hours.

   The program is performed by exempt library staff and volunteers. It has been operational since Fairfax County Public Library opened in 1939.

Benefits

Library materials help to create an informed and educated citizenry and are free of charge. Libraries support the education and information needs of all County residents, from children to senior citizens including English language learners and home-schooled children. Library books and resources support educational goals via homework help, providing access to further research initiatives and is a unique service that is not replicated in the private sector.

The Library Materials and Collection Management LOB supports the following Vision Elements: Maintaining Safe and Caring Communities, Building Livable Spaces, Connecting People and Places, and Maintaining Healthy Economies.

Mandates

This Line of Business is not mandated.

Trends and Challenges

Trends: Digital materials are affecting the Library's traditional business model and collections. Changes in the publishing industry have been impactful in recent years. Publishers continue to work with library eBook distributors toward lending models that work for both parties, but there is still no standard model for digital titles. Libraries now need to offer the same item in multiple formats (digital, print, audio, large print) to respond to the various devices and ways customers are reading. However, traditional selection models are no longer useful as materials are not available in every format requested by library customers. Libraries not only have to decide on which format to purchase, but also what proportion of the budget to expend on it. The steadily increasing population, increased number of languages spoken at home and increasing 50+ population also contributes to the demand for a greater variety of materials. The rise in self-published titles and the closing of book stores have resulted in lower print runs of popular titles; orders need to be placed quickly before stock runs out. Many reference and nonfiction print titles are now only available in digital formats, reshaping our library collections and customer expectations.

Challenges: As with many County departments, budget reductions have affected staffing levels and materials' expenditures for this LOB, both centrally and in the branches. Also, while the Library has made great strides in directing available balances to materials' expenditures, expenditures for materials have not kept pace with inflationary increases, new pricing models based on new formats, publishing industry volatility, and population growth and increasing diversity.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #98: Library Materials and Collections Management			
FUNDING			
Expenditures:			
Compensation	$2,639,884	$2,767,289	$2,192,461
Operating Expenses	3,543,563	4,524,425	3,318,014
Total Expenditures	$6,183,447	$7,291,714	$5,510,475
General Fund Revenue	$500,515	$500,942	$500,819
Net Cost/(Savings) to General Fund	$5,682,932	$6,790,772	$5,009,656
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	29 / 29	29 / 29	29 / 29
Total Positions	29 / 29	29 / 29	29 / 29

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Items Selected per Staff Hour	400	268	336	336	316
Materials Transferred to Increase Percentage of Collection Used	71,387	109,792	155,176	197,500	226,500

Staff in the library's Collection Development Office is responsible for selecting the vast array of items that are added to the library's annual collection. The efficiency with which staff performs this vital function has been part of the library's performance measures for several years. With a materials budget that has been severely constrained since FY 2009, and the number of staff performing this function remaining stable, the number of items selected per staff hour has remained relatively flat over the past several years. In FY 2014 staff efficiency was greatly impacted by a position vacancy that reduced the number of materials selected and therefore the number of items selected per staff hour. In addition, staff time was diverted in order to address inquiries and requests for information from the Library Board of Trustees and the Board of Supervisors. The volume of items selected per staff hour in FY 2015 was 336.

In order to maximize the use of the library's collection, FCPL began 'floating' the collection in May 2013. Floating is a library term that describes materials staying at the library where they are returned instead of moving back to an owning library branch. Floating collections spend less time in delivery which reduces the physical wear and tear on materials and also reduces staff workload in processing delivery items. Materials are available sooner to customers since the materials are spending less time in delivery and are on the shelves faster. Browsing at individual branch collections is enhanced by increasing the availability and diversity of items on the shelves resulting in customer driven collections. Retaining materials returned by local customers enhances the local branch's core collection to reflect the interest of the community and provides opportunities for other community members to see and use these items. Significant reduction in deliveries are realized enabling FCPL to implement a Central Transfer program of low demand items where library materials are transferred to another location and given additional life in the collection. As a result of floating the collection, the volume of materials transferred to increase the percentage of collection used has been steadily climbing. In FY 2015, the library transferred more than 155,000 items throughout the system, enhancing the availability and efficiency of the collection. There are challenges of a floating collection such as managing shortages and overflows of materials at individual locations; space management at individual branch locations to accommodate changing collections; staff concerns that collection knowledge is hindered by ever changing collections; and the transition to system-determined and centrally applied uniform spine labels and location codes, resulting in a consistent look from branch to branch. These challenges are being overcome and the feedback from customers to the floating collection has been positive. It is expected that the volume of Materials Transferred to Increase Percentage of Collection Used will continue to increase over the next several years.

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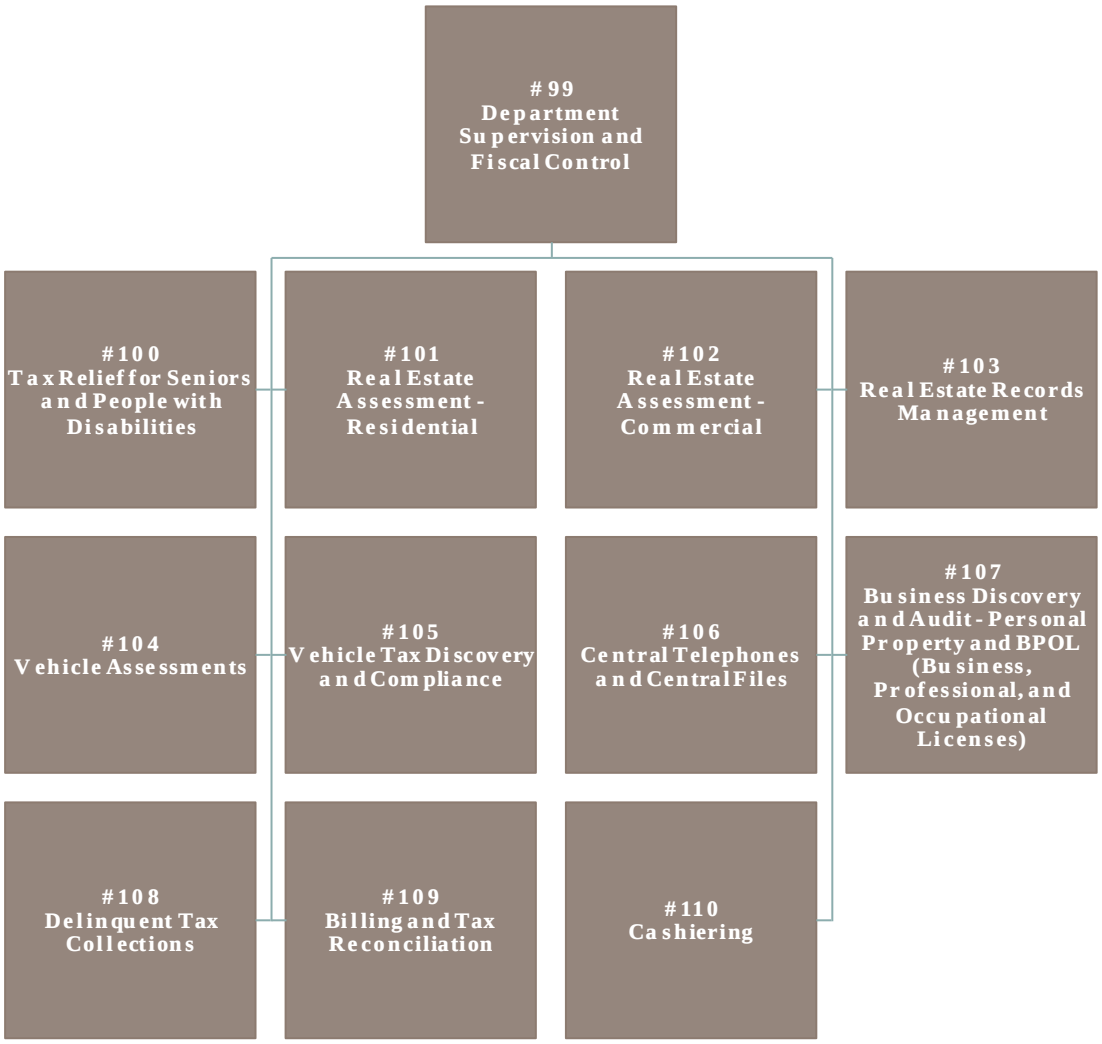
#99
Department Supervision and Fiscal Control
#100
Tax Relief for Seniors and People with Disabilities
#101
Real Estate Assessment - Residential
#102
Real Estate Assessment - Commercial
#103
Real Estate Records Management
#104
Vehicle Assessments
#105
Vehicle Tax Discovery and Compliance
#106
Central Telephones and Central Files
#107
Business Discovery and Audit - Personal Property and BPOL (Business, Professional, and Occupational Licenses)
#108
Delinquent Tax Collections
#109
Billing and Tax Reconciliation
#110
Cashiering

Department Overview

The mission of the Department of Tax Administration (DTA) is "To uniformly and efficiently assess and collect County revenue, provide high quality customer service and promote an empowered, well-informed community." DTA is composed of four main cost centers: Department Supervision; Real Estate; Personal Property and Business License; and Revenue Collection.

The **Department Supervision Cost Center** oversees all DTA operations and takes the lead in the department's strategic planning and implementation process. The department director serves as the County Assessor and Tax Collector and has statutory oversight over all assessment and collection matters. The department's fiscal and personnel responsibilities with respect to budgeting, purchasing, payroll and personnel administration are handled by staff in the Supervision Division. DTA staff are cross-trained and reallocated across cost center boundaries as workload demands to ensure that taxes are properly billed, collection rates remain strong and taxpayers receive responsive customer service. This is consistent with the driving goal in the creation of DTA in 1995 to promote "One-Stop Shopping" in local taxation.

The **Real Estate Cost Center** handles the assessment of all real estate taxes due to annual property value changes associated with appreciation/depreciation and value increases due to normal "growth" or construction. Virginia law requires that assessments be uniform and based on fair market value.

The **Personal Property and Business License Cost Center** is responsible for the assessment of personal property taxes (including vehicles and business equipment), business license taxes, and a variety of other local taxes such as transient occupancy tax, short term daily rental tax and bank franchise tax. In addition, this cost center includes the department's main call center that provides customer service support across cost center boundaries.

The **Revenue Collection Cost Center** is responsible for all billing, collection and account reconciliation activities for more than 1.9 million transactions per year.

By enhancing the community's direct access to information through technology and communication efforts, DTA supports the County's vision element of Connecting People and Places. Additionally, the County's vision element of Exercising Corporate Stewardship is a cornerstone of DTA's mission. The department works diligently to be accessible, responsive, and accountable to the community. This ensures accurate tax assessments, billing of accounts, and the efficient collection of revenues.

DTA strives to provide exceptional customer service to the residents of Fairfax County. This is based on the department's vision of "Generating revenue fairly, to help the County protect and enrich the quality of life for people, neighborhoods, and diverse communities of Fairfax County."

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	$16,668,410	$17,106,369	$17,954,235
Operating Expenses	6,147,616	5,981,136	5,665,489
Total Expenditures	$22,816,026	$23,087,505	$23,619,724
General Fund Revenue	$3,822,144	$3,830,313	$3,849,185
Net Cost/(Savings) to General Fund	$18,993,882	$19,257,192	$19,770,539
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	283 / 283	283 / 283	283 / 283
Total Positions	283 / 283	283 / 283	283 / 283

Lines of Business Summary

		FY 2016 Adopted	
LOB #	LOB Title	Disbursements	Positions
99	Department Supervision and Fiscal Control	$497,665	5
100	Tax Relief for Seniors and People with Disabilities	485,170	5
101	Real Estate Assessment - Residential	4,408,451	55
102	Real Estate Assessment - Commercial	2,448,243	28
103	Real Estate Records Management	1,690,420	27
104	Vehicle Assessments	2,321,933	23
105	Vehicle Tax Discovery and Compliance	725,979	13
106	Central Telephones and Central Files	1,659,551	23
107	Business Discovery and Audit - Personal Property and BPOL (Business, Professional, and Occupational Licenses)	3,202,201	43
108	Delinquent Tax Collections	1,550,639	26
109	Billing and Tax Reconciliation	3,379,038	21
110	Cashiering	1,250,434	14
Total		$23,619,724	283

Lines of Business

LOB #99:

DEPARTMENT SUPERVISION AND FISCAL CONTROL

Purpose

LOB #99, Department Supervision and Fiscal Control, is headed by the department director who provides oversight and management of all DTA programs. This LOB reflects the DTA director's constitutional duties as the County Assessor and Tax Collector, responsible for ensuring proper administration and adjudication of all local assessment and tax collection matters. Governed by state and County codes, the director's final determination in tax matters can only be appealed to the Fairfax County Circuit Court, and in some instances to the Virginia Department of Taxation, or to the Virginia Department of Veterans' Affairs. In pursuing DTA's vision of "Generating Revenue Fairly", this LOB is concerned with promoting an efficient and effective tax system that focuses on accurately applying the law, following fair professional standards and maximizing collections. The department was recently awarded the Certificate of Excellence in Assessment Administration (CEAA) by the International Association of Assessing Officers, demonstrating the department's commitment to best practices in assessment administration and delivering high quality customer service.

Additionally, staff assigned to this LOB administer the DTA budget, the State Compensation Board budget, personnel, and payroll/procurement functions.

Description

Oversight, fiscal administration, personnel management, and leadership are the underlying duties within LOB #99, Department Supervision and Fiscal Control. Service is provided directly by the DTA director and other staff assigned to the Department Supervision division. As noted previously, this LOB reflects the director's constitutional duties as the County Assessor and Tax Collector. This represents approximately $3 billion in General Fund revenue per year. This LOB also provides direct constituent services, staff support and programmatic, policy and legislative analysis to the Board of Supervisors and senior County management. The Director also oversees DTA's revenue forecasting duties in support of the County Executive's budget development and monitoring. From an internal services perspective, this LOB handles all budgetary, procurement/payroll and personnel requirements for the department.

LOB #99, Department Supervision and Fiscal Control, is the driving force behind DTA's service delivery. DTA places great emphasis on providing quality customer service in all aspects of operations. This LOB also takes the lead in promoting e-commerce throughout the other DTA LOBs in order to increase transparency and empower the public in conducting tax business online.

Benefits

DTA was created by the Board of Supervisors in 1995 by merging the Office of Assessments with the Revenue Collection arm of the Department of Finance. This was done in response to citizen complaints about being bounced around between multiple tax agencies with different agendas. The merger created a "One Stop Shopping" experience where citizens could address all of their tax issues. The success of DTA has seen a tremendous improvement in customer service, communication, responsiveness and agility in support of County taxpayers. The agency focuses on cross-training and empowerment to meet taxpayer needs. LOB #99, Department Supervision and Fiscal Control, provides direct oversight and leadership in marshalling and reallocating departmental resources as needed in order to meet shifting workload demands. Department leadership developed the award-winning Smiles program which radically improved service delivery to thousands of taxpayers each year in the payment of car taxes.

This LOB provides services directly to Fairfax County taxpayers, businesses and prospective businesses, the Board of Supervisors, and senior County management. Compliance reports are also provided to the state as required by law. The community's ability to conveniently access resources online, over the phone or through email, helps promote the County vision element of Connecting People and Places. Being able to conveniently and securely access information 24 x 7 and conduct business in an efficient manner is of paramount importance to Fairfax County residents. DTA's ability to provide this service is of great value to the community. Furthermore, providing first-rate customer service while ensuring the accurate assessment, billing, and collection of taxes embodies the County vision element of Exercising Corporate Stewardship. Exercising Corporate Stewardship in revenue oversight and administration is particularly critical inasmuch as the department is responsible for assessing, billing, collecting and accounting for more than 80 percent of all General Fund revenue.

In addition, this LOB provides critical internal services (budget, payroll, State Compensation Board, procurement, and personnel management) to the entire department required for ongoing day-to-day functioning in service to the public.

Mandates

This LOB is fully mandated and reflects the director's mandated constitutional duties as the County Assessor and Tax Collector. Sources of mandate are Article X of the Virginia Constitution, Virginia Code § 46.2-752, Virginia Code § 58.1-30 through § 58.1-39, and Virginia Code § 15.2. The Director of DTA oversees all ad valorem assessment and all property tax collection programs governed by state and County law. The Director adjudicates taxpayer appeals concerning both assessments and collections. An appointed administrator, this position otherwise serves in the equivalent role of the Constitutional Office of Commissioner of the Revenue; and, for tax collection purposes, serves as Tax Collector analogous to the Constitutional Office of Treasurer (Virginia Code §§ 58.1-3100 and 58.1-3123; and Virginia Code § 15.2-823). Given these Constitutional duties, 81 percent of the Director's salary is reimbursed to the County's General Fund by the State Compensation Board.

The fiscal administration and personnel management responsibilities of this LOB are done in compliance with County personnel regulations, procedural memorandums, financial reporting requirements, and generally accepted accounting practices.

Trends and Challenges

Doing "more with less" while upholding a high standard of customer service is a strategic challenge faced by all DTA LOB initiatives. In recent years, the changes in demographics have challenged staff to become exceptionally efficient in serving a diverse community. Since FY 2013, Fairfax County has experienced a significant population growth in citizens over the age of 65. In addition to the growth in the senior population, citizens who are foreign born and/or speak a language other than English at home, now make up a larger segment of the County population. Retaining transparency and explaining complicated tax processes in simple terms is challenging.

The urbanization of the County also poses challenges to staff. With the development of the Route 28 corridor, further urbanization of Tyson's Corner, Reston Town Center, Springfield Mall, Mosaic District, and the expansion of the Metro rail in Fairfax County, comes additional workload and responsibilities. More commercial buildings, additional retail structures, as well as residential dwelling units must be appraised, billed and taxes collected. Expanded business presence in these areas also dictates the need for business tax reviews to ensure all businesses are licensed and paying the appropriate taxes. Under current budget and staffing levels, the challenge of meeting statutory workload requirements and deadlines as well as the expectations of the constituency for quality customer service remains.

The application of new technologies and service delivery methods has aided DTA in keeping pace with the ever-changing landscape of citizens and development. The tremendous growth in the use of technology has resulted in significant efficiencies for both the public and DTA staff. Service trends remain focused on technology which promotes convenience, security, and ease of customer transactions. DTA remains focused on the technological environment, to ensure the most suitable and user-friendly technology is available to the public. A good example of this is the partnership between DTA and the Department of Information Technology (DIT) in launching the new secure web portal, MyFairfax, in FY 2016. However, the use of technology comes with its own funding challenges as DTA absorbs the cost of licensing fees, maintenance contracts, updated software versions, and new innovative products.

Succession planning will also continue to be a challenge facing DTA for the next several years. Fortunately, each division within DTA is currently led by very capable and experienced experts in their operations who are working to train others in the department.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #99: Department Supervision and Fiscal Control			
FUNDING			
Expenditures:			
Compensation	$424,603	$436,594	$453,226
Operating Expenses	48,399	50,016	44,439
Total Expenditures	$473,002	$486,610	$497,665
General Fund Revenue	$139,270	$138,217	$138,576
Net Cost/(Savings) to General Fund	$333,732	$348,393	$359,089
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	5 / 5	5 / 5	5 / 5
Total Positions	5 / 5	5 / 5	5 / 5

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Requests/Inquiries (emails, letters, forms)	166,244	187,175	185,868	187,000	187,000
E-Commerce Transactions	407,256	420,509	438,848	461,000	485,000
Average customer rating of DTA service (4.0 scale)	3.8	3.9	3.9	3.9	4.0

The metrics for this LOB indicate that the front-line taxpayer service to citizens is being effectively administered. Information inquiries and requests for assistance from the public continue to rise. This increase over time is primarily due to the increased use of email. E-commerce transactions continue to trend upward as more and more citizens use electronic devices to conduct their business transactions online. As technology continues to evolve and additional devices and apps which facilitate e-commerce are developed, this number should continue to grow. Being able to serve the public through e-commerce, online transactions, and electronic correspondence, has helped DTA remain efficient during times of shrinking budgets and reduced staffing levels. DTA's customer service rating at our cashier counters is one indication of a high level of efficiency and customer satisfaction among those surveyed.

Customer Service initiatives have included the ability to conduct numerous online transactions, use of Quick Response (QR) Codes for mobile phone apps, use of electronic notebooks in support of the Board of Equalization, and most recently the development with DIT of a new secure web portal, MyFairfax. MyFairfax allows citizens to create a secure user ID and password in order to link their tax accounts into a single profile and enable them to see not only their assessment data but historical payment information as well. The portal also allows them to make appropriate account changes or to pay accounts. This latest application was launched in FY 2016 and is accessible at www.fairfaxcounty.gov/dta. In future phases, DTA hopes to also provide secure access to individual dog license records and parking ticket records. More importantly, the portal positions DTA to begin offering electronic billing in late FY 2016 or early FY 2017.

While DTA is currently the only agency offering portal access, DIT plans to widely expand the functionality to include other agencies and programs as well.

LOB #100

TAX RELIEF FOR SENIORS AND PEOPLE WITH DISABILITIES

Purpose

Virginia law permits the local governing body to adopt tax relief programs for certain individuals 65 years of age or older or who are permanently and totally disabled. The Board of Supervisors has had this program in place for decades. The Board has made a number of changes to the tax relief real estate program over the years – the last amendment being in FY 2006 at which time the allowable net asset limit was increased from $240,000 to $340,000 and the allowable gross income level was increased from $52,000 to $72,000. There are no longer any state caps mandated for the tax relief income and asset levels. These are now determined locally by the governing body.

The Tax Relief Section reports directly to the DTA director and functions as an essential part of DTA's service delivery and financial control in the audit and review of tax relief applications and determines eligibility based on current program requirements. Tax Relief staff are tasked with ensuring citizens are well educated on matters of tax relief and are provided the highest level of customer service. By providing high quality customer service and promoting an empowered, well-informed community, DTA continues to meet its mission.

Description

The Tax Relief Section assists citizens who are 65 years or older or permanently and totally disabled to obtain relief from real estate and personal property taxes. In addition to homeowners, this office administers a program to provide tax relief for residents who rent rather than own a home. All tax relief applicants must meet certain income and asset eligibility requirements.

Tax Relief staff are trained to understand the tax relief program requirements and process all tax relief applications. The Tax Relief Outreach Program is an integral part of DTA's customer service delivery providing County residents with on-site assistance with the application process and eligibility information regarding tax relief. Staff in the Tax Relief Section have intensified efforts to educate eligible residents about the program through public outreach initiatives, such as scheduling personal appointments (home visits), sending staff to speak at community meetings, workshops hosted by members of the Board of Supervisors, assisted living and senior centers, and places of worship throughout the County. Interpreters are also provided for residents with limited English as well as hearing-impaired residents.

DTA's goal is to administer the tax relief program in a manner which ensures all eligible residents receive proper benefits in accordance with the law.

Benefits

The Tax Relief program provides a safety-net that strengthens and helps prevent certain elderly or disabled citizens on fixed incomes from facing a disproportionately onerous tax burden. The Board of Supervisors gives consideration to the Tax Relief program each year as part of its deliberation on the budget. The current program serves approximately 8,000 applicants.

Tax Relief staff operate an Outreach Program that enables staff to become accessible to County residents, many of whom may face mobility challenges, by providing on-site education and assistance regarding tax relief eligibility and requirements. During scheduled outreach visits, staff have assisted up to 90 individuals at a time who might otherwise submit incomplete applications or visit the Government Center for assistance. Another highlight of the program is that seniors have the opportunity to sit down and ask questions and discuss their own situations.

DTA contributes to the County's vision element of Maintaining Safe and Caring Communities by offering real estate tax relief to a vulnerable segment of the community. The financial auditing of applications embodies the County's vision element of Exercising Corporate Stewardship. Staff's efforts to reach the senior and disabled population by electronic means, mail, in person and through community outreach efforts support the County's vision element of Connecting People and Places. DTA is committed to outstanding communication, and promoting an empowered and well-informed community.

Mandates

This Line of Business is not mandated.

Tax Relief is a local option program. Authority for this program is found in Virginia Code § 58.1-32 and Chapter 4 of the Fairfax County Code. The Board of Supervisors has the authority to expand, cancel or scale back this program if it so desires. To that extent, the program is not mandated. However, as long as this program remains established by local ordinance, DTA has the mandate to provide appropriate financial stewardship and administration of the program that impacts General Fund revenue by approximately $26 million annually.

Trends and Challenges

In addition to the growth of the senior population, citizens who are foreign born and/or speak a language other than English at home, make up a significant percent of the County population. In recent years, the changes in demographics have challenged staff to become better equipped in serving a diverse community. The growth in these two segments, coupled with the overall population growth over the past five years, poses a continual challenge to provide exceptional service to the public as well as maintaining best practices for tax relief application processing. Moreover, given the present income and net asset limits, the complexity of financial documentation that staff must audit has increased significantly.

The Tax Relief Section works closely with DIT to take full advantage of emerging technologies. The recent implementation of a new Tax Relief computer system provides DTA with enhanced ability to support some of the County's most important residents, the elderly and disabled. The new computer application replaced an old mainframe system with web-enabled functionality. Programmed in-house using open system architecture, the Tax Relief system is integrated with the County's Real Estate and Personal Property Tax systems. The new system helps staff ensure that these citizens are assessed accurately and receive the proper levels of tax relief.

The application of new technologies and service delivery methods has aided DTA in keeping pace with the ever-changing landscape of citizen needs. The tremendous growth in the use of technology has resulted in significant efficiencies for both the public and DTA staff. Service trends remain focused on technology which promotes convenience, security and ease of customer relations. DTA remains focused on the technological environment to ensure the most suitable, user-friendly, and secure technology is employed.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #100: Tax Relief for Seniors and People with Disabilities			
FUNDING			
Expenditures:			
Compensation	$418,088	$427,693	$440,731
Operating Expenses	38,719	50,016	44,439
Total Expenditures	$456,807	$477,709	$485,170
General Fund Revenue	$28,100	$27,259	$27,636
Net Cost/(Savings) to General Fund	$428,707	$450,450	$457,534
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	5 / 5	5 / 5	5 / 5
Total Positions	5 / 5	5 / 5	5 / 5

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Tax Relief Applications Processed	9,475	8,922	9,353	9,400	9,400
Requests/Inquiries pertaining to Tax Relief (emails, letters, forms)	22,990	22,003	23,003	23,600	23,600
In-person Service (walk-ins, outreach, home visits)	2,964	5,892	5,258	5,400	5,400
Average customer rating of DTA services (4.0 scale)	3.8	4.0	4.0	4.0	4.0

Information inquiries and requests for assistance from the public continue to rise. Population growth, coupled with DTA's mass media advertising efforts and the increased use of email by the senior and disabled population, all contribute to the increased demand for services. Being able to assist the public through the Outreach Program and electronic correspondence has helped DTA remain efficient during times of constrained budgets. DTA's customer service rating of 4.0 indicates a high level of efficiency and customer satisfaction among those surveyed.

LOB #101

REAL ESTATE ASSESSMENT - RESIDENTIAL

Purpose

This LOB reflects the valuation of residential properties as mandated by Virginia Code §§ 15.2 and 58.1; Fairfax County Code, Chapter 4; and the Constitution of Virginia, Article X. In pursuing DTA's Vision of "Generating Revenue Fairly", the Residential Team is committed to ensuring that the valuation and taxation of residential properties is completed in an accurate and uniform manner throughout the County while adhering to professional standards.

Description

The Residential Team of the Real Estate Division annually assesses approximately 342,000 residential parcels, valued at more than $171 billion. Real estate assessments generate approximately $2.4 billion dollars in General Fund revenue, and approximately 75 percent of that revenue is generated by residential properties. The principal responsibilities under this LOB include the following duties:

- Verification of all residential sales data
- Maintenance of residential property records
- Discovery of new construction
- Annual revaluation of all residential property
- Appeals and litigation defense.

Assessments must reflect fair market value and comply with legal mandates set forth in the Constitution of Virginia, the Code of Virginia and the Fairfax County Code.

Benefits

The Real Estate Division provides revenue forecasts for the Department of Management and Budget (DMB) and senior County management. Real estate taxation provides approximately 64 percent of the County's General Fund revenue, which is used to fund education, public safety and all other General Fund agencies and programs. Of this amount, this LOB contributes approximately $1.8 billion in revenue to the annual General Fund budget.

Additionally, homeowners, mortgage companies and other real estate professionals, including agents, fee appraisers, title examiners and settlement attorneys depend on the accuracy and availability of real estate assessment data.

Mandates

This LOB is fully mandated. The assessment of real property, both commercial and residential, is mandated by Virginia Code §§ 15.2 and 58.1; the Fairfax County Code, Chapter 4; and the Constitution of Virginia, Article X.

Trends and Challenges

A significant portion of the County's housing, especially in those areas inside the beltway, is over 50 years old. Much of the County's residential new construction is replacement for or extensive renovation of older housing. Unlike tract homes built in the 50s and 60s, these homes are often built with unique features that present special challenges for the mass appraisal process. Urbanization of the County affects residential markets, as more people now wish to live near their workplace or in close proximity to mass transit. This is true not only for Tysons, Mosaic and Reston, but also for older, established communities located near these areas. These factors can increase the complexity of the assessment process, such as determining comparability of sales.

Technology presents both a challenge and an opportunity. Taxpayers are able to access an abundance of valuation information from DTA's website, including information on their own homes as well as the sales that were used to determine their assessment. Business people, such as real estate agents, appraisers and lenders, depend heavily on County data available on the web. Accordingly, DTA is challenged to provide a wealth of accurate and timely information readily available to the public.

As part of prior budget reductions, the Real Estate Assessment - Residential LOB no longer staffs a team of Exempt Limited Term employees to conduct routine site visits checking property characteristics against DTA records. Instead, DTA replaced these employees with a more efficient automation process that compares GIS Aerial Photography to property sketches within DTA's assessment data base. Properties with footprint differences are written to a separate work list for closer review by appraisal staff. This process helps staff keep track of property characteristic changes in an efficient manner and overcomes property inaccessibility issues. This FY 2010 LOB reduction eliminated 11 Exempt Limited Term positions, saving the County approximately $340,000 per year.

Staff also reviews County building permits and Realtor multiple listing service information. This presents a workload challenge which must be balanced as part of the overall assessment process, but also helps staff comply with professional standards and maintain accurate assessment records.

Another challenge is succession planning. A number of senior appraisers will be retiring before the end of FY 2017, and the learning curve for new employees can be significant. Fortunately, DTA has been able to groom a solid cadre of appraisers and has also used underfill agreements as training opportunities in the past; at the same time, DTA also actively recruits qualified appraisers from the private sector. This is expected to continue to be a balancing act for the near future.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #101: Real Estate Assessment - Residential			
FUNDING			
Expenditures:			
Compensation	$3,504,767	$3,534,174	$3,694,380
Operating Expenses	776,076	775,416	714,071
Total Expenditures	$4,280,843	$4,309,590	$4,408,451
General Fund Revenue	$254,397	$248,175	$251,139
Net Cost/(Savings) to General Fund	$4,026,446	$4,061,415	$4,157,312
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	55 / 55	55 / 55	55 / 55
Total Positions	55 / 55	55 / 55	55 / 55

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Residential Properties Valued	341,225	341,101	341,513	341,788	342,000
Residential Sales Verified	14,918	15,315	16,938	15,184	17,000
Residential Permits Worked	8,692	9,026	9,070	7,490	8,000
Residential Appeals/BOE Worked	819	724	963	900	900
Residential Base-Equalization (Assessed Value)	$145,307,300,000	$150,807,072,410	$161,394,060,020	$166,770,364,710	TBD
Residential Base-Growth (Assessed Value)	$2,989,131,200	$3,297,590,040	$3,583,185,770	$4,639,332,730	TBD
Residential Assessment to Sale Ratio (ASR)	92.67%	93.54%	93.59%	93.88%	95.00%
Residential Coefficient of Dispersion (COD)	4.27%	4.01%	3.84%	3.54%	3.54%

Although the number of residential properties valued has not changed significantly from FY 2013 to FY 2016, there have been a significant number of changes to those properties as evidenced by the number of permits worked by staff during that time, as well as the upward changes in value for both equalization and growth (new construction). Appeal volume tends to increase when there have been significant value changes. From FY 2013 to FY 2016, the residential market has been stable, with moderate increases overall. Two key statistics used by the assessment industry to measure effectiveness are the Assessment to Sale Ratio (ASR) and the Coefficient of Dispersion (COD). The ASR measures assessment level. The Constitution of Virginia mandates that all property should be assessed at fair market value. Given the diversity and size of the County, an ASR in the low to mid-90 percentile is deemed to be highly reflective of fair market value without over-assessing properties. DTA's ASR is well within professional standards. It is also important to note that this measure is against a sales volume of only about 3 percent of all taxable properties.

The Coefficient of Dispersion (COD) is a statistic that measures the uniformity of all assessment-to-sale ratios among all residential properties within the County. The Residential Coefficient of Dispersion for FY 2016 was 3.54 percent. By comparison, an index of 15 percent is considered good by professional assessing standards. The index for Fairfax County falls in the excellent category, indicating a high degree of assessment uniformity.

Trends for both the ASR and the COD have been positive. Factors contributing to positive performance include staff stability (low turnover), careful quality review and a stable market.

LOB #102

REAL ESTATE ASSESSMENT - COMMERCIAL

Purpose

This LOB reflects the valuation of commercial properties as mandated by Virginia Code §§ 15.2 and 58.1; Fairfax County Code, Chapter 4; and the Constitution of Virginia, Article X. In pursuing DTA's vision of "Generating Revenue Fairly", the Commercial Branch of the Real Estate Division is committed to ensuring that the valuation and taxation of commercial properties is completed in a timely, accurate and uniform manner throughout the County while adhering to professional standards.

Description

The Commercial Team within DTA's Real Estate Division is responsible for the annual assessment of all commercial real estate for the purpose of ad valorem taxation. Real estate assessments generate approximately $2.4 billion dollars in General Fund revenue, and almost 25 percent of that revenue (including Commercial/Industrial property at 18.67 percent and 5.69 percent for apartments in FY 2016) is generated by commercial properties. The principal responsibilities under this LOB include the following duties:

- Verification of all commercial sales data
- Maintenance of commercial property records
- Discovery of new commercial construction
- Analyzing the impact on commercial value created by land rezonings and breakdowns
- Annual revaluation of all commercial property
- Appeal (both administrative to DTA and Board of Equalization) and litigation defense

Assessments must be at fair market value and comply with legal mandates set forth in the Constitution of Virginia, the Code of Virginia and the Fairfax County Code.

Benefits

The Real Estate Division annually assesses over 11,100 commercial parcels, valued at more than $55 billion. The Real Estate Division also provides revenue forecasts for DMB and senior County management. Fully supporting the County vision element of Exercising Corporate Stewardship, real estate taxation provides approximately 64 percent of the County's General Fund revenue, which is used to fund education, public safety and all other General Fund programs. Of this amount, this LOB contributes approximately $602 million in General Fund revenue annually.

Additionally, homeowners, mortgage companies and other real estate professionals, including agents, fee appraisers, title examiners and settlement attorneys depend on the accuracy and availability of real estate assessment data.

Mandates

This LOB is fully mandated. The assessment of real property, both commercial and residential, is mandated by Virginia Code §§ 15.2 and 58.1; the Fairfax County Code, Chapter 4; and the Constitution of Virginia, Article X.

Trends and Challenges

Office properties make up the largest part of the commercial tax base in the County. Currently, office vacancy is higher than it has been since the early 1990's. A significant portion of the County's office stock was built in the 1980's or earlier. The Fairfax County office market has been very dependent in the past on federal procurement spending, particularly in the defense arena. The effects of sequestration and cuts in defense spending, coupled with the federal government reducing the amount of office space leased per employee, has had a significant impact on office vacancy in the County. This contributes to the number of commercial Board of Equalization appeals and litigation filed with the Fairfax Circuit Court.

The last commercial real estate bubble led to a significant spike in commercial tax litigation. The number of court cases soared from a typical handful of cases per year to nearly 100. DTA's Commercial Team was able to work with the County's Office of the County Attorney to defend these court cases over the last couple of years with minimal impact to County tax revenue. Given the significant values involved, and litigious nature of tax representation, this area always remains a potential challenge in the commercial arena.

Urbanization of the County is leading to redevelopment of areas newly served by Metro rail (Tysons and Reston). These areas are seeing new office and complex mixed use development. This type of new development can lead to a flight to quality, with tenants leaving older, lesser quality buildings for newer, higher quality buildings. These new buildings are more energy efficient, have fresher design, and have floor plates that are more desirable in the current market. With tenants taking less space per employee, buildings with less space per floor are generally more desirable than buildings with more space per floor.

The challenges of valuing the office market in Fairfax County present a distinct dichotomy. On the one hand, there is the development of Tysons transitioning from an area of disjointed office parks to a walkable urban core. This will present new challenges to the Commercial Team to forecast revenue, capture the value of high density rezonings and new construction, and defend the values of what will be very complex and valuable property. On the other hand, there is the challenge of valuing older office properties in other areas which may have high levels of vacancy.

The Commercial Team also defends the bulk of the Board of Equalization appeals filed in Fairfax County. The vast majority of these appeals are filed by a handful of firms that specialize in filing real estate tax appeals. The Commercial Team typically works about four to five months per year defending Board of Equalization appeals against these sophisticated firms of attorneys, appraisers, and accountants. This requires Commercial staff to attend hearings, principally at night, that are held three times per week from August through November/December.

These tax representatives are firmly entrenched in the marketplace. It is expected that a significant number of appeals per year will continue to be filed.

Another challenge is succession planning. A number of senior appraisers will be retiring before the end of FY 2017, and the learning curve for new employees can be significant. Fortunately, DTA has been able to groom a solid cadre of appraisers and has also used underfill agreements as training opportunities in the past; at the same time, DTA also actively recruits qualified appraisers from the private sector. This is expected to continue to be a balancing act for the near future.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #102: Real Estate Assessment - Commercial			
FUNDING			
Expenditures:			
Compensation	$2,065,197	$2,088,018	$2,182,060
Operating Expenses	289,778	297,414	266,183
Total Expenditures	$2,354,975	$2,385,432	$2,448,243
General Fund Revenue	$171,351	$166,759	$168,805
Net Cost/(Savings) to General Fund	$2,183,624	$2,218,673	$2,279,438
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	28 / 28	28 / 28	28 / 28
Total Positions	28 / 28	28 / 28	28 / 28

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Commercial Properties Valued	11,139	11,133	11,125	11,122	11,200
Commercial Sales Verified	444	467	433	302	300
Commercial Permits Worked	2,297	3,797	2,905	3,320	3,800
Commercial Appeals Worked	506	461	491	502	525
Commercial Base-Equalization (Assessed Value)	$47,331,523,650	$49,146,319,040	$49,059,054,760	$48,609,273,560	TBD
Commercial Base – Growth (Assessed Value)	$4,635,389,060	$3,822,163,310	$4,984,972,900	$6,590,015,400	TBD
Commercial Assessment/Sale Ratio	93.36%	92.14%	92.90%	92.41%	95.00%
Commercial Coefficient of Dispersion	7.49%	9.47%	8.03%	6.22%	7.00%

Although the number of commercial properties valued has not changed significantly from FY 2013 to FY 2016, there have been a significant number of changes to those properties as evidenced by the number of permits worked by staff during that time, as well as the upward changes in value for both equalization and growth (new construction).

Two key statistics used by the assessment industry to measure effectiveness are the Assessment to Sale Ratio (ASR) and the Coefficient of Dispersion (COD). The ASR measures assessment level. The Constitution of Virginia mandates that all property should be assessed at fair market value. The dynamic and heterogeneous commercial market increases the complexity of the appraisal process for commercial property. For income producing properties, DTA staff uses an income capitalization approach which takes into account numerous factors, to include rents, operating expenses, capitalization rates and building vacancy.

Given the statutory emphasis on uniformity in assessing, it is a balancing act for commercial staff to not undervalue newer properties in urban core locations while not exceeding fair market value in older properties, particularly office building with high levels of vacancy.

Based on these factors, an ASR in the low to mid-90 percentile is deemed to be highly reflective of fair market value without over-assessing properties. DTA's ASR is well within professional standards. It is also important to note that this measure is against a sales volume of only about 150 sales per year, or just over 1 percent of all taxable properties.

The Coefficient of Dispersion (COD) is a statistic that measures the uniformity of all assessment-to-sale ratios among all commercial properties within the County. The Commercial Coefficient of Dispersion for FY 2016 was 6.22 percent. By comparison, an index of 15 percent is considered good by professional assessing standards. The index for Fairfax County falls in the excellent category, indicating a high degree of assessment uniformity.

Factors that contribute to a high level of performance are staff stability (low turnover), careful quality review, and a stable market.

LOB #103

REAL ESTATE RECORDS MANAGEMENT

Purpose

This LOB reflects the supervision and oversight of the Records Management Branch of the Real Estate Division as mandated by Virginia Code §§ 15.2 and 58.1; Fairfax County Code, Chapter 4; and the Constitution of Virginia, Article X. In pursuing DTA's vision of "Generating Revenue Fairly", the Records Management Branch is committed to ensuring that the administration associated with the assessment of all real estate properties is accurately processed to allow for proper taxation of ad valorem real estate taxes.

Description

The Records Management Branch is responsible for handling the data entry associated with all assessments of real estate properties for the purpose of ad valorem taxation. Real estate assessments generate approximately $2.4 billion in General Fund revenue. This LOB provides critical support to the Real Estate Assessment-Residential and Real Estate Assessment-Commercial Lines of Business. The principal responsibilities under this LOB include the following duties:

- Data entry of all real estate property ownership transfers
- Data entry of all new subdivisions and parcel breakdowns
- Data entry of all probate and foreclosure data
- Data entry of all exempt, disabled veteran and surviving spouses, solar and abatement parcels
- Data entry of real estate property assessments by DTA and the State Corporation Commission (SCC)
- Data entry of all appeals (both administrative to DTA and Board of Equalization) and litigation cases filed with the circuit court
- Data entry of all new construction permits
- Maintenance of property cards and assessment records
- Communicating (verbally, by phone and in writing) internally and externally regarding assessment inquiries and parcel descriptor requests
- Processing all manual Notice of Assessment Change letters (NOAC, supplementals, appeals, certificates)
- Processing all Income and Expense surveys for commercial parcels (mailing and input)
- Processing all real estate address change requests
- Preparation of annual Commonwealth reports of real estate information
- Verification of all data entry for annual file roll
- Creation of Annual Landbooks

Benefits

The Records Management team handles more than 350,000 taxable residential and commercial real estate parcels, plus another 6,600 tax exempt properties. Staff assists business representatives, mortgage companies, attorneys, elderly and disabled citizens, disabled veterans and surviving spouses, tax exempt entities and numerous County and state agencies, each of which depend on the accuracy and availability of DTA's real estate data. The efficiency and effectiveness of this LOB is essential to ensuring that all real estate taxes are assessed and billed properly. The Real Estate Division also provides revenue forecasts for DMB and senior County management based on the information entered into the real estate data base by the Records Management team.

Mandates

This LOB is fully mandated. The assessment administration of real property, both commercial and residential, is mandated by Virginia Code §§ 15.2 and 58.1; the Fairfax County Code, Chapter 4; and the Constitution of Virginia, Article X. Records management is a critical component of the assessment program.

Trends and Challenges

The workload associated with the assessment of real estate parcels has remained consistent over the last several years. At the same time, staff often need to "wear multiple hats" and assist in areas outside their normal assignment in order to best serve the public. To that end, the Records Management Team is always "on call" to assist as overflow backup to DTA's central telephone call center. This provides immediate expansion capacity on the phone to serve the public when call wait times become excessive. This enables DTA to provide responsive customer service but it does sometimes present a stressful challenge to balance competing workload demands within the Real Estate Records Management LOB. Balancing each workload will continue to be a challenge within DTA, but one which the agency has years of experience in successfully handing.

Due to employee retirements in the last year, the Abstract Team within the Records Management LOB has experienced a spike in turnover. This also creates challenges in handling workload due to the learning curve of new staff, but DTA has used this as an opportunity to better cross-train staff within the section for succession planning. Succession planning will continue to be a challenge in the near-term as additional staff approach retirement eligibility.

DTA is continually looking at new technologies to improve efficiencies. Staff's current goal is that many of the taxpayer inquiries for information from the Real Estate Records Management LOB may soon be diminished as taxpayers become empowered to access their information directly through the new secure web portal, MyFairfax, launched in FY 2016.

With the development that has occurred within the County, and future growth that is anticipated, comes an additional increase in the workload for the Records Management team. Management will be tasked with the challenge of continuing to meet deadlines while maintaining the current service level.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #103: Real Estate Records Management			
FUNDING			
Expenditures:			
Compensation	$1,251,087	$1,292,755	$1,346,492
Operating Expenses	373,825	374,045	343,928
Total Expenditures	$1,624,912	$1,666,800	$1,690,420
General Fund Revenue	$154,202	$149,121	$151,423
Net Cost/(Savings) to General Fund	$1,470,710	$1,517,679	$1,538,997
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	27 / 27	27 / 27	27 / 27
Total Positions	27 / 27	27 / 27	27 / 27

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total Taxable Parcels Processed	352,364	352,234	352,638	352,910	353,200
Assessment Notices & Income/Expense Surveys Manually Processed	23,668	23,904	20,503	25,000	30,000
Sales Verified/Deeds & Wills Abstracted	85,754	69,387	59,464	61,699	66,000
Disabled Veteran Applications Processed	467	166	241	204	223
Address Changes Processed	44,279	43,240	38,492	40,866	40,000
Phone Calls Answered	10,119	9,208	9,175	9,172	9,082

The majority of the workload within the Real Estate Records Management Team has remained steady from FY 2013 to FY 2016. There have been a significant number of data changes to properties as evidenced by the number of permits worked by clerical staff as well as upward changes in value for growth (new construction).

Valuation reductions and accompanying refunds attributable to exemptions, abatements, appeals and Board of Equalization volume has remained consistent. There was a substantial increase of tax appeals to the Fairfax County Circuit Court and associated clerical workload in FY 2014; however, current workload has returned to normal levels.

Factors that contribute to high level of performance within the Real Estate Records Management Team are careful quality review and cross training within the individual sections. Workload statistics are also highly sensitive to the economic cycles within the private real estate market.

LOB #104:

VEHICLE ASSESSMENTS

Purpose

While providing the best customer service possible, the purpose of the Vehicle Assessments LOB is to make sure that all vehicles garaged in the County are registered with DTA and are accurately and fairly assessed for personal property taxation as required by law.

This LOB is also responsible for the Correspondence Team. This group handles taxpayer inquiries received via traditional mail and email, and handles vehicle emails sent via DTA's secure, encrypted, online communication tool.

In addition, this LOB is responsible for administering the assessment of the dog license program. All dogs four months of age or older must be licensed in Fairfax County.

Description

The vehicle assessment process begins with County residents filing/registering their vehicles with DTA by phone, mail, in-person or online. DTA also obtains vehicle information directly from DMV via an automated file matching process to capture those vehicles that may not have been registered with DTA.

Once the vehicle is filed/registered with DTA, staff in this LOB assess and levy personal property taxes. This process is performed weekly using an automated matching process of each vehicle identification number (VIN) to the vehicle information in a recognized pricing guide as required by law. DTA uses the January edition of the National Automobile Dealers Association (NADA) pricing guide. In certain cases when the model is not readily available from the VIN pattern, staff uses backup valuation tables to manually assess vehicles.

Staff in this LOB handle the registration, valuation, proration, and account adjustments for approximately 1 million vehicles per year. Values typically represent the Average Trade-In value for cars in Clean Condition as represented in the Eastern Edition of the NADA Used Car Pricing Guide as of January 1. While values must always be as of January 1, the tax bills themselves are prorated based on the number of months the vehicle is located in the County. Local vehicle registration fees are also maintained and eventually billed through the same car tax data base.

This LOB also calculates the percentage of state car tax relief applicable in any given year. The County receives a fixed amount of $211.3 million from the state and this must be allocated to all eligible personal use vehicles. The subsidy only applies to the first $20,000 of assessed value and is currently at 62 percent in FY 2016. Local taxpayers pay the remainder of the tax. This LOB is actively engaged in the forecasting of revenue in support of the annual budget development.

The Correspondence Team responds to taxpayer inquiries received via traditional mail, email and through encrypted messages through DTA's secure communication tool online. Inquiries cover a wide gamut of issues, to include general personal property tax questions, name and address updates, high mileage appeals, requests for penalty waivers, and other changes such as vehicle sales, disposals, and moves in/out of the County.

The dog license program includes the processing of all new dog license applications, maintaining the dog license registration system, administering the annual dog license renewal process, ensuring that rabies certificates for all registered dogs are current, and validating that all license tags issued are properly recorded in the registration system. Additionally, the program includes manually updating dog records when residents report they no longer own dog. The program also involves processing veterinarian letters and processing more than 90,000 copies of the rabies vaccination certificates. Per state law, veterinarians are required to report to DTA all dogs that are vaccinated for rabies. DTA uses this information to ensure proper licensure.

Benefits

In addition to legal mandates and generating approximately 11 percent of all General Fund revenue, this LOB enables DTA to assess nearly 1 million vehicles in Fairfax County every year using a fair and equitable process. Additionally, this LOB ensures that everyone is in compliance with local and state taxing laws and that everyone pays their fair share of taxes. This LOB also allows dog owners to register their dogs as required by law, to pay the annual license fee and to obtain a current dog license.

This LOB provides a mechanism for County residents to communicate with DTA about changes that may occur in their vehicle ownership.

Mandates

This LOB is fully mandated. The assessment of personal property taxes is mandated by the Constitution of Virginia, Article X; Virginia Code §§ 46.2 and 58.1; and Fairfax County Ordinance, Chapter 4. Dog licensing is mandated by Virginia Code § 3.2, and Fairfax County Ordinance, 41.1-2-2.

Trends and Challenges

There has been slow but steady growth in vehicle registrations in Fairfax County, and this trend is expected to continue. Growth in luxury or specialty vehicles like Tesla, Lamborghini, and high-performance Mercedes can make the valuation process more challenging and time consuming. The specialty vehicle valuation process is often complicated by limited market sales data. Given the number of vehicles to assess, exception processing will always present workload challenges.

Explaining the effect of time on assessments is also a continuing challenge, particularly in the purchase of new vehicles. Under state law, “Tax Day” is January 1. For uniformity purposes, all assessed values must be as of that date. However, a person who buys a car in August of the year will typically experience eight months of depreciation in price, and this may create a disconnect between the purchase price and the assessed value. DTA tries to anticipate these questions through frequent communication efforts using tax literature, cable and online information; however, it continues to be a frequent point of discussion with the public. While the value does not get prorated, the actual tax bill does get prorated to only reflect the specific number of months of tax liability in the County.

The volume of calls and emails from citizens reporting that they no longer own a dog also presents a workload challenge. In order to address this, DTA has been working with DIT to develop a web application that will allow dog owners to self-report online. In FY 2017, DTA hopes to provide the public with direct access to their dog license records through the new secure web portal, MyFairfax.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #104: Vehicle Assessments			
FUNDING			
Expenditures:			
Compensation	$1,284,961	$1,325,249	$1,380,355
Operating Expenses	1,020,165	967,231	941,578
Total Expenditures	$2,305,126	$2,292,480	$2,321,933
General Fund Revenue	$197,825	$191,484	$194,352
Net Cost/(Savings) to General Fund	$2,107,301	$2,100,996	$2,127,581
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	23 / 23	23 / 23	23 / 23
Total Positions	23 / 23	23 / 23	23 / 23

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of Vehicles Assessed	1,040,936	1,043,768	1,048,244	1,053,000	1,057,000
Percentage of Vehicles Purchased/Sold/Moved	20.1%	20.7%	20.6%	20.6%	20.6%
Vehicle Tax Levy (millions)	$398	$405	$418	$423	TBD
Exonerations as % of assessments	3.5%	3.7%	4.0%	4.0%	4.0%
# of Dog Licenses Issued	89,487	89,309	88,364	88,864	88,864
Dog License fee revenue	$916,195	$914,408	$912,247	$913,140	$913,140

The metrics for this LOB show a consistent year-to-year growth in vehicle assessments while maintaining a very high level of accuracy as measured by exonerated assessments as a percentage of total assessment.

In regards to the Dog License Program, DTA is experiencing a comparable number of dog license renewal notices from year to year.

LOB #105:

VEHICLE TAX DISCOVERY AND COMPLIANCE

Purpose

The Vehicle Tax Discovery (TARGET) aspect of this LOB works to identify and assess vehicles that are inappropriately displaying out-of-state license plates and are not currently registered with DTA and therefore, not properly paying the appropriate personal property tax. DTA is charged with accurately assessing all vehicles normally garaged in Fairfax County, and not otherwise exempt by law. Compliance with this legal mandate also helps maintain a more equitable tax burden by ensuring that all residents pay their fair share of taxes.

The Compliance aspect of this LOB represents an audit program to ensure that only qualified personal use vehicles are receiving the state car tax subsidy as required by law. This helps ensure that the County is collecting the proper amount of local taxes from residents.

Description

Vehicle Tax Discovery is also known as DTA's TARGET program, a comprehensive process that involves the manual review and analysis of information reported to DTA from citizens, the Sheriff's Office, Police Department, or from DTA staff on potential tax evaders (vehicles spotted regularly in Fairfax County with out-of-state license plates).

After license plate tips are received, staff in this LOB manually researches information to identify the vehicle and vehicle ownership and determine whether or not a sufficient nexus to the County can be established to make and defend a car tax assessment. Under Virginia law, staff can make these assessments based on the "best information available" for the current and up to three prior years as may be appropriate.

Data that is used in the investigation may include records of the DMV from other states, online Virginia State Income taxes, the Virginia Employment Commission, County tax records, apartment tenant lists, and other proprietary data bases. DTA has access to this information under the Assessor's authority granted by Virginia Code § 58.1. All DTA employees are bound by strict confidentiality in accessing these records, subject to criminal penalties under Virginia Code § 58.1-3. If manual research shows enough evidence that a vehicle is normally garaged in Fairfax County, taxes are assessed and billed, to include the imposition of the No Plate Tax and penalty.

The Compliance program under this LOB represents audits conducted by DTA staff of Schedule C's provided by the Virginia Department of Taxation. Schedule C's are the business expense forms filed with state income tax records for individuals claiming certain business deductions, in this case mileage expenses. Virginia law stipulates that only personal use vehicles are eligible to receive the state car tax subsidy. Business vehicles are required to pay the full amount of local taxes. A person may have their vehicle registered in DMV as "personal use" and DTA's automated matching will flag such vehicle to receive the state car tax subsidy. At the same time, the owner may claim business deductions from the use of the same vehicle. If more than 50 percent of a vehicle's mileage is claimed for business use, the law requires that DTA deny the subsidy and collect full taxes from the vehicle owner. This ensures compliance with the law and maximizes the collection of local revenue.

Benefits

In addition to making sure that all vehicles garaged in Fairfax County are properly registered and taxed, this LOB provides Fairfax County residents an effective channel to communicate with their tax office in reporting vehicles that may be evading personal property taxation. Residents become disillusioned at paying taxes when these out-of-state plate vehicles are perceived as dodging their liability. This LOB is an effective way for the public to participate in the governmental process to help ensure everyone living in

Fairfax County pays their fair share of taxes. DTA facilitates this process by providing a very simple online TARGET hotline where license plate tips can be received and the public can also receive status updates on the progress of investigations.

The additional revenue generated by this LOB provides Fairfax County funding which allows the County government to continue to effectively protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County.

The TARGET program assesses around 4,000 out-of-state vehicles each year, generating approximately $1.9 million annually in General Fund revenue. Over the last three years, the Schedule C Compliance program has also added an average of $450,000 per year in local car tax revenue.

Mandates

This LOB is fully mandated by the Constitution of Virginia, Article X; the Virginia Code §§ 46.2 and 58.1; and Fairfax County Ordinance Chapter 4.

Trends and Challenges

Fairfax County economics, demographics and reputation combine to attract people from all over the United States who make the County their home. Additionally, some neighboring states, such as Maryland, do not have an ad valorem car tax. As a result, there is a significant number of vehicles in the County with out-of-state plates. Most are just visiting, or have some statutory exception such as military or diplomatic status, but others are vehicles that are normally garaged and parked in Fairfax County. Under Virginia law, this makes them subject to the County's local car tax.

One challenge in the County's TARGET program is that the task of discovery, identification and substantiation of tax liability requires a considerable amount of manual research and documentation, and the audit trail is often inferential rather than unequivocally dispositive as to tax liability. It is not sufficient to merely report a license plate to DTA for taxation. In order to tax it, DTA must first identify the vehicle make, model, and owner, and then reasonably establish that the vehicle is present in the County on a regular basis.

An out-of-state vehicle can certainly be present within the County with no local tax liability. In fact, given the requirements of law, DTA only assesses for taxation about 15 percent of the vehicles actually tipped to the department each year. While all tips are researched, only about one-third have a reasonable and documented nexus to Fairfax County.

Aside from the challenge of handling the manual research, this LOB also faces a challenge of public misperception. Despite reporting a plate for taxation, there are many cases where the owner may not be liable, such as military personnel domiciled in another state but here on military orders. Likewise, college students from other states attending school locally are commonly exempt from taxation. Additionally, there is a transient population simply visiting from out of state. This often leads the public to incorrectly assume all of these vehicles are tax evaders.

Furthermore, in many cases despite having their vehicle assessed, vehicle owners at times choose to continue to display out-of-state plates. This also presents a challenge of public misperception. If a flagged vehicle continues to display out-of-state plates, the assumption is that DTA has taken no action, and this of course can cause frustration for the citizen making the initial report. The reality is that DTA does not have the legal authority to compel an owner to display Virginia license plates. Nevertheless, DTA will still assess such vehicles for local taxation once research establishes a nexus. To help combat this challenge, the Board of Supervisors adopted the No Plate Tax and Penalty authorized by state code. This means that out-of-state vehicles are assessed additional surcharges in addition to the local car tax as an inducement to the owner to properly obtain Virginia license plates.

In the Car Tax Compliance program, DTA identifies residents erroneously claiming a business mileage deduction on their state income tax return, while also receiving the state car tax subsidy. This also presents a challenge of manual research, re-billing accounts imposing additional tax and then explaining the action to the taxpayer. This can result in lengthy and contentious discussions with individual taxpayers. With the growing popularity of Uber, a car sharing service, DTA may in the future experience an increase in the Car Tax Compliance program audit workload.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #105: Vehicle Tax Discovery and Compliance			
FUNDING			
Expenditures:			
Compensation	$331,860	$397,769	$610,438
Operating Expenses	77,438	80,025	115,541
Total Expenditures	$409,298	$477,794	$725,979
General Fund Revenue	$41,350	$40,086	$40,656
Net Cost/(Savings) to General Fund	$367,948	$437,708	$685,323
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	8 / 8	8 / 8	13 / 13
Total Positions	8 / 8	8 / 8	13 / 13

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
# of Tax Evader Vehicles Assessed	4,562	3,332	3,901	4,200	4,500
TARGET Tax Levy and Penalties (Tax Evaders)	$1,309,385	$1,005,730	$1,902,029	$1,700,000	$1,800,000
# of Vehicles Audited (State Car Tax Subsidy)	799	1,360	4,013	3,500	3,500
Total Amount of Additional Car Tax Levy Assessed	$188,464	$275,936	$865,168	$600,000	$600,000

This LOB assesses about one-third of the total tips reported to DTA. Efficiencies have been gained in reducing tip backlogs for research in part due to an internal reorganization that shifted additional staff from the Customer Service Call Center to assist in TARGET research. This has helped DTA better manage workload and reduce investigation backlogs. This is particularly important given new partnerships established with the Sheriff's Office and the Fairfax County Police Department to identify vehicles. At the same time, this staff retains expansion capacity to serve as overflow backup to DTA's Call Center.

With the state car tax subsidy compliance portion of this LOB, DTA has also reallocated personnel resources within the Personal Property Division. This is reflected in the surge in the FY 2015 program metrics. To further improve program efficiency, DTA is partnering with DIT to explore automation enhancements with the goal of streamlining the audit process.

LOB #106:

CENTRAL TELEPHONES AND CENTRAL FILES

Purpose

This LOB is responsible for the DTA Customer Service Call Center handling the bulk of calls coming in to DTA. This is often the first contact taxpayers have with DTA and calls include request for information and assistance with personal property, BPOL, real estate, dog licenses, parking tickets, and certain collection matters. Types of calls range from assessment matters, billing questions, payment information, requests for waivers of penalty and interest charges, and more.

This LOB is also responsible for the DTA Mail Room which handles all incoming mail. Further, this LOB is also tasked with the files and records management, principally for personal property records. Given that DTA assesses approximately 1 million vehicles per year and maintains files for a six-year period, file management is not inconsequential.

Description

DTA's main telephone Call Center handles all incoming calls between 8:ooam-4:30pm daily. In addition to having excellent customer service skills, staff must be able to answer questions on all tax types (real estate, personal property and BPOL) as well as parking tickets and dog licenses. Situations that are handled include assessments, payments, penalty and interest charges and more. Knowledge of state and local tax laws is important in order to be able to properly assist callers with their questions.

Other sections of DTA assist in handling overflow call volume as workload demands. This includes expansion capacity in the Real Estate Records Management Section and the Revenue Collection Division, along with other parts of the Personal Property Division.

Central Files handles all incoming mail. Staff is responsible for sorting and delivering mail to the various divisions in DTA. Staff is also responsible for collecting and handling mail from the various divisions in DTA. Staff is also responsible for the careful handling of all payments that come in the mail and promptly delivering them to DTA's vault for processing. Central Files is also responsible for the sorting and filing of all documents that need to be kept in accordance with the Library of Virginia archiving statutes.

Benefits

DTA's main Call Center serves as one of the most visible public faces of DTA. The impressions taxpayers get from the experience are likely to have a lasting impact in terms of their view of DTA and their County government.

Although DTA strives to empower taxpayers to use online services which are available 24/7, DTA's main Call Center is designed to give Fairfax County taxpayers a way to get in personal touch with County staff. Citizens are able to speak directly with a staff member to receive answers to their tax related questions. This also helps improve the accuracy of tax records as DTA routinely adjusts accounts based on interactions with the public.

Central Files provides critical mail handling capabilities that allow DTA to keep track of important tax documents and the arrival of tax payments. This is especially critical around the tax payment due dates.

Mandates

This Line of Business is partially mandated.

File retention of tax documents is mandated by the Library of Virginia retention rules. This requires DTA to maintain organized and easily accessible tax documents. Such documents must also be stored in a secured location with limited staff access for a specific number of years.

Although the Call Center is not directly mandated by law, to fulfill the County vision elements of Connecting People and Places and Exercising Corporate Stewardship, DTA must be accessible and responsive to the public. This is also essential to ensuring accurate billing records. Nonetheless, the Board of Supervisors did make staff reductions to the Call Center as part of the FY 2010 LOB process. DTA accommodates this reduction through the expansion capacity in other sections of DTA and through the promotion of e-commerce.

Trends and Challenges

Providing great customer service to Fairfax County taxpayers continues to evolve as more and more County citizens do business with DTA using online services on their own schedule. With technology becoming increasingly critical in daily lives, taxpayers expect to be able to go online and take care of business at the time and day of their choosing. DTA's challenge will continue to be meeting and exceeding the ever changing demands of citizens. The launching of the MyFairfax secure web portal has helped DTA to stay in line with citizens' expectations. For the first time ever, citizens have more control over the information they can access online. A good example is getting tax payment information for income tax purposes. In the past, taxpayers' only choice was to call or email DTA requesting that information. With MyFairfax, taxpayers are able to go online and get that information without having to call or send emails. Having additional online capabilities may also reduce call volume in the main Call Center.

DTA is always challenged trying to minimize call wait time. At present, the average wait time is three minutes, but this can spike quickly to exceed 10 minutes or more. At such times, staff from other sections throughout DTA are added in a moment's notice as expansion capacity to DTA's main Call Center. This immediately relieves the excessive wait time. Using technology, staff in other sections throughout DTA join the Call Center from their desk through the press of a button. While this flexible expansion capacity is critical to DTA providing quality customer service, it does create workload stress in those sections that must stop what they are doing and assist with the overflow call volume. This is a continual balancing challenge to DTA, but it is more efficient and economical than trying to staff to maximum peak workload (a cycle which fluctuates throughout the year).

Fairfax County is a very diverse jurisdiction. This diversity, combined with the County's enormous population, also presents significant challenges in the delivery of customer service. For example, DTA offers a Spanish hotline where Spanish speaking staff are available to assist citizens for whom English presents a challenge, especially when discussing complicated tax matters. As the County becomes more culturally diverse, DTA's challenge will be to provide customer service in other languages. Fortunately, DTA itself is a diverse organization with employees fluent in many different languages.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #106: Central Telephones and Central Files			
FUNDING			
Expenditures:			
Compensation	$1,507,003	$1,554,925	$1,455,132
Operating Expenses	271,033	280,088	204,419
Total Expenditures	$1,778,036	$1,835,013	$1,659,551
General Fund Revenue	$129,751	$125,069	$127,205
Net Cost/(Savings) to General Fund	$1,648,285	$1,709,944	$1,532,346
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	28 / 28	28 / 28	23 / 23
Total Positions	28 / 28	28 / 28	23 / 23

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Phone Calls Answered in DTA's main Call Center	291,897	265,628	264,675	264,587	261,984
Cost per Phone Call Answered	$2.35	$2.61	$2.69	$2.69	$2.69
Average Wait Time on Phone (minutes:seconds)	4:09	3:42	3:12	3:10	3:05

The metrics in this LOB show stable call volume and a slight decrease in average wait times. When combined with the expansion capacity in other sections, DTA receives almost 345,000 calls per year through the department's main number, 703-222-8234, of which approximately 89 percent are answered with an average wait time of approximately three minutes. Of the calls answered in FY 2015, approximately 87 percent, or 264,675 were answered by staff in the main Call Center of this LOB. Calls that go unanswered (i.e., "dropped" calls) may occur for various reasons, but particularly spike when the call wait times become excessive.

When such spikes occur, the main Call Center contacts staff who provide expansion capacity in other DTA sections and they immediately join into the main Call Center system to bring the call wait time down. Customer service agents in the main Call Center of this LOB are recorded in their telephone calls so that management can investigate taxpayer complaints and provide additional training as necessary.

DTA is hopeful that continuing use of technology will help manage call volume and continue the trend of shorter wait times. A good example of this is the launching of the secure web portal, MyFairfax in FY 2016. For example, MyFairfax enables citizens to obtain for themselves a history of taxes paid in the prior year, which is often the subject of telephone inquiries around income tax time. Given the large and diverse population of Fairfax County, there will always be a significant segment that prefers to address tax matters by speaking directly with a staff member over the phone. Improving technology offers this LOB a means of addressing the eventual workload increases associated with a growing population.

LOB #107:

Business Discovery and Audit - Personal Property and BPOL (Business, Professional, and Occupational Licenses)

Purpose

The purpose of the Business Discovery and Audit LOB is to identify new and existing businesses in Fairfax County that have not filed/registered in Fairfax County. The purpose of the audit component of the LOB is to make sure that those businesses that filed, did so correctly, reporting gross receipts, computer equipment and furniture and fixtures accurately; and, to analyze and respond accordingly to complex assessment appeals.

This LOB is also responsible for other miscellaneous taxes such as transient occupancy tax (TOT), short term daily rental tax and bank franchise tax.

Description

LOB #107, Business Discovery and Audit, is comprised of Business Tax Specialist (BTS) field staff, each assigned a geographical territory within the County. Each BTS is responsible for canvassing all commercial areas in their assigned territory looking for new businesses that have not yet registered with the County. While in the field canvassing their areas, the BTS visits businesses that have not registered and discusses with them local licensing and personal property requirements. The business processing clerical staff are responsible for inputting all new business filing forms that the BTS staff collect, as well as all annual filing forms received from more than 40,000 businesses in Fairfax County. Additionally, the business processing staff is tasked with answering the business customer telephone calls.

BTS staff also audit annual business returns to ensure complete and accurate reporting. This is supplemented by staff auditors who conduct more detailed financial compliance audits to identify and resolve discrepancies between self-reporting data and information obtained during field surveys. Audit staff performs annual sampling audits of business personal property tax filings and engage businesses in record examinations to verify data and identify missing or erroneous property in the assessment records.

Additionally, auditors are randomly assigned business taxpayer appeal cases which are examined in great detail with the taxpayer to ensure the accurate assessment of their gross receipts and personal property. Appeal case determinations and corrected assessments are fully documented and peer reviewed. All audits are subject to appeal to the County Assessor, the State Tax Commissioner, and to the Fairfax County Circuit Court.

Administering the transient occupancy tax (hotel/motel tax), bank franchise tax and short term daily rental tax are also responsibilities of this LOB.

Benefits

In addition to legal mandates, this LOB allows DTA to educate the business community on local and state tax laws, to ensure that everyone is in compliance with all legal requirements and to ensure that everyone pays their fair share of taxes. This LOB also provides a mechanism for the business community to seek clarity on taxes assessed.

The revenue generated by this LOB provides Fairfax County funding so that the County can continue to effectively protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County.

This LOB contributes approximately $335 million annually or almost 9 percent of all General Fund revenue. As a budget initiative in FY 2014, DTA abolished four vacant clerical positions and established them instead as Business Tax Specialists, with the four additional positions generating more than $700,000 in additional revenue per year.

Internally, staff is also actively engaged in providing senior County management with frequent revenue forecasts to assist in the development and quarterly monitoring of the annual budget.

Mandates

This LOB is partially mandated.

The assessment of personal property tax is mandated by the Constitution of Virginia, Article X; the Code of Virginia, Section 58.1, Article 1, Chapter 31, Chapter 35, and Articles 1 & 5, Chapter 39; and Fairfax County Ordinance, Chapter 4 Article 17.1.

The assessment of the Bank Franchise Tax is mandated by the Code of Virginia, Section 58.1, Chapter 12, and Fairfax County Ordinance, Chapter 4, Article 8.

The assessment of BPOL is a Local Option tax adopted by the Board under Chapter 4, Article 7.2 of the Fairfax County Code; pursuant to Chapter 37 of the Code of Virginia.

The assessment of the Transient Occupancy Tax is a Local Option tax adopted by the Board under Chapter 4, Article 13 of the Fairfax County Code; pursuant to Chapter 38 of the Code of Virginia.

The assessment of the Short-term Daily Rental Tax is a Local Option tax adopted by the Board under Chapter 4, Article 21 of the Fairfax County Code; pursuant to Section 58.1-3510.1 of the Code of Virginia.

Trends and Challenges

Staff in DTA is still assessing the impact of a recent Virginia Supreme Court BPOL tax decision pertaining to the methodology to determine the BPOL tax basis. While the precise fiscal impact is uncertain, over the next several years the County may incur a significant refund liability depending on the number of businesses that file refund requests based on the new methodology. Under Virginia law, tax appeals can be filed for the current and three prior years. This issue was addressed in the Q&A Package for the FY 2016 Advertised Budget Plan. Additional information is available in the FY 2016 Q&A #20, http://www.fairfaxcounty.gov/dmb/fy2016/budget_questions/bos/bos_q.htm. In a tight economy and litigious world, the complexity and frequency of appeals in general continues to be a workload challenge which DTA must handle.

Metrorail expansion and development of areas in Fairfax County such as Tysons Corner, Reston Town Center, Springfield Mall and Mosaic District will likely increase workload for this LOB. Additional commercial and retail spaces creating expanded business presence in Fairfax County will require this LOB to increase area canvassing to ensure all businesses moving to these areas are properly licensed and paying their fair share of taxes. The challenge remains to continue to provide the best customer service possible while continuing to meet all statutory requirements and deadlines.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #107: Business Discovery and Audit - Personal Property and BPOL (Business, Professional, and Occupational Licenses)			
FUNDING			
Expenditures:			
Compensation	$2,521,838	$2,587,002	$2,738,121
Operating Expenses	504,843	512,040	464,080
Total Expenditures	$3,026,681	$3,099,042	$3,202,201
General Fund Revenue	$249,702	$242,121	$245,535
Net Cost/(Savings) to General Fund	$2,776,979	$2,856,921	$2,956,666
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	43 / 43	43 / 43	43 / 43
Total Positions	43 / 43	43 / 43	43 / 43

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
# of new business discoveries	2,711	4,445	2,085	2,400	2,400
Total Amount of Discovery Assessments	$6,935,095	$9,905,649	$7,628,481	$7,800,000	$7,800,000
% of business returns audited	13.90%	13.75%	12.12%	13.26%	13.26%

The metrics for this LOB show a surge in FY 2014 compared to the other fiscal years. Although the number of discoveries was considerably higher, the revenue jump in FY 2014 was attributed to a single large discovery that resulted in a high-dollar tax assessment. Based on performance in FY 2013 and FY 2015, this LOB should be able to yield approximately 2,400 new discoveries averaging more than $7 million in revenue per year. DTA is also exploring a new case management tracking system in order to help improve the efficiency of staff case tracking and management reporting capabilities.

LOB #108:

DELINQUENT TAX COLLECTIONS

Purpose

The Revenue Collection Division's Delinquent Section serves an integral function in pursuing collection of delinquent tax and non-tax revenue owed to the County. Using a variety of collection remedies afforded to DTA under state law, DTA's collections staff along with its third-party collection vendors aggressively pursue this debt.

Description

The Delinquent Collections Section, utilizing assistance from third party collection vendors, oversees administration and proper utilization of DTA's collection tools provided under state law. These tools include delinquent billing, dunning letters, phone calls, bank and wage liens, booting, towing, DMV registration holds, and seizure of state income tax returns. Private collection agents working under DTA oversight issue legal actions in accordance with appropriate laws and regulations. Although much of the collection work has been outsourced, DTA remains ultimately responsible for the review and approval of all legal action recommendations.

In addition to oversight, account research and reconciliation, DTA handles the billing of all current taxes; balance due bills immediately following the due date; and late bills in the first 90 days of delinquency. Pursuant to state law, DTA places tax accounts with its private collection agents once they become more than 90 days delinquent (more than 180 days delinquent for non-tax accounts). Immediately following the due date, DTA applies late payment penalties of $10 or 10 percent, whichever is greater, plus interest. For personal property taxes, the late payment penalty increases to 25 percent once an account becomes more than 30 days delinquent. Additional charges include a $30 administrative collection fee authorized by state code, and a $20 fee paid to the Virginia DMV when an account has a DMV hold released (paid by the delinquent taxpayer).

DTA staff may also take direct collection actions at any time prior to a delinquent account being placed with its agents. This LOB also routinely provides support to both DTA's Central Call Center and Cashiering Section when call volumes or in-person traffic dictate.

The Non-Tax Collection Group within the Delinquent Collections Section is responsible for collecting outstanding County receivables such as mowing fees, School Age Child Care (SACC) fees, and Community Services Board (CSB) fees. Non-tax collection is a relatively new function for DTA, beginning in FY 2012 at the direction of the County's Chief Financial Officer. To ensure compliance with County policy, this group is charged with oversight responsibility for billing and reporting. The same collection tools as noted above are also used to collect these debts.

Benefits

This LOB is intended to maximize collection of all delinquent revenue owed to the County. Use of a third party collection agency reflects an ongoing effort to reduce program expenditures and increase overall savings to the County. Outsourcing came about as an FY 2010 budget reduction, resulting in a staff reduction of 16 merit positions and 30 Exempt Limited Term positions for this LOB. Under the Code of Virginia, DTA is allowed to outsource to private collection agents, utilizing the same statutory collection tools, and without incurring any outsourcing costs. Pursuant to Virginia Code § 58.1-3958, the collection agents are instead allowed to impose a 20 percent fee in order to cover their costs. The County does not pay this fee. Rather, the collection fee is charged directly to the delinquent taxpayer. Since FY 2010, the elimination of the staff noted above has saved the County more than $1.5 million per year. At the same time, the County has continued to maintain strong collection rates and strong collections of delinquent taxes. Third party collection agents are able to utilize the latest and most technologically advanced industry-standard collection tools at no additional cost to the County. The County also maintains control of the program in that DTA staff review and authorize the use of statutory collection actions. DTA also handles all account disputes and tax adjudications.

The Non-Tax Collection component of this LOB allows other agencies to focus on their mission objectives rather than expending resources on debt collections. DTA has collection oversight for fees charged by the Community Services Board (CSB); School Aged Child Care (SACC); Division of Solid Waste (Dump); Fire Inspections; Health Department (Clinic fees/immunizations); Department of Housing (rents, damage claims); Land Development Services (Elevator Inspections); Police Department (False Alarm fines); Department of Code Compliance (grass mowing); and certain Zoning Code violations. This helps ensure a standardization for billing and collection activities. Moreover, as a result of DTA's oversight the private collection agents are also able to charge their 20 percent collection fee directly to the debtors. Absent DTA's involvement, the other County agencies would be precluded by state law from using this billing mechanism and the County would instead have to pay the collection fees directly.

This LOB generates approximately $30 million in General Fund revenue annually, plus about $2.3 million per year in non-tax revenue. Staff also assists the DMB in forecasting of revenue for the annual budget.

Mandates

This LOB is fully mandated. It reflects the agency's mandated duties in performance of revenue collection. The functions performed support the collection requirements for the Constitutional Office of the Treasurer. The collection mandates are found in Virginia Code § 58.1 and Chapter 4 of the Fairfax County Code.

The Non-Tax Collection mandate was established in DTA in FY 2012 at the direction of the County's Chief Financial Officer, pursuant to Virginia Code § 58.1-3919. Certain non-tax collections are outside the purview of DTA because of other governing statutes unique to those agencies (such as Fairfax County Libraries; General District and Circuit Courts; and Alcohol Safety Action Program).

Trends and Challenges

Balancing a high standard of customer service coupled with the challenges and sensitive nature of tax collections requires highly skilled and attentive staff. Considerable oversight of third party collection agent operations adds complexity to section supervisors and managers. A steadily-diversifying County resident population continues to be a constant challenge. Currently, citizens who are foreign born and/or speak a language other than English at home, make up a significant percentage of the County population. Such citizens may often require added assistance due to language barriers. In addition, Fairfax County is a very transient area of the country. DTA's efforts to educate and promote a well-informed community are therefore continual in nature.

With the ease of e-commerce, DTA is seeing an upward trend in the usage of online transactions to pay taxes and fees. Fairfax County citizens are highly educated and technologically savvy and expect a superior level of online functionality to conduct business with the County. DTA already has a significant online presence but this LOB will continue to face certain technological challenges. A key challenge is the lack of real-time connectivity between the County's tax systems and the proprietary systems used by DTA's collection agents. DTA and DIT will explore bridging this gap in FY 2017, in part due to the system modernization of the County's personal property and BPOL systems and perhaps through the use of the secure web portal, MyFairfax.

With respect to DTA's Non-Tax Collections activities, the greatest challenge remains the nature of unsecured debt and the economic situation of many of these citizens. County residents utilizing these non-tax programs, such as CSB services, may face financial instability and have limited assets, making it difficult to collect or requiring prolonged payment plans. This situation becomes exacerbated in times of economic downturn as more services are utilized and the ability to pay diminishes. A secondary challenge is the incompatibility between each agency's system of record and the County's financial system FOCUS. The lack of interface results in a manual process for monitoring the aging of accounts receivables, billing and referral limitations, and makes it difficult to easily compile useful reports for program analysis. This latter issue was previously reviewed by the Auditor of the Board, and it was determined that the most cost effective response to this challenge would be to explore integration in the future as these individual systems are replaced, modernized or upgraded.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #108: Delinquent Tax Collections			
FUNDING			
Expenditures:			
Compensation	$1,247,309	$1,266,209	$1,319,557
Operating Expenses	251,673	260,081	231,082
Total Expenditures	$1,498,982	$1,526,290	$1,550,639
General Fund Revenue	$2,186,393	$2,240,660	$2,238,686
Net Cost/(Savings) to General Fund	($687,411)	($714,370)	($688,047)
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	26 / 26	26 / 26	26 / 26
Total Positions	26 / 26	26 / 26	26 / 26

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Amount Collected – Delinquent Tax Collections	$21,806,703	$25,850,282	$27,883,663	$27,900,000	$27,900,000
Amount Collected – Non-tax Collections	$339,390	$1,997,000	$2,298,629	$2,300,000	$2,300,000
Current Year Collection Rate - Real Estate	99.71%	99.74%	99.77%	99.70%	99.70%
Current Year Collection Rate - Personal Property	98.35%	97.35%	98.35%	98.00%	98.00%
Current Year Collection Rate - BPOL	98.50%	95.64%	97.57%	98.50%	98.50%
Phone calls answered	9,213	8,384	8,354	8,351	8,269

Per state law, DTA presents an annual report to the Board of Supervisors on prior year collections each September. This principally reflects the collection of real estate, personal property, BPOL, parking tickets and non-tax revenue.

For perspective, the total amount of all unpaid current year taxes represents less than 1 percent of the levy for the current tax year. In addition to use of private collection agents, DTA also takes direct collection actions and provides all oversight, account reconciliation, dispute resolution and adjudication of all tax issues. DTA also receives support from the Office of the Sheriff in the execution of liens, and support from the Police Department in the towing of vehicles. The County Attorney's Office handles bankruptcy cases involving delinquent taxpayers.

DTA and its collection agents utilize a broad array of collection tools, to include computer-generated letters; telephone calls; statutory summons authority; payment plans; bank and wage liens; set-off against income tax refunds; booting and towing of vehicles; and the seizure of equipment.

In accordance with Virginia law, DTA also has an agreement with the Virginia DMV whereby vehicle registrations are withheld from citizens who have delinquent personal property taxes and/or parking tickets. This accounts for the collection of approximately 50,000 accounts per year.

In FY 2015, the robust collection program included more than 1.4 million telephone calls using automated outbound dialing technology; more than 103,000 dunning letters; approximately 24,000 bank and wage liens; more than 1,800 boot and tow orders; and judgments pursued in General District Court (judgments preserve collectability by extending the statute of limitations by an additional 10 years). Credit records are also flagged as may be necessary.

LOB #109:

BILLING AND TAX RECONCILIATION

Purpose

The Revenue Collection Division Billing and Tax Reconciliation Teams are integral to DTA's Exercising Corporate Stewardship by providing timely and accurate tax bills and reconciliation of accounts receivable to the County's financial system FOCUS.

Description

The Revenue Collection Division's Billing Section is responsible for handling more than 1.9 million billing transactions per year. This is accomplished by the accurate production and delivery of tax bills and informational inserts to citizens and commercial taxpayers. Communications specific to assessment and tax changes are a critical part of this function. In addition, this section is also responsible for the posting of payments received from multiple sources such as DTA's secure online payment site and the County's banking contract lockbox which processes most of the payments sent by mail.

The Tax Reconciliation Section is responsible for account reconciliation activities. This group is tasked with balancing and financial reporting associated with accurate accounting of tax revenues into the County's financial system FOCUS. In addition, this group is charged with balancing bank deposits and producing records for periodic and year-end audits. This section also manages DTA's vault operations.

Together, these sections work diligently to ensure accuracy in billing and accountability of incoming revenue.

Benefits

DTA is required to meet specific state and local code mandates for providing notices, delivering bills, and proper posting of tax dollars received to the correct accounts/funds. As a result of these legal mandates, more than 1.1 million citizens are provided timely and accurate bills containing the most up-to-date information available. This LOB ensures the financial integrity, reporting and controls over the public funds collected by DTA.

This LOB supports the County's vision element of Exercising Corporate Stewardship. This is certainly true with regard to the accounting, safe-guarding and depositing of funds collected from the public. It is also true internally as this LOB works closely with the Department of Finance in monthly account balancing and closing the County's annual financial records as part of the year-end audit. This LOB also assists the public in arranging for automatic payments debited from citizens' bank accounts.

Mandates

This LOB is fully mandated. It reflects the agency's mandated responsibilities related to billing, collection and reconciliation of tax revenues. The functions performed support the requirements for the role of the Constitutional Office of the Treasurer concerning taxes. These mandates are found in Virginia Code § 58.1 and Chapter 4 of the Fairfax County Code.

Additional duties incorporated within this LOB are performed to support compliance with the County's financial policy requirements and generally accepted accounting principles (GAAP).

Trends and Challenges

The Billing and Tax Reconciliation Sections are highly impacted by the demand for convenience in transacting business and that of transparency in DTA's financial stewardship responsibilities. Through collaborative efforts with DIT, starting in FY 2016 citizens are now able to log into a new secure web portal, MyFairfax, which allows individuals to have direct access to their specific current and historical tax information. In a later phase, DTA's goal is to start offering the option for citizens to elect to receive their tax bills electronically through MyFairfax pursuant to Virginia Code § 58.1-3912(F). This initiative could improve customer service and help reduce DTA expenditures associated with forms, printing and postage.

With the successful implementation of the County's financial system FOCUS, the Tax Reconciliation Section has turned its attention to the challenge of improving efficiencies in its reconciliation processes. This will be achieved through the development of additional automated interfaces between FOCUS and DTA's tax systems. Furthermore, DTA will bring a new personal property tax system online by the end of FY 2016. With the enhanced web-based technology, DTA and DIT will also explore the potential for integration between the County's tax systems and those of its private collection agents. While these system changes do pose workload challenges (programming, testing, data validation, training), they also offer the potential to improve DTA's transparency, accountability and responsiveness to taxpayers.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #109: Billing and Tax Reconciliation			
FUNDING			
Expenditures:			
Compensation	$1,112,329	$1,158,733	$1,207,738
Operating Expenses	2,350,471	2,194,720	2,171,300
Total Expenditures	$3,462,800	$3,353,453	$3,379,038
General Fund Revenue	$163,802	$158,741	$161,023
Net Cost/(Savings) to General Fund	$3,298,998	$3,194,712	$3,218,015
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	21 / 21	21 / 21	21 / 21
Total Positions	21 / 21	21 / 21	21 / 21

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Tax Bills Delivered	1,904,231	1,881,416	1,901,740	1,901,740	1,901,740
E-Commerce Transactions	407,256	420,509	438,848	461,000	485,000
Transactions (FOCUS journal entries, account adjustments, transfers, refunds, etc.)	NA	NA	44,718	45,000	45,000

Billing staff produce and generate more than 1.9 million tax bills per year, and this LOB must account for approximately $3 billion in payments. As part of the reconciliation process, staff must complete approximately 45,000 adjustments, transfers, chargebacks, and refund transactions per year. The metric for e-commerce transactions shows a continued trend upward as more and more citizens use electronic devices to conduct their business online. It is hoped that MyFairfax will further encourage this trend.

Numerous quality control measures are taken to ensure accuracy of all billing efforts. This includes, for example, a manual review of all bill samples prior to each mailing. With oversight from this LOB, the sampling actually involves a combined effort from multiple sections throughout DTA to ensure all the "subject matter experts" are included in the review. Bills are sampled to validate items such as data accuracy, billing calculations, assessed values and tax rates. Further, bills are reviewed to confirm the accuracy of all text changes pertinent to a specific billing. In addition to generating revenue, tax bills and bill inserts provide an excellent way to communicate with taxpayers and provide important information.

For quality review in Tax Reconciliation, that section uses daily reports generated from tax subsystems to identify and correct any errors in payment transactions. In addition, staff reconciles transactions to the general ledger as part of the monthly reconciliation process. This is performed to ensure accurate processing of financial transactions and timely reporting to the external auditors and in preparation for data requirements associated with the year-end Comprehensive Annual Financial Report (CAFR).

LOB #110:

CASHIERING

Purpose

The Revenue Collection Division Cashiering Section functions as an integral part of DTA's service delivery for the collection and accurate posting of taxes and other miscellaneous revenues. DTA places great emphasis on providing quality customer service in meeting the needs of Fairfax County citizens. Cashiering staff are tasked with ensuring citizens are provided the highest level of customer service and, further, that the revenue collected is handled in accordance with established secure cash management controls and correctly posted. DTA meets its mission to collect County revenue, provide high quality customer service and promote an empowered, well-informed community.

Description

Cashiering staff are cross-trained to understand and explain the tax assessment requirements and process payments for real estate, personal property, and business taxes. They provide taxpayer assistance with tax accounts and are empowered to help citizens with tax assessment issues, such as proration and vehicle valuation matters, as well as payment and collection issues. This supports DTA's goal to provide a "One Stop Shopping" experience. In addition to processing taxes such as real estate and personal property, Cashiering staff process a host of other transactions such as the collection of fees for dog licenses and transient occupancy taxes. Staff assists citizens with state income tax questions and serves as expansion capacity for DTA's main Call Center to help reduce long wait times on the telephones as necessary.

The cashiering counter provides internal services to County agencies by processing petty cash reimbursement vouchers. In an effort to accommodate those citizens unable to visit during normal business hours, DTA extends its hours to 6:30 p.m. each Thursday.

Due to the various tax due dates, the volume of taxpayer traffic peaks several times throughout the year. Cashiering staff must ensure that customer service standards remain high during these periods. Due to increased volume in payment transactions during each peak, it is essential that great attention be given to the accurate and timely posting of payments.

For years, DTA has successfully administered its Smiles campaign to handle the significant increase in both the number of transactions and volume of citizens coming to pay as a result of the October 5 personal property tax due date. To accomplish this, temporary and express counters are created and staffed by other sections of DTA. Extended evening and Saturday hours are implemented during this time to assist citizens unable to come during normal business hours.

Benefits

The Cashiering Counter operation is part of the Revenue Collection Division and provides County taxpayers with the option to receive in-person assistance. The counter is a full service operation which accepts all payment types, makes adjustments to tax accounts, provides state income tax assistance, issues dog tags, and processes other miscellaneous transactions. In the receipt of payments and adjustment of tax accounts, this LOB fully embodies the County vision elements of Exercising Corporate Stewardship.

This LOB is of particular importance to citizens with cash transactions, those in need of language assistance, seniors and people with disabilities who prefer and/or require personal assistance and individuals who wish to have face-to-face interaction. DTA's Cashiering Counter often provides a "face to Fairfax County" and as such supports the vision element of Connecting People and Places.

Petty cash handling and coordination with the Department of Finance relative to balancing and deposits also provides an important internal service.

Mandates

This LOB is fully mandated. It reflects the agency's mandated duties in performance of revenue collection. The functions performed support the requirements for the role of the Constitutional Office of the Treasurer and the Assessor. These mandates are found in Virginia Code § 58.1 and in Chapter 4 of the Fairfax County Code.

A full service Cashiering Counter is one of several mechanisms used to fulfill this mandated activity. While the duties are mandated, the level of customer service is not. The current staffing structure is deemed to be the minimum necessary to provide quality customer service. Given past experience with customer service delays and complaints, the Board of Supervisors has prudently provided DTA with sufficient resources with which to serve the public. It should be noted that DTA's Cashier Counter operations and DTA's main Call Center were reduced as part of the FY 2010 Lines of Business process by eliminating 19 merit positions and 4 Exempt Limited Term positions.

Trends and Challenges

In recent years, the changes in demographics have challenged staff to become better equipped in serving a diverse citizenry. Over the past three years, the most significant growth rate for a demographic group has occurred in the senior population. In addition to the growth of the senior population, citizens who are foreign born and/or speak a language other than English at home, make up an increasing percentage of the County population. Providing transparency, explaining complicated processes in simple terms on a mass scale is challenging in light of a growing population. The growth in these two segments, coupled with the overall population growth over the past five years, pose a continual challenge to provide exceptional service to the public as well as maintaining best business practices for payment processing and financial reporting activities.

The Cashiering Counter operation is highly impacted by demands for service from a diverse population. The transient nature of the population requires an ongoing educational effort. Management recognizes that the demographics of citizens coming to this office for assistance may need specialized support and must train staff to handle these situations.

Advancements in banking technology allow for the electronic deposit of monies resulting in quicker fund availability. This LOB works closely with the Department of Finance and DIT to ensure compliance with both banking and information security concerns related to banking activities. DTA will continue to work with those agencies to take full advantage of emerging technologies.

Trends in banking have been influenced by the use of electronic delivery channels for accepting payments. In an attempt to mitigate fraudulent credit card use, the US credit card payment industry is moving to the use of payment transaction encryption technology. As a result, in FY 2016 DTA is purchasing new hardware to accommodate this change.

The application of new technologies and service delivery methods has aided DTA in keeping pace with the ever-changing landscape of citizens and development. The tremendous growth in the use of technology has resulted in significant efficiencies for both the public and DTA staff. Service trends remain focused on technology which promotes convenience, security, and ease of customer transactions. DTA is tasked with staying focused on the technological environment, to ensure the most suitable, user-friendly, and secure technology is employed. However, the use of such technology can require significant investments. The cost of licensing fees, maintenance contracts, updated software versions, and new innovative products, are currently absorbed within DTA's budget. For a number of years, DTA has employed internal belt-tightening measures and when necessary, held vacant positions open to cover the cost of new technology. This will continue to be a challenge in the future.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #110: Cashiering			
FUNDING			
Expenditures:			
Compensation	$999,368	$1,037,248	$1,126,005
Operating Expenses	145,196	140,044	124,429
Total Expenditures	$1,144,564	$1,177,292	$1,250,434
General Fund Revenue	$106,001	$102,621	$104,149
Net Cost/(Savings) to General Fund	$1,038,563	$1,074,671	$1,146,285
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	14 / 14	14 / 14	14 / 14
Total Positions	14 / 14	14 / 14	14 / 14

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Walk-in transactions	74,748	73,078	75,363	75,400	75,400
Average customer rating of DTA Service (4.0 scale)	3.8	3.9	3.9	3.9	4.0
Mail payment transactions	253,724	232,767	169,268	169,300	169,300
Phone calls answered	25,253	22,980	22,898	22,890	22,665

During FY 2015, the Revenue Collection Division was able to reduce the number of backroom mail transactions processed by cashiering staff by shifting more workload to DTA's bank lockbox processor. Prior to FY 2015, the lockbox processor handled only straightforward payments sent by citizens through the mail. Payments not containing sufficient account information were returned to DTA for "exception processing." These payments had to be manually researched and processed by cashiering staff. Through the use of imaging technology, the cashiering staff are now able to conduct routine research and immediately transmit the check back to DTA's lockbox for processing. This has proven to be a much more efficient process, increasing the speed of deposits, smoothing staff workload peaks, and enabling greater capacity for cashiering staff to assist with other workload bottlenecks (such as with call volume).

Working with the Office of Public Affairs, DTA actively tries to promote e-commerce which also helps counteract workload increases elsewhere. Nonetheless, the results of taxpayer surveys from citizens served at DTA's cashiering counters show a high degree of customer satisfaction.

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