

Lines of Business (LOBs):

July 20, 2015

What are LOBs?

- ▶ LOBs are an inventory of what the County does.
 - ▶ As a \$7 billion full-service local government, the County provides a vast array of programs and services to support a diverse population of more than one million people.
 - ▶ Many in the community are unaware of what services the County provides, why they are provided, and how they are funded.
 - ▶ Last completed in phases in FY 2008 and FY 2010 so time to be updated.

How do LOBs differ from the budget?

- ▶ LOBs are a presentation of services that is more detailed than the budget.
 - ▶ LOBs provide a comprehensive, detailed look at the functional and operational level of work performed by the programs and services
 - ▶ LOBs are typically more discrete than a department's organizational structure.
 - ▶ However, LOBs are often groupings of specific programs, e.g., the LOB Child Care Services includes both the Employee Childs Care Center and the SACC program.
 - ▶ It is always a challenge to make LOBs consistent across vastly different departments and program areas.

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How do LOBs impact FY 2017 Budget Development?

- ▶ The LOBs are not a budget-cutting exercise for FY 2017:
 - ▶ Educational component must come first, including a discussion of the details and metrics of LOBs
 - ▶ Secondly, staff will coordinate a discussion of the array of LOBs in relation to County priorities
 - ▶ Subsequently, a focus on budget-related issues for future budget development will occur

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What is the LOBs Committee?

- ▶ In support of this effort, a Committee of 18 employees from across the organization has been designated to spearhead the LOBs initiative.
- ▶ The Committee is not intended to represent every department but instead to provide a wide breadth of experience and expertise in the County to facilitate the discussion and to provide the framework of the process to the County Executive and ultimately to the Board and the community.
 - ▶ The Committee does not replace the coordination between the Department of Management and Budget and departments for instructions, questions, etc.
- ▶ The Committee will provide input on the details of the process as well as serve as a link to the wider County organization to ensure inclusion of all departments.
- ▶ In addition, the Committee will review department submissions and provide input to the County Executive and Deputies concerning:
 - ▶ the initial inventory (LOB titles)
 - ▶ the evaluation process
 - ▶ how the LOBs are presented to the Board and the community

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What will departments submit for LOBs?

- ▶ Each LOB will have a template to include:
 - ▶ An outline of the **objective** of the LOB
 - ▶ A discussion of **challenges and trends**
 - ▶ The **resources** (positions and dollars) required to provide the LOB
 - ▶ A **description** of how the LOB is performed and who performs it
 - ▶ An explanation of the **benefits** of the LOB
 - ▶ A discussion of whether or not the LOB is **mandated**
 - ▶ **Metrics** to illustrate how efficiently and effectively the LOB is performed.
- ▶ Detailed instructions were distributed in June 2015

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Why will LOBs be evaluated?

- ▶ The entire universe of LOBs will be *evaluated* and *prioritized* to focus the conversation
 - The LOBs evaluation process will align each individual LOB in relation to the County Vision Elements:
 - The Vision Elements are a long-standing statement by County staff of how all County services can be categorized.
 - Individual LOB alignment will show how resources are allocated in relation to the LOB evaluation as part of the FY 2017 discussion
 - Individual LOBs will be validated in terms of whether the County should continue to perform them as part of future year budget development

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How will LOBs be evaluated?

- ▶ Departments will undertake a two-step evaluation process for each LOB.
 1. The first step includes determining the applicable Vision Elements that each LOB supports. For each LOB, departments should consider the Vision Element definitions and clarifying statements to see if it fits in the Vision Element.
 2. After determining which Vision Elements each LOB supports, the next step is to determine how essential the LOB is in achieving the objective of each Vision Element.
- ▶ As a result of this exercise, the entire universe of LOBs will be evaluated and prioritized to focus the initial conversation and:
 - ▶ Array each individual LOB in relation to the Vision Elements
 - ▶ Show how resources are allocated in relation to the LOB evaluation
- ▶ By framing the discussion in this way, the Board and the community will be able to navigate the next phases of the LOB process, including reviewing LOBs for efficiencies.

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Timeline

- ▶ **March - May:** Inventory reviewed and discussion with Departments occur to come to agreement on specific LOBs that will be compiled

- ▶ **June - September:** Departments work on the details of the LOB submissions / Evaluate how LOBs fit into the County Vision Elements

- ▶ **October - November:** LOBs reviewed by Committee

- ▶ **December 2015 - January 2016:** CEX and Deputy review and validation of evaluations

- ▶ **January - April 2016:** BOS and community review and Next Steps

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Questions?

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